

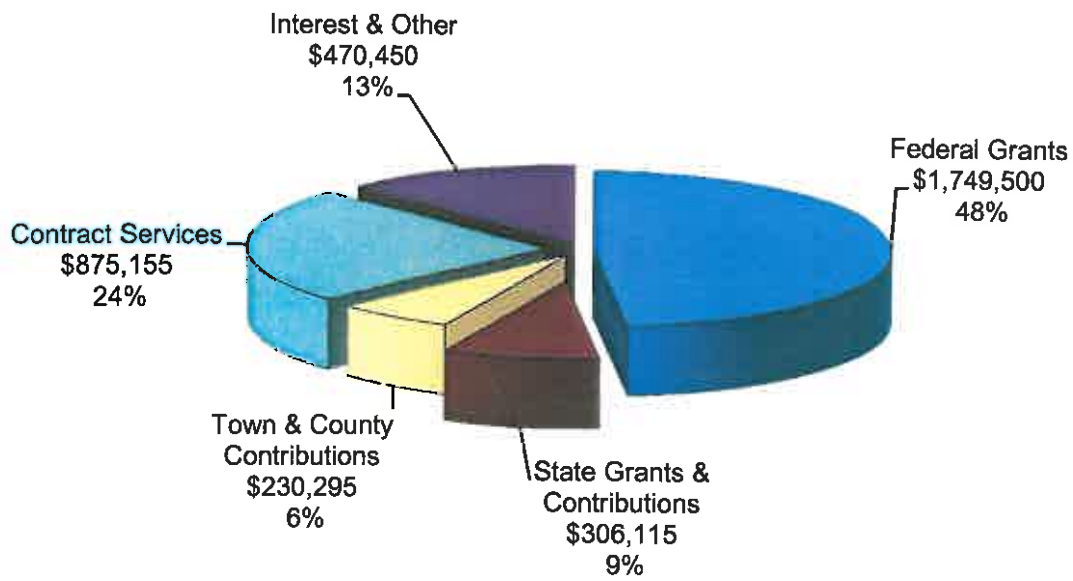
*FISCAL YEAR 2015*

*BUDGET AND WORKPLAN*

*Adopted by the Executive Committee  
September 17, 2014*



**AVCOG Funding Sources  
as a  
Percentage of Total Budget**



**Androscoggin Valley Council of Governments  
Fiscal Year 2015**

| <b>Resource Summary</b>               |  | <b>FY2014</b>      | <b>FY2015</b>      |
|---------------------------------------|--|--------------------|--------------------|
| EDA Planning Grant                    |  | 30,000             | 70,000             |
| Small Business Development Center     |  | 150,000            | 150,000            |
| Community Development Block Grant     |  | 10,000             | 10,000             |
| Tourism                               |  | 103,000            | 103,000            |
| Manufacturers Extension Partnership   |  | 75,000             | 75,000             |
| Mobilize Maine                        |  | 71,000             | 35,000             |
| SBA & RMAP Micro Technical Assistance |  | 199,606            | 175,000            |
| Lending Activities                    |  | 134,216            | 129,950            |
| Contract Services                     |  | 177,000            | 179,400            |
| ARWC                                  |  | 33,000             | 35,000             |
| RECD Solid Waste                      |  | 100,000            | 84,000             |
| SPO Community Assistance              |  | 26,000             | 26,000             |
| Federal Transit Administration        |  | 172,088            | 151,000            |
| FTA Direct Recipient                  |  | 0                  | 1,707,370          |
| Lewiston Auburn Transit Committee     |  | 13,000             | 0                  |
| ATRC                                  |  | 366,000            | 367,000            |
| Rural Transportation                  |  | 55,000             | 55,000             |
| Other Income                          |  | 51,500             | 48,500             |
| Town and County Contributions         |  | 234,575            | 230,295            |
| <b>TOTAL</b>                          |  | <b>\$2,000,985</b> | <b>\$3,631,515</b> |

| <b>Expenditure Summary</b>       |  | <b>FY2014</b>      | <b>FY2015</b>      |
|----------------------------------|--|--------------------|--------------------|
| Salaries                         |  | 848,363            | 877,785            |
| Benefits                         |  | 240,491            | 257,179            |
| Contract Services                |  | 250,000            | 1,863,600          |
| Travel & Subsistence             |  | 34,700             | 27,600             |
| Seminars & Conferences           |  | 35,808             | 33,500             |
| Publications, Memberships & Dues |  | 4,200              | 4,100              |
| Printing, Supplies & Postage     |  | 22,650             | 21,700             |
| Equipment & Software             |  | 3,000              | 3,000              |
| Legal                            |  | 2,000              | 2,000              |
| Interest                         |  | 57,200             | 46,000             |
| Other                            |  | 30,950             | 29,179             |
| Indirect Costs                   |  | 471,623            | 465,872            |
| <b>TOTAL</b>                     |  | <b>\$2,000,985</b> | <b>\$3,631,515</b> |
| <b>surplus (deficit)</b>         |  | <b>\$0</b>         | <b>\$0</b>         |

**Androscoggin Valley Council of Governments  
Fiscal Year 2014-2015**

| <b>Indirect Costs</b>                   |                  |                |
|---|------------------|----------------|
|   | <b>FY 2014</b>   | <b>FY2015</b>  |
| Salary/Wages                            | 194,802          | 191,415        |
| Fringe Benefits                         | 55,221           | 56,082         |
| Contract Services                       | 1000             | 1000           |
| Travel                                  | 6000             | 5500           |
| Office Supplies                         | 2500             | 2500           |
| Drafting Supplies                       | 1000             | 1000           |
| Computer Supplies                       | 500              | 500            |
| Janitorial Supplies                     | 1500             | 1200           |
| Computer Software Maintenance           | 14000            | 14000          |
| Telephone                               | 9500             | 9500           |
| Web Page Maintenance                    | 500              | 0              |
| Utilities                               | 14000            | 15000          |
| Computer & Equipment Repairs            | 1000             | 1000           |
| Maintenance Agreement                   | 6000             | 5000           |
| Equipment Rental (copier, server lease) | 8500             | 8500           |
| Postage                                 | 2000             | 1500           |
| Registrations                           | 1500             | 1500           |
| Memberships, Dues & Subscriptions       | 9000             | 9000           |
| Conference Expense                      | 5000             | 4000           |
| Liability Insurance                     | 11000            | 12000          |
| Small Equipment and Software            | 700              | 700            |
| Printing & Publications                 | 1500             | 1000           |
| Janitorial                              | 7000             | 7000           |
| Advertising                             | 500              | 500            |
| Accounting                              | 12500            | 12500          |
| Administrative Expense                  | 5000             | 4000           |
| Legal Services                          | 1000             | 1000           |
| Training                                | 500              | 500            |
| Interest Expense                        | 15100            | 14200          |
| Real Estate Taxes                       | 18300            | 20275          |
| Rent                                    | 9000             | 9000           |
| Building Repairs                        | 15000            | 15000          |
| Depreciation                            | 41000            | 40000          |
| <b>TOTAL</b>                            | <b>\$471,623</b> | <b>465,872</b> |

Indirect Costs are those costs which are not readily assignable to specific programs. They are, therefore, aggregated and placed into an Indirect Cost pool. Each year, an indirect cost rate is calculated and this rate is applied to the direct salaries and fringe of the Council's grants & programs.

|  |           |           |
|--|-----------|-----------|
| Total salaries & fringe & direct charges | 1,338,877 | 1,382,461 |
| Less: sal & fringe allocated to ind      | 250,023   | 247,497   |
| Indirect Base                            | 1,088,854 | 1,134,964 |
| Indirect Rate                            | 43.31%    | 41.05%    |



| ANDROSCOGGIN VALLEY COUNCIL OF GOVERNMENTS ASSESSMENT FY2015 excl So. Oxford Towns                                  |                       |                     |                   |                  |                  |                             |                        |               |              |
|---|-----------------------|---------------------|-------------------|------------------|------------------|-----------------------------|------------------------|---------------|--------------|
| Androscoggin Valley Council of Governments Assessment Formula with \$500 Base, \$26,000 maximum and \$1,000 minimum |                       |                     |                   |                  |                  |                             |                        |               |              |
| MEMBER TOWN   | 5 YR VAL VALUATION    | VALUATION 0.0000097 | 2010 POPULATION   | POP. x 0.3       | BASE 500         | 2015 ASSESSEMENT BY FORMULA | 2014 ACTUAL ASSESSMENT | DIFFERENCE    | % Increase   |
| ANDOVER   | 82,940,000            | 804.52              | 821.00            | 246.30           | 500.00           | 1,550.82                    | 1,543.83               | 6.99          | 0.45%        |
| AUBURN  | 1,992,520,000         | 19,327.44           | 23,055.00         | 6,916.50         | 500.00           | 26,000.00                   | 26,000.00              | 0.00          | 0.00%        |
| AVON  | 38,470,000            | 373.16              | 461.00            | 138.30           | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| BETHEL  | 438,850,000           | 4,256.85            | 2,607.00          | 782.10           | 500.00           | 5,538.95                    | 5,478.90               | 60.05         | 1.10%        |
| BUCKFIELD   | 128,450,000           | 1,245.97            | 2,009.00          | 602.70           | 500.00           | 2,348.67                    | 2,334.41               | 14.26         | 0.61%        |
| BYRON   | 27,630,000            | 268.01              | 145.00            | 43.50            | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| CANTON  | 57,210,000            | 554.94              | 990.00            | 297.00           | 500.00           | 1,351.94                    | 1,349.22               | 2.72          | 0.20%        |
| CARRAB VALLEY   | 580,580,000           | 5,631.63            | 781.00            | 234.30           | 500.00           | 6,365.93                    | 6,350.02               | 15.91         | 0.25%        |
| CARTHAGE  | 29,670,000            | 287.80              | 560.00            | 168.00           | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| CHESTERVILLE  | 85,990,000            | 834.10              | 1,352.00          | 405.60           | 500.00           | 1,739.70                    | 1,702.75               | 36.95         | 2.17%        |
| DIXFIELD  | 143,310,000           | 1,390.11            | 2,550.00          | 765.00           | 500.00           | 2,655.11                    | 2,597.88               | 57.23         | 2.20%        |
| EUSTIS  | 165,410,000           | 1,604.48            | 618.00            | 185.40           | 500.00           | 2,289.88                    | 2,249.62               | 40.26         | 1.79%        |
| FARMINGTON  | 457,120,000           | 4,434.06            | 7,760.00          | 2,328.00         | 500.00           | 7,262.06                    | 7,231.22               | 30.84         | 0.43%        |
| GILEAD  | 29,470,000            | 285.86              | 209.00            | 62.70            | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| GREENE  | 322,630,000           | 3,129.51            | 4,350.00          | 1,305.00         | 500.00           | 4,934.51                    | 4,917.25               | 17.26         | 0.35%        |
| GREENWOOD   | 158,310,000           | 1,535.61            | 830.00            | 249.00           | 500.00           | 2,284.61                    | 2,246.49               | 38.12         | 1.70%        |
| HANOVER   | 38,690,000            | 375.29              | 238.00            | 71.40            | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| HARTFORD  | 115,240,000           | 1,117.83            | 1,185.00          | 355.50           | 500.00           | 1,973.33                    | 1,962.17               | 11.16         | 0.57%        |
| HERRON  | 84,070,000            | 815.48              | 1,416.00          | 424.80           | 500.00           | 1,740.28                    | 1,720.49               | 19.79         | 1.15%        |
| JAY   | 970,320,000           | 9,412.10            | 4,851.00          | 1,455.30         | 500.00           | 11,367.40                   | 11,223.26              | 144.14        | 1.28%        |
| KINGFIELD   | 131,210,000           | 1,272.74            | 997.00            | 299.10           | 500.00           | 2,071.84                    | 1,994.43               | 77.41         | 3.88%        |
| LEEDS   | 176,070,000           | 1,707.88            | 2,326.00          | 697.80           | 500.00           | 2,905.68                    | 2,878.03               | 27.65         | 0.96%        |
| LEWISTON  | 2,374,320,000         | 23,030.90           | 36,592.00         | 10,977.60        | 500.00           | 26,000.00                   | 26,000.00              | 0.00          | 0.00%        |
| LISBON  | 586,390,000           | 5,887.98            | 9,009.00          | 2,702.70         | 500.00           | 8,890.68                    | 9,038.80               | -148.12       | -1.64%       |
| LIVERMORE   | 191,140,000           | 1,854.06            | 2,095.00          | 628.50           | 500.00           | 2,982.56                    | 2,977.32               | 5.24          | 0.18%        |
| LIVERMORE FALLS   | 171,710,000           | 1,665.59            | 3,187.00          | 966.10           | 500.00           | 3,121.69                    | 3,158.06               | -36.37        | -1.15%       |
| MECHANIC FALLS  | 161,720,000           | 1,568.68            | 3,031.00          | 909.30           | 500.00           | 2,977.98                    | 2,982.06               | -4.08         | -0.14%       |
| MEXICO  | 110,830,000           | 1,075.05            | 2,681.00          | 804.30           | 500.00           | 2,379.35                    | 2,368.88               | 10.47         | 0.44%        |
| MINOT   | 191,050,000           | 1,853.19            | 2,607.00          | 782.10           | 500.00           | 3,135.29                    | 3,129.56               | 5.72          | 0.18%        |
| NEWRY   | 456,940,000           | 4,432.32            | 329.00            | 98.70            | 500.00           | 5,031.02                    | 4,882.22               | 148.80        | 3.05%        |
| NEW SHARON  | 97,540,000            | 946.14              | 1,407.00          | 422.10           | 500.00           | 1,868.24                    | 1,827.40               | 40.84         | 2.23%        |
| NEW VINEYARD  | 63,780,000            | 618.67              | 757.00            | 227.10           | 500.00           | 1,345.77                    | 1,325.20               | 20.57         | 1.55%        |
| NORWAY  | 445,080,000           | 4,317.28            | 5,014.00          | 1,504.20         | 500.00           | 6,321.48                    | 6,312.94               | 8.54          | 0.14%        |
| OTISFIELD   | 279,630,000           | 2,712.41            | 1,770.00          | 531.00           | 500.00           | 3,743.41                    | 3,731.97               | 11.44         | 0.31%        |
| PARIS   | 343,460,000           | 3,331.56            | 5,183.00          | 1,554.90         | 500.00           | 5,386.46                    | 5,366.19               | 20.27         | 0.38%        |
| PERU  | 130,160,000           | 1,262.55            | 1,541.00          | 462.30           | 500.00           | 2,224.85                    | 2,215.73               | 9.12          | 0.41%        |
| PHILLIPS  | 79,280,000            | 769.02              | 1,028.00          | 308.40           | 500.00           | 1,577.42                    | 1,541.24               | 36.18         | 2.35%        |
| POLAND  | 679,700,000           | 6,593.09            | 5,376.00          | 1,612.80         | 500.00           | 8,705.89                    | 8,733.44               | -27.55        | -0.32%       |
| RANGELEY  | 584,310,000           | 5,667.81            | 1,168.00          | 350.40           | 500.00           | 6,518.21                    | 6,617.54               | -99.33        | -1.50%       |
| ROXBURY   | 49,760,000            | 482.67              | 369.00            | 110.70           | 500.00           | 1,093.37                    | 1,086.49               | 6.88          | 0.63%        |
| RUMFORD   | 653,430,000           | 6,338.27            | 5,841.00          | 1,752.30         | 500.00           | 8,590.57                    | 8,791.65               | -201.08       | -2.29%       |
| SABATTUS  | 290,160,000           | 2,814.55            | 4,876.00          | 1,462.80         | 500.00           | 4,777.35                    | 4,723.52               | 53.83         | 1.14%        |
| STRONG  | 81,250,000            | 788.13              | 1,213.00          | 363.90           | 500.00           | 1,652.03                    | 1,603.62               | 48.41         | 3.02%        |
| SUMNER  | 65,750,000            | 637.78              | 939.00            | 281.70           | 500.00           | 1,419.48                    | 1,413.85               | 5.63          | 0.40%        |
| TURNER  | 490,390,000           | 4,756.78            | 5,734.00          | 1,720.20         | 500.00           | 6,976.98                    | 6,946.43               | 30.55         | 0.44%        |
| UPTON   | 24,480,000            | 237.46              | 113.00            | 33.90            | 500.00           | 1,000.00                    | 1,000.00               | 0.00          | 0.00%        |
| WALTON  | 107,730,000           | 1,044.98            | 1,616.00          | 484.80           | 500.00           | 2,029.78                    | 2,030.85               | -1.07         | -0.05%       |
| WATERFORD   | 256,020,000           | 2,483.39            | 1,553.00          | 465.90           | 500.00           | 3,449.29                    | 3,441.53               | 7.76          | 0.23%        |
| WELD  | 93,610,000            | 909.96              | 419.00            | 125.70           | 500.00           | 1,535.66                    | 1,491.23               | 44.43         | 2.98%        |
| WEST PARIS  | 100,900,000           | 978.73              | 1,812.00          | 543.60           | 500.00           | 2,022.33                    | 2,038.34               | -16.01        | -0.79%       |
| WILTON  | 284,930,000           | 2,763.82            | 4,116.00          | 1,234.80         | 500.00           | 4,498.62                    | 4,403.95               | 94.67         | 2.15%        |
| WOODSTOCK   | 169,630,000           | 1,645.41            | 1,277.00          | 383.10           | 500.00           | 2,528.51                    | 2,521.62               | 6.89          | 0.27%        |
| Franklin City   | 4,634,920,000         | 2,697.52            | 30,768.00         | 553.82           | 30.00            | 3,281.35                    | 3,228.33               | 53.02         | 1.64%        |
| Oxford City   | 5,132,610,000         | 2,967.18            | 46,369.00         | 834.64           | 30.00            | 3,851.82                    | 3,835.83               | 15.99         | 0.42%        |
| <b>TOTALS</b>   | <b>25,636,970,000</b> | <b>159,618.27</b>   | <b>249,901.00</b> | <b>53,217.67</b> | <b>26,060.00</b> | <b>230,298.11</b>           | <b>229,545.76</b>      | <b>752.35</b> | <b>0.33%</b> |

**BUSINESS & ECONOMIC DEVELOPMENT DIVISION  
FY 2015**

**Economic Development Administration (EDA) Annual Planning Grant**

Funding Source: U.S. Department of Commerce, Economic Development Administration

Purpose: The EDA planning grant provides annual funding to support the region's comprehensive economic development program planning process and funding to research and identify economic development opportunities and/or specific issues.

Activities: *1) Development of the Comprehensive Economic Development Strategy (CEDS) for the region;*  
*2) Community Assistance with preparation of Economic Development Administration Grant application; preparation of AVCOG annual Planning Grant Application;*  
*3) Implementation of general community/economic development program as outlined in the workplan*  
*4) Regional Capital Projects updating*  
*5) Regional Tourism, Marketing and Promotional Activities (see below for details of activities partially funded with the Planning Grant)*

Staff: Amy Landry, Business & Economic Development Specialist  
Dina Jackson, Economic Development Specialist

**Community Development Block Grant Program (CDBG) Technical Assistance**

Funding Source: Maine Department of Economic and Community Development - CDBG Program

Purpose: The Department of Economic and Community Development (DECD) contracts with AVCOG to provide technical assistance associated with the State Community Development Block Grant Program (CDBG). CDBG programs are state administered federally funded programs designed to provide funding (grants) to communities to help finance local housing, economic development and public facilities. Funding is provided to AVCOG for outreach and general education about the programs as well as assisting interested communities with developing projects, ensuring adequate citizen participation, researching additional funding sources, and preparing program applications.

Activities: *CDBG activities will continue to include grant application review and assistance and Phase II technical assistance.*

Staff: Amy Landry, Business & Economic Specialist

**Mobilize Maine**

Funding Source: US Department of Commerce, EDA – Subcontracted through Northern  
Maine Development Commission

Purpose: To implement the statewide Mobilize Maine Initiative for the development and implementation of cluster-focused, asset-based comprehensive economic development strategies (CEDs) in the seven existing Maine Economic Development Districts.

Activities: *The strategies will complement and support the existing AVCOG CEDs, and is designed to bring together the public and private sectors in the creation of an economic development roadmap to diversify and strengthen the regional economy. Identification of industry clusters providing best opportunity for goal achievement; work with action teams in development of priority projects/initiatives in the following areas: Transportation/Distribution & Logistics; Agriculture, Healthcare, Tourism, Manufacturing, Androscoggin River and Workforce Development.*

Staff: Amy Landry, Business & Economic Development Specialist

#### **Franklin County Tax Increment Financing (FCTIF) – Administrative Support**

Funding Source: Franklin County TIF

Purpose: Assist the Greater Franklin Development Corporation (GFDC) with the administration of the Franklin County TIF

Activities: *Provide support to the GFDC in its leadership role in the administration of the Priority 2 Project Activities as outlined in the Franklin County TIF Management Guidance Document. Assist in the records management and reporting as required under the terms and conditions of the TIF approval; and other work items as mutually agreed upon. Costs will be incurred hourly. A scope of work and mutually agreed upon cost will be developed for more intensive assistance.*

Staff: Amy Landry, Business & Economic Development Specialist

#### **Maine Department of Transportation - Rest Area Maintenance**

Funding Source: Maine Department of Transportation

Purpose: To provide rest area maintenance to two rest areas in Western Maine.

Activities: *Manage contract for the grounds maintenance of the West Paris-Snow Falls, and Bethel-Riverside Rest Areas.*

Staff: Amy Landry, Business & Economic Development Specialist



### **Regional Tourism Promotion Development**

Funding Source: EDA Planning Grant, Maine State Office of Tourism, Chambers of Commerce and AVCOG Member dues

Purpose: Promote tourism development efforts and nature based tourism opportunities for Western Maine

Activities: *Implement a regional marketing program for tourism in Western Maine. Work with area chambers of commerce, local development corporations and communities on regional tourism/economic development marketing efforts. Work with the tourism industry to develop a range of cultural, heritage and nature-based vacation packages and experiences.*

Staff: Economic Development Specialist, Dina Jackson

### **Maine Woods Consortium**

Funding Source: EDA Planning Grant

Purpose: The Maine Woods Consortium is an open association of businesses, government agencies, and non-profits focusing and aligning efforts to use our region's assets in creative and sustainable ways in Maine's "rim" counties (Franklin, Oxford, Piscataquis, Somerset, Penobscot, Aroostook, and Washington).

Activities: *The work of the MWC is currently concentrated in three areas:*

- 1. Providing a forum for learning and information exchange among leading economic, community development and conservation organizations working in the Maine Woods;*
- 2. Guiding strategic investment in tourism development initiatives through a partnership with the Betterment Fund; and*
- 3. Working to integrate economic and community considerations into major land conservation efforts.*

Staff: Dina Jackson, Economic Development Specialist

### **Maine Small Business Development Center (Maine SBDC)**

Funding Source: The University of Southern Maine/U.S. SBA, CDBG funds from the State of Maine, AVCOG interest income.

Purpose: The Small Business Development Center Program (SBDC) is a joint venture funded by the U.S. Small Business Administration, the University of Southern Maine, and the Maine Department of Economic and Community Development. An allocation of funding is provided each year to provide this service.

Activities: *Activities will continue to include counseling, and workshops. The SBDC Business Counselors provide professional one-on-one counseling assistance to*

*existing businesses and start-ups in the areas of general business planning, commercial loan package development, finance, marketing, and management at no cost to the business.*

Staff: Jane Mickeriz & Larry Giroux, Business Counselors

**Maine MEP (Manufacturers Extension Partnership)**

Funding Source: Department of Commerce, National Institute of Standards and Technology (NIST) MEP and the State of Maine, Department of Economic and Community Development

Purpose: With a state home office in Augusta and field personnel at AVCOG along with other regional economic development district offices, MEP offers confidential management assistance to small and medium sized manufacturers in the application of manufacturing and manufacturing technologies.

Activities: *Provides direct assistance or links companies to appropriate resources to solve technical and management problems. Complete projects that have strategic value and product bottom-line results.*

Staff: Wayne Messer, Field Engineer

**DIRECT LENDING PROGRAMS**

AVCOG's loan programs were designed to provide gap financing, which would result in the creation and retention of jobs and expansion of commercial tax bases. In most instances, AVCOG's loan funds leverage additional financing from various private and public sources. Additionally AVCOG provides underwriting and loan program activities on a contract basis for various loan pools in AVCOG's service area. Funding support for Lending programs comes from loan pool interest income.

**Small Business Administration (SBA) 504 Lending Program**

Purpose: AVCOG works closely with Pine Tree State Certified Development Company to provide underwriting, packaging and portfolio servicing under this program. The program is designed to provide lower-rate, long-term fixed asset financing for area small businesses through the issuance of government-backed debentures to the private investment market. This financing complements AVCOG's Revolving Loan Program.

Staff: Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer

**EDA Revolving Loan Fund (RLF)**

Purpose: AVCOG continues to operate a \$850,000 Revolving Loan Fund. This program was initially capitalized with a grant by the Economic Development Administration in 1981 and recapitalized in 1984. Financing is available to businesses located in Androscoggin, Oxford and Franklin Counties.

Staff: Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist

**Intermediary Relending Program (IRP) Administration (Rural Development)**

Purpose: In August 1991, AVCOG received a \$2.0 million loan from the Rural Development (formerly Farmers Home Administration) to be used as a Revolving Loan Fund for area businesses. The program was expanded by \$1 million in 1994 and \$750,000 in 2000. These funds may be used for the purchase of fixed assets or equipment, as well as for working capital.

Staff: Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist

**Sudden & Severe Economic Dislocation Program/Revolving Loan Fund (SSED/RLF) Administration**

Purpose: The SSED/RLF Program was capitalized through a grant (\$850,000) from EDA and the State of Maine in 1991. Commercial financing is available through this program for business investments associated with job creation/retention in Androscoggin and Oxford Counties.

Staff: Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist

**Finance Authority of Maine (FAME) Regional Economic Development Loan Program  
State of Maine Defense Conversion Revolving Loan Fund**

Purpose: The Finance Authority of Maine Regional Economic Development and Revolving Loan Fund targets small businesses using advanced technologies, value-added manufacturing processes, or those involved in research and development, or those that bring dollars into the state by exporting goods or services outside of the state.

The Defense Conversion Revolving Loan Fund provides loans to businesses in defense impacted areas that employ former defense workers or businesses that are implementing strategies to move away from sales to the military.

Staff: Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist

**Microbusiness Lending Program**

**U.S. Small Business Administration (SBA) Loan and Technical Assistance Program**

Funding Source: SBA Loan and Grant funds as well as AVCOG loan pool interest income

**Purpose:** The SBA Microloan Program consists of a revolving micro-loan fund of \$1,900,000 and a business technical assistance and mentoring program for recent loan recipients.

**Staff:** Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist  
Maine Small Business Development Center Business Counselors

**Rural Microenterprise Assistance Program (RMAP)  
USDA Rural Development Loan and Technical Assistance Program**

**Funding Source:** USDA R.D. Loan and Grant funds as well as AVCOG loan pool interest income

**Purpose:** The RMAP Microloan Program consists of a revolving micro-loan fund of \$250,000 and a business technical assistance and mentoring program for recent loan recipients.

**Staff:** Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist  
Maine Small Business Development Center Business Counselors

**AVCOG/Lewiston Enterprise Community Loan Program (USDA Rural Business Enterprise Grant)**

**Funding Source:** USDA Grant Funds, City of Lewiston and AVCOG loan pool interest income

**Purpose:** The AVCOG/Lewiston Enterprise Community Loan Program consists of a revolving micro-loan fund of \$105,000, equipment/and or materials for a business self-help section at the Lewiston Public Library and business technical assistance and mentoring for loan applicants and recipients. The businesses must be located in the economically distressed Enterprise Community of Lewiston.

**Staff:** Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer  
Amy Landry, Business & Economic Development Specialist

**Loan Pool Management Services**

**Funding Source:** River Valley Growth Council, Lewiston/Auburn Economic Growth Council, Mechanic Falls Development Commission, Town of Lisbon, Town of Wilton, City of Lewiston, City of Auburn, Oxford Hills Micro Loan Fund, Midcoast Council of Governments, City of Gardiner, and various other AVCOG region municipalities.

**Purpose:** To provide on a contractual basis, underwriting, portfolio management, and support services for loan pools managed by local development corporations and municipalities. Assist towns and businesses with Development Fund loan applications, including employee surveys.

**Staff:** Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer

**Business Development Corporation of New England (BDC)**

**Purpose:** To provide larger subordinated financing programs to businesses located throughout Southern Maine. AVCOG has partnered with BDC to market BDC's various loan and equity fund programs. This partnership has allowed BDC to enter the Southern Maine market, has provided a needed source of subordinated debt and mezzanine financing for Maine businesses, and has provided fee income for AVCOG.

**Staff:** Greg Whitney, Finance Director  
Ed Dox, Commercial Loan Officer





**PLANNING DIVISION  
FY 2015**

The Planning Division addresses a range of land use and environmental issues impacting the municipalities and the region. Work is funded by a combination of federal and state grants, municipal contracts and membership dues.

**Work efforts for the coming year are summarized below:**

- **Land use and Comprehensive Planning:** The Division will continue to work with towns on comprehensive plans, land use ordinances, and development reviews. Municipalities will continue to undertake comprehensive plan updates. The need for new land use ordinances and updates of existing ones will continue. It is also anticipated that the number of development reviews will increase in the upcoming year.

Comprehensive Planning and Ordinance work includes:

- preparing towns to update their current plans
- providing assistance with the comprehensive planning process
- implementing plans through the adoption of ordinances and other programs
- revising plans and ordinances to address evolving needs

Several towns are continuing comprehensive planning work that was begun this past year, and it is anticipated that several other towns will be starting the comprehensive planning process in the coming year. A number of towns will also be undertaking or will be undertaking plan implementation. The loss of state funds to help towns for comprehensive planning has resulted in raising local funds.

AVCOG staff provides assistance to municipalities with:

- **Ordinance and state law interpretation and administration** for shoreland zoning, subdivision, town wide zoning, site plan review, and the state Natural Resources Protection Act, and the Stormwater Management Law.
  - **Shoreland Zoning Ordinance** changes and maps will be required by the new Shoreland Zoning Rules slated for adoption in late 2014, Ordinance.
  - local **development reviews**, the majority of which are paid for with fees collected by towns from developers submitting the applications.
- **Solid waste** programs, partially funded by a USDA Rural Development Grant, will provide assistance to municipalities and quasi-municipal entities. A number of towns are still considering a switch to Single Stream recycling. This requires further study and any switch will also require site changes at transfer stations. Handling of bulky waste and wood waste continues to be an expensive process for many communities. Additional emphasis will be targeted towards this area. **Household Hazardous Waste Universal Waste and pharmaceutical waste** collection programs will continue. It will include operation of the permanent household hazardous waste facility in Lewiston and at least eight satellite collections around the region. AVCOG will continue to coordinate collection of Universal Waste. We will also work with partners to continue Pharmaceutical Waste collections and continue working towards a permanent collection program.

AVCOG will continue to provide **technical assistance to solid waste facility operators** and town



officials.

We will work with the Maine Resource Recovery Association to help educate municipal officials on various solid waste issues, and we will continue to provide operator training programs.

- **Community Development and Capital Improvement Planning:** AVCOG will continue work on USDA Rural Development grants, when available, to assist communities having low median household incomes.

Unfortunately, AVCOG did not receive an EPA Brownfields grant. We will be applying for another grant during the year. The Brownfields program addresses older, possibly contaminated or polluted properties (such as old mills) around the region for evaluation and potential clean up and development. Staff may also assist several towns apply for EPA clean-up grants; these grants can only be used on publicly owned sites.

- **GIS:** Development of the **Geographic Information System** will continue. Base mapping will be updated as information becomes available. Agreements with several water districts will continue. This work is to improve system management and comply with federal and state requirements for infrastructure inventory. GIS continues to support economic development, transportation, and regional planning programs.

#### **State of Maine - Community Assistance**

Funding Source: Department of Agriculture, Conservation & Forestry – Municipal Planning Assistance Program

Purpose: This long established program has been traditionally funded by the Legislature. Funding has decreased over the past several years even as the issues have become increasingly more complex. Funding is used to assist communities to address state land use law mandates and growth management/comprehensive planning..

Activities: *1) Assist towns prepare for comprehensive planning and implement existing plans*  
*2) Conduct land use planning workshops*  
*3) Provide assistance with development, administration, and enforcement of land use ordinances*

Staff: John Maloney, Senior Land Use Planner  
Support Staff

#### **Community T. A. – AVCOG General Fund**

Funding Source: Member Dues

Purpose: A portion of municipal dues is used to provide assistance to municipalities with land use and environmental issues for which no state or federal funding is available. Each year, the number and complexity of requests increase while the amount of local funds available are stretched to address these requests and to match more demanding federal and state programs.

Activities: *1) Land use activities vary from E-mail/phone assistance to attendance at*

*Planning Board, Board of Appeals, and Selectmen meetings. Technical assistance is provided as needed with various subjects such as:*

- a) Land use ordinance review, development & amendment*
  - b) Land use law and ordinance interpretation*
  - c) Sewage and septage disposal*
  - e) Drinking water protection*
  - f) Watershed planning*
- 2) Planning related workshops including Planning Day*
  - 3) Development review*
  - 4) GIS support to towns and AVCOG projects will continue with some limits due to reduced funding levels for the work.*
  - 5) Models, planning guidance, and data will be placed on the web for use by member municipalities*

Staff: John Maloney, Senior Land Use Planner  
**Environmental/Community Planner**

### **Contract Services**

Funding Source: Agreements with towns/counties

Purpose: Staff provides detailed service to municipalities in comprehensive planning, ordinance development, development review, environmental management, and GIS. Several towns will be working with AVCOG to develop or update comprehensive plans, and several other towns will be working with the development of new ordinances. Several will also be improving or developing GIS systems. Staff also performs site/subdivision reviews for several towns on a fee-for-service basis.

- Activities:
- 1) Comprehensive and Land Use Planning*
  - 2) Ordinance Development*
  - 3) Development Reviews)*
  - 4) GIS and Mapping Projects*
  - 5) Solid Waste and Recycling: various projects not fully supported by the USDA Solid Waste Management Grant*

Staff: John Maloney, Senior Land Use Planner  
**Environmental/Community Planner**

### **Rural Development - Solid Waste**

Funding Source: United States Department of Agriculture (USDA)

Purpose: This grant will be used to continue AVCOG's solid waste technical assistance program, which includes providing assistance with site operations, bulky waste disposal/recycling, waste reduction and special, universal and hazardous waste management to municipalities and businesses.

- Activities:
- 1) Continue to operate the permanent household hazardous waste collection facility in Lewiston and the satellite collection program for other municipalities.*
  - 2) Assist towns and regional groups assess the benefits and costs of single stream recycling.*
  - 3) Provide general technical assistance to operators to improve facilities, operations and efficiencies, especially for the region's low income*

- municipalities. Also, assist facilities to address DEP inspection findings.*
- 4) *Continue Operator's Forum for training and exchange of ideas and potentially host statewide conference.*
  - 5) *Continue the Universal Waste program (CRTs, electronics wastes, mercury containing wastes and fluorescent bulb collection).*
  - 6) *Provide Pharmaceutical Collections and evaluate potential for a permanent program.*

Staff: Environmental/Community Planner  
**Support Staff**



**TRANSPORTATION DIVISION  
FY 2015**

**Federal Transit Administration (FTA) TRANSIT**

Funding Source: Federal Transit Administration

**Purpose:** FTA provides transit systems and operations planning services for the Androscoggin Transportation Resource Center (ATRC)/Metropolitan Planning Organization (MPO) area. Funding is available primarily for urban transit planning, although limited funding is available for some rural transit studies particularly as they relate to the transit systems of the urban area. Many of these planning studies directly and indirectly complement ATRC studies funded under the Federal Highway Administration.

**Activities:**

1. FTA Grants Management (LATC, WMTS, AVCOG, Lisbon Connection)
2. Long Range Transit Plan
3. Urban Transit Marketing and ADA Planning for various transit services in the area
4. Transit planning update

**Staff:** Transit Coordinator, Marsha Bennett

**Androscoggin Transportation Resource Center (ATRC)**

Funding Source: U.S. Department of Transportation – Federal Highway Administration and Federal Transit Administration

**Purpose:** ATRC is the Metropolitan Planning Organization (MPO) responsible for carrying out the continuing, cooperative and comprehensive transportation planning process for the Lewiston-Auburn metropolitan area, including Lewiston, Auburn, Lisbon and a portion of Sabattus, as required by the U.S. Department of Transportation. ATRC is a federal and state funded organization staffed by employees of AVCOG under contractual agreement with the member municipalities and Maine Department of Transportation (MaineDOT). The ATRC Unified Planning Work Program (UPWP) is developed on a bi-annual basis and serves as a contract of work between AVCOG, the member municipalities and MaineDOT. Major functions of ATRC are to carry out transportation planning in the area in a consistent and continuous manner to support the region's Long-Range Transportation Plan; and to develop a capital plan, known as the Transportation Improvement Program (TIP), every two years.

The ATRC revenue figures are based on a bi-annual budget. ATRC expenditures are based on two fiscal years.

**Program Support and Administrative**

1. Program Administration
2. Planning Support/Assistance
3. Public Outreach and Education
4. MaineDOT Work Plan, TIP Development, MaineDOT Long Range Transportation Plan

**Data Support/ Short Range Planning**

5. Transportation Planning Tool Development
6. Traffic Data Collection
7. Urban Transit Marketing and ADA Planning
8. Traffic Reviews/Planning Assistance
9. GIS

**Planning Studies**

10. Transit Planning/Transit System
11. Congestion Management (Traffic Signal Management)
12. Long Range Plan
13. Complete Streets Ordinance/BMP Manual/Downtown Arterials/Main Street Bicycle/Pedestrian Connections Study

Staff: Transportation Director - Jennifer Williams, PE;  
Transportation Planners - Marsha Bennett; Jason Ready, PE; Joan Walton, AICP

**Lewiston-Auburn Transit Committee Support (LATC)**

Funding Source: Federal Transit Administration

Purpose: AVCOG is under contract with LATC to provide administrative and financial services to the fixed-route system.

Activities:

1. Administrative Services
2. Staff Monthly Meetings
3. Procurement Assistance
4. Assist Organization in Complying with Federal Law
5. Urban Transit Planning and Marketing
6. FTA Grants Management
7. Transit Planning – Route Study
8. Organizational Analysis

Staff: Transit Coordinator - Marsha Bennett

**Federal Transit Administration – Direct Recipient**

Funding Source: Federal Transit Administration

Purpose: AVCOG is authorized as a Direct Recipient to receive Urbanized Area Formula Program funds directly for FTA.

Activities:

1. Allocate the annual apportionment in the urbanized area based on local needs and arrangements, and in coordination with the MPO;
2. Identify and select projects to include in TIP, STIP and/or UPWP;
3. Submit a grant application for the Section 5307 Program of Projects;
4. Project management and grant oversight of sub-recipients.

Staff: Transit Coordinator – Marsha Bennett  
Finance Director – Greg Whitney  
Executive Director – Robert Thompson

**Regional Transportation Planning**

Funding Source: Maine Department of Transportation (MaineDOT)

Purpose: AVCOG is under contract with the State of Maine to provide planning and other transportation-related services for the AVCOG region in cooperation with the MaineDOT.

Activities:

1. Developing a corridor plan for Regionally Significant Corridors
2. Administrative and Local Technical Assistance
3. State, Regional, and Local Coordination

Staff: Transportation Planner - Joan Walton, AICP

