

**City of Biddeford
Finance Committee**

May 5, 2026 at 5:00 PM
City Hall Council Chambers & Teams

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Phone conference ID: 864 464 479#

[Teams Instructions](#)

1. Call to Order
2. Approval of Minutes
 - 2.a Minutes 20260421
3. Signing of the Expenditure Warrant
4. Discussion/Approval
 - 4.a SS4A Grant Award to Stantec
 - 4.a 2026.64 Approval SS4A Grant Award to Stantec
 - 4.b F2026.13 - Fire Dept. Transfer SCBA Replacement Reserve Account funds from account #21141-60452 to 002-22003-92113-32101
 - 4.c Quarterly Update — Fire Department Maine EMS Sustainability Grant #2
5. Other Business
 - 5.a FY26 Period YTD Budget Report
6. Adjourn

City of Biddeford
Finance Committee
April 21, 2026 5:00 PM Council Chambers & Zoom

Councilor Beaupre: Present
Councilor Lessard: Excused
Councilor Doughty: Present
Mayor Lafontaine: Present

1. Call to order

2. Approval of the Minutes

Approved

3. Signing of the expenditure warrant

None

4. Discussion/Approval

4.a Fire Department Facilities Insurance Claims & Expenditures

Chief Best – Gave an update on insurance for January & February incidents regarding water and fire claims. Once working with insurance more damage was discovered. Deductible is \$25K for each incident. The insurance company has preferred vendors – chose Service Master and Elite Masters. The total is \$96,587 for the two claims. More to come for minor repairs. Traveler's will pay for about \$50K of the damages. The insurance company will pay the City and the City will reimburse the vendors. The Fire Department has invoices that are due but are waiting on insurance payments.

Councilor Doughty – The City should have funds in deductible payments as it is not adequately funded. He would like this to be added to the budget as an increase.

Unanimous

5. Other Business

5.a Berry Dunn Update

Director Matherne – Gave a update on Berry Dunn and CBiz. The City will receive a minimum of two more invoices for the FY24 audit. Once they are received, she will go back to Finance Committee for approval. City Manager Dever gave an update on the CBiz part of audit.

Mayor LaFountain inquired about IPP Sewer Billing.

6. Adjourn

Councilor Beaupre: 5:23
Second: Mayor LaFontaine
Unanimous



Finance Committee

Meeting Date: May 5, 2026
Meeting Time: 5:00 PM
Agenda Item No: 4.a
Item Description: 2026.64 Approval SS4A Grant Award to Stantec
Submitted By: Craig Chekan

Key Terms:

Safe Streets For All (SS4A) Grant;
Federal Highway Administration (FHWA);
Capital Improvements Program (CIP)

Executive Summary:

On 8/8/25, the City accepted a federal SS4A grant for planning safety and multimodal improvements at the Five Points Intersection.

After creating a qualifications-based RFP, four consulting firms submitted proposals. Stantec's qualification package was unanimously ranked highest by the City's scoring committee.

Staff has negotiated a fair & reasonable fee proposal within the \$425,000 grant budget and recommend awarding the grant to Stantec.

Detailed Review:

In 2023, the City applied for SS4A implementation money to construct complete street improvements (sidewalks, bike lanes, traffic calming, etc.) along Elm Street, Alfred Street, and within the Five Points Intersection.

Due to an excess in applicants, no implementation money was awarded; however, the City was offered a \$425,000 grant for planning safety and multimodal improvements at the Five Points Intersection (\$340,000 federal share - 80%; \$85,000 local share - 20%).

On 8/8/25, the City formally accepted the SS4A planning grant for Five Points. In close coordination with FHWA, City Staff created a formal qualifications-based RFP. Four consulting firms submitted proposals: Stantec, TYLin, VHB, and Toole Design.

City Staff formed a scoring committee to review and rank the four qualification packages: Craig Chekan, Jeff Demers, Roger Beaupre, Diane Morabito (Sewall), Mike Gervais (ECM). Stantec was identified as the highest-ranked qualification package by all review members.

Stantec's sealed fee proposal was opened. After multiple rounds of review and negotiation, City Staff finalized the attached contract with Stantec within the \$425,000 grant amount.

Stantec's high level scope-of-work:

1. Existing Conditions Assessment
2. Concept Design (develop 5 alternatives, including public engagement)
3. Final Design (develop 2 of the preferred alternatives to a 25% design)
4. Public Presentations (twice to the Traffic Committee, once to Council)
5. Reporting, Meetings & Grant Administration

Funding Source:

The \$425,000 SS4A grant includes an 80/20 federal vs. local share:

- Federal Share: \$340,000
- Local Share: \$85,000

The \$85,000 local share will be funded by the FY27 Capital Improvements Program (CIP) funds.

Staff Recommendation:

Staff recommend awarding the SS4A grant to Stantec and signing their not-to-exceed contract for \$425,000.

Next Steps:

Once awarded, a project kick-off meeting will be scheduled with Stantec. Stantec will work on the agreed scope-of-work over the next two years (Final Report Deadline on 4/28/2028).

Stantec will make formal presentations to the Traffic Committee in December 2026 & May 2027, and to City Council in August 2027.

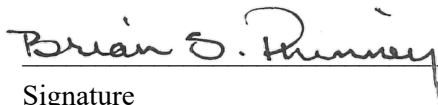
Attachments:

1. 1 - SS4A Grant
2. 2 - SS4A RFP
3. 3 - Stantec Qualification Package
4. 4 - Stantec Final Contract

- 1. Federal Award No.**
693JJ32540677
- 2. Effective Date**
See No. 17 Below
- 3. Assistance Listings No.**
20.939
- 4. Award To**
City of Biddeford
205 Main St.
Biddeford, ME 04005

Unique Entity Id.: NAC3GQKB9G36
TIN No.: 01-6000023
- 5. Sponsoring Office**
U.S. Department of Transportation
Federal Highway Administration
Office of Safety
1200 New Jersey Avenue, SE
HSSA-1, Mail Drop E71-117
Washington, DC 20590
- 6. Period of Performance**
Effective Date of Award – June 30, 2028
- 7. Total Amount**
Federal Share: \$ 340,000
Recipient Share: \$ 85,000
Other Federal Funds: \$ 0
Other Funds: \$ 0
Total: \$ 425,000
- 8. Type of Agreement**
Grant
- 9. Authority**
Section 24112 of the Infrastructure Investment and Jobs Act (IIJA; Pub. L. 117–58, November 15, 2021)
- 10. Procurement Request No.**
HSA240592PR
- 11. Federal Funds Obligated**
\$340,000
- 12. Submit Payment Requests To**
See Article 5.
- 13. Accounting and Appropriations Data**
15X0174E50.0000.055SR30500.5592000000.410
10.61006600
- 14. Description of the Project**
The project will now entail a planning study with preliminary design and traffic modeling to match the type of grant award.

RECIPIENT**15. Signature of Person Authorized to Sign**

 08/08/2025

Signature Date
Name: Brian S. Phinney
Title: Acting City Manager

FEDERAL HIGHWAY ADMINISTRATION**16. Signature of Agreement Officer**

Signature Date
Name: Hector R. Santamaria
Title: Agreement Officer

U.S. DEPARTMENT OF TRANSPORTATION

GRANT AGREEMENT UNDER THE FISCAL YEAR 2023 SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

This agreement is between the United States Department of Transportation's (the "USDOT") Federal Highway Administration (the "FHWA") and the City of Biddeford, Maine (the "Recipient").

This agreement reflects the selection of the Recipient to receive a Safe Streets and Roads for All ("SS4A") Grant for the Five Points Intersection SS4A Planning Project.

The parties therefore agree to the following:

ARTICLE 1 GENERAL TERMS AND CONDITIONS

1.1 General Terms and Conditions.

- (a) In this agreement, "General Terms and Conditions" means the content of the document titled "General Terms and Conditions Under the Fiscal Year 2023 Safe Streets and Roads for All ("SS4A") Grant Program," dated March 17, 2025, which is available at <https://www.transportation.gov/grants/ss4a/grant-agreements> under "Fiscal Year 2023." Articles 7–30 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.
- (b) The Recipient acknowledges that it has knowledge of the General Terms and Conditions. Recipient also states that it is required to comply with all applicable Federal laws and regulations including, but not limited to, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200); National Environmental Policy Act (NEPA) (42 U.S.C. § 4321 et seq.); and Build America, Buy America Act (IIJA, div. G §§ 70901-27).
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient's non-compliance with the General Terms and Conditions may result in remedial action, termination of the SS4A Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to the FHWA the SS4A Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

**ARTICLE 2
APPLICATION, PROJECT, AND AWARD**

2.1 Application.

Application Title: Five Points Intersection SS4A Planning Project

Application Date: July 10, 2023

2.2 Award Amount.

SS4A Grant Amount: \$ 340,000

2.3 Federal Obligation Information.

Federal Obligation Type: Single

2.4 Budget Period.

Budget Period: See Block 6 of Page 1

2.5 Grant Designation.

Designation: Planning and Demonstration

**ARTICLE 3
SUMMARY PROJECT INFORMATION**

3.1 Summary of Project's Statement of Work.

The project will be completed in one phase.

Supplemental Planning Narrative:

The City of Biddeford will, through a competitive bidding process, select an engineering firm to evaluate the 5-Points intersection and feeder street/travel ways to explore potential new concepts supported by site evaluation data. The concepts will be further evaluated thru traffic modeling to develop viable alternatives. The alternatives will be ranked based onsite data and public input. Concept plans will be developed for the top two highest rated alternatives. The selected alternatives will be further evaluated for feasibility of potential future demonstration projects. If feasibility proves satisfactory and funding is available, the concept plans will be converted to preliminary design plans. The preliminary design plans will position the City for future Demonstration or Implementation Grants.

3.2 Project's Estimated Schedule.

Supplemental Planning Schedule

Milestone	Schedule Date
Planned NEPA Completion Date:	June 30, 2027

Planned Draft Plan Completion Date:	December 31, 2026
Planned Final Plan Completion Date:	September 15, 2027
Planned Final Plan Adoption Date:	October 31, 2027
Planned SS4A Final Report Date:	June 30, 2028

3.3 Project's Estimated Costs.

(a) Eligible Project Costs

Eligible Project Costs	
SS4A Grant Amount:	\$ 340,000
Other Federal Funds:	\$ 0
State Funds:	\$ 0
Local Funds:	\$ 70,000
In-Kind Match:	\$ 15,000
Other Funds:	\$ 0
Total Eligible Project Cost:	\$ 425,000

(b) Reserved

(c) Indirect Costs

Indirect costs are allowable under this Agreement in accordance with 2 CFR part 200 and the Recipient's approved Budget Application. In the event the Recipient's indirect cost rate changes, the Recipient will notify FHWA of the planned adjustment and provide supporting documentation for such adjustment. This Indirect Cost provision does not operate to waive the limitations on Federal funding provided in this document. The Recipient's indirect costs are allowable only insofar as they do not cause the Recipient to exceed the total obligated funding.

**ARTICLE 4
RECIPIENT INFORMATION**

4.1 Recipient Contact(s).

Brian S. Phinney
Acting City Manager
City of Biddeford
205 Main Street
P.O. Box 586
Biddeford, Maine 04005
(207) 284-9313
brian.phinney@biddefordmaine.org

4.2 Recipient Key Personnel.

Name	Title or Position
Jeff Demers (207) 282-1597 Jeff.demers@biddefordmaine.org	Director of Public Works
Craig Chekan (207) 571-0636 Craig.chekan@biddefordmaine.org	City Engineer
Brian S. Phinney (207) 284-9313 Brian.phinney@biddefordmaine.org	Acting City Manager
Gerry Matherne (207) 284-9333 Gerry.matherne@biddefordmaine.org	Finance Director

4.3 USDOT Project Contact(s).

Safe Streets and Roads for All Program Manager
Federal Highway Administration
Office of Safety
HSSA-1, Mail Stop: E71-117
1200 New Jersey Avenue, S.E.
Washington, DC 20590
202-366-2822
SS4A.FHWA@dot.gov

and

Agreement Officer (AO)
Federal Highway Administration
Office of Acquisition and Grants Management
HCFA-42, Mail Stop E62-310
1200 New Jersey Avenue, S.E.
Washington, DC 20590
HCFASS4A@dot.gov

and

Division Administrator - Maine
Agreement Officer's Representative (AOR)
40 Western Ave., Suite 614
Augusta, ME 04330
(207) 622-8350
Maine.FHWA@dot.gov

and

Patrick Adams
Maine Division Office Lead Point of Contact
Safety and Operations Specialist
40 Western Ave., Suite 614
Augusta, ME 04330
(207) 512-4919 [desk]
(207) 816-2482 [cell]
Patrick.Adams@dot.gov

ARTICLE 5

USDOT ADMINISTRATIVE INFORMATION

5.1 Office for Subaward and Contract Authorization.

USDOT Office for Subaward and Contract Authorization: FHWA Office of Acquisition and Grants Management

SUBAWARDS AND CONTRACTS APPROVAL

Note: See 2 CFR § 200.331, Subrecipient and contractor determinations, for definitions of subrecipient (who is awarded a subaward) versus contractor (who is awarded a contract).

Note: Recipients with a procurement system deemed approved and accepted by the Government or by the Agreement Officer (the “**AO**”) are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.327.

In accordance with 2 CFR 200.308(f)(6), the recipient or subrecipient shall obtain prior written approval from the USDOT agreement officer for the subaward, if the subaward activities were not proposed in the application or approved in the Federal award. This provision is in accordance with 2 CFR 200.308 (f) (6) and does not apply to procurement transactions for goods and services. Approval will be issued through written notification from the AO or a formal amendment to the Agreement.

The following subawards and contracts are currently approved under the Agreement by the AO. This list does not include supplies, material, equipment, or general support services which are exempt from the pre-approval requirements of this clause.

5.2 Reimbursement Requests

- (a) The Recipient may request reimbursement of costs incurred within the budget period of this agreement if those costs do not exceed the amount of funds obligated and are allowable under the applicable cost provisions of 2 C.F.R. Part 200, Subpart E. The Recipient shall not request reimbursement more frequently than monthly.
- (b) The Recipient shall use the DELPHI iSupplier System to submit requests for reimbursement to the payment office. When requesting reimbursement of costs incurred or credit for cost share incurred, the Recipient shall electronically submit supporting cost detail with the SF-270 (Request for Advance or Reimbursement) or SF-271 (Outlay Report and Request for Reimbursement for Construction Programs) to clearly document all costs incurred.

- (c) The Recipient's supporting cost detail shall include a detailed breakout of all costs incurred, including direct labor, indirect costs, other direct costs, travel, etc., and the Recipient shall identify the Federal share and the Recipient's share of costs. If the Recipient does not provide sufficient detail in a request for reimbursement, the Agreement Officer's Representative (the "**AOR**") may withhold processing that request until the Recipient provides sufficient detail.
- (d) The USDOT shall not reimburse costs unless the AOR reviews and approves the costs to ensure that progress on this agreement is sufficient to substantiate payment.
- (e) In the rare instance the Recipient is unable to receive electronic funds transfers (EFT), payment by EFT would impose a hardship on the Recipient because of their inability to manage an account at a financial institution, and/or the Recipient is unable to use the DELPHI iSupplier System to submit their requests for disbursement, the FHWA may waive the requirement that the Recipient use the DELPHI iSupplier System. The Recipient shall contact the Division Office Lead Point of Contact for instructions on and requirements related to pursuing a waiver.
- (f) The requirements set forth in these terms and conditions supersede previous financial invoicing requirements for Recipients.

ARTICLE 6 SPECIAL GRANT TERMS

- 6.1** SS4A funds must be expended within five years after the grant agreement is executed and DOT obligates the funds, which is the budget period end date in section 10.3 of the Terms and Conditions and section 2.4 in this agreement.
- 6.2** The Recipient demonstrates compliance with civil rights obligations and nondiscrimination laws, including Titles VI of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act, and accompanying regulations. Recipients of Federal transportation funding will also be required to comply fully with regulations and guidance for the ADA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and all other civil rights requirements.
- 6.3** SS4A Funds will be allocated to the Recipient and made available to the Recipient in accordance with FHWA procedures.
- 6.4** The Recipient of a Planning and Demonstration Grant acknowledges that the Supplemental Action Plan will be made publicly available and agrees that it will publish the final Supplemental Action Plan on a publicly available website.
- 6.5** The Recipient acknowledges that it is required to conduct certain environmental analyses and to prepare and submit to FHWA, or State with applicable NEPA Assignment authority, documents required under NEPA, and other applicable environmental statutes and regulations.
- 6.6** Pursuant to the court’s preliminary injunction order in State of California v. Duffy, 1:25-cv-00208-JJM-PAS (D.R.I) (June 19, 2025), DOT will not impose or enforce the challenged immigration enforcement condition* or any materially similar terms and conditions, to any grant funds awarded, directly or indirectly, to Plaintiff States or local government entities within those States (collectively referred to as “Plaintiff State Entities”), or otherwise rescinded, withhold, terminate, or take other adverse action, absent specific statutory authority, based on the challenged immigration enforcement condition while DOT is subject to an injunction. DOT will not require Plaintiff State Entities to make any certification or other representation related to compliance the challenged immigration enforcement condition nor will DOT construe acceptance of funding from DOT as certification as to the challenged immigration enforcement condition.

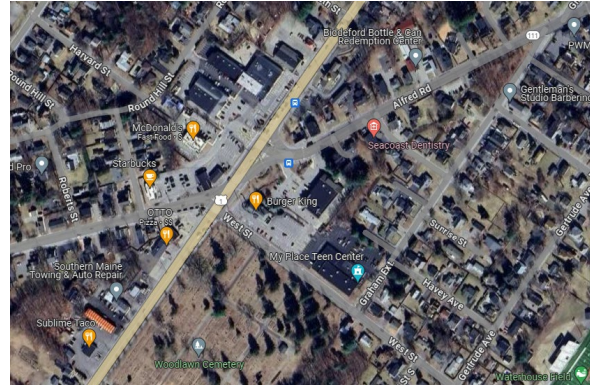
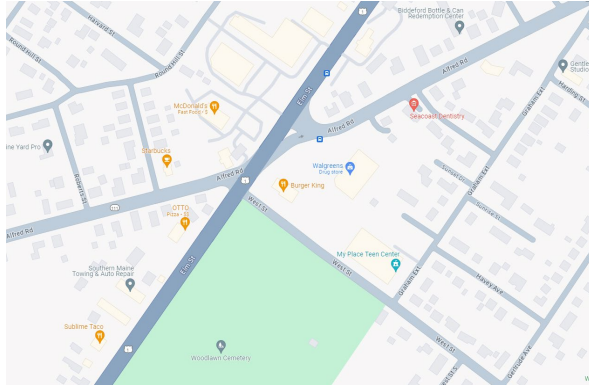
*The challenged immigration condition:

“[T]he recipient will cooperate with federal officials in the enforcement of Federal law, including cooperating with and not impeding U.S. Immigration and Customs Enforcement (ICE) and other Federal offices and components of the Department of Homeland Security in the enforcement of Federal immigration Law.”

- 6.7** There are no other special grant requirements.

ATTACHMENT A PERFORMANCE MEASUREMENT INFORMATION

Study Area: 5 Points Intersection in the City of Biddeford (Includes the intersection of Elm St. (Rt 1), Alfred St. (Rt 111), and West St.) – See maps below.



Baseline Measurement Date: N/A

Baseline Report Date: N/A

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency and Reporting Deadline
Costs	Project Costs: Quantification of the cost of each eligible project carried out using the grant	Within 120 days after the end of the period of performance
Lessons Learned and Recommendations	Lessons Learned and Recommendations: Description of lessons learned and any recommendations relating to future projects or strategies to prevent death and serious injury on roads and streets.	Within 120 days after the end of the period of performance

ATTACHMENT B CHANGES FROM APPLICATION

Describe all material differences between the scope, schedule, and budget described in the application and the scope, schedule, and budget described in Article 3. The purpose of Attachment B is to clearly and accurately document any differences in scope, schedule, and budget to establish the parties' knowledge and acceptance of those differences. See Article 11 for the Statement of Work, Schedule, and Budget Changes. If there are no changes, please insert "N/A" in Section 3.3 of the table.

- Scope:** The original application was for an Implementation Grant, but the City was awarded a Planning Grant. All the activities in the original application are voided and replaced with Planning activities as referenced in Section 3.1.
- Schedule:** The period of performance is amended from 2-year project (5/1/2024 – 5/1/2026) to 3-year project with a new end date of 06/30/2028. The awarded Planning Grant will only address the planning activities. The scope and schedule, is therefore, completely changed. The focus of the activity will be evaluation of the 5-Points intersection and feeder streets. The work is expected to take approximately 36-months to study the intersection and prepare alternatives for public review and comment and then finalize for FHWA submittal.
- Budget:** The budget required revision due to application for an Implementation Grant and award of a Planning Grant. The original application applied for \$15,686,000 in SS4A funding. The revised budget is \$425,000, which consists of \$340,000 in grant funds, \$70,000 in local match, and \$15,000 in in-kind.

The table below provides a summary comparison of the project budget.

Fund Source	Application		Section 3.3	
	\$	%	\$	%
Previously Incurred Costs (Non-Eligible Project Costs)				
Federal Funds	\$ 0	0%	\$ 0	0%
Non-Federal Funds	\$ 0	0%	\$ 0	0%
Total Previously Incurred Costs	\$ 0	0%	\$ 0	0%
Future Eligible Project Costs				
SS4A Funds	\$ 15,686,000	80%	\$ 340,000	80%
Other Federal Funds	\$ 0	0%	\$ 0	0%
Non-Federal Funds	\$ 3,921,500	20%	\$ 85,000	20%
Total Future Eligible Project Costs	\$ 0	0%	\$ 0	0%
Total Project Costs	\$ 19,607,500	100%	\$ 425,000	100%

ATTACHMENT C

[RESERVED]

ATTACHMENT D

[RESERVED]

ATTACHMENT E LABOR AND WORK

Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with “X” in the following table are accurate:

X	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with free and fair choice to join a union. <i>(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)</i>
	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. <i>(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)</i>
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including through evidence of project labor agreements and/or community benefit agreements. <i>(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. <i>(Describe the partnership and workforce strategies in the supporting narrative below.)</i>
	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i>
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in schedule B. <i>(Identify the relevant actions from schedule B in the supporting narrative below.)</i>
	The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.

Supporting Narrative.

The City of Biddeford's hiring and procurement practices align with the selected item referenced in Attachment E- Table on Labor and Workforce. The City currently supports a unionized workforce for Fire, Police, and Public Works. The City is Non-Union.

ATTACHMENT F
CRITICAL INFRASTRUCTURE SECURITY AND RESILIENCE

1. Efforts to strengthen the Security and Resilience of Critical Infrastructure against both Physical and Cyber Threats.

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient demonstrates, prior to the signing of this agreement, effort to consider and address physical and cyber security risks relevant to the transportation mode and type and scale of the activities.
	The Recipient appropriately considered and addressed physical and cyber security and resilience in the planning, design and oversight of the project, as determined by the Department and the Department of Homeland Security.
	The Recipient complies with 2 CFR 200.216 and the prohibition on certain telecommunications and video surveillance services or equipment.

2. Supporting Narrative.

Not applicable - grant does not require the purchase of information technology or operational technology



City of Biddeford, Maine

Public Works Department
371 Hill Street Biddeford, Maine 04005

REQUEST FOR PROPOSALS

PROFESSIONAL PLANNING & ENGINEERING SERVICES:

A SAFE STREETS FOR ALL (SS4A) TRAFFIC ANALYSIS & DESIGN
FOR THE CITY OF BIDDEFORD, MAINE
FY23 SS4A FEDERAL GRANT: 693JJ32540677

February 25th, 2026

1. INTRODUCTION

- a. The City of Biddeford (the City) is accepting proposals to select qualified traffic planning and engineering firms (the Consultant) to evaluate the [existing 5-Points Intersection](#) and explore new concept designs to improve safety and mobility.
- b. Per the City's recently awarded SS4A Federal Grant, the Consultant will analyze the existing complex 5-Points Intersection through data gathering and traffic modeling to develop a handful of concept designs focusing on safety & mobility; after a concept review with the City, FHWA, and MaineDOT – the Consultant will progress two of the concept designs to a 25% level preliminary design.
- c. The study shall follow Safe System Approach principles and align with Greater Portland's Vision Zero goals and regional safety framework. Emphasis shall be placed on multimodal safety, speed management, conflict reduction, and equitable access.

2. QUALIFICATIONS

- a. This RFP is available for online viewing on the City's website:
<https://www.biddefordmaine.org/2400/Current-RFPs-RFQs>
- b. Proposals shall be submitted by firms or teams of firms that have a capable and demonstrable background in the type of work described in Appendix A: Scope of Work.
- c. The City and the FHWA have agreed to select firms that have strong base representation in the following prequalified categories according to MaineDOT:
 - i. 103.20: Public Engagement Methods
 - ii. 103.50: Regional Planning Studies
 - iii. 103.60: Planning-Feasibility Studies
 - iv. 105.00: Intelligent Transportation Systems
 - v. 106.20: Intermodal Facilities Operations Development
 - vi. 106.50: Bicycle and Pedestrian Operations Development
 - vii. 113.00: Grant Application Assistance
 - viii. 202.10: Reconstruction/Rehabilitation Highway Design
 - ix. 202.20: Roundabout Design
 - x. 209.10: Pedestrian/Bicycle Facilities Design
 - xi. 209.20: Pedestrian/Bicycle Bridge Design
 - xii. 210.20: Traffic Data Collection, Processing, and Analysis
 - xiii. 210.30: Intersection Geometric Improvement Design
 - xiv. 210.50: Lighting Design
 - xv. 701.00: Utility Coordination
 - xvi. 804.10: Geotechnical Investigations and Engineering Services
 - xvii. 806.00: Landscape Architecture/Project Management/Interpretive Planning
- d. Applicants shall be familiar with administering USDOT Grant Programs including the [SS4A Grant program](#), [PACTS' Vision Zero Greater Portland Plan](#), the SS4A Implementation Grant process, and tools to conduct equitable safety data analyses.



City of Biddeford, Maine

Public Works Department

371 Hill Street Biddeford, Maine 04005

- e. All interested firms shall have sufficient, readily available resources in the form of trained personnel, support services, equipment, specialized consultants and financial resources to carry out the work within a reasonable time frame as determined by the Public Works Department.

3. SUBMISSION REQUIREMENTS

- a. *Application Submittal:* A complete package must be submitted to be considered and must include five (5) hard copies and a PDF of the proposal (on a flash drive). Incomplete submittals will not be accepted.

Submittal packages must include the following:

- i. A qualifications-based proposal, including the following:
 - 1. A cover letter introducing the firm(s) and highlighting the qualifications as they relate to this project as well as acknowledgement of 'Questions and Answers' (see Section 3e below).
 - 2. Descriptions of relevant and/or similar projects and responsibilities completed by the Consultant(s), including any experience with SS4A grants and other federal grant administration. Maximum of five (5).
 - 3. Description of technical expertise & personnel qualifications; resumes may be included for key team members expected to perform on this contract. Direct involvement with the relevant projects submitted above preferred.
 - 4. Description of proposed traffic analysis and modeling methodology, including software tools, calibration approach, safety analysis methods, and performance measures
 - 5. Project schedule, including anticipated task sequencing and critical path items.
 - 6. Assessment of team's current workload capacity and an ability statement to meet the listed deadlines within Appendix A: Scope of Work
 - 7. Description of experience & approach for public engagement/stakeholder coordination
 - 8. A minimum of three (3) external references, including complete contact information, for those who have professional knowledge and experience of the Consultant's capabilities. Direct involvement with the relevant projects submitted above preferred.
- ii. A fee proposal shall be submitted in a separate, sealed envelope labeled "Fee Proposal – Five Points SS4A Planning Project" and shall include the following:
 - 1. **Cost-Reimbursable Not-to-Exceed Amount**
A total not-to-exceed amount for the completion of the Scope of Work.
 - 2. **Detailed Task Breakdown**
A breakdown of the total cost by major task consistent with Appendix A: Scope of Work.
 - 3. **Labor Cost Schedule**
 - a. A listing of all proposed personnel by name and title
 - b. Fixed fully burdened hourly billing rates for each individual
 - c. Estimated hours per individual per task
 - d. Extended labor cost by task
 - 4. **Direct Expenses**
A detailed estimate of anticipated direct expenses (e.g., traffic counts, travel, printing, modeling software, public engagement materials), including assumptions.
 - 5. **Indirect Costs**
Only if applicable, identification of the firm's approved indirect cost rate, including supporting documentation or reference to a federally approved rate agreement.
 - 6. **Subconsultant Costs**
Subconsultant costs shall be itemized in the same format described above.
 - 7. **Billing and Reimbursement Requirements**
The contract shall be structured as a **cost-reimbursable agreement with a not-to-exceed amount**. Reimbursements shall be based solely on actual, documented, and allowable costs



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in accordance with 2 CFR Part 200 and FHWA requirements (SF-270, DELPHI). Invoices shall include detailed labor hours, billing rates, and itemized direct expenses. Payments shall not be based on percentage-of-completion or lump-sum milestones.

- b. Proposals shall remain effective for ninety (90) days beyond the submittal date.
- c. All questions regarding this Request for Proposal (RFP) shall be emailed to:
 - i. Craig Chekan, PE – City Engineer
 - ii. craig.chekan@biddefordmaine.org
- d. Any questions regarding this RFP shall be submitted no later than 12:00pm noon on **March 18th, 2026**.
- e. All 'Questions and Answers' shall be posted to the City's website (as noted above) by 12:00pm noon on **March 26th, 2026**.
 - i. Acknowledgement of the 'Questions and Answers' will be required in the Consultant's RFP to be deemed complete.
- f. Proposals shall be delivered to the City of Biddeford's Engineering Department (City Hall, 205 Main Street, 3rd Floor, Biddeford, ME 04005) no later than 12:00pm noon on **April 2nd, 2026**.

4. PROPOSAL PREPARATION

- a. Proposals shall be typewritten, with pages numbered, and shall include sufficient documentation to allow a total and accurate evaluation of the Consultant and the work to be performed. To facilitate the evaluation, the Consultant is requested to consolidate & organize their Statement of Qualifications to coincide with the sequence of items noted in Section 3: Submission Requirements above. Those statements that do not follow the outline, or do not contain the required information may be considered unresponsive.
- b. If the Consultant proposes to subcontract a portion of the proposed work, the Statement shall identify the name of the Sub-consultant(s), the services that are to be provided by the Sub-consultant(s), and a summary of their relevant project experience(s).
- c. *Misconduct*: During the period of the last five years, list all citations or notices of violation issued to your organization's local office or employees being proposed; labor law violation, environmental law or regulation violations, or citations issued for safety law violations or results of adjudatory procedures/hearings against licensed individuals being proposed. Indicate any proposed or pending litigations or unresolved claims, including State Licensure Board, or other formal claims using arbitration/mediation regarding employee's performance.

5. AWARD OF CONTRACT

- a. Consultants' proposals will be evaluated by the City's advisory committee based on the following scoring rubric (100 points total):
 - i. Technical Expertise & Project Understanding – 30 Points
 - 1. Demonstrated understanding of project goals and SS4A Planning objectives
 - 2. Depth of traffic engineering and safety analysis expertise
 - 3. Experience with complex, multi-leg intersection analysis
 - 4. Understanding of Safe System Approach principles
 - 5. Quality and clarity of proposed methodology
 - 6. Strength of traffic modeling approach (calibration, validation, performance metrics)
 - ii. Relevant Project Experience – 20 Points
 - 1. Qualifications of proposed Project Manager
 - 2. Experience with similar intersection studies
 - 3. Experience with safety-focused planning studies
 - 4. Demonstrated success advancing concepts to implementation
 - 5. Quality and relevance of referenced projects
 - iii. SS4A & Federal Grant Experience – 20 Points
 - 1. Direct experience with SS4A Planning or Implementation grants



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2. Familiarity with FHWA requirements
 3. Experience preparing NEPA documentation at planning level
 4. Demonstrated success administering federally funded projects
 5. Understanding of 2 CFR 200 compliance and reporting requirements
- iv. Schedule & Workload Capacity – 20 Points
1. Availability and demonstrated commitment to schedule
 2. Current workload capacity
 3. Organizational structure and clarity of roles
 4. Ability to meet all milestone deadlines (as outlined in Appendix A)
- v. Public Engagement & Stakeholder Coordination – 10 Points
1. Experience conducting public engagement for traffic/safety projects
 2. Proposed engagement approach for Traffic Committee, Council, and public
- b. During or subsequent to the evaluation of the Proposals, if necessary, the City may wish to interview or request supplemental information from some or all of the Consultants.
- i. If so, the City will select Consultants for interviews based on the advisory committee's evaluation of the submitted proposals.
- c. Based on the results of the advisory committee's evaluation and results of the interview process (if performed), the separate sealed price proposal from the highest-ranked Consultant shall be opened.
- i. If a fair and reasonable price cannot be negotiated with the highest-ranked Consultant, the City may request a "Best and Final Offer."
 - ii. If that final offer is deemed unreasonable, negotiations will be terminated with the highest-ranked Consultant and the second-highest ranked Consultant's price proposal will be opened. No reimbursement will be made to the Consultant for time spent on a failed negotiation.
- d. Once a successful Consultant's proposal is agreed upon, the project will follow the City's procurement policy for formal approval.
- e. Once the project is awarded and a contract is signed, price proposals from non-selected Consultants will be returned unopened.
- f. Subsequent to award, the City may modify the scope of work or extend the scope of work with the successful consultant(s).
- g. USDOT Exhibits to FHWA Grant Agreements Under the Fiscal Year 2023 Safe Streets and Roads for All (SS4A) Grant Program dated March 17, 2025 shall be incorporated into every contract agreement concerning this project.



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APPENDIX A: SCOPE OF WORK

1. EXISTING CONDITIONS ASSESSMENT (Deadline: 9/11/2026)

- a. Research and acquire all publicly available record drawings, traffic data, and past traffic studies
 - i. Including, but not limited to, the following records:
 1. MaineDOT File #16-406 (September 2002); Federal Aid Project #STP-7492(30)X
 2. MaineDOT File #16-229, 16-240, 16-397
 3. SHC File #16-158
- b. Collect & analyze the most recent five-year period (2020-2025) of crash data to determine location, type and cause of crashes.
 - i. Crash data collected will be used to determine potential safety improvements during the design phase of this scope of work
 - ii. Crash analysis shall include, but not limited to:
 1. Collision diagram development by movement and mode
 2. Crash rate and crash severity analysis normalized by exposure
 3. Identification of systemic crash patterns and contributing factors
 4. Review of vulnerable road user crashes
 5. Time-of-day and seasonal pattern analysis
 6. Contributing circumstance review where available
 7. Network screening methods consistent with FHWA systemic safety analysis guidance
- c. Conduct field observations during peak and off-peak periods documenting:
 - i. Driver behavior
 - ii. Pedestrian crossing behavior
 - iii. Near-miss conflicts
 - iv. Sight distance constraints
 - v. Signal compliance
 - vi. Turning path issues
 - vii. Informal crossing patterns
 - viii. Accessibility barriers
- d. Collect new traffic volume & operational data sufficient to support safety analysis & alternative layout models.
 - i. Data collection shall include, but not limited to:
 1. Turning Movement Counts (weekday + Saturday if commercial activity is significant)
 2. AM, Midday, PM peak periods (minimum 2-hour windows)
 3. 24–48 hour tube counts on all approaches
 4. Vehicle classification counts
 5. Heavy vehicle percentage
 6. Pedestrian and bicycle counts by crossing movement
 7. Signal timing and phasing data
 8. Queue length observations
 9. Travel time runs on each approach corridor
 10. Speed data (spot speed or probe data)
 11. Gap acceptance observations where uncontrolled movements exist
 12. Transit stop activity and dwell observations (if applicable)
 - ii. Consultant shall detail the extent of data collection within proposal, confirming its limits meet industry-standards and cover any locations that may pose as potential detour routes.
 - iii. Consultant shall propose final count program for City approval prior to deployment.



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- e. Conduct a 'Road Safety Assessment', or a multimodal safety & accessibility audit, consistent with FHWA Road Safety Audits or SS4A guidance.
- f. Develop a calibrated existing conditions operational model using Synchro/SimTraffic, VISSIM, Aimsun, or other approved industry-standard software. Model shall be calibrated to observed volumes, queues, and delays consistent with FHWA Traffic Analysis Toolbox guidance.
 - i. Model outputs shall include, but not limited to:
 - 1. Level of Service
 - 2. Control delay
 - 3. Queue lengths
 - 4. Volume-to-capacity ratios
 - 5. Travel times
 - 6. Intersection throughput
 - 7. Multimodal delay where supported
- g. Develop a base plan of the study area for use in the development of conceptual alternatives; the base plan shall include, but is not limited to:
 - i. Construction surveys, designs, and as-builts from previous projects
 - ii. Aerial imagery
 - iii. CADD files
 - iv. GIS information
- h. Submit an Existing Conditions Assessment Report (to City/FHWA/MaineDOT)
 - i. Summarizing the attached information & an initial evaluation

2. **DRAFT PLAN SUBMITTAL** (Deadline: 12/11/2026)

- a. Utilizing the data collected during the Existing Conditions assessment, develop a handful of concept layout alternatives for the 5-points intersection (minimum of 5) that would:
 - i. Improve safety & mobility
 - ii. Reduce the number of serious & fatal crashes
- b. Consultant shall lead & coordinate at least one broad public engagement activity (public meeting, workshop, or interactive online engagement tool) to gather community input on potential alternatives.
- c. Concept alternatives shall include a range of intersection control and geometric strategies, which may include but are not limited to:
 - i. Modern roundabout configurations
 - ii. Signalized alternatives
 - iii. Partial realignment concepts
 - iv. Lane reduction or channelization concepts
 - v. Access management concepts
 - vi. Multimodal priority concepts
- d. Each alternative shall include a quantitative safety performance assessment, such as Crash Modification Factor-based projections or other FHWA-recognized predictive methods.
- e. Each alternative shall evaluate impacts on:
 - i. ADA accessibility
 - ii. Transit access
 - iii. Pedestrian crossing distance
 - iv. Bicycle comfort and connectivity
 - v. Access to nearby community destinations
- f. Consultant shall perform a planning-level right-of-way and utility conflict screening for each alternative.
- g. Individual drawings, high-level cost estimates, & traffic modelling shall be completed for each alternative (documenting changes in traffic volumes from the existing condition)



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- h. A compiled report shall be provided including a narrative for each alternative and a summary table listing 'pros & cons' of each alternative
 - i. Feasibility, design/construction costs, maintenance/operation, and traffic impacts shall be factors considered
 - i. A recommendation of two concept layout alternatives to advance during the 'Final Plan' stage of this scope of work
 - j. Consultant shall present the existing conditions assessment and proposed concept alternatives to the City's Traffic Committee (prior to the listed deadline) – seeking their approval of the two preferred concept layouts to advance design
 - i. Consultant shall lead the administrative & coordination efforts with the City's [Traffic Committee](#), as well as fielding any public engagement during the committee meeting
 - k. Submit Draft Plan Submittal (to City/FHWA/MaineDOT)
3. **NATIONAL ENVIRONMENTAL POLICY ACT (NEPA) SUBMITTAL** (Deadline: 3/5/2027)
- a. Consultant shall conduct an applicable environmental study, identifying any expected environmental impacts and required mitigation (including within any potential right-of-way acquisitions)
 - b. Consultant shall develop materials to identify and evaluate impacts on human & natural resources, including the following:
 - i. Low income/minority communities
 - ii. Historic properties
 - iii. Park & recreation land
 - iv. Wildlife & waterfowl refuges
 - v. Wetlands & vernal pools
 - vi. Threatened & endangered species and their habitats
 - vii. Potential traffic noise and community traffic diversions
 - c. The environmental study shall be completed by a subject-matter expert in NEPA & environmental resources.
 - d. Consultant shall follow all federal guidelines and handle all administrative/coordination efforts required to complete this task; all NEPA efforts shall be coordinated through FHWA (not MaineDOT).
4. **FINAL PLAN – DRAFT SUBMITTAL** (Deadline: 6/4/2027)
- a. Utilizing feedback and direction received during the Draft Plan submittal stage, consultant shall advance design of the two preferred concept layout alternatives to a 25% level design
 - b. Consultant shall develop formal preliminary design drawings, detailing the proposed site layout & traffic upgrades for each alternative.
 - c. Consultant shall further develop the traffic model for each alternative and provide clear documentation on each alternative's impacts on traffic volumes at the 5 Points intersection, downstream corridors, and along alternative routes drivers may take due to congestion
 - d. Cost estimates for the following items shall be developed for each alternative:
 - i. Final Survey & Design
 - ii. Construction
 - e. Each alternative shall be evaluated using consistent performance measures including, but not limited to:
 - i. Predicted crash reduction
 - ii. Delay
 - iii. Multimodal delay
 - iv. Queue length
 - v. Conflict point reduction
 - vi. Speed reduction potential
 - vii. Implementation complexity



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- f. The design report from the Draft Plan shall be further refined for the final two selected alternatives, clearly documenting the benefits & negatives of each alternative.
 - i. The Consultant shall include a summary statement with their recommendation of which alternative is more favorable.
 - ii. For signalized alternatives, consultant shall develop preliminary signal phasing concepts and timing strategies.
 - iii. Include constructability and maintenance-of-traffic considerations for each preferred alternative.
- g. Consultant is required to closely coordinate the development & approval of the Final Plan with MaineDOT
- h. Once a Draft Final Plan deliverable is complete, the Consultant shall make a second presentation to the City's Traffic Committee (prior to the listed deadline), including a live demonstration of their traffic model).
 - i. Consultant shall lead the administrative & coordination efforts with the City's [Traffic Committee](#), as well as fielding any public engagement during the committee meeting
- i. Submit Draft Final Plan Submittal (to City/FHWA/MaineDOT)
5. **FINAL PLAN – FINAL SUBMITTAL** (Deadline: 8/20/2027)
 - a. Consultant shall incorporate feedback received from the Traffic Committee/City Staff/MaineDOT/FHWA & update the Final Plan Submittal accordingly
 - b. Once a Final Plan deliverable is complete, the Consultant shall make a presentation to the [City Council](#) (prior to the listed deadline), including a live demonstration of their traffic model).
 - i. Consultant shall lead the administrative & coordination efforts with the City Council, as well as fielding any public engagement during the council meeting
 - c. Submit Final Plan Submittal to City/FHWA/MaineDOT for approval
6. **FINAL PLAN ADOPTION** (Deadline: 10/8/2027)
 - a. Consultant shall incorporate any necessary feedback received from City Council/City Staff/MaineDOT/FHWA & update the Final Plan Submittal accordingly
 - b. Submit Final Plan Submittal to FHWA for adoption (while keeping the City/MaineDOT updated)
7. **SS4A FINAL REPORT** (Deadline: 4/28/2028)
 - a. Once the Final Plan has been adopted by FHWA, Consultant shall coordinate directly with GPCOG/PACTS on updating their Vision Zero Plan to include pertinent documentation/findings developed during this planning study
 - b. Following the SS4A Federal Guidelines, the Consultant shall submit the Final Report to the City for approval. Once all City feedback is received and addressed, Consultant shall submit the Final Report to FHWA for comments & approval.
8. **MEETINGS & GRANT ADMINISTRATION**
 - a. Monthly progress update meetings between Consultant & City Staff
 - b. Periodic engagement meetings between Consultant & MaineDOT (and other applicable permitting agencies)
 - c. SS4A Quarterly Reporting
 - i. Consultant will complete quarterly Performance Progress Reports for City Manager's Signature
 - ii. Consultant will coordinate directly with City's Finance Department on completing quarterly Financial Report for Director of Finance's signature
 - iii. Once both quarterly reports are signed, Consultant will submit to FHWA on the City's behalf
 - d. Monthly Reimbursements
 - i. Consultant shall prepare monthly pay requisitions following Federal guidelines (2 CFR 200), standard forms (SF-270), and FHWA requirements (DELPHI).
 - ii. Consultant shall coordinate monthly reimbursements directly with FHWA's project administrator & the City's Finance department.
 - iii. Payment shall be made to the Consultant in a timely manner, once reimbursement is received from FHWA

Safe Streets for All Traffic Analysis and Design

City of Biddeford

Technical Proposal



REQUEST FOR PROPOSAL

April 2, 2026

PREPARED FOR

City of Biddeford, Maine

PREPARED BY

Stantec Consulting Services Inc.





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Fee Proposal submitted under separate cover

VIEWING NOTE:

With your reading experience in mind, we've designed this document for easy electronic navigation.

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Cover Letter



1



Stantec Consulting Services Inc.
2211 Congress Street, Suite 380
Portland, ME 04102

April 2, 2026

Attention

Craig Chekan, PE
City Engineer
City of Biddeford – Engineering Department
205 Main Street, 3rd Floor
Biddeford, ME 04005

Reference: Safe Streets for All Traffic Analysis and Design

Dear Mr. Chekan,

Stantec Consulting Services Inc. is pleased to submit this proposal to the City of Biddeford for professional planning and engineering services for the Safe Streets for All (SS4A) Traffic Analysis and Design for the Five Points Intersection. We appreciate the opportunity to support the City's efforts to improve safety and mobility at this complex and regionally significant intersection, consistent with the Safe System Approach and the goals of Vision Zero Greater Portland.

The Five Points Intersection poses a heightened safety risk due to high traffic volumes, complex geometry, and numerous physical and access constraints that contribute to frequent conflicts and unpredictable operations. Multiple closely spaced driveways and nonstandard site conditions—including a cemetery frontage, a Prompto Oil facility with a wide, multilane curb cut near the center of the intersection, several drive through uses, and adjacent triangular parking areas—complicate circulation, sight lines, and driver expectancy. These features increase the likelihood of turning conflicts, abrupt lane changes, and erratic stopping behavior. In particular, left through lane configurations can lead to unexpected vehicle stopping during green phases, elevating the risk of rear end and angle crashes that may not be evident through traditional operations analysis alone. Together, these conditions highlight the need for a careful, safety first evaluation that considers how geometry, access, and driver behavior interact to influence both crash risk and severity.

We acknowledge and have fully reviewed all Questions and Answers issued by the City in association with this Request for Proposals. Our proposal has been prepared in direct response to the Scope of Work set forth in Appendix A and the clarifications issued on 3/10/26 and 3/19/26 through the City's Questions and Answers. Our proposal will demonstrate how our combined safety and advanced modeling expertise positions us to deliver innovative, effective solutions to the complex challenges at this intersection within the required schedule.

- **Stantec brings extensive experience delivering federally funded transportation studies, with deep familiarity in administering SS4A grants and coordinating closely with FHWA** to ensure full compliance with federal documentation, reporting, reimbursement, and planning level environmental requirements. Most notably, **we partnered with the Greater Portland Council of Governments (GPCOG) on a U.S. Department of Transportation-funded SS4A Safety Analyses project supporting safety improvements across Portland, South Portland, and Scarborough.** This effort included Road Safety Audits for three priority corridors in South Portland, as well as safety analyses and advancement to 30 percent design for three major intersections—one in each municipality—and emphasized data driven analysis, close coordination with municipal partners and MaineDOT, and the development of actionable, implementable recommendations aligned with Vision Zero and Safe System principles.
- **Through over 30 SS4A funded projects, Stantec has developed a strong understanding of how Safe System concepts—**such as managing speed, reducing the severity of conflicts, designing for human error, and prioritizing the safety of vulnerable road users—**can be applied in complex and constrained roadway environments. We understand that the objective of the Five Points Intersection study is not only to evaluate existing safety and operational challenges, but to support informed decision making that advances feasible safety concepts toward design and eventual construction.**
- **We combine our safety-focused approach with advanced modeling techniques to quantify and simulate complex traffic conditions and evaluate potential solutions.** From a 50-square -mile VISSIM model in Buffalo, NY, to an urban five-leg intersection in the Kenmore Square section of Boston, to a small three-roundabout intersection evaluation in

the village of Wolfeboro, NH, we apply **FHWA and state DOT calibration methods to develop accurate and meaningful models that provide reliable results for all modes**. The VISSIM models we develop for this study will allow us to evaluate operational impacts for each mode, with simulation videos that can be used for outreach, helping stakeholders and the community visualize problems, solutions, and trade-offs.

- **Stantec recognizes that effective public engagement and interagency coordination are essential to advancing safety focused transportation improvements that are both technically sound and publicly supported, particularly at complex, multimodal locations such as the Five Points Intersection.** Drawing on extensive experience delivering SS4A funded projects aligned with the Safe System Approach and Vision Zero principles, our outreach approach emphasizes transparency, inclusivity, and a clear connection between public input and decision making. We have a strong track record of coordinating with municipal staff, advisory committees, and state and federal partners, and for this project will prioritize early and ongoing coordination with City staff and the Traffic Committee, as well as structured communication with MaineDOT and FHWA as appropriate. Our engagement activities will provide clear, accessible opportunities for participation by all roadway users—particularly those disproportionately affected by traffic safety risks—and will communicate how feedback informs the evaluation of safety concepts.

We view the Five Points Intersection study as a collaborative, decision support effort and are committed to working closely with City staff, the Traffic Committee, partner agencies, and the public throughout the process. Stantec's approach emphasizes responsiveness, transparency, and a shared commitment to achieving safety outcomes that reflect Biddeford's local context and regional transportation goals. We will combine our rigorous technical analysis with our community and stakeholder outreach to develop an innovative and effective solution and help set up Biddeford to move efficiently into design and construction.

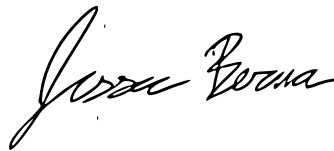
Thank you for considering our proposal. We appreciate the City's time and effort in evaluating submissions and would welcome the opportunity to further discuss our qualifications.

Sincerely,

Stantec Consulting Services Inc.



Jason Schrieber, AICP
Principal-in-Charge
(617) 654-6093
Jason.Schrieber@Stantec.com



Jessa Berna, AICP
Project Manager
(207) 887-3464
Jessa.Berna@Stantec.com

Misconduct Statement

Stantec has been subject to a number of inspections and related matters concerning environmental, labor, and occupational health and safety laws and regulations, some of which have resulted in the issuance of citations or orders. In some instances, a government agency may have attempted to find Stantec in violation as a result of another contractor's failure to comply with applicable laws and regulations. Importantly, Stantec has not received any final citations for serious, willful or repeat violations of any federal, state or provincial environmental, labor or any occupational health and safety laws and regulations. In each instance, Stantec cooperated fully with the applicable regulatory agency towards a prompt resolution. Furthermore, Stantec has taken proactive steps to review and update its practices and procedures to prevent future incidents from occurring.

There are no unsatisfied judgments or arbitration awards outstanding against Stantec. Stantec does have some legal proceedings, lawsuits, or claims pending. These are a normal part of professional services industries. All have been reported to Stantec's insurers who are in the process of adjusting/managing them. None will have a material effect on the financial position of the company or its ability to undertake this assignment. Perhaps of greater comfort to our clients is the fact that Stantec seeks to deal with client concerns and claims promptly and fairly through its Risk Management group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Stantec's claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.



Relevant Experience



2



↑ Worcester Vision Zero Safety Action Plan

"Stantec has been pivotal in accurately documenting and analyzing the conditions of Worcester's roads and transportation policies today, as well as taking a much-needed objective and detailed review of City roles, responsibilities and policies that have impact on the way our transportation network functions today."

Stephen S. Rolle, PE
Commissioner of Transportation & Mobility
City of Worcester



Relevant Experience

Stantec has a long and trusted history of tackling complicated transportation issues in municipalities across the country. From Bar Harbor, ME to Greenville, SC from Hartford, CT to Burlington, VT, from New York City to Meredith, NH, we collaborate with our clients to develop mobility networks and redesign streets to support community goals, including more equitable, accessible, and inviting conditions for improved or new land uses, future development, and a more vibrant economy. Our commitment to safe streets can be seen in cities and towns across the US.

- **In Bar Harbor, ME,** Stantec is working on the Town's Vision Zero Safety Action Plan for its SS4A grant. In addition to a rigorous public outreach campaign, including polling, pop-up events, and public meeting presentations, Stantec partnered with NDS to

Stantec has developed calibrated VISSIM models for several Maine Turnpike Authority projects. We've used VISSIM to analyze and visualize the impacts of various alternatives on freeway and local roadway operations as part of the Interchange 35 project in Saco, as well as for complex staging for open road tolling plaza conversions.

collect near-miss traffic data and analysis to help identify potential conflict areas throughout the Town, spanning both the urban, tourist-oriented downtown and surrounding rural roadways.

- **In Greenwich, CT, Worcester and Chelsea, MA, Portland, ME, and Hackensack/Meadowlands District, NJ,** Stantec is developing SS4A Safety Action Plans. These efforts include comprehensive data collection and analysis to support the development of **High-Injury Network Maps** and Predictive Systemic Safety maps that will help those communities prioritize and implement street safety projects. Our analysis combines crash and context data with additional sources, such as "Near-Miss" analyses, speed, multimodal counts, "big data" sources such as Streetlight, and data derived from public engagement efforts and field observations to create a holistic understanding of the challenges and opportunities.
- **In Hartford, CT,** we recently completed a **Complete Streets Master Plan** for Main Street, leveraging a wide array of public engagement tools to develop a plan to improve safety and pedestrian, transit, and bicyclist mobility along this main corridor.
- **In New York,** we are working closely with the Capital Region Transportation Council (CRTC) on a **Vision Zero Action Plan** in the Capital Region. We are also working on a SS4A Road Action Plan for the City of Jamestown and a SS4A Plan for the New York State Thruway Authority. In addition, our team is leading the development of designs under the City of Rochester SS4A planning and demonstration grant.

- **In Jersey City, NJ**, one of the few communities to achieve a year of zero traffic fatalities in 2022, we performed road diet analyses, pedestrian and bicycle improvement plans, signal timing enhancements, and before and after condition studies. In addition, we developed curb-to-curb striping plans for protected bicycle lanes, cycle tracks, mixed ped/bike lanes, and pedestrian bump-outs. Our team also worked with the City to develop a **Traffic Calming Toolkit** to codify these tools.

The Stantec team has extensive experience with Safe Streets for All (SS4A) and in conducting roadway safety action plans and helping communities plan for the future. We develop creative and flexible street designs—realistically integrating new mobility technologies into both policy and design. Our data and analysis expertise is strengthened by our focus on collaboration, equity, and communication. We understand that the most ambitious plans must be backed by the right data telling the right story, with the means to track progress and incrementally build upon successes.

With a multitude of traffic and pedestrian safety projects and over 500 miles of bikeways currently in planning, design, or construction in the Northeast alone, Stantec has extensive safety, pedestrian, bike, and roadway engineering and design experience.

We are skilled at all aspects of the street design and implementation process, from Federally compliant planning and traffic analyses to final designs, permitting submissions, and bidding and contract documents—experience we gained from conducting projects in dozens of municipalities large and small across the Northeast. Our project teams thrive by keeping strong project controls, clear process steps for agency review, and a well-tuned QA/QC process that ensures compliance with both design guidance as well as the design intent of the communities we work in. Our expertise extends well beyond implementation and our many roadway and urban street projects with State and City agencies are designed with consideration for future operations, snow management, and maintenance.

Project Examples

The projects highlighted in the table below as well as in the subsequent pages showcase our team's proven experience in successfully delivering services similar in scope to those required for the Safe Streets for All Traffic Analysis and Design for the City of Biddeford.

	SS4A	Safe Systems Approach	Complete Streets	Demonstration Projects	Equitable Safety Analysis	Safety Walk / Audit	Traffic Analysis & Modeling	Mobility Safety Enhancements	Preliminary Design	Community Engagement	Multilingual Outreach
GPCOG Safe Streets for All Safety Analyses Greater Portland, ME	■	■	■			■	■	■	■		
Bar Harbor Vision Zero Safety Action Plan Bar Harbor, ME	■	■	■		■	■	■	■	■	■	
NH Route 28 South Main Street Improvements Wolfeboro, NH			■				■	■	■	■	
Cape Cod Canal Area Transportation Improvements Bourne, MA						■	■	■	■	■	
Kenmore Crossing Boston, MA			■				■	■	■	■	
Freeport Village Corridor Initiative Freeport, ME			■	■		■				■	
Chelsea Vision Zero Safety Action Plan Chelsea, MA	■	■	■	■	■	■		■	■	■	■
Worcester Vision Zero Safety Action Plan Worcester, MA	■	■	■	■	■	■		■	■	■	■
Meadowlands Action Plan for Safety Bergen County, NJ	■	■	■		■	■		■		■	■
Downtown Infrastructure Improvements Keene, NH		■	■	■	■		■		■	■	
MassDOT Shared Streets and Spaces Rapid Response Boston, MA		■	■	■	■	■		■	■		



Greater Portland Council of Governments, Safe Streets for All Analyses

Portland, ME

Client: Greater Portland Council of Governments'

Key Staff: Jessa Berna, Jason Schrieber, Evan Drew, Paul Pottle, Chloe Loukes, Kyle Jacques



Stantec served as prime consultant for the Greater Portland Council of Governments' (GPCOG) Safe Streets and Roads for All (SS4A) Safety Analyses project, a multi jurisdictional effort supporting regional Vision Zero priorities across Portland, South Portland, and Scarborough. Funded by the U.S. Department of Transportation, the project focused on identifying locations with elevated risk of serious injury and fatal crashes, integrating safety analysis with traffic operations evaluation, and advancing implementable safety concepts through preliminary engineering. The scope of work included Road Safety Audits and recommendation matrices for three major corridors in South Portland, along with safety analyses, alternatives evaluation, traffic operations analysis, and preliminary engineering (HVAC) for three priority intersections—one in each municipality. Throughout the project, Stantec coordinated closely with GPCOG staff, municipal partners, and agency stakeholders to maintain technical rigor, align with SS4A guidance, and position the work for future implementation.

A key element of the project was the integration of traffic operations analysis into the safety evaluation process. For each intersection location, Stantec assessed existing conditions using crash history, roadway geometry, signal operations, traffic volumes, and field observations to understand how operational characteristics influence safety performance. Traffic modeling was used to document baseline conditions, evaluate delay and queue dynamics, and assess the operational implications of concept level safety improvements under peak conditions. This approach ensured that safety recommendations were informed by real world operational constraints and that potential tradeoffs were clearly documented to support informed decision making.

The most complex intersection evaluated as part of the project was Allen's Corner in Portland. Allen's Corner is a major intersection with significant pedestrian, bicycle, transit, and vehicular activity, influenced by closely spaced access points, adjacent commercial driveways, and mixed use land uses. Stantec's work at Allen's Corner focused on evaluating how intersection geometry, signal phasing, turning movements, and access management collectively affect safety and operations across the broader intersection area.

Traffic operations analysis for Allen's Corner was conducted using Synchro/SimTraffic for AM and PM peak periods, with multiple scenarios evaluated to compare existing conditions and concept alternatives. The analysis documented high and relatively balanced

approach volumes, particularly during peak periods, and identified limited excess capacity under both existing and build scenarios. Modeling results indicated that longer signal cycle lengths were required to adequately serve competing movements, with some build scenarios approaching volume to capacity thresholds. These findings reinforced the importance of realistic signal timing and queue management considerations when evaluating safety driven geometric or lane configuration changes and directly informed the refinement of concept alternatives.

Based on this analysis, Stantec developed a coordinated set of safety strategies for Allen's Corner encompassing operational, visibility, and geometric improvements. These strategies included signal visibility and timing enhancements, lighting and delineation improvements, targeted approach lane reconfigurations, corridor lane reductions paired with bicycle accommodations, access management measures to reduce conflicts associated with closely spaced driveways, raised median and right in/right out concepts, and geometric refinements such as tightening turning radii and shortening pedestrian crossing distances through curb extensions. Concepts were documented through graphics, recommendation matrices, and iterative design refinements, establishing a clear and defensible foundation for future advancement. In South Portland, Stantec advanced safety concepts for the Crockett's Corner intersection through preparation of a comprehensive preliminary engineering (HVAC) package intended to support municipal review and next phase design. The package included plan sheets, typical sections, cross sections, supporting design calculations, traffic analysis documentation, utility coordination materials, HDR forms, and a high level cost framework. The work emphasized multimodal safety improvements while identifying implementation considerations typical of this stage of design, including the need for further drainage refinement and early coordination with utility providers. The resulting package provided a clear and organized handoff suitable for progression toward final design.



In Scarborough, Stantec prepared a preliminary engineering package for the US Route 1 and Sawyer Road intersection area, including Bessey School Drive. The work addressed both intersection operations and pedestrian network continuity along Route 1 and connecting streets. Concepts included traffic signal modification strategies and pedestrian and sidewalk improvements along Sawyer Road and Bessey School Drive, as well as multimodal enhancements along US Route 1. Plan sheets and cross sections were developed to clearly illustrate proposed improvements and support coordination and review by municipal and agency partners.

Overall, the GPCOG SS4A Safety Analyses project demonstrates Stantec's ability to deliver SS4A compliant safety analysis and preliminary engineering that bridges planning and implementation. The work integrated safety and traffic operations analysis to support defensible, data driven decision making; advanced safety concepts grounded in real world operational constraints; and produced well organized engineering packages that position agencies to move efficiently toward funding, design, and construction. The project reflects Stantec's depth of experience delivering complex, multimodal intersection safety improvements with clarity, discipline, and an implementation focused mindset.



Bar Harbor Vision Zero Safety Action Plan

📍 Bar Harbor, ME

Client: Town of Bar Harbor, Maine

Key Staff: Jessa Berna, Jason Schrieber, Evan Drew, Adam Catherine, Paul Pottle, Yeojin Kim



Bar Harbor is a small coastal Maine community of approximately 5,000 year round residents and the gateway to the 47,000 acre Acadia National Park, which has more than four million visits annually. This extreme seasonal variation in population and travel behavior creates a transportation safety context that differs significantly from most Maine communities. When measured on a per resident basis, Bar Harbor's crash fatality rate is approximately 150 percent higher than the statewide average, underscoring the need for a proactive, systems based approach to traffic safety.

Stantec supported the Town of Bar Harbor in developing a Safe Streets for All (SS4A) Safety Action Plan funded by the U.S. Department of Transportation. The Town's vision is a community where residents, employees, and visitors—walking, biking, driving, or riding transit—can move safely and predictably through the transportation network. The Safety Action Plan was structured to identify and prioritize safety risks, establish a defensible technical basis for investment decisions, and position the Town for future SS4A implementation funding.

A central component of the Bar Harbor Safety Action Plan was a comprehensive traffic safety analysis designed to go beyond traditional crash history review. Stantec analyzed multi year crash data alongside traffic volumes, roadway characteristics, and temporal patterns associated with seasonal tourism to identify high risk locations and systemic safety issues affecting all modes.

To supplement historical crash data, the project incorporated a near miss analysis at locations with the highest crash concentrations and the greatest level of community concern. Using computer vision techniques applied to video data, the team evaluated vehicle vehicle, vehicle pedestrian, and vehicle bicycle conflicts to identify risky movements, driver behaviors, and signal phasing issues that may not yet have resulted in reported crashes. This proactive approach allowed the Town to better understand emerging safety risks and prioritize countermeasures before severe crashes occur—an approach closely aligned with FHWA's Safe System principles and SS4A guidance emphasizing predictive and preventative analysis. The combination of traditional traffic analysis, predictive safety methods, and near miss data provided a robust technical foundation for identifying priority locations and selecting safety strategies with the greatest potential to reduce serious injuries and fatalities.

Public engagement was a key component of the Bar Harbor Safety Action Plan and was structured to capture input from the diverse population that uses Bar Harbor's roadways. The project included three rounds of community engagement, designed to reach residents, seasonal workers, and visitors—groups that experience the transportation system differently.

Engagement methods included a town wide mailer inviting residents to participate in surveys and meetings, targeted outreach through major local employers to reach seasonal workers, and in person intercept engagement at pop up events during peak tourist season to capture visitor perspectives. An online survey included both structured questions and an interactive mapping tool, allowing participants to identify unsafe locations and describe specific safety concerns. This multimodal engagement strategy ensured that technical analysis was informed by lived experience and that safety priorities reflected real world conditions.

The final Safety Action Plan will integrate technical analysis and community input to identify multifaceted safety strategies tailored to Bar Harbor's unique seasonal travel patterns. Recommendations blend national best practices with locally appropriate solutions and include concept level designs at key locations, providing a clear path from planning to implementation. The Plan establishes a defensible, FHWA aligned framework that positions the Town to pursue SS4A implementation funding and advance safety improvements that meaningfully reduce the risk of severe crashes for all users.

What To Know About The Priority Network

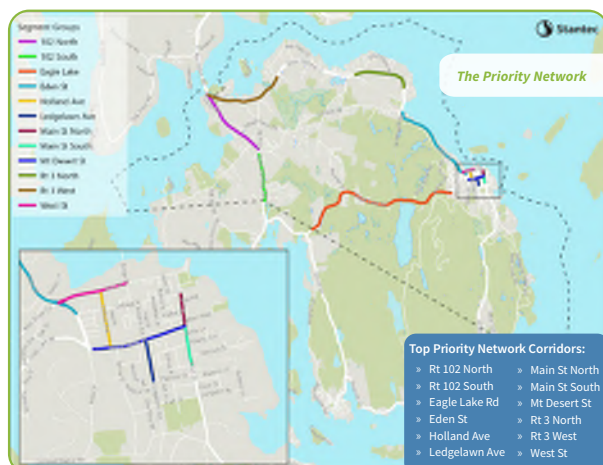
By examining the trends and finding in the Priority Network, recommendation to achieve Vision Zero can be more targeted to address the underlying factors of fatalities and severe injury crashes.

Overall, Eden Street had the most injury crashes and the most severe crashes, while Route 102 North had the most total crashes.

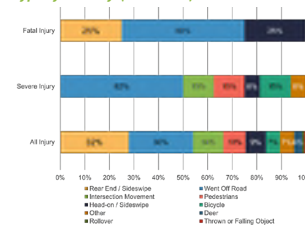
Across the Priority Network, crashes involving rear end / sideswipe and going off the road made up more than half of all injury crashes. The most common driver action preceding an injury crash was failing to yield right-of-way (17%), followed by followed too

closely (14%), and failed to keep in the proper lane (12%). Roadway surface conditions did not appear to be a very significant factor, as 81% of injury crashes happened on dry road surfaces.

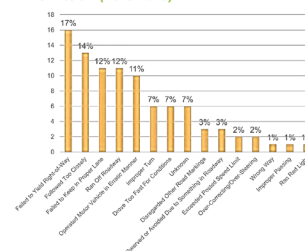
Roadway speed and capacity was also a notable factor. Roadways with an Average Annual Daily Traffic (AADT) of over 6,000 vehicles were more likely to be where fatal injury crashes occurred. All fatal crashes since 2019 occurred on 6,000 AADT roadways, while only 71% of all injury crashes occur on 6,000 AADT roadways. Additionally, roadways with a posted speed limit of 40+ miles per hour (MPH) were more likely to be where fatal injury crashes occurred. All fatal crashes occur on roadways with a posted speed limit of 40 or higher, and 62% of all injury crashes occurred on roadways with a posted speed of 40 or higher.



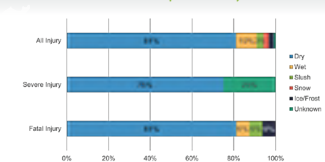
Priority Network Injury Crash Type by Severity (2019-2023)



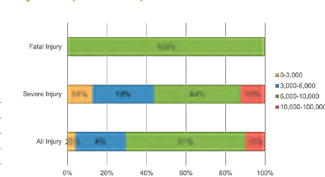
Priority Network Crashes by Driver Action (2019-2023)



Priority Network Injury Crash Type by Road Surface Condition (2019-2023)



Priority Network Injury Crashes by AADT (2019-2023)



Priority Network Injury Crash Type by Posted Speed Limit (2019-2023)



McManus Road – Existing Conditions ↓



NH Route 28 South Main Street Improvements

📍 Wolfeboro, NH

Client: New Hampshire Department of Transportation

Key Staff: Evan Drew, Adam Catherine

Stantec is currently leading the design of improvements along South Main Street in Wolfeboro, New Hampshire, which is co-signed with NH Route 28. The project encompasses approximately 1.5 miles of corridor and is focused on enhancing not only vehicular operations but the overall right-of-way to better serve this key community artery. The project aims to improve pavement condition, drainage and water quality, mobility, and safety along NH Route 28 between Pleasant Valley Road and the intersection with NH Route 109 (Pickering Corner) in downtown Wolfeboro.

This segment was identified as a priority through a prior Stantec-led corridor study conducted for the Town of Wolfeboro. The purpose of that study was to determine the future infrastructure needs along NH Route 28 through Wolfeboro from the Alton Town Line to Wolfeboro Falls using context sensitive solutions (CSS) to gain consensus with the community and to ultimately obtain the necessary funding to construct the improvements. A traffic report detailed the existing traffic conditions and the proposed traffic conditions associated with the NH Route 28 corridor as well as documents improvements associated with the various alternatives presented along NH Route 28 to accommodate anticipated future traffic volumes and patterns. Analyses were performed for all traffic conditions using SYNCHRO software. The study analyzed travel lane configurations, enhanced bicycle and pedestrian facilities, intersection alternatives, including lane configuration modifications, traffic

↓ McManus Road – Preferred Alternative



Pickering Corner – Existing Conditions + Preferred Alternative ↓



signals, and roundabouts. Utilizing the results of that study, the Town was able to have the project included in NHDOT's 10-year plan. Stantec was selected by NHDOT to lead the design phase of this priority segment.

NH Route 28 provides a crucial north-south connection along the east side of Lake Winnepesaukee for New Hampshire commerce and access for tourism and seasonal residents. This project's segment of NH Route 28 encompasses the transition from rural highway interconnecting Wolfeboro's village with the neighboring towns of Alton and Ossipee to a calmer, multi-modal corridor connecting the historic lakeside village, Brewster Academy, Huggins Hospital, Wolfeboro Public Library, Kingswood Golf Club, Kingswood Regional High School, and adjacent residential neighborhoods and businesses. For pedestrians, of which this corridor has a high volume in the summer, improved and widened sidewalks are proposed along the roadway, with both improved and new mid-block crossings to be provided with rectangular rapid flashing beacons (RRFBs).

Using data collected by NHDOT, Stantec analyzed the existing conditions, future no build conditions, and future build conditions of various alternatives utilizing Synchro and SimTraffic modeling and presenting results following the Highway Capacity Manual (HCM). In addition, some alternative intersection

control strategies included replacing existing two-way stop-controlled intersections of Pickering Corner and McManus Road (Kingswood Regional High School access roadway) with roundabouts for improved safety benefits and gateway-type calming impacts. For this analysis, Stantec used SIDRA analysis to provide capacity analysis results following the current HCM.

To provide additional sensitivity analysis in assisting the project's steering committee and NHDOT to make critical decisions, Stantec assessed average month conditions and peak month (summer) conditions based on NHDOT's traffic volume adjustment process. While the capacity analysis utilizing Synchro, SimTraffic, and SIDRA was found to effectively present analytical results for the purposes of proving the concepts, Stantec also produced VISSIM microsimulation modeling and presentation level videos to assist NHDOT and the Town of Wolfeboro present the alternatives to the public and provide visual backup for the analytical findings and overall gain trust from the community that the project team was assessing each alternative fairly.

In 2025, the Town selected a preferred alternative through Town Meeting and associated warrant articles. Stantec and NHDOT are now advancing the project through final design, with construction anticipated to begin in 2027.



Cape Cod Canal Area Transportation Improvements

📍 Bourne, MA

Client: Massachusetts Department of Transportation

Key Staff: Evan Drew, Walt Woo, Peter Vasiliou, Alison LeFlore, Michael Paiewonsky

Stantec is a consulting partner for the regionally significant project to evaluate transportation improvement alternatives for the replacement of the Sagamore and Bourne Bridges in the Town of Bourne, MA. Stantec is a consulting partner on a regionally significant project evaluating transportation improvement alternatives for the replacement of the Sagamore and Bourne Bridges in the Town of Bourne, Massachusetts. In collaboration with MassDOT, FHWA, and the Army Corps of Engineers, Stantec is assisting in the development of design alternatives for the more than 90-year-old bridges and their approach interchanges. Within the project, Stantec leads the safety analysis and Road Safety Audit (RSA) process and is assisting in traffic operations analysis specific to the local roads and intersections in the vicinity of the Sagamore Bridge.



Using statewide crash and safety data from MassDOT's IMPACT Crash Analysis Tool, along with detailed crash report reviews, Stantec analyzed and diagrammed more than 800 crashes occurring between 2017 and 2019.

Based on MassDOT-identified high-crash locations, Stantec initiated and organized an RSA covering seven intersections and roadway segments in Bourne. The RSA was conducted in coordination with the Stantec/HNTB team, MassDOT (District and Safety Sections), the Town of Bourne (DPW, Engineering, and Public Safety), the Cape Cod Commission, the Massachusetts State Police, and other stakeholders. Following the audit, Stantec led preparation of the RSA report, delivering an accessible, publication-ready document. The findings and recommendations from the RSA will inform design decisions during the continued development of alternatives for the project.

As part of the broader alternatives analysis, Stantec contributed to the evaluation of roadway and intersection improvements in the Sagamore Bridge area. This work incorporated elements of MassDOT's Intersection Control Evaluation (ICE) process, assessing factors such as safety, operations, and site constraints. These considerations were a portion of an overall alternatives selection matrix that culminated in a series of recommended improvements.

In addition, Stantec serves as the designer of record for the preliminary conceptual design of local roads and intersections around the Sagamore Bridge, including civil/highway design, traffic engineering, highway lighting, utility coordination, and maintenance of traffic.

As a precursor to the current Cape Cod Bridges Project, Stantec completed a comprehensive transportation planning study focused on improving multimodal travel within the Cape Cod Canal area, encompassing the towns of Bourne, Plymouth, and Sandwich. This four-year effort involved complex traffic analysis and modeling of multiple alternative scenarios, as well as extensive environmental review, including documentation of natural and social resources. Stantec coordinated closely with the three municipalities, local chambers of commerce, and the public, leading more than 18 public meetings. The study also included specialized environmental investigations, such as acoustical monitoring for rare bat species, a broader rare species assessment, and a vernal pool study.

Sagamore South Crossing: Westbound On-Ramp under Route 6 with Cranberry Highway Extension and Sandwich Road Connector





Kenmore Crossing

📍 Boston, MA

Client: Mark Development LLC

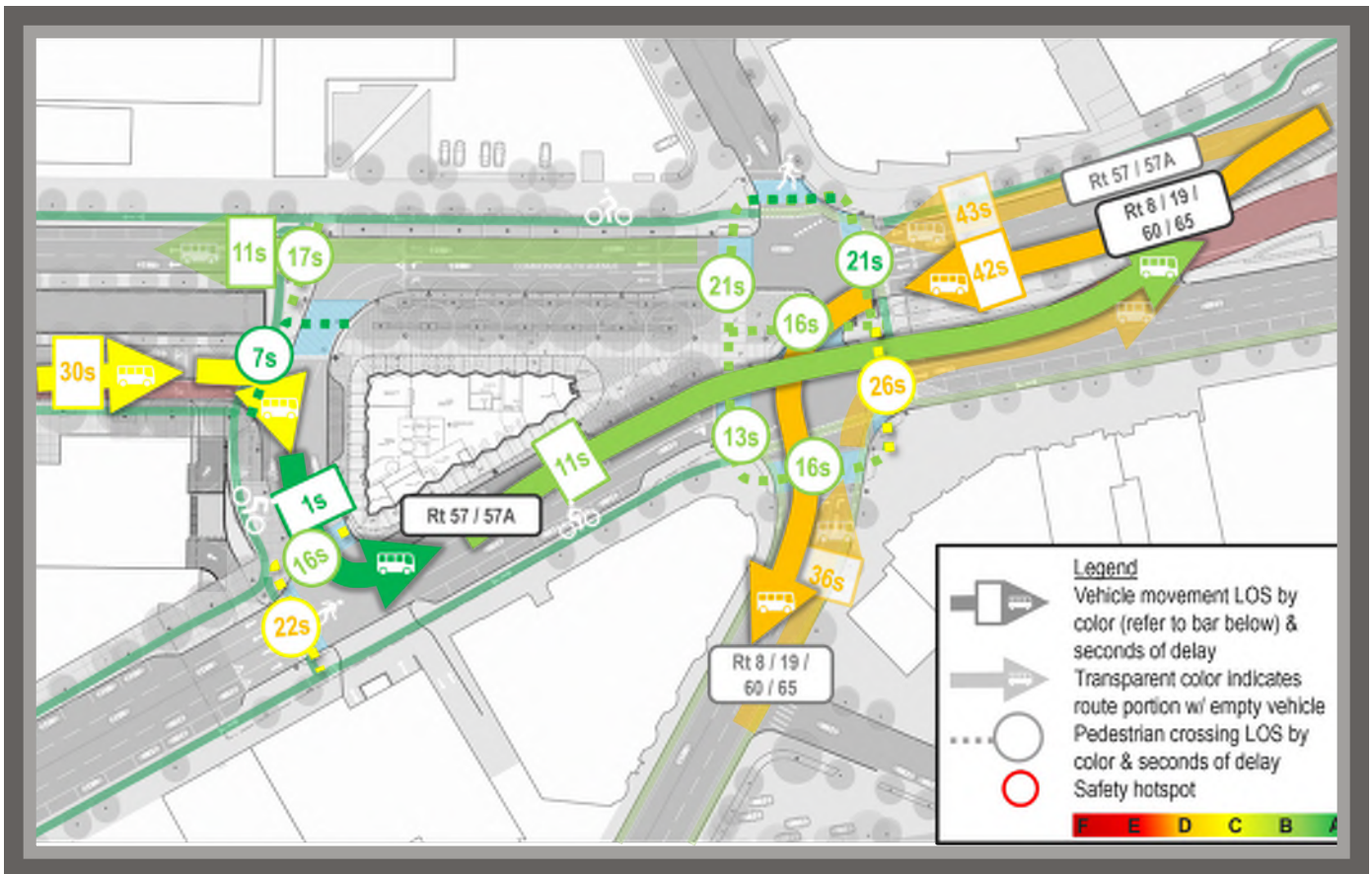
Key Staff: Jason Schrieber, Adam Catherine, Erin Cameron, Whitney Burdge

Kenmore Square is one of Boston's most iconic squares: it's where seven roads and two branches of the MBTA's Green Line trolley intersect; it serves as a busy pedestrian hub for access to nearby shops and restaurants; and it's right next to Fenway Park so it's directly in the path of Red Sox game-day traffic.

Unfortunately, the heart of the square is a massive intersection ill-suited to any single mode of transportation and dominated by cars. When an abutting landowner sought to turn a one-story bank into a 30-story hotel, they hired a team of urbanists to create a new vision for the historic square. The goal is to

transform the congested, car-centric intersection into a welcoming environment for users of all modes of transportation. Conceived by Jeff Speck, the new plan would swap the developer's parcel (which now houses a bank) with City land in the heart of the intersection, creating a new street that breaks one large intersection into three small intersections. The result is a new 32,000-square-foot public plaza with dramatically improved pedestrian, bicycle, bus and general traffic flow throughout Kenmore Square. This dramatic change from the existing 8,700 square feet of public space at the margins of the Square represents a remarkable public-private partnership for the city. The hotel tower will rise on the edge of the new public plaza, forming a new heart of the square.





Stantec was brought on by Jeff Speck to undergo the complex analysis and design of the modified roadways and signals. Prior to submittal of a formal application, Stantec supported extensive community dialogue to help stakeholders understand how the new infrastructure would operate more efficiently and safely than the historic intersection. Visualizations and animations supported by extensive technical analysis were prepared, assessing everything from signal progression for bus movements to bike movements to loading operations. In addition to an extensive VISSIM traffic model, Stantec modeled transit travel times, walk times and delays, and multiple approaches to signal design.

The new design creates fully protected bike lanes along each arterial, new crosswalks and public gathering spaces, bus priority signals and lanes, and more that reduces delay and increases safety for all modes of travel. Driving will be slower yet less congested. Bus delays decrease, while new access to the transit station is created. Biking becomes dramatically safer and intuitive, and walking will be rightfully the dominate mode with vastly improved delays, desire lines, and amenities.

The plan has been approved by the Boston Planning and Development Agency and the City Zoning Commission after receiving widespread public support.



Technical Expertise and Personnel Qualifications



3

Your Team

For this project, we have brought together a team of experienced, Vision Zero and Complete Streets experts including engineers, planners, and designers, who are skilled at working together seamlessly to create excellent safety and mobility outcomes for clients. Our extensive network of technical experts, coupled with our inclusive, adaptive approach to community engagement and planning allows us to create plans tailored to address the challenges and opportunities of today and tomorrow.



Jessa Berna, AICP, will serve as your **Project Manager and your primary contact**. Jessa has 20 years of professional planning experience in the public and private sector. Her specialties include multimodal transportation projects, community and master planning, GIS analysis, and inclusive public engagement.



Jessa will be supported by our **Deputy Project Manager, Evan Drew, PE, PTOE, RSP1**. Evan has extensive experience as a transportation engineer specializing in traffic, roadway, and safety engineering. He has served as lead or principal traffic engineer on numerous projects addressing safety-focused concerns for municipal and state agency clients. Evan has prepared a wide range of transportation planning studies across New England, evaluating future traffic operations based on anticipated land use, travel patterns, and other key factors.



Stantec's **Principal-in-Charge** for this effort is **Jason Schrieber, AICP**. Jason is a highly experienced multimodal planner with extensive expertise in downtown mobility planning, urban streetscape design, parking management, safety planning, and public engagement. Over the course of his career, he has helped hundreds of cities, institutions, and developers tackle complex problems and find creative solutions that improve livability.

Stantec brings the depth and expertise of a regional and national firm, combined with local accessibility and experience, positioning our team well to deliver this project to Biddeford.



Adam Catherine, PE, PTOE, will serve as a **Technical Advisor**. He has extensive experience across New England implementing safety and mobility strategies tailored to each community.

Adam has led multiple SS4A plans throughout the Northeast and provided technical guidance on additional projects in New England. His expertise includes developing and calibrating detailed VISSIM models to analyze complex multimodal intersections and corridor operations. Adam is also proficient with Synchro/SimTraffic, HCS, and ArcGIS, enabling comprehensive traffic analysis and data visualization to support safety-focused decision-making¹.



Walt Woo, PE, PTOE, RSP1 will lead the team focused on **Traffic and Safety Engineering**. He brings 27 years of experience in transportation engineering, including the analysis and design of

numerous signalized intersections on municipal and state roadways. Walt has extensive expertise in traffic operations, signing and pavement markings, traffic management, and highway design, as well as traffic capacity analysis and simulation modeling. He has also led transportation planning studies evaluating future traffic operations based on projected land use and travel patterns.



The **Roadway Design** team will be led by **Paul Pottle, PE**. Paul brings over 11 years of progressive transportation experience in bridges, highways and roadways, and trail systems. Paul

combines technical proficiency with intimate knowledge of Acadia's unique landscape. His portfolio includes high-profile MaineDOT projects and FHWA oversight assignments, demonstrating his ability to manage complex scopes while maintaining schedule and budget discipline. Paul's leadership ensures rigorous QA/QC and client-focused delivery.



Erin Cameron will lead **Mobility and Safety Planning** for the project. Erin is a mobility and safety planner with seven years of experience developing safe, efficient, and accessible transportation

networks for all users. Her work focuses on transit planning, parking demand management, and Complete Streets initiatives that improve mobility in both urban and suburban communities. Erin uses data analysis, mapping, and research to support informed transportation planning decisions and align projects with long-term mobility, economic, and safety goals.



Alison LeFlore, AICP will lead the **Environmental** aspects of the project, bringing over 16 years of experience delivering environmental projects of varying scale and complexity. Her

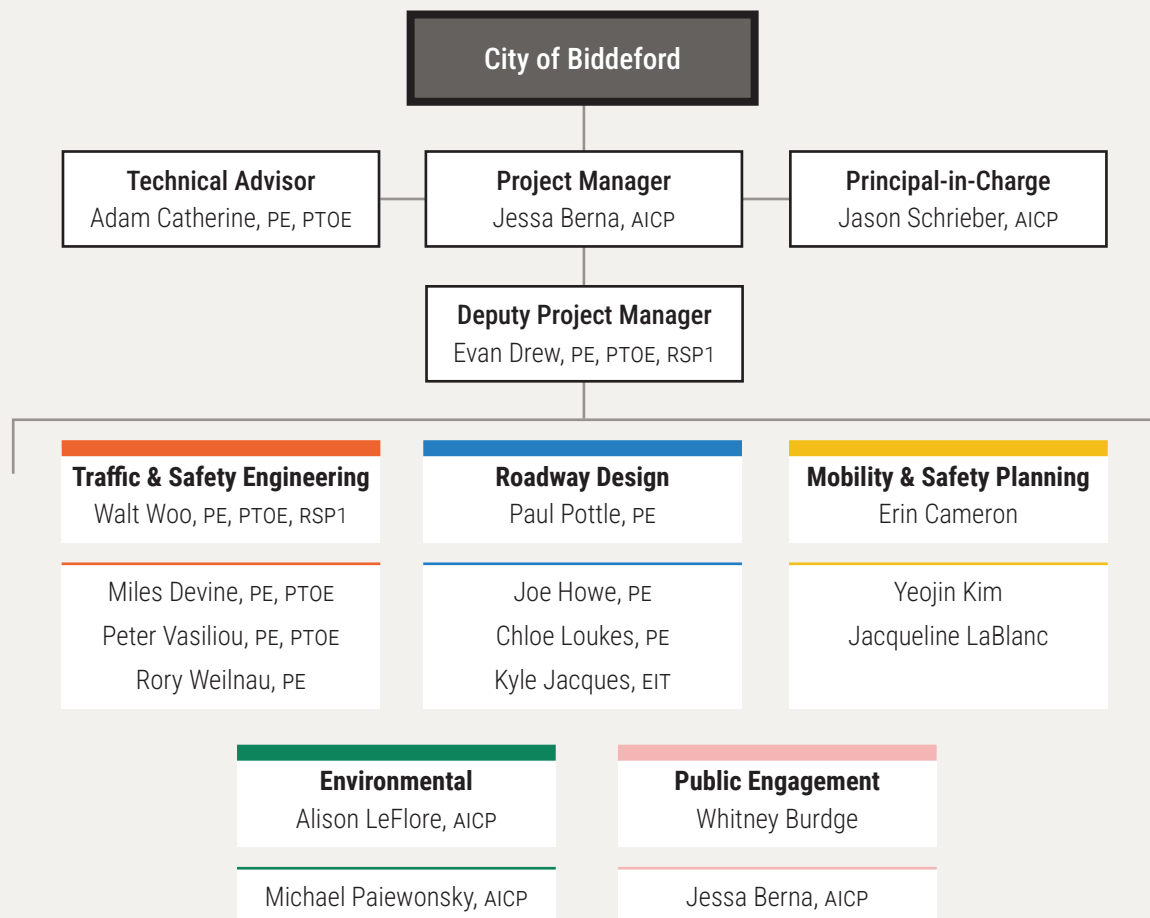
background includes roles as a municipal conservation agent and consulting sustainability planner, as well as work on numerous National Environmental Policy Act (NEPA) permitting efforts across New England. Alison is a skilled facilitator who uses creative engagement techniques to make the planning process accessible and engaging.



Public Engagement will be led by **Whitney Burdge**. Whitney is an urban mobility planner with 11 years of diverse experience ranging from transportation data collection and

visualization to developing temporary traffic calming techniques. She helped lead Vision Zero Safety Action Plans in Worcester and Chelsea, MA. As a talented planner and artist, she is skilled at delivering creative and engaging community outreach that results in purpose-driven feedback, pertinent to transportation planning outcomes.

Organizational Chart





Jessa Berna, AICP

Project Manager + Public Engagement

20 Years of Experience

Certified Planner #252957

Master of Community Planning & Development; University of Southern Maine
B.S., Environmental Studies; Gettysburg College

Jessa has over 20 years of local and regional municipal planning experience across New England. Her areas of expertise include multimodal transportation projects, community and master planning, GIS analysis, and inclusive public engagement. Central to her approach is creating visually compelling presentations and reports that clearly communicate complex information to diverse audiences.

Jessa's project experience includes transit-oriented development master plans, parking studies, bicycle and pedestrian bridge feasibility reports, and regional active transportation plans. She brings a collaborative, interdisciplinary perspective to her work and is passionate about the role transportation networks play in fostering equitable, safe, and sustainable communities.

GPCOG Safe Streets for All Safety Analyses | Greater Portland, ME

The Greater Portland Council of Governments (GPCOG) has engaged Stantec to initiate a comprehensive road safety project funded by the Safe Streets and Roads for All (SS4A) grant from the U.S. Department of Transportation. The project aims to enhance road safety in Portland, South Portland, and Scarborough through detailed safety analyses and design recommendations. The project scope includes conducting road safety audits and safety analyses for three major corridors in South Portland and three major intersections in Portland, Scarborough, and South Portland. As Project Manager, Jessa is directing all aspects of the project, including coordinating with the municipalities, overseeing the development of design alternatives, and coordinating the Road Safety Audit.

Bar Harbor Vision Zero Safety Action Plan | Bar Harbor, ME

Stantec is leading the Safe Streets and Roads for All (SS4A) Safety Action Plan for Bar Harbor Maine, which sees crash rates that are disproportionately high compared to its roughly 5,000 residents, in part, due to the presence of Acadia National Park. Jessa is leading the community engagement, developing a multi-faceted approach to gather public input through surveys, mailers, pop-up events, and formal presentations.

Freeport Village Corridor Initiative | Freeport, ME

The Town of Freeport, in collaboration with MaineDOT, is developing a coordinated plan to reimagine Main Street and adjacent growth areas through 2050. The scope includes a corridor analysis from the Park-and-Ride to Upper Mast Landing Road, zoning review and build-out analysis, Complete Streets concepts, safety enhancements (traffic-calming and intersection redesign), and alignment with the Town's Climate Action Plan, Downtown Master Plan, and other prior studies. As Deputy Project Manager, Jessa is coordinating multi-agency stakeholders, leading the technical analyses and alternatives development, and directing public engagement—spanning workshops, property-owner meetings, and a kickoff event with Jeff Speck. The final plan will provide a phased, actionable roadmap for infrastructure improvements and sustainable growth.

City of Brewer: Village Partnership Initiative | Brewer, ME

Jessa was the Project Manager for the Brewer Village Partnership Initiative, a transportation feasibility study in and around downtown Brewer, Maine. The City of Brewer, in collaboration with MaineDOT and the Bangor Area Comprehensive Transportation System (BACTS), sought to improve the transportation experience for all users and design context-sensitive mobility improvements that complement the historic look, feel, and character of Brewer's Downtown. Priorities included improving pedestrian crossings across North Main Street, connecting the Brewer Riverwalk to recreational facilities along Center Street, and identifying other opportunities for safety enhancements and traffic calming measures.



Evan Drew, PE, PTOE, RSP1

Deputy Project Manager

15 Years of Experience

Professional Engineer #15679, ME

Professional Engineer #14943, NH

Road Safety Professional 1 (RSP1) #1291

Certified Professional Traffic Operations
Engineer #5076

B.S., Civil Engineering; Georgia Institute of
Technology

Evan has 15 years of experience as a traffic engineer supporting multidisciplinary transportation projects across New England, generally in the fields of public infrastructure planning and design and safety-related studies and improvement projects. He has led and participated in nearly two dozen road safety audits (RSAs) and less formal safety walks in New Hampshire, Maine, and Massachusetts. Evan has contributed safety analysis and design input to projects ranging from small municipal efforts to large, multi-agency initiatives, including the planning, design, and construction of signalized intersections, roundabouts, interchanges, and interstate highways. He is experienced with federal planning and design processes, including NEPA, and has expertise in traffic signing, pavement markings, traffic management during construction, traffic capacity analysis, and traffic simulation modeling.

GPCOG Safe Streets for All Safety Analyses | Greater Portland, ME

Evan is Stantec's Lead Traffic Engineer for a Safe Streets For All (SS4A) implementation project with the Greater Portland Council of Governments (GPCOG). The project aims to present and review concepts for safety-based infrastructure improvements in Portland, South Portland, and Scarborough through detailed safety analyses and design recommendations. The project scope included conducting a road safety audit and safety analyses for three major corridors in South Portland and progressed design for three major intersections across the three communities.

Cape Cod Canal Area Transportation Improvements | Bourne, MA

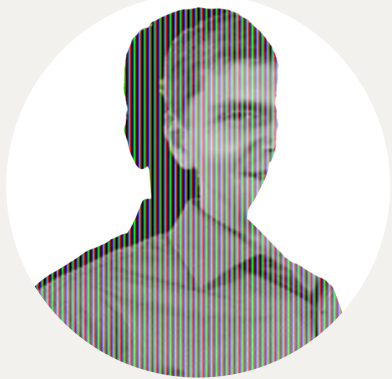
As Senior Traffic Engineer for this project, Evan has supported the alternatives development for the Sagamore Bridge side of the Cape Cod Canal crossings (Stantec's portion in partnership with HNTB). Evan has been Stantec's lead roundabout analyst during the alternatives development. As lead traffic safety engineer for Stantec's team, Evan supervised staff for the evaluation of traffic and crash elements of MassDOT-provided safety data and lead the all-day Road Safety Audit (RSA) within the project area. Evan managed several staff to review, document, and diagram three years of crash data, amounting to over 800 crashes, compared to MassDOT-identified high crash locations, and other areas to be cited in the RSA. After the Audit, Evan led Stantec's RSA team in the development of the RSA report and produced the Draft and Final RSA Report for stakeholders.

Bar Harbor Vision Zero Safety Action Plan | Bar Harbor, ME

Evan was the lead for traffic engineering, supporting development of the Safety Action Plan through existing conditions assessments at key intersections, crash data analysis, coordination of near-miss analysis with a third-party vendor, and development of materials to establish baseline conditions. Based on these findings and extensive public engagement, Evan supported recommendations for priority safety improvements ranging from quick-build, low-cost measures to major roadway reconstruction and intersection control changes, including conversion of two-way stop-controlled intersections to roundabouts to reduce conflict points.

NHDOT 29615 NH Route 28 South Main Street Improvements | Wolfeboro, NH

Stantec is currently leading the design, but has supported the corridor study and preliminary phases, including extensive public outreach, associated with improvements along South Main Street in Wolfeboro, aimed to improve the overall cross-section of this "artery" of the community. Evan was the lead for traffic engineering, supporting the capacity analysis to assess existing conditions and to compare future average month conditions and peak month conditions of alternatives. Alternatives comparison for various seasons was important to review for Wolfeboro, as the town is known as "The Oldest Summer Resort in America" and is said to increase in population from about 6,000 full-time residents to 30,000 including visitors.



Jason Schrieber, AICP

Principal-in-Charge

30 Years of Experience

Certified Planner #020238

B.S., Urban Planning; University of Massachusetts

Jason leads complex mobility planning and design projects for Stantec. For over 30 years, he has helped dozens of communities, institutions, and developers accomplish significant plans, designs and implementations for roadways, transit, parking and land development projects. His years of subject matter expertise in all aspects of multi-modal planning and public engagement help guide consensus-based solutions that are driven by users' needs, best practices, clear data and practical realities. Working with municipal traffic engineers, community planners, business improvement districts, municipal planning organizations (MPOs) and State DOTs from California to Massachusetts and Canada to Australia, Jason has led designers through construction of resilient complete streets that help calm traffic, improve safety and connect communities. Jason recently led Worcester's Vision Zero Safety Action Plan and is currently directing or advising SS4A work in places as diverse as Chelsea, MA, Bar Harbor, ME, and Clemson, SC.

Kenmore Crossing | Boston, MA

Kenmore Crossing is a hotel development that rethinks transportation through historic Kenmore Square, a complex multimodal hub adjacent to Fenway Park where seven roadways and two branches of the MBTA Green Line intersect. Stantec is leading design development and traffic analysis for a major re-routing of streets to create a public plaza and the development site that both preserves necessary vehicle access while improving access for people walking and biking. Improvements include new crosswalks, cycle tracks, bike signals, and narrowed travel lanes. Jason has been the designer and project manager since 2017.

Brewer South Main Street Corridor Study | Brewer, ME

Jason served as Principal-in-Charge for this study, which focused on improving safety and accessibility for all users, addressing traffic volumes, enhancing active transportation connections, and evaluating land use and development patterns along the corridor. The study recommended targeted transportation improvements to reduce congestion, enhance pedestrian and vehicular safety, and support the City's long-term land use and economic development goals. It also incorporated streetscape enhancements and considered ongoing growth trends and future development.

Freeport Village Corridor Initiative | Freeport, ME

The Town of Freeport, in collaboration with MaineDOT, is developing a coordinated plan to reimagine Main Street and adjacent growth areas through 2050. The scope includes a corridor analysis from the Park-and-Ride to Upper Mast Landing Road, zoning review and build-out analysis, Complete Streets concepts, safety enhancements (traffic-calming and intersection redesign), and alignment with the Town's Climate Action Plan, Downtown Master Plan, and other prior studies. Jason's team has developed strategies to promote biking and capture trips internally without adding traffic. The final plan will provide a phased, actionable roadmap for infrastructure improvements and sustainable growth.

Worcester Vision Zero Safety Action Plan | Worcester, MA

In response to several tragic crashes, Stantec, with Jason as Project Manager, and Speck-Dempsey, helped the City of Worcester develop a multi-stakeholder coalition to reduce traffic violence. The effort was driven by a compelling, data-informed safety narrative; extensive community engagement; and highly visible public events. The plan produced actionable design and policy recommendations, many of which are already being implemented.

Great Streets Downtown Hyannis | Barnstable, MA

Jason is serving as Principle-in-Charge on this exciting project that has re-envisioned how Hyannis Main Street and the surrounding streets and intersections are designed and how they function. The project team looked at the existing Downtown Hyannis traffic network and streetscape and created buildable concepts that emphasize walkability, enhance the public realm, focus on safety, and support multimodal travel.



Adam Catherine, PE, PTOE

Technical Advisor

19 Years of Experience

Professional Engineer #24GE04900000, NJ

Professional Engineer #080769, PA

Professional Engineer #18358, DE

Professional Engineer #46995, MD

Certified Professional Traffic Operations Engineer #3941

M.S., Civil Engineering, Transportation Concentration; University of Delaware

B.S., Civil Engineering, Transportation Concentration; University of Delaware

Adam leverages his expertise in traffic engineering and transportation planning to deliver community-sensitive solutions that maximize impact through the strategic application of planning, modeling, and engineering practices. As a trusted member of a high-performing team, he consistently earns the confidence of clients and colleagues alike. His diverse project experience spans corridor planning, freeway and interchange analyses, alternatives analyses, traffic impact studies, safety assessments, pedestrian and bicycle planning, master plans, transit system operations, facility and ITS planning, ADA accessibility assessments, toll facility modeling, signal optimization, and parking studies. Adam is proficient in a range of industry tools, including VISSIM, Synchro/SimTraffic, HCS, and ArcGIS.

Kenmore Crossing | Boston, MA

Adam serves as Lead Traffic Engineer for the evaluation and redesign of Kenmore Square, a complex multimodal hub adjacent to Fenway Park where seven roadways and two branches of the MBTA Green Line intersect. Proposed improvements include full roadway reconstruction aimed at improving safety and operations for pedestrians, bicyclists, and transit users. Adam led the development of a VISSIM model to analyze over 40 different potential scenarios that included roadway modifications, signal timing, bus only lanes and queue jumps, transit signal priority, new bike lanes, etc. Adam used the VISSIM to conduct a capacity analysis to compare alternatives as well as to create simulation visualizations to support stakeholder engagement, including City and public meetings.

NH Route 28 Main Street Improvements | Wolfeboro, NH

Adam served as a Traffic Engineer, supporting NHDOT in the evaluation of intersection improvements along NH Route 28 in Wolfeboro. Several alternatives included potential roundabouts. NHDOT requested that Stantec prepare VISSIM traffic simulation models of the proposed roundabout scenarios to evaluate them further, as well as provide animations that could be used at the stakeholder and public meetings. Adam led the modeling effort and presented it at the public meeting.

Exit 35 & 36 Interchange Improvements | Saco, ME

Adam served as Traffic Engineer to develop VISSIM models for a project to modify the Saco I-195 Interchange and new connection to Route 112 creating Exit 35. Mainline improvements include reconfiguring/adding ramps with toll facilities, development of a collector-distributor roadway, retaining walls, and stream realignment. Local road improvements included signalized intersections with turn lanes and roadway widening. The VISSIM models were used to evaluate various interchange alternatives as well as to conduct a sensitivity analysis to determine when certain larger scale improvements may be needed. Simulation videos were created for the client to effectively demonstrate operational improvements.

Buffalo Skyway Corridor | Buffalo, NY

Served as Project Engineer for a large-scale traffic analysis evaluating alternatives for the Buffalo Skyway—a priority infrastructure initiative aimed at reconnecting downtown to the lakefront and informing an accelerated environmental review process. Adam coordinated with NYSDOT to scope the traffic study area. Stantec utilized VISSIM for the analysis and created a model covering approximately 55 square miles, including four freeway corridors, multiple interchanges, and over 270 intersections. The model utilizes a variety of data sources, including Streetlight location-based data from mobile devices that was used to develop a large origin-destination matrix with 53,000 O-D pairs that were used for dynamic trip assignments. Stantec coordinated with NYSDOT and FHWA to complete a complex, multi-factor calibration process. The VISSIM simulation was exported into an animation video that was used at client and public meetings to showcase the various alternatives.



Walt Woo, PE, PTOE, RSP1

Traffic & Safety Engineering Lead

27 Years of Experience

Professional Engineer #46083, MA

Road Safety Professional 1 (RSP1) #1364

Certified Professional Traffic Operations Engineer # 2781

M.Eng, Civil Engineering; McGill University

B.Eng, Civil Engineering; McGill University

Walt has extensive practical experience as a transportation engineer, having participated in the analysis and design of dozens of signalized intersections on municipal and state roadways. He also possesses strong skills and experience in other aspects of transportation engineering, including traffic signing, pavement markings, traffic management and highway design. He also has extensive experience in traffic capacity analysis and traffic simulation modeling and has prepared numerous transportation planning studies that evaluated future traffic operations based upon anticipated future land use and travel patterns, among many factors.

Cape Cod Canal Area Transportation Improvements | Bourne, MA

Senior Traffic Engineer responsible for the supervision of the evaluation of existing traffic safety data in the Cape Cod Canal study area, encompassing both of the Canal Bridges and their respective approach interchanges and roadways. This large volume data evaluation involved the handling, review, interpretation, and categorization of several hundred crash reports and the subsequent completion of collision diagrams to inform existing traffic safety conditions and enabling the team to identify potential trends and causes of crashes. Walt also oversaw the preparation of a Road Safety Audit (RSA) at several key roadway segments within the Project area. The RSA involved a broad cross-section of participants and identifies existing safety concerns and potential enhancements that may improve safety at each RSA location.

Needham Street/Highland Avenue Corridor | Needham + Newton, MA

Senior Transportation Engineer advising on traffic, mobility, and construction on this Complete Streets project to implement separated, raised bicycle lanes through the dense Highland Avenue/ Needham Street retail/commercial corridor, spanning the Town of Needham and the City of Newton. Thoughtful consideration was given to allocation of space within the corridor width, as there were segments with constrained width. The project improves upon the facilities provided for non-motorized modes (bicycles/pedestrians) while maintaining traffic flow through the use of Adaptive Signal Control Technology (ASCT) at signalized intersections to improve throughput.

Department of Conservation and Recreation, Memorial Drive Improvements – Phase III | Cambridge, MA

Senior Traffic Engineer responsible for traffic engineering design of improvements to Memorial Drive, between Gerrys Landing Road and the Anderson Memorial Bridge (Phase III), associated with improvements to the bicycle and pedestrian path adjacent to the roadway. The work includes a study to document the traffic operations associated with the existing condition and with the recommended design. The traffic design also includes modifications to signs, pavement markings and three traffic signals in the project corridor.

Mass Ave/Appleton Street Safety + Accessibility Corridor Project | Arlington, MA

Senior Traffic Engineer responsible for traffic design elements at the intersections of Massachusetts Avenue at Appleton Street and Massachusetts Avenue at Forest Street. Improvements are being evaluated to better accommodate multi-modal transportation within the corridor, taking into account safety and traffic operations for all users. Improvements include the addition of coordinated traffic signals, raised, separated bicycle lanes and improved public spaces and pedestrian facilities.



Miles Devine, PE, PTOE

Traffic & Safety Engineering

10 Years of Experience

Professional Engineer #24GE05665400, NJ

Professional Engineer #094617, PA

Certified Professional Traffic Operations
Engineer #5147

M.S., Civil Engineering; Villanova University

B.S., Civil Engineering; Villanova University

Miles applies his experience in traffic engineering and transportation planning to develop solutions for transportation problems. He has conducted analyses using VISSIM, Synchro/Sim Traffic, and HCS. He has led data collection exercises that span various modes of transportation, including vehicular turning movement counts, origin-destination studies, parking utilization, site trip generation, pedestrian and bicycle studies. He has experience in data collection, transportation/transit planning, crash data analyses, traffic impact studies, simulations, modeling, and alternative transportation modes.

Transit Center Circulation Improvements, Local Concept Development Study, DVRPC | Trenton, NJ

As a Traffic Engineer, Miles analyzed multimodal traffic—including vehicular, transit, pedestrian, and bicycle flows—around the Trenton Transit Center to identify opportunities for safety and operational improvements. Pedestrian movements were captured using drone observations, and field assessments of public and private parking facilities informed recommendations to better integrate surrounding infrastructure. Conceptual improvements included road diets, protected bike lanes, super sharrows, shortened crosswalks, upgraded transit stops, pedestrian/bicycle/transit-only street segments, station drop-off enhancements, intersection modifications, and roundabout alternatives at key intersections. Design alternatives and recommendations were presented to the City of Trenton and DVRPC, highlighting strategies to improve safety, accessibility, and connectivity for all transit center users.

Longwood Medical Area: Bus Network Redesign | Boston, MA

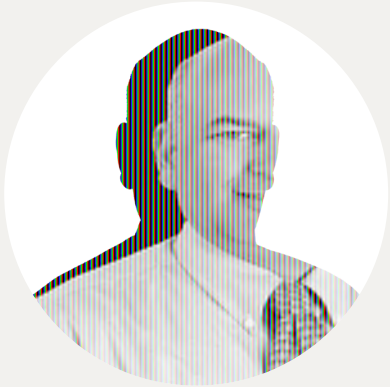
Miles served as Traffic Engineer responsible for leading a bus transit study on behalf of its client, the Longwood Collective concerning the impacts of proposed Massachusetts Bay Transportation Authority (MBTA) bus route changes through its Longwood Medical Area campus. The campus has many factors impacting traffic operations (rideshare pick-up/drop-off, multimodal transit, etc.) that are unable to be captured in basic traffic analysis software. However, with VISSIM the model could be calibrated with these unique variables. Utilizing VISSIM, and in particular the public transport line feature, Stantec was able to quantify the impact of alterations to the bus routes and accurately model the fluctuation of traffic conditions. The simulation model calculated average travel times and also a standard deviation of those travel times. These results were provided to the Longwood Collective to share with the MBTA to discuss various changes to its proposed bus route changes.

Jersey City On-Call | Jersey City, New JJ

Miles assisted with multiple capacity analysis projects on various corridors. Traffic simulations of the corridors were conducted utilizing SimTraffic and VISSIM traffic softwares. Future traffic projections were completed by analyzing local growth trends. Miles also contributed to intermodal design projects incorporating pedestrian and bicycle planning into the final conceptual design.

NJDOT I-295 and SR38 | Mount Laurel, NJ

Miles assembled a VISSIM microscopic traffic model to analyze the traffic operations of an existing suburban highway interchange. Different interchange redesign concepts were analyzed adding in the two missing directional connections between the interstate highway and the arterial roadway. The additional traffic being drawn to the new highway ramps were calculated utilizing regional traffic data and incorporated into the build alternatives.



Peter Vasiliou, PE, PTOE

Traffic & Safety Engineering

31 Years of Experience

Professional Engineer #41591, MA

Certified Professional Traffic Operations Engineer #924

M.S., Civil Engineering; University of Massachusetts Lowell

B.S., Civil Engineering; Syracuse University

Peter is experienced in traffic data collection, sign and pavement marking design, traffic signal design, coordinated/closed loop traffic signal system design, temporary traffic control design, traffic signal inventory/ inspection, areaway inspection, environmental permitting, and construction administration. He is proficient in photometric analysis, roadway lighting design, wiring, and circuiting design, plan preparation, special provisions, estimating and construction administration for roadway lighting projects. Peter is among the first 24 registered Professional Traffic Operations Engineers (PTOE) to be certified by ITE in Massachusetts. He is also a Level III Traffic Signal Senior Field Technician certified by the International Municipal Signal Association (IMSA).

Exits 35 & 36 Interchange Improvements | Saco, ME

Peter was the Senior Traffic and Lighting Engineer for the design of a full access interchange at Route 112 (Exit 35) and improvements to the Exit 36 interchange along the Maine Turnpike (I-95). This project's traffic and highway lighting elements included for this interchange redevelopment were mainline and arterial signing and striping, two new signalized intersections featuring low-voltage traffic signals, two new dynamic message signs (DMS) for ME Route 112 approaches to the interchange. The project also incorporated fiber optic and wireless communications between field devices, new toll plazas, and highway lighting for the interstate mainline, ramps, and toll plaza areas. Peter's ongoing role with the project is in traffic and lighting-related construction submittal reviews and requests for information (RFI's).

Mass Ave/Appleton Street Safety + Accessibility Corridor Project | Arlington, MA

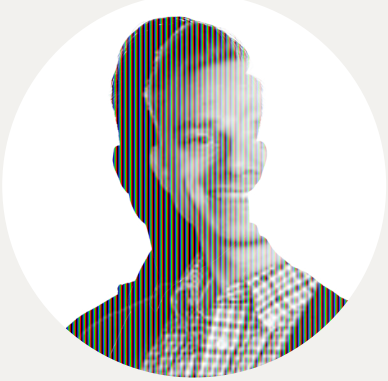
Senior Traffic and Lighting Engineer responsible for traffic signal and street lighting design elements at the intersection of Massachusetts Avenue at Appleton Street and Massachusetts Avenue at Forest Street. Intersection and corridor-wide Improvements are proposed to better accommodate multimodal transportation within the corridor, taking into account safety and traffic operations for all users. Elements incorporated include raised, separated bicycle lanes, traffic signals, two-stage turn boxes and new street lighting to enhance safety at the pedestrian crossings.

Northern Strand On-Road Extension | Lynn, MA

Project Traffic and Street Lighting Designer for the design of the 1.9-mile two-way separated bike lane through Lynn's city streets to the Nahant Beach Reservation. The Northern Strand (also known as 'Bike to the Sea') is a critical part of the regional network, connecting Everett, Malden, Revere, Saugus, and Lynn to the Nahant Beach Reservation. The second phase of the project is a separated on-road bike lane, including landscaping, multiple roadway crossings, street lighting re-locations and improvements, reconstruction of several traffic signals, and proposed pedestrian actuated flashing beacons at high volume traffic locations. Peter was responsible for traffic and street lighting design, preparation of plans, specifications, cost estimate, and construction administration.

Route 134 Safety Improvements | Dennis, MA

Conducted field reconnaissance, signal analysis and design of recommended improvements as a result of a Road Safety Audit (RSA) for two signalized intersections and one interchange of the Route 134 corridor in order to enhance safety in the area. Developed sidewalk and traffic signal improvements to improve bicycle and pedestrian access along Route 134 and Market Place.



Rory Weilnau, PE

Traffic & Safety Engineering

9 Years of Experience

Professional Engineer #104524, NY

B.S., Civil Engineering; Clarkson University

Rory has nine years of experience working on several planning and design projects that require various levels of traffic analyses. From safety studies, capacity analyses, and detour studies, Rory is well versed in every aspect including data collection to accommodating multi-modal traffic within complex intersection geometries. Proficient in the most recent versions of the MUTCD, Monroe County Traffic Study Procedures, Highway Capacity Manual, NACTO, Institute of Transportation Engineers guidance, and NYSDOT Guidelines, Rory has been able to offer his expertise to various agencies to meet their standards.

Rory has contributed to projects involving complex traffic signal phasing and the development of off-site detours accommodating passenger vehicles, commercial traffic, and pedestrians. He has extensive experience using Synchro and SimTraffic to evaluate alternatives and provide insight into impacts on capacity, queuing, delay, safety, and travel time.

Genesee Street Reconstruction | Rochester, NY

Rory is a transportation engineer for the locally administered Federally aided reconstruction of Genesee Street from Elmwood Avenue to Brooks Avenue in the city of Rochester. The project includes new signal infrastructure, street lighting, ADA curb ramps, consideration of bicycle infrastructure, and pedestrian safety enhancements at the intersection of Congress Avenue and Genesee Street. Rory has completed several components of the planning phase/preliminary design including the traffic analysis for the corridor, a detour study, gap study for the crossing at Congress Avenue, crash study, and parking study. Rory also provided insight on the proposed cycle track and designed the traffic signals in final design.

Roxbury Prep Traffic Impact Study | Boston, MA

As the traffic analyst for the project, Rory was in charge of modeling existing traffic conditions and assessing the future impacts of development on the local street network in downtown Boston, MA. To understand the current and future traffic operations, Rory used Syncho as a tool to complete a capacity analysis following current Highway Capacity Manual methodologies. Unique characteristics to the study area included all-ped intervals at signalized intersections, and off peak on-street parking.

Shawsheen Traffic Impact Study | Boston, MA

As the traffic analyst for the project, Rory modeled existing and future traffic conditions to assess the impacts from a planned 57 unit mixed-income transit oriented housing development on the local street network in the Orient Heights neighborhood of East Boston, MA. Using Synchro 11 as a tool to develop the capacity analysis following current Highway Capacity Manual methodologies, Rory was able to analyze a network of signalized and unsignalized intersections including the complex 5-legged three-way stop control intersection of Shawsheen Road/Barnes Ave/MBTA Access Drive.

I-90(Exit 57) Route 75 Terminus Improvements | New York State Thruway Authority | Hamburg, NY

Stantec provided preliminary and final design services for the \$5.2 million reconstruction of the Exit 57 terminus at Route 75 (Camp Road) in Hamburg, located in southern Erie County. The project included planning, analysis, design, and support for public outreach efforts. Based on sensitivity analysis, we concluded that the investment in a roundabout was not cost effective and would not accommodate future economic development. As such, we decided to pursue the At-Grade signalized intersection for the Exit 57 Terminus at Route 75 – Camp Road. We then provided traffic and accident studies, as well as environmental assessments, provided utility coordination between NYSDOT, NYSTA & Utilities for the successful relocation of electric, communication and watermain and developed contract plans for the NYS Thruway Authority. As project engineer, Rory designed the closed drainage system for the new at-grade intersection in accordance with the NYSDOT Highway Design Manual and prepared associated quantity takeoffs and cost estimates.



Paul Pottle, PE

Roadway Design Lead

11 Years of Experience

Professional Engineer #15871, ME

B.S., Civil Engineering; University of Maine,

Paul has over 11 years of experience in designing and managing transportation infrastructure projects throughout Maine. Projects have included roadway design, site design, stormwater system design, utility coordination and construction phase services. Paul has managed a diverse array of projects, including marine enhancements at Lincolnville and Islesboro Ferry Terminals, as well as resiliency improvements on the Deer Isle Causeways and other roadway and multimodal facility developments. He understands how crucial clear communication and coordination are during the entire course of complex, multidisciplinary work. With these abilities, Paul reliably delivers his projects on schedule and often meets or comes in under budget.

Bar Harbor Vision Zero Safety Action Plan | Bar Harbor, ME

Project Manager for the ongoing development of a Safety Action Plan for Bar Harbor, which sees crash rates that are disproportionately high compared to its roughly 5000 residents, in part, due to the presence of Acadia National Park. The Plan will identify safety risks to people traveling on Bar Harbor's streets, then formulate a plan to mitigate those risks. This effort is funded by a Safe Streets for All (SS4A) Grant from the US Department of Transportation, and will lead to future improvements in roadway infrastructure. The Safety Action Plan process includes a multifaceted data analysis effort to identify traffic safety risks and crash patterns, which will allow the town to focus improvements on the most impactful locations. Informed by multiple rounds of community engagement, the Final Safety Action Plan will include strategies combining national best practices, with focused improvements based on seasonal visitation patterns.

Cony Circle and Bangor Street Safety Improvements | Augusta, ME

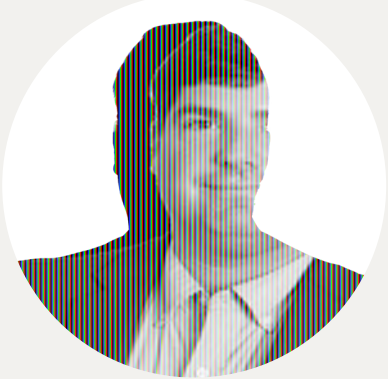
Project Manager and Lead Designer for the preliminary and final design of pedestrian safety improvements at Cony Circle and along Bangor Street. Improvements at Cony Circle included realigning vehicle approaches and splitter islands, relocating pedestrian crossings, modifying access management, and installing pedestrian lighting. Converted a ¾-mile segment of Bangor Street from four lanes to two with a center turn lane and median islands, and addressed cross slope and drainage deficiencies.

Gage Street Intersection Improvements | Augusta, ME

Project Manager and Lead Designer for this intersection improvement project focused on access management and safety. Redesigned median islands to shorten pedestrian crossings and calm traffic, corrected drainage issues, and reconfigured the intersection to restrict left turns while accommodating larger vehicles. Added roadway lighting and a pedestrian rapid flashing beacon (RRFB) to improve visibility and safety.

Route 201 Reconstruction | Hallowell, ME

Project Manager and Lead Highway Engineer for the preliminary and final design of two sections of Route 201 in Hallowell, Maine, including full roadway reconstruction with pedestrian and bicycle accommodations. Major project elements included modifying the horizontal and vertical design and addressing super elevation to minimize steep slopes adjacent to the Kennebec River while reducing right-of-way impacts. The project also involved upgrading the drainage system to address deficiencies affecting adjacent side streets and evaluating roadway layout alternatives to accommodate constraints posed by a railroad overpass with granite abutments and slab retaining walls. Additional work included the design of stormwater detention ponds to manage significant off-site drainage and reduce flooding risk.



Joe Howe, PE

Roadway Design

25 Years of Experience

Professional Engineer #10420

B.S., Civil Engineering; University of Maine

Joe has over 25 years of experience in transportation engineering. He has extensive experience and knowledge of design standards working with the Maine Department of Transportation, the Maine Turnpike Authority, and the Vermont Agency of Transportation. His design experience has also included work for the Towns of Yarmouth and Topsham, Maine and Cities of Portland and Lewiston, Maine. Projects have included design of roadway and intersection layout, bike and pedestrian facilities, bridge approaches, toll plaza, interchange design, pavement preservation, and bridge design. Design assignments have included Inroads modeling; design of signing, striping, drainage and guardrail; and utility coordination along with plan production. Joe has managed projects with elements of highway and bridge design, right-of-way acquisitions, lighting design, utility design and coordination, and permitting.

Jay Roundabout at Routes 133 & 156 | Wells, ME

Project Manager and Lead Highway Engineer for preliminary design services of a roundabout at the intersection of Route 133 and Route 156 in Jay, Maine. A roundabout is the preferred long term solution for this high crash location. This complicated location will require special consideration for steep grades on both routes and significant truck traffic.

Route 302 Reconstruction | Westbrook, ME

Project Manager and Lead Highway Engineer for preliminary design services for reconstruction of 1.63 miles of Route 302 in Westbrook. The design will include providing pedestrian accommodations for the southern portion of the project, pavement design, conceptual design of retaining wall, drainage design, and guardrail design. This project also included utility coordination and wetland delineation.

Route 1B Multi-Use Path | Damariscotta, ME

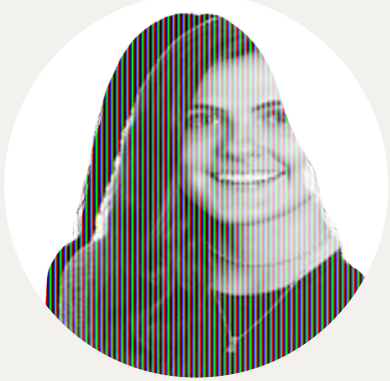
Project Manager and Lead Highway Engineer for this MaineDOT project involving approximately 2,300 feet of multi-use path, including pedestrian activated crosswalk lighting and signal modifications for pedestrian accommodations, along Route 1B (Main Street) in Damariscotta, Maine. The path is 10 feet wide with a 5' esplanade when feasible and provides a critical connection between the school, the YMCA, the Whaleback Shell Midden Historic Site, the Coastal Rivers Conservation Trust and the Village of Damariscotta via a connecting Town sidewalk project. Three new crosswalks are planned as part of this project. Drainage improvements will consist of new closed drainage systems in locations with proposed curb in previously uncurbed areas. Approximately 100 ft of multi-use path is planned on Church Street to connect to future gravel recreational trails to be built by the Coastal Rivers Conservation Trust. Additionally, the project includes the design of approximately 400 feet of multi-use path that leaves the roadway and meanders through an abutting vacant property.

Mapleton Sidewalk Improvements | Mapleton, ME

Project Manager for this MaineDOT project currently in preliminary design to replace approximately 4300 feet of existing sidewalk and improve ADA accessibility and safety. This project includes construction of "bumpouts" and installation of rectangular rapid flashing beacons to improve pedestrian visibility and safety in this downtown area.

U.S. Route 1 Bicycle and Pedestrian Path Phase One | Yarmouth, ME

Lead Design Engineer responsible for the design and plan production of this 0.5 mile locally administered shared use path. Design efforts included developing several preliminary alignments, preliminary design of a retaining wall, storm drain layout, and final design and detailing of preferred alternative, and estimating. Other responsibilities included utility coordination, coordinating with subconsultants, supervising all plan productions, responding to comments, and construction services.



Chloe Loukes, PE

Roadway Design

6 Years of Experience

Professional Engineer #18762, ME

B.S., Civil Engineering; University of New Hampshire

Chloe started at Stantec directly out of college and now has six years of experience in Highway Engineering. She has experience working on highway, bridge and multi-modal projects in both Inroads and Open Roads for drafting and modeling. Her responsibilities have included estimating quantities, plan development, vertical and horizontal design, superelevation design, maintenance of traffic, detour layout, signing and striping, curb layout and ADA ramp/sidewalk design. She has worked on jobs for MaineDOT, Maine Turnpike Authority, NHDOT, several municipalities as well as supporting large projects in Vermont and New York.

GPCOG Safe Streets for All Safety Analyses | Greater Portland, ME

The Greater Portland Council of Governments (GPCOG) has engaged Stantec to initiate a comprehensive road safety project funded by the Safe Streets and Roads for All (SS4A) grant from the U.S. Department of Transportation. The project aims to enhance road safety in Portland, South Portland, and Scarborough through detailed safety analyses and design recommendations. The project scope includes conducting road safety audits and safety analyses for three major corridors in South Portland and three major intersections in Portland, Scarborough, and South Portland. Chloe served as Design Engineer.

Jay Roundabout at Routes 133 & 156 | Jay, ME

Highway Engineer for preliminary design services of a roundabout at the intersection of Route 133 and Route 156 in Jay, Maine. A roundabout is the preferred long term solution for this high crash location. This complicated location will require special consideration for steep grades on both routes and significant truck traffic. The tasks included design of horizontal and vertical alignments, drainage design, and estimating quantities.

US Route 1 Improvements | Portsmouth, NH

Design Engineer responsible for supporting the preliminary engineering for the improvements of US Route 1 from Ocean Road to Wilson Road in Portsmouth, NH. The project includes the development of alternatives that address of safety and operational deficiencies along the corridor and at each of the eight intersections within the project limits. Responsibilities included collecting historical data, drainage improvements, cost estimating, and plan development.

Exit 36/Route 112 Area Transportation Study | Saco, ME

Design Engineer that assisted with the improvements of Exit 36 and installation of Exit 35 on the Maine Turnpike, with the addition of a collector-distributor roadway to safely accommodate the traffic the area serves, as well as improvements to Route 112 in the City of Saco, Maine. Route 112 improvements included installing a new signalized intersection, improving existing pedestrian facilities and roadway widening. The project also included installing new toll facilities to improve the toll collection system to maintain funding for the Turnpike. Responsibilities included guardrail design, gore design, cross section design, cost estimating, signing and striping, and general plan production.

Cony Circle and Bangor Street Safety Improvements | Augusta, ME

Design Engineer responsible for the safety and drainage improvements on Cony Circle and Bangor Street in Augusta. Responsibilities include ADA pedestrian design, roundabout lane layout, driveway layout, cost estimating, and plan development.



Kyle Jacques, EIT

Roadway Design

4 Years of Experience

Engineer-in-Training, #I8108, ME

B.S., Civil Engineering; University of Maine

Kyle has four years of experience in transportation engineering. He has experience in highway design for major clients such as the Maine DOT and the Maine Turnpike Authority. These projects have included the design of roadway and intersection layouts, bridge approaches and grading, on street parking, large-scale drainage design and various other design tasks. Some other design tasks includes InRoads and OpenRoads modeling, signing and striping, maintenance of traffic plans, signalized intersection plans, sidewalk/curbing plans, and typical section development. Kyle has formal training and experience with technical programs such as Microstation, InRoads, OpenRoads, HydroCAD, and MathCAD.

GPCOG Safe Streets for All Safety Analyses | Greater Portland, ME

The Greater Portland Council of Governments (GPCOG) has engaged Stantec to initiate a comprehensive road safety project funded by the Safe Streets and Roads for All (SS4A) grant from the U.S. Department of Transportation. The project aims to enhance road safety in Portland, South Portland, and Scarborough through detailed safety analyses and design recommendations. The project scope includes conducting road safety audits and safety analyses for three major corridors in South Portland and three major intersections in Portland, Scarborough, and South Portland. Kyle served as Design Engineer.

Cony Circle and Bangor Street Safety Improvements | Augusta, ME

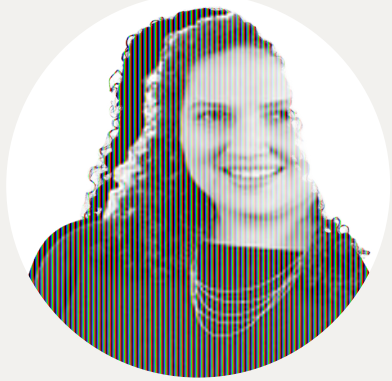
Design Engineer responsible for the safety and drainage improvements on Cony Circle and Bangor Street in Augusta. Responsibilities include ADA pedestrian design, roundabout lane layout, drainage design, completing a detailed grading plan of Cony Circle, and making spot improvements wherever necessary. Kyle also assisted in completing a cost estimate of the expected work through multiple submissions. Developed a layout for a 60 long foot wet cast landscape block wall to improve sight distance conditions at the intersection of Linden and Bangor Street. Designed and laid out raised pedestrian crossings along Cony Circle, which meet ADA requirements yet act as traffic calming measures to vehicles entering and exiting the circle. Identified and helped develop special provisions for items not covered under the standard specifications.

Gage Street Intersection Improvements | Augusta, ME

This intersection improvement project focused on access management and safety by modifying existing median islands, correcting drainage deficiencies, and reconfiguring the intersection to restrict left turns while accommodating larger vehicles. Kyle served as Design Engineer responsible for laying out a new intersection curb layout. Responsibilities also included completing a comprehensive drainage design report, plan production, running turning movements, and creating a cost estimate.

Western Avenue Bridge Replacement & Intersection Improvement | Augusta, ME

Highway Engineer for approach work on a bridge replacement and intersection improvement project. Design tasks include creating quantity calculations, drainage, cross section production, slope grading, signage, pavement markings, and assembling a detailed cost estimate of the project. Also worked on different maintenance of traffic tasks, including detour routes, construction signage, and lane shift calculations. Also responsible for the development of the signalized intersection plans, both temporary and permanent. During construction, Kyle provided support by responding to RFIs as the contractor had questions on the design.



Alison LeFlore, AICP

Environmental Lead

16 Years of Experience

Certified Planner #028499, American Institute of Certified Planners

M.A., Urban + Environmental Policy + Planning; Tufts University

B.S., Environmental Policy and Development; Worcester Polytechnic Institute

Alison is an AICP-certified planner with 16 years of experience delivering environmental projects of varying scale and complexity. Prior to joining Stantec, she served as a municipal conservation agent and a consulting sustainability planner. Since joining the firm in 2019, Alison has contributed to numerous National Environmental Policy Act (NEPA) permitting efforts across New England and regularly leads Massachusetts Environmental Policy Act (MEPA) reviews within Massachusetts.

Alison is a skilled facilitator who employs creative engagement techniques to make the planning process accessible, engaging, and meaningful for a wide range of stakeholders. She has extensive experience working in low-income and majority-minority communities, ensuring inclusive and equitable participation. Alison produces reports, maps, graphics, and other materials that are both accessible to the public and reflective of the technical complexities inherent in environmental and planning projects.

Cape Cod Canal Area Transportation Improvements | Bourne, MA

Stantec was selected by MassDOT (as a major subconsultant to HNTB) to complete preliminary design and federal and state environmental planning for the Cape Cod Bridges Replacement Project. Work includes developing National Environmental Policy Act (NEPA) review strategies to support advanced permitting and construction of critical path projects to support full replacement of both bridges and four roadway approaches. Additional workstreams include environmental field work, alternatives analysis, shared use path advising, leading environmental agency coordination, and advising on public outreach strategies to engage stakeholders.

Railyard Enterprise Project, Battery Street | Burlington, VT

Outreach Coordinator and Project Planner supporting the environmental planning and public outreach for the development of multimodal transportation infrastructure between Pine Street and Battery Street in the Burlington Waterfront South Area. This long-envisioned complex urban transportation corridor required extensive engagement process with adjacent property owners (including Vermont Railyard) and the public. Alison led and created the Environmental Justice Analysis and outreach while supporting the development of an Environmental Assessment (EA) and an Individual Section 4(f) Evaluation in compliance with the National Environmental Policy Act as well as the Section 106 historic and archaeological review in this National Register Historic District.

Rail Trail, Community Path, and Multi-Use Path Permitting | Statewide, MA

Alison has prepared MEPA environmental notification forms (ENF), early environmental checklists (EEC), and categorical exclusion (CE) checklists for various rail trail, community path, and multi-use path projects in Massachusetts. For these filings, she reviews natural and environmental resources, identifies project impacts, develops mapping and other figures, and prepares narratives.

I-95 Stamford Planning and Environment Linkages Study | Stamford, CT

Alison was part of the Boston-based Planning Team that contributed to a Planning and Environment Linkages (PEL) Study for CTDOT within a highly congested section of I-95 in Stamford Connecticut. The study includes consideration of replacement alternatives for a bridge (#0032) carrying I-95 over the MetroNorth rail corridor. Working with several environmental subconsultants, the Planning Team documented existing natural and social environmental resources. We also prepared a Purpose and Need Statement and project Vision Statement, and participated in extensive agency and stakeholder engagement. We worked with another Stantec team that conducted a traffic study and preliminary engineering supporting an alternatives analysis. These tasks informed the development of a suite of alternatives and will form the basis of the final PEL document and upcoming NEPA document.



Michael Paiewonsky, AICP

Environmental

31 Years of Experience

Certified Planner #302144, American Institute of Certified Planners

B.A., Legal Studies; University of Massachusetts, Amherst

Michael is an AICP certified planner with over 31 years of experience managing the environmental planning and permitting process for a wide variety of projects for public and private clients in New England, particularly MassDOT. Michael specializes in the preparation and management of federal and state environmental documents in compliance with the Massachusetts Environmental Policy Act (MEPA), the National Environmental Policy Act (NEPA), Massachusetts Wetlands Protection Act, and the Clean Water Act. Michael is also experienced developing Planning and Environment Linkages (PEL) Studies. He has successfully managed over \$18 million in MassDOT environmental service contracts since 2007.

Route 6 at Main Street, Intersection Improvements | Wellfleet, MA

Stantec was selected by MassDOT to complete the design and environmental permitting for transportation improvement at the Route 6 at Main Street intersection in Wellfleet on Cape Cod. Stantec's Boston-based planning team completed an Environmental Notification Form (ENF), in compliance with the Massachusetts Environmental Policy Act (MEPA) for public and agency review. Located within a rare species habitat area, this project required extended coordination with the MA Natural Heritage and Endangered Species Program to develop a mitigation plan minimizing impact to rare species. We also prepared a Chapter 91 License application in accordance with the MA Waterfront Act and supported the preparation of the Notice of Intent in accordance with the MA Wetlands Protection Act.

Railyard Enterprise Project, Battery Street | Burlington, VT

Stantec led the design, environmental planning, and public outreach for the development of multimodal transportation infrastructure between Pine Street and Battery Street in the Burlington Waterfront South Area. This long-envisioned urban transportation corridor required an extensive engagement process with adjacent property owners (including Vermont Railyard), business owners, and the public. Michael led the preparation of an Environmental Assessment (EA) and an Individual Section 4(f) Evaluation in compliance with the National Environmental Policy Act (NEPA), including Environmental Justice Analysis and outreach; and the Section 106 historic and archeological review in this National Register Historic District. Stantec also completed parking studies and a visual analysis in the study area.

Highland Avenue/Needham Street Corridor Improvements | Needham, MA

Michael led the environmental compliance and permitting effort for the reconstruction of the highly developed Highland Avenue/Needham Street corridor. This effort included the preparation of a MEPA Environmental Notification Form (ENF), WPA Notice of Intent, and NEPA Categorical Exclusion documentation. In addition to participating in the MEPA and municipal public engagement process, Michael led Chapter 91 negotiations with the MA Department of Conservation and Recreation (DCR) to allow the construction of a stormwater BMP on land within the Charles River Reservation.

Route 24/Route 140 Interchange Project | Taunton, MA

Michael served as the environmental project manager for MassDOT's \$150M Route 24 / Route 140 Interchange Project aimed at increasing capacity and safety in this rapidly-growing section of southeastern Massachusetts. Michael managed and serves as the primary author of the MEPA - Notice of Project Change. This state environmental planning report documents the existing and future transportation conditions in the study area. Measures to avoid and minimize impact to environmental resources are described as well as required federal and state permits.



Erin Cameron

Mobility & Safety Planning Lead

7 Years of Experience

M.S., Urban and Regional Policy; Northeastern University

B.A., Political Science with a Leadership Distinction in Civic Engagement; University of South Carolina

Erin is a mobility planner with experience in parking demand, transit planning, and Complete Streets projects. Her work in data analysis drives how our client communities can make decisions that help improve mobility of both urban and suburban communities nationwide. Her interdisciplinary experience supports tasks requiring quantitative data analysis, mapping, practical and academic research, and developing reports, and graphics.

Kenmore Crossing | Boston, MA

Kenmore Crossing is a hotel development that rethinks transportation through historic Kenmore Square, a complex multimodal hub adjacent to Fenway Park where seven roadways and two branches of the MBTA Green Line intersect. Stantec is leading design development and traffic analysis for a major re-routing of streets to create a public plaza and the development site that both preserves necessary vehicle access while improving access for people walking and biking. Improvements include new crosswalks, cycle tracks, bike signals, and narrowed travel lanes. Erin serves as project planner through the permitting and design processes. Working with transportation engineers, she presents level of service data for client and stakeholder meetings, prepares materials for public review including technical permitting documents, and attends stakeholder meetings with the City of Boston, MBTA, and other agencies.

Mass Ave/Appleton Street Safety + Accessibility Corridor Project | Arlington, MA

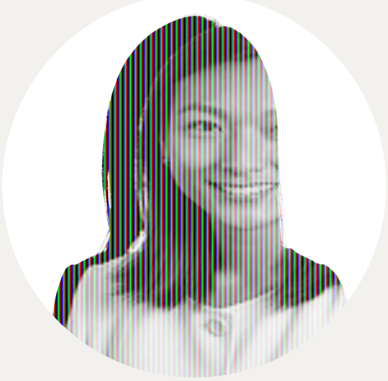
Stantec is providing planning and engineering services to the Town of Arlington, as they reimagine the Mass Ave corridor near Appleton Street after a fatal accident in 2020. Identifying goals with the community and local stakeholders early on, gathering existing condition data, and creative design approaches are some of the key measures allowing the Town and project team to develop an approach for the corridor that will transform this space for all users. Erin serves as Deputy Project Manager, maintaining client communications and ongoing internal coordination between planning and design teams. She develops meeting agendas and materials for stakeholder discussions, public forums, and presentations to the Town Select Board.

Andover Street Complete Streets | Lowell, MA

Stantec is working with the City of Lowell to create a conceptual plan for Complete Streets improvements to Andover Street. With Erin as deputy project manager, the plan will incorporate updated bike, pedestrian, and ADA accommodations, transit accessibility, pedestrian crossing opportunities, and landscape improvements.

Spring Hill Sewer Separation, Mobility | Somerville, MA

When planning to replace the subsurface utilities in Spring Hill, the City of Somerville saw the opportunity to design complete streets on some corridors in the neighborhood. Stantec's Urban Mobility Group provided design options to prioritize cyclists, transit, and pedestrians. Involved from the start of the project, Erin drew initial cross sections for the City to consider and refined the designs through conversations with stakeholders. At the February 2020 public meeting, Erin facilitated public discussion around the design of the corridors through a Streetmix type tool-kit exercise.



Yeojin Kim

Mobility & Safety Planning

4 Years of Experience

MS, Urban and Environmental Planning and Policy; Tufts University

BA, Gordon College

Yeojin is a multimodal transportation planner with interdisciplinary experience working with communities to expand safe routes to school programs, researching international transportation policy, and analyzing origin and destination travel patterns. She leverages her GIS, graphic design, community engagement and quantitative analytical skills to support projects ranging from transportation demand management to transit plans to safety action plans.

Bar Harbor Vision Zero Safety Action Plan | Bar Harbor, ME

Stantec is leading the Safe Streets and Roads for All (SS4A) Safety Action Plan for Bar Harbor Maine, which sees crash rates that are disproportionately high compared to its roughly 5,000 residents, in part, due to the presence of Acadia National Park which hosts more than four million visitors per year. Bar Harbor's vision is a community where residents, employees, and visitors alike – walking, biking, driving, or riding the bus, can move through the town safely. To work toward this vision, the Town of Bar Harbor embarked on a process to develop a Safety Action Plan which will identify safety risks to people traveling on Bar Harbor's streets, then formulate a plan to mitigate those risks. This effort is funded by a Safe Streets for All (SS4A) Grant from the United States Department of Transportation (USDOT) and will lead to future improvements to roadway infrastructure. Yeojin led a team of planners to conduct the crash analysis and draft a technical memo for the Town.

Worcester Vision Zero Safety Action Plan | Worcester, MA

Worcester is embarking on a Vision Zero Action Plan on the heels of establishing a new Department of Transportation & Mobility (DTM) and completing a Master Plan and Mobility Action Plan. Stantec is working with Worcester to execute thoughtful engagement and develop data driven safety recommendations. Yeojin is serving as the Lead Data Analyst, and has worked to clean and aggregate crash data from the MassDOT IMPACT portal. Using crash data, along with contextual and land use data, Yeojin has built a comprehensive data base that is being used to develop Worcester's High Injury Networks (HINs), identify systemic risk factors, and identify priority network for safety improvements. In addition to analysis, Yeojin also engaged with the community and a Worcester Public School on a demonstration design project and bike rodeo activity.

Safe Streets Greenwich (SS4A Safety Action Plan) | Greenwich, CT

Stantec is currently working with the town of Greenwich, CT to develop a Safety Action Plan, aimed at reducing traffic crashes, fatalities, and serious injuries. Stantec's scope includes: detailed crash analysis resulting in the development of a High-Injury Network (HIN) map, creation of a context-sensitive toolbox of street design countermeasures, recommendations for policies to drive a culture of road safety in Greenwich, development of concept plans for 15 high-crash locations, community engagement and tactical demonstrations. The final result of Stantec's engagement will be the development of an action-focused Safety Action Plan that can guide Greenwich's safety implementations and investments and prepare the Town to apply for future implementation funding. Yeojin led the crash analysis and implemented the sliding window method to create a High-Injury Network. She presented the findings throughout the process and developed a priority investment network that informed the selection of the 15 safety improvement locations. Yeojin also drafted the technical memo describing key methods used to run the safety analysis.



Jacqueline LeBlanc

Mobility & Safety Planning

18 Years of Experience

M.S., Community Development and Applied Economics; University of Vermont

B.A., History and Environmental Studies; Northeastern University

Jacqui brings valuable experience in project management, planning, analysis, and public outreach across a variety of transportation and community development initiatives. A native Vermonter with an extensive background in the public sector, she offers a deep understanding of the unique contextual challenges and opportunities facing different communities. Passionate about inclusive and accessible infrastructure, Jacqui is dedicated to helping all users safely navigate and enjoy their community's transportation systems.

Before joining Stantec, she held planning and outreach roles at both the Federal Highway Administration (FHWA) and the Vermont Agency of Transportation (VTrans). Earlier in her career, she worked in marketing and communications and provided consulting services for community development projects nationwide.

Shelburne Road Crossings Study | South Burlington, VT

Planner for this technical safety study, conducted by the City of South Burlington in partnership with the Chittenden County Regional Planning Commission (CCRPC), and coordinated with the Vermont Agency of Transportation (VTrans), for crosswalks at four signalized intersections along Shelburne Road (US Route 7) in South Burlington. There have been nine crashes along this corridor involving bicyclists or pedestrians, two of which were fatal. The study identifies and evaluates options to increase safety for bicyclists and pedestrians crossing this high traffic volume arterial. Improvement options will be analyzed for impacts to traffic.

Hinesburg VT Route 116 / Riggs Road Intersection Scoping Study | Hinesburg, VT

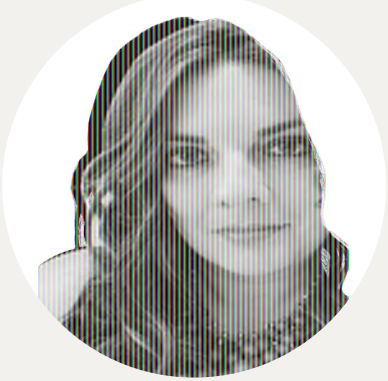
This study will assess intersection improvement options for the VT Route 116 and Riggs Road intersection that consider existing peak-hour congestion on VT Route 116 and planned development that will access both the east and west sides of the intersection. Although focused on the Riggs Road intersection, drone and VISSIM traffic simulation software will be utilized to analyze queue lengths and unmet demand from adjacent intersections that will impact the operation of future build out of the Riggs Road intersection. The product of this study will be a preferred alternative for improving the intersection to accommodate existing congestion and planned growth that includes possible constraints, cost estimates, and funding resources.

US Route 7/US Route 4 Intersections Scoping Study | Rutland, VT

Jacqui is the planner for this scoping study to improve safety for all users at two intersections of US Routes 7 and 4 in Rutland, Vermont. These are complex intersections with poor road markings, outdated signalization, and circulation/queuing issues. They experience high traffic volumes and are considered high crash locations. There are sidewalks and two pedestrian crossings of US Route 7 in the project area with poor visibility and require crossing during moving traffic. There are no dedicated bicycle facilities in the project area.

Waterbury Center Better Connections Multimodal Study | Waterbury, VT

Project Manager and Planner for a planning study to improve the safety, accessibility, and sense of place in the Waterbury Center Village Center and surrounding area for drivers, pedestrians, bicyclists, and other vulnerable road users. This project includes robust community engagement through walking tours, vision boards, focus groups, an online survey, community open house, and a demonstration project. Community input will inform a final report and preliminary conceptual plans that identify short and long-term multimodal improvements that can be used by the Town to pursue implementation funding. The project also addresses stormwater concerns.



Whitney Burdge

Public Engagement Lead

11 Years of Experience

M.A., Architecture, Cultural Identity, & Globalisation; University of Westminster

MS, Urban Planning - Developing & Transitional Regions; Oxford Brookes University

Whitney is an urban mobility planner with diverse experience ranging from transportation data collection and visualization to developing temporary traffic calming techniques. She injects creativity into all of her work, whether branding plans and promoting information across digital and physical platforms, or developing and advertising innovative and engaging outreach activities and campaigns. She has led outreach on several recent safety action plan projects in areas rich with diversity and requiring an inclusive approach. She has expertise in New England and across the US, ranging from large cities to small town main streets. Her work emphasizes the need for comprehensive multimodal networks, building on grassroots initiatives, and advancing equitable and safe transportation options for all.

Kenmore Crossing | Boston, MA

Kenmore Crossing is a hotel development that rethinks transportation through historic Kenmore Square, a complex multimodal hub adjacent to Fenway Park where seven roadways and two branches of the MBTA Green Line intersect. Stantec is leading design development and traffic analysis for a major re-routing of streets to create a public plaza and the development site that both preserves necessary vehicle access while improving access for people walking and biking. Improvements include new crosswalks, cycle tracks, bike signals, and narrowed travel lanes. Whitney contributed to the transportation chapter of the Draft Project Impact Report (a required document for the Article 80 Development Review process in the City of Boston) by designing graphics to support all vehicle movement phases of existing and proposed circulation patterns.

Chelsea Vision Zero Safety Action Plan | Chelsea, MA

Whitney served as both Project Manager and Outreach Lead on Chelsea's ambitious six-month effort to produce a certified SS4A Safety Action Plan. She developed creative engagement strategies for youth and the city's diverse, multilingual community, including a project logo, graphics, materials, and interactive activities to build recognition and participation. The process included multiple outreach events, tactical demonstration projects, and twenty detailed safety designs, while guiding the City Council through adoption of a Vision Zero policy. Whitney also led the design of the final report.

Worcester Vision Zero Safety Action Plan | Worcester, MA

The City of Worcester advanced a comprehensive Vision Zero effort to integrate safety principles into policy and community practice. This effort required strong and sustained engagement with community stakeholders, identification of high-injury roadways, and enhanced partnerships across municipal departments. As Deputy Project Manager and Engagement Lead, Whitney facilitated and designed pop-up events and walk audits, a high-impact street demonstration project and school bike rodeo, and developed an ongoing engagement strategy as well as designing and developing the final plan.

Great Streets Downtown Hyannis | Barnstable, MA

Whitney served as Deputy Project Manager on a project to re-envision Hyannis Main Street and surrounding streets and intersections. Working with a team including urbanist Jeff Speck, she evaluated the existing traffic network and streetscape, developing buildable concepts that prioritized walkability, safety, multimodal travel, and an enhanced public realm. The project incorporated robust public engagement with residents, business owners, and stakeholders to ensure proposed improvements addressed community needs. The final plan included concept-level designs for all downtown streets, a safe and connected bicycle network, and increased on-street parking.



Proposed Traffic Analysis and Modeling Methodology



4



Traffic Analysis and Modeling Methodology

The City of Biddeford's Five Points Intersection presents a complex and regionally significant safety challenge, defined by multiple intersecting roadways, diverse travel modes, and a history of serious crashes. Stantec understands that the objective of this study is to support informed, data-driven decision making that advances safety improvements consistent with the Safe System Approach, Vision Zero principles, and the goals of the Vision Zero Greater Portland Safety Action Plan.

Our approach emphasizes a clear understanding of how systemic safety risk, site-specific conditions, and multimodal user needs all converge at complex locations such as Five Points. We recognize that achieving meaningful safety outcomes requires more than traditional operational analysis; it demands the integration of crash history, predictive safety methodologies, advanced traffic modeling tools, and a clear understanding of how roadway design, speed, and user behavior influence crash frequency and severity—particularly for vulnerable roadway users.

To support this effort, our team will apply established analytical frameworks, tools, and evaluation methods to conduct safety-focused traffic analysis and concept development. Stantec's technical rigor, extensive

familiarity with FHWA-supported practices, and ability to translate complex analyses into clear, defensible information for agency and public decision-making position our team well to support this project. This approach is grounded in our experience delivering SS4A funded safety studies and advancing feasible, implementable safety concepts in similarly constrained and complex roadway environments.

To ensure this data-focused approach is reflected in the final design for Five Points, our approach to the Scope of Work in Appendix A will incorporate traffic data and key findings into each task, as outlined in this section.

1. Existing Conditions Assessment

A thorough understanding of what drives traffic patterns and safety concerns at Five Points begins with comprehensive visualizations of recent data. At project initiation, Stantec will prepare a geospatial database and linked SketchUp 3D environments of base data that will enable us to easily assess and visualize different pieces of information simultaneous and in a real-world format that will be valuable to the public and decision-makers alike.

Stantec will then coordinate with the City of Biddeford, GPCOG, PACTS, and MaineDOT to compile and review available data and documentation, including:

- Traffic count data from existing sources, including MaineDOT's Transportation Data Management System (TDMS) and locally available traffic studies
- Nearby developments that may impact multimodal traffic operations and volumes within and adjacent to the subject corridors
- MaineDOT's GIS-based crash data and most-recent complete High Crash Location (HCL) summaries, including associated crash diagrams
- Relevant record plans, reports, and studies, such as:
 - + GPCOG Vision Zero
 - + Connect 2050
- Signal timing data for existing signalized intersections

Stantec will supplement this data with origin-destination location-based-service (LBS) data from Replica, US Census mode share data, and potentially Longitudinal Employer-Household Dynamics (LEHD) trip distribution data that will collectively build an understanding of flow patterns and potential diversions of different design alternatives.

The Five Points intersection is currently designated as a High Crash Location (HCL) intersection, with both approaches along Albert Avenue (ME Route 111) identified as HCL segments. This designation underscores the need for a focused, data-driven safety evaluation.

To support more detailed traffic and safety data collection, Stantec will partner with National Data & Surveying, Inc. (NDS), a MaineDOT-prequalified traffic data collection firm with whom we have successfully collaborated on prior safety-focused projects, including the Bar Harbor SS4A effort. To verify traffic movements through the Five Points intersection, and collect data

necessary for model calibration, Stantec will work with NDS to provide enhanced on-the-ground operational data, including identifying the origins and destinations of complete movements through the intersection as well as to adjacent driveways.

Combining LBS and NDS data, Stantec will be able to identify nearby intersections and corridors that may experience diversion or secondary impacts, enabling our alternatives modeling to ensure that potential improvements at Five Points do not introduce unintended effects on surrounding neighborhoods.

Stantec will also conduct field visits to supplement and validate collected data, coordinate with stakeholders, and observe real-world operating conditions. These efforts will help confirm existing conditions and identify additional operational or safety concerns.

After compiling travel flows, traffic volumes, intersection performance data, travel times, crash characteristics, and related inputs, Stantec will develop models of existing traffic operations for the AM, midday, and PM peak periods. While Synchro 12 / SimTraffic 12 is MaineDOT's preferred modeling software, as documented in the Traffic Modeling Guidebook (October 2025) and the Traffic Analysis Guidelines for Traffic Signal Design and Operation (Revision #5, August 2025), the complexity of movements at the Five Points intersection warrants the use of a more advanced traffic modeling tool. Accordingly, Stantec proposes using VISSIM as the primary modeling platform, as it offers several advantages over traditional tools such as Synchro/ SimTraffic when analyzing complex intersections. Utilizing VISSIM will allow us to:

- Model complete traffic flows through each segment of the intersection, and to adjacent driveways through incorporation of a study-area

Traffic and Transportation Engineering Solutions



Traffic and transportation engineering are core components of Stantec's practice. Our experience spans a wide range of project sizes and complexities—from the study and design of improvements at single intersections to the design of complex interstate interchanges. Complementing our design capabilities is Stantec's expertise in transportation planning and operational and safety analysis. Our approach to planning assignments focuses on delivering comprehensive, data-driven evaluations of multimodal conditions. These analyses provide the foundation for practical, context-sensitive engineering solutions that address capacity, circulation, and safety while accommodating both current and future travel demands across all modes.

origin-destination table. Synchro/SimTraffic provides limited ability to control how it assumes movements are distributed through adjacent intersections.

- Enhance the accuracy of the base models through more flexible and comprehensive calibration metrics.
- Develop multi-hour AM, midday, and PM peak period models that allow for model to show the building, peaking, and dissipation of traffic volumes, which is critical to evaluating the potential effectiveness of proposed solutions.
- Model individual modes and obtain operational measures of effectiveness for each.
- Simulate complex intersections, including peanut roundabouts, as well as innovating traffic signal operations.
- Create simulation model videos that can be effective at visualizing comparisons between existing and potential future conditions with each alternative.

The VISSIM model will incorporate observed driver behaviors identified through the Road Safety Audit (RSA), along with origin–destination data, to provide a more detailed understanding of multimodal interactions, support the existing conditions analysis, and inform alternatives development.

Prior to model development, Stantec will coordinate closely with FHWA, MaineDOT, and the City to confirm that the proposed modeling approach meets agency standards and expectations. Anticipated calibration metrics, based on FHWA's Traffic Analysis Toolbox, will be defined in advance of data collection to ensure that the necessary data are obtained concurrently with

traffic volume counts. Stantec will also work with the City to confirm the peak analysis periods; this scope of services assumes evaluation of up to three peak periods, anticipated to include weekday AM and PM peaks and either a weekday or weekend midday period.

Following model development and calibration in accordance with MaineDOT and FHWA guidance, Stantec will prepare a model calibration memorandum for agency review and approval. Once approved, the models will be used to generate simulation videos for stakeholder and public outreach and to produce mode-specific operational performance measures—including delay, level of service, queue lengths, travel time and speed, and throughput—which will be used to compare existing conditions with potential future alternatives.

Safety Audit and Analysis

In addition to traditional traffic data collection, Stantec and NDS will partner with Transoft Solutions (formerly the Advanced Mobility Analytics Group) to conduct near-miss analysis utilizing high-quality video collected by NDS and processed using Transoft's dashboards and software. This approach enables the identification of speed patterns and conflict trends, producing heat maps and probability-based forecasts relating to the crashes that may not be apparent through traditional "look-back" crash data.

In addition to recently using near-miss analysis to assist in identifying issues in Bar Harbor, Stantec has used this technology to assist clients throughout the country, including Lee County, Florida, and Hudson County, New Jersey, as part of their SS4A initiatives. This data-driven approach enhances the ability to proactively identify safety concerns and prioritize effective, targeted improvements.

Safer Streets, Safer Communities

Our team is driven by a commitment to creating safer and more equitable transportation systems. We deliver forward-thinking projects that enhance safety and accessibility while fostering healthier, more active, and more connected communities. With decades of experience in Vision Zero policy development and safety-focused, tactical street redesign, the Stantec team brings deep, first-hand knowledge. We will apply this experience to deliver proven insights, best practices, and lessons learned to support the City of Biddeford.



Near-miss Analysis

A near-miss is an incident in which a crash is narrowly avoided, despite conditions that could have led to a collision. It occurs when a driver, pedestrian, cyclist, or other road user must take sudden evasive action such as hard braking, swerving, or stopping abruptly to prevent a crash.

Near-misses are important to a safety analysis because they:

- Reveal hidden safety issues that may not yet show up in crash data
- Highlight high-risk locations or behaviors before serious incidents occur
- Provide proactive insight into how roadway design, visibility, traffic control, or user behavior may contribute to conflicts



↑ Near-miss, Bar Harbor Vision Zero Safety Action Plan

Stantec brings extensive experience supporting clients through the review of state and local crash data and the delivery of safety assessments following FHWA methodologies. Our approach includes compiling and analyzing crash data, developing collision diagrams, visualizing trends, and leading numerous Road Safety Audits (RSAs) in several New England communities in accordance with FHWA guidelines. These efforts result in actionable evaluations of existing conditions and practical recommendations for implementation.

As demonstrated in similar work done by this team for Bar Harbor, GPCOG, the Massachusetts Department of Transportation, the New Hampshire Department of Transportation, and other municipalities and agencies, Stantec will analyze available and newly collected crash, traffic, and roadway geometry data for the Five Points Intersection. This analysis will examine key contributing factors such as time of day, seasonality, weather conditions, collision types, driver demographics, operator statements, and other relevant variables—to identify meaningful safety trends and inform data-driven improvements. In particular, crashes involving vulnerable road users (VRUs) will be identified and receive additional scrutiny.

Stantec will also facilitate an in-person RSA pre-field meeting at a suitable venue to support both presentation and roundtable discussion among a diverse group of stakeholders. Participants will extend beyond engineering and planning staff to include representatives from the Department of Public Works, as well as the Biddeford Police and Fire/EMS Departments. This collaborative setting will allow for a

comprehensive review of crash data and trends while incorporating valuable local knowledge and experiences of the intersection and surrounding corridor from those who use, operate, and maintain the system.

The team will then visit the project area for a site walk and review, in real-time, the following:

- Physical attributes and condition of roadways, sidewalks, and related facilities
- Traffic operations, including signage, pavement markings, and lighting
- Observations of all roadway users and their needs
- Environmental influences such as weather, drainage, vegetation, and erosion

The above list is not exhaustive. Consistent with the USDOT Safe System Approach, the review will also consider shared responsibility among all stakeholders, with an emphasis on proactively reducing conflicts and improving post-crash response.

Following the field review, the team will reconvene to discuss findings, identify strengths and deficiencies in the existing infrastructure, and consider potential improvements in the context of cost, schedule, and jurisdictional responsibility. Given the size of the corridors, Stantec anticipates the RSA can be completed within a half-day session, including the pre-audit meeting and presentation, field review, and post-audit discussion. The presentation materials will be shared with attendees for any additional input from the audit, prior to inclusion in the report.

To support a data-driven evaluation, Stantec will use tools and methods for quantifying safety performance of existing and proposed conditions, drawing from the FHWA's Highway Safety Manual, to develop the draft RSA report. Some of these data-driven tools may include reviewing Crash Modification Factors (CMFs) and reviewing the Intersection Control Evaluation (ICE) process and Safety Performance for Intersection Control Evaluation (SPICE) Tool, all developed and recognized by FHWA.

Crash Modification Factors are a measure of the safety effectiveness of a particular treatment or design element. These factors are applied to estimate crash reductions/increases associated with a specific treatment/design. The ICE process is a data-driven, performance-based framework and approach that allows for safety to be incorporated into intersection design and traffic control selection. It can also incorporate cost-benefit analysis, allowing safety-related costs and benefits to be considered alongside other factors in the evaluation of alternatives.

2. Development of Draft Plan Submittal

Our data-driven approach will make the selection of appropriate crash reductions measures straightforward and the packaging of roadway alternatives very clear. By visualizing information, sharing near-miss videos, and summarizing data in clear formats, our goal is to help the public and decision-makers make trade-off decisions more easily, enabling design and alternative selection to be more efficient.

Once a solid baseline understanding of existing conditions is modeled, Stantec will work iteratively with the City (and ideally with the public through interactive engagements in an expanded outreach scope, detailed in section 7 of this proposal) to frame up to five alternatives that attempt to meet project goals. Stantec will contribute design alternatives focused on reducing the frequency and severity of crashes, particularly for vulnerable users such as pedestrians and bicyclists.

↓ *Stantec utilized VISSIM Modeling on the NH Route 28 South Main Street Improvements project in Wolfeboro, NH*



Recognizing the economic impacts associated with the various crash types, proven countermeasures from FHWA's Crash Modification Clearinghouse can be applied to proposed improvements. These will support estimates of crash reduction and enable a cost-benefit analysis, which will be incorporated into an Alternatives Design Matrix to guide decision-making.

Stantec will compile ideas and develop an Alternatives Design Matrix that scores each package of improvements against project goals, helping to evaluate trade-offs that might often be difficult, such as: improving safety versus capacity; reducing speed versus overall travel time; preserving person throughput versus vehicle throughput; or adding vulnerable user protection versus cost. By measuring proposed solutions against stated goals, our approach helps isolate alternatives that are more acceptable to the community. In addition, Stantec will identify additional "low-hanging fruit" improvements (low-cost, short-timeframe) or policy-level recommendations for safety-based improvements. These recommendations will be supported with countermeasure studies for crash reduction factors (CRFs) and crash modification factors (CMFs) from FHWA's Crash Modification Clearinghouse, the aggregate of countermeasure effectiveness.

While the primary goal of this SS4A project is to reduce the likelihood of fatal and serious injury crashes, alternatives will also consider operational performance. Proposed improvements will aim to maintain reasonable levels of service and travel times. Stantec recognizes the importance of balancing safety with operational needs and will present alternatives presented in a manner that is easy to understand by the general public and valuable and informative for transportation planners.

3. NEPA Submittal

Our multi-layered geospatial traffic analysis approach directly informs our NEPA submittal. Stantec's permitting team relies on traffic inputs to calculate environmental impacts and uses model results to help evaluate neighborhood impacts. A detailed traffic analysis will be required for the two alternatives that are advanced from Task 2, in order to complete all FHWA and NEPA requirements (see Task 4).

4. Final Plan Draft

Traffic modeling results will be an essential component of comparing the two advanced alternatives and helping to secure support for the City's desired approach at Five Points. Stantec will use the calibrated existing conditions models to develop

future No Build models that quantify potential future operations, incorporating growth estimates developed in coordination with MaineDOT, the City, and other stakeholders. These models will establish the future baseline against which the two advanced alternatives will be evaluated.

Using the No Build models as a foundation, Stantec will develop detailed analysis models for both advanced alternatives for the three peak periods. The models will reflect proposed geometry, anticipated traffic diversions, driveway access modifications, and other key features of each alternative to ensure they accurately represent the intent of each concept. Consistent with the existing conditions analysis, Stantec will generate mode-specific operational performance measures—including delay, level of service, queue lengths, travel time and speed, and throughput—which will be used to compare the two alternatives to each other and to the No Build scenario. These results will also supplement the safety-based benefit-cost analysis, with travel time and delay reductions quantified as operational benefits.

Built on community goals and capable of measuring not only multi-modal transportation factors but demographic, cultural, environmental, and land use factors, our geospatial and traffic models will be able to report on each alternative's impacts down to a detailed metric level as needed. The development of final plans will also feature 3D visualizations of key project components, including live VISSIM model demonstrations for stakeholders, and side-by-side VISSIM simulation videos that will allow the public to directly compare operations between existing, No Build, and the two advanced alternatives. Along with cost and complexity factors, Stantec will summarize in detail the trade-offs between the final two alternatives, anticipating that a preferred alternative is evident but not guaranteed.

Final Submittals, Adoption, and Reporting

Stantec's production and graphics experts will help Biddeford create a compelling final submittal and supportive report for City adoption. Final traffic model results will continue to be an essential ingredient, as the traveling public will be the ultimate deciding force on next steps. We will continue to provide support to the City—as we have successfully on dozens of SS4A-funded projects—through the conclusion of this grant and its final reporting requirements, as well as the likely application for future implementation funding.



Schedule



5

Project Timeline

Key project deliverables along with anticipated completion dates are shown below. The schedule was prepared based on our understanding of the project needs and the grant requirements. The draft schedule will be reviewed with the City at project kickoff to determine if any changes are necessary. Once a final schedule is agreed upon, upcoming milestones will be reviewed during coordination meetings with the City.

	2026												2027												2028			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Task 1 – Existing Conditions Assessment	■	■	■	■	■	■																						
Conduct a comprehensive multimodal safety and operations assessment of the Five Points intersection, including crash analysis, field observations, new traffic and user data collection, and development of a calibrated existing conditions traffic model to establish baseline issues and constraints.																												
Task 2 – Draft Plan Submittal						■	■	■	■																			
Develop and evaluate a range of concept-level intersection alternatives using quantitative safety and operational analysis, lead a public engagement activity to gather input, and recommend two preferred concepts to advance, documented in a Draft Plan and presented to the Traffic Committee.																												
Task 3 – NEPA Submittal							■	■	■	■	■	■																
Prepare a planning level environmental study consistent with NEPA requirements to identify potential impacts, mitigation needs, and coordination steps, addressing both natural and human environment considerations in coordination with FHWA.																												
Task 4 – Final Plan (Draft Submittal)										■	■	■	■	■	■	■												
Advance the two preferred concepts to approximately 25% design, including preliminary design drawings, refined traffic modeling, performance evaluation, and cost estimates, and present findings to the Traffic Committee as a Draft Final Plan.																												
Task 5 – Final Plan (Final Submittal)																■	■	■										
Incorporate agency and stakeholder feedback, finalize the recommended alternative analysis, and present the Final Plan to City Council, including a live demonstration of the traffic model, prior to submitting it to the City, FHWA, and MaineDOT for approval.																												
Task 6 – Final Plan Adoption																				■								
Support final revisions and coordination required for FHWA adoption of the Final Plan, incorporating any remaining comments from City Council, City staff, MaineDOT, or FHWA.																												
Task 7 – SS4A Final Report																					■	■	■	■	■	■		
Prepare and submit the SS4A Final Report documenting the planning process and outcomes, and coordinate with GPCOG/PACTS to integrate relevant findings into the regional Vision Zero framework.																												
Task 8 – Meetings and Grant Administration	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Provide ongoing project management, including regular coordination meetings, SS4A quarterly and monthly federal reporting, and preparation of reimbursement documentation in compliance with FHWA and 2 CFR 200 requirements.																												



Capacity and Ability to Meet Deadlines



6

Managing Your Project

The Stantec Project Management Framework identifies the key tasks that will help you and your project team to manage risks and quality on a typical project. These tasks also represent the project requirements of our ISO 9001 Quality Management System.

Stantec's PM Framework

00.

Prepare proposal, including a preliminary Project Plan with scope, budget, resources, deliverables, and schedule. Conduct and document an independent review of the final proposal.

01.

Obtain written instructions to proceed and execute an approved written contract. Obtain written subconsultant agreements.

02.

Prepare Project Plan with appropriate level of detail. Conduct/document independent review.

03.

Establish hard copy and/or electronic project record directories. File project records.

04.

Complete a Health, Safety & Environment (HSE) risk management assessment, document all projects involving field work.

05.

Monitor the project management dashboard regularly. Follow best practices for managing project financials, including time, work in progress, accounts receivable, and estimates to complete.

06.

Obtain client's written approval on scope of service changes in a timely manner.

07.

Conduct and document a quality review of all final deliverables prior to issue.

08.

Conduct and document an independent review of all final deliverables prior to issue.

09.

Close off the project financials and close out the project files.

Workload Management + Ability to Meet Deadlines

WE MAKE IT A HABIT TO BE ON TIME. At Stantec, maintaining project schedules is a top priority. Our team consistently meets aggressive timelines without compromising quality, even while managing multiple concurrent assignments.

For the City of Biddeford, we understand the importance of delivering work products on time, within budget, and at a high level of quality. By implementing an efficient project management approach—supported by regular communication, clear documentation, and a strong understanding of task requirements—we will deliver results that meet the needs of the City and key partners, including MaineDOT and FHWA.

The Stantec **Project Manager, Jessa Berna, AICP**, will be the primary contact and will lead the project using Stantec's management framework, which is designed to achieve three key objectives:

1. Compatibility and consistency with established plans, goals, and procedures.
2. Responsiveness, collaboration, and communication with the City and other stakeholders
3. Quality and reliability delivered within budgets and on schedule

We proactively manage workload by assigning dedicated project teams, conducting weekly staffing and coordination meetings, and forecasting potential conflicts. This approach allows us to balance resources in real time while planning ahead, ensuring all projects remain on track. Our team leverages collaborative tools so streamline communication, enable real-time document collaboration, and efficiently track review progress including:

- **Microsoft Teams** to conduct internal and external virtual meetings that allow screen sharing and tagging people for notifications on project channels and chats

- **SharePoint** to have multiple people working simultaneously in Microsoft files and to share files externally;
- **Bluebeam Revu** to create sessions that allow multiple people to markup PDFs and track the status as they are addressed.

RIGHT PERSON, RIGHT JOB. Stantec has assembled a multidisciplinary team that aligns staff roles with individual strengths and expertise. The team has been tailored specifically to the needs of this project, with careful consideration of task requirements, schedule, complexity, and project constraints. This deliberate approach to team composition ensures that each aspect of the work is completed efficiently and effectively, supporting the City's goals and meeting project milestones within the required timeframe.

Our project management approach is based on the application of consistent practices through the project lifecycle. From the early conception of a project, we use a robust process to guide the project team towards project delivery excellence. Under this management framework, we provide a full-service suite of specialized consulting staff to deliver any type of project to you. This is a simple yet effective model—our local team delivers projects while being supported by a deep bench of national experts and resources. This model ensures responsive service while leveraging the full depth of our firm's capabilities.

COMMITMENT TO COMMUNICATION. Clear and consistent communication is critical to project success. At project kickoff, Stantec will facilitate a discussion to confirm expectations and align on key elements, including:

- City objectives for this task
- Introductions of staff
- Communication protocols including meeting frequency, meeting format and meeting documentation
- Public engagement approach and strategies
- Format of typical deliverables
- Level of effort expectations
- Schedule and budget expectations
- Quality control processes and expectations

HOW WE WORK



Implementation Focused

We think about implementation from the beginning. Working closely with your team we will develop an implementation and action strategy that clearly relates the plan's priority projects to funding opportunities.



User Friendly + Visually Rich

We will illustrate selected concepts so the public, local boards and committees, and regional interests can envision the plan and its goals. The planning process and products will include a variety of maps, diagrams, photos, charts, graphs, tables, and text.



Best Practice in Project Delivery

Having delivered thousands of successful projects over the years, below are some best practices that we employ at Stantec that achieve successful project outcomes - from a budget, health and safety, schedule and quality perspectives. These include: Defining roles and responsibilities for project leadership and key staff with subsequent identification of the best resources for the role and commitment of those resources to the project.

- Estimating costs using a bottom up approach and work breakdown structure
- Ensuring clear understanding of client objectives across the project team.
- Sequencing activities to meet deadlines and using resources efficiently.
- Anticipating risks and planning responses appropriately.
- Monitoring costs and value to allow for error correction and the calculation of variances.



Public Engagement / Stakeholder Coordination



Stantec recognizes that effective public engagement and stakeholder coordination are essential to advancing safety focused transportation improvements that are both technically sound and publicly supported. For complex, multimodal locations such as the Five Points Intersection, engagement must be transparent, inclusive, and clearly connected to how decisions are made. Although the scope of this project is limited to a specific area, the Five Points Intersection is a hub of the community for both local movement and regional movement of Biddeford and beyond. Our approach is grounded in experience delivering safety focused planning and design projects funded through the Safe Streets and Roads for All (SS4A) program and aligned with the Safe System Approach and Vision Zero principles.

Public engagement activities will be designed to provide meaningful opportunities for participation by residents, employees, and other roadway users, while respecting the City's established processes and the scope defined in Appendix A. Stantec focuses on engagement strategies that clearly communicate the purpose of the study, the role of public input, and how feedback will inform the evaluation of safety concepts. We prioritize engagement approaches that are understandable to non technical audiences and that encourage participation by people who are disproportionately affected by traffic safety risks, including pedestrians, bicyclists, transit users, and others who may not routinely engage in transportation planning processes.

[illegible]

Meaningful Public Involvement

While virtual tools can help broaden the reach of engagement, not all households have the same access to reliable internet, cell phone coverage, or computer resources. Providing reimbursement for community members participating in focus groups can help ensure equitable access to public involvement opportunities by underserved and overburdened populations. This type of reimbursement recognizes the importance of the individual voices and experiences sought through a focus group, and the time burden participation requires. Providing refreshments and childcare at public meetings is another proven method to make meetings more accessible and inviting.



Our team brings experience using a variety of tools to engage diverse communities and stakeholders to gain insightful feedback and provide effective recommendations along with relaying technical information to the general public and stakeholders in a simple and straightforward way.

to translate technical analysis into a format that is accessible to Traffic Committee members, elected officials, and the public, supporting more informed discussion of tradeoffs and reinforcing transparency in the evaluation process. Use of visualization tools is intended to support understanding and communication, not to replace technical analysis or decision making.

Throughout the project, Stantec will emphasize transparency and accountability in engagement. This includes clearly describing what decisions are being informed by public input, who will make those decisions, and how safety concepts are being evaluated. Community feedback will be documented and summarized in a manner that allows City staff and decision makers to understand key themes, concerns, and priorities as they consider alternatives and identify preferred approaches.

Stantec's engagement and coordination efforts are closely integrated with technical analysis to ensure that community input informs—not replaces—safety focused, data driven evaluation. The goal is to provide the City with a clear understanding of community values and concerns alongside defensible technical findings, supporting decisions that advance feasible, implementable safety improvements consistent with SS4A objectives and the City's long term transportation goals.

Additional Scope

Stantec's proposed approach is structured to fully complete the Scope of Work outlined in Appendix A efficiently and within the available SS4A grant funding. If, during project development, additional budget capacity becomes available, Stantec recommends adding

additional early stage engagement to the project to further support alternative evaluation and consensus building prior to selection of a preferred concept.

Stantec could facilitate focused early work sessions with City staff and the Traffic Committee centered on reviewing and comparing concept alternatives. These sessions would be designed to clarify safety objectives, evaluation criteria, and key tradeoffs at a point in the process where feedback can most effectively inform direction. Front loading this engagement can help align expectations, reduce later re work, and build shared confidence in the recommended approach.

If helpful, traffic simulation and visualization tools such as VISSIM could be used selectively during these early discussions to support understanding of how alternative concepts may influence operations, queues, and multimodal interactions. Used in this context, visualization serves as a communication aid to support discussion and convergence on a preferred alternative, rather than as an additional analytical requirement.

Stantec also recommends targeted outreach to directly affected stakeholders during the alternatives evaluation phase, allowing the City to hear from key user groups before a preferred concept is advanced. Engaging these perspectives earlier can strengthen transparency, identify concerns while changes are still feasible, and contribute to smoother consensus building as the project moves forward.

These optional enhancements would be coordinated closely with City staff and scaled based on available funding and desired level of engagement, ensuring that any added effort remains focused on supporting timely decision making and advancing a broadly supported safety solution.



References



8

References

Our Clients Say it Best!

The following contacts will vouch for our skills, experience, and work ethic and will supplement these qualifications, offering you additional insight into the type of people we are and professionalism we can bring to your table. We encourage you to reach out to our references to hear how we helped make their project a reality.

Greater Portland Council of Governments (GPCOG)

Safe Streets for All Analyses

Portland, ME

Contact: Cashel Stewart

Title: Transportation Planning Manager

Phone: (207) 774-9891 x220

Email: cstewart@gpcog.org



New Hampshire Department of Transportation

NH Route 28 South Main Street Improvements

Wolfeboro, NH

Contact: Jason Ayotte, PE

Title: Project Manager, Highway Design

Phone: (603) 271-3921

Email: jason.m.ayotte@dot.nh.gov

Town of Bar Harbor

Bar Harbor Vision Zero Safety Action Plan

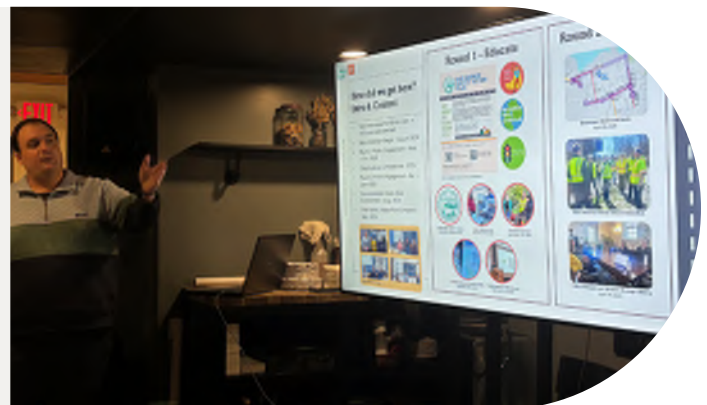
Bar Harbor, ME

Contact: Hailey Bondy

Title: Staff Planner

Phone: (207) 288-1783

Email: hbondy@barharbormaine.gov





Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.



This Agreement is made and entered into effective May 5, 2026 (the "Agreement Date") by and between:

"Client"

Name: City of Biddeford
Address: 371 Hill Street Biddeford, ME 04005
Phone: 207-571-0636
Representative: Craig Chekan, PE – City Engineer Email: craig.chekan@biddefordmaine.org

"Stantec"

Name: Stantec Consulting Services Inc.
Address: 2211 Congress Street, Suite 380, Portland ME 04102
Phone: (617) 654-6093
Representative: Jason Schrieber, Senior Principal Email: Jason.Schrieber@stantec.com

A SAFE STREETS FOR ALL (SS4A) TRAFFIC ANALYSIS & DESIGN
FOR THE CITY OF BIDDEFORD, MAINE (the "Project"):

Biddeford, Maine

DESCRIPTION OF WORK: Stantec shall render the services described in Attachment "A" (hereinafter called the "Services") in accordance with this Agreement. Stantec may, at its discretion and at any stage, engage subconsultants to perform all or any part of the Services. The Client and Stantec by written amendment to this Agreement may from time to time make changes to the Services. All changed work shall be carried out under this Agreement. The time for completion of the Services shall be adjusted accordingly.

COMPENSATION: Charges for the Services rendered will be made in accordance with the Contract Price indicated in Attachment "A", or, if no Contract Price is indicated, in accordance with Stantec's Schedule of Fees and Disbursements in effect from time to time as the Services are rendered.

Invoices shall be paid by the Client in the currency of the jurisdiction in which the Services are provided without deduction or setoff within 28 days of receipt. Failure to make any payment when due is a material breach of this Agreement and will entitle Stantec, at its option, to suspend or terminate this Agreement and the provision of the Services. Interest will accrue on accounts overdue at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest. The Client will make electronic payment of the invoices, the details of which can be obtained or verified by contacting gr@stantec.com.

Unless expressly defined in the scope of work attached to this Agreement, the Services do not include any services related to lawsuits, arbitrations, mediations, government enforcement actions, or freedom of information requests ("FOI"). The Client agrees to compensate Stantec on a time and materials basis at rates two times (2x) those identified in Stantec's current rate table if Stantec is required to respond to a FOI, subpoena, serve as a witness, or prepare for or attend a deposition, examination for discovery, trial, arbitration, or mediation arising out of the Project or related to a legal proceeding to which Stantec is not a named defendant.

REPRESENTATIVES: Each party shall designate in the space provided above a representative who is authorized to act on behalf of that party and receive notices under this Agreement. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this Agreement.

NOTICES: All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this Agreement to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail or email, addressed to the regular business address of such party as identified above.

CLIENT'S RESPONSIBILITIES: The Client shall provide to Stantec in writing, the Client's total requirements in connection with the Project, including the Project budget and time constraints. The Client shall make available to Stantec all relevant information or data pertinent to the Project which is required by Stantec to perform the Services. Stantec shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the Client, including information and data originating with other consultants employed by the Client whether such consultants are engaged at the request of Stantec or otherwise. Where such information or data originates either with the Client or its consultants then Stantec shall not be responsible to the Client for the consequences of any error or omission contained therein.

When required by Stantec, the Client shall engage specialist consultants directly to perform items of work necessary to enable Stantec to carry out the Services. Whether arranged by the Client or Stantec, these services shall be deemed to be provided under direct contracts to the Client unless expressly provided otherwise.

The Client shall give prompt consideration to all documentation related to the Project prepared by Stantec and whenever prompt action is necessary shall inform Stantec of Client's decisions in such reasonable time so as not to delay the schedule for providing the Services.

When applicable, the Client shall arrange and make provision for Stantec's entry to the Project site as well as other public and private property as necessary for Stantec to perform the Services. The Client shall obtain any required approvals, licenses and permits from governmental or other authorities having jurisdiction over the Project so as not to delay Stantec in the performance of the Services.

STANTEC'S RESPONSIBILITIES: Stantec shall furnish the necessary qualified personnel to provide the Services. Stantec represents that it has access to the experience and capability necessary to and agrees to perform the Services with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the Services at the time when and the location in which the Services were performed. This undertaking does not imply or guarantee a perfect Project and in the event of failure or partial failure of the product or the Services, Stantec will be liable only for its failure to exercise diligence, reasonable care, and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure Stantec's performance. There are no other representations or warranties expressed or implied made by Stantec. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the Services provided by Stantec nor shall Stantec warrant or guarantee economic, market or financial conditions, proforma projections, schedules for public agency approvals, or other factors beyond Stantec's reasonable control. Stantec does not warrant the Services to any third party and the Client shall indemnify and hold harmless Stantec from any demands, claims, suits, or actions of third parties arising out of Stantec's performance of the Services.

In performing the Services under this Agreement, Stantec shall operate as and have the status of an independent contractor and shall not act as or be an employee of the Client.

TERMINATION: Stantec may terminate this Agreement without cause upon thirty (30) days' notice in writing. If either party breaches this Agreement, the non-defaulting party may terminate this Agreement after giving seven (7) days' notice to remedy the breach. On termination of this Agreement, the Client shall forthwith pay Stantec for the Services performed to the date of termination. Non-payment by the Client of Stantec's invoices within 30 days of Stantec rendering same is agreed to constitute a material breach of this Agreement and, upon written notice as prescribed above, the duties, obligations, and responsibilities of Stantec are terminated.

SUSPENSION OF SERVICES: If the project is suspended for more than thirty (30) calendar days in the aggregate, Stantec shall be compensated for services performed and charges incurred prior to receipt of notice to suspend and, upon resumption, an equitable adjustment in fees to accommodate the resulting demobilization and remobilization costs. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension. If the Project is suspended for more than ninety (90) days, Stantec may, at its option, terminate this agreement upon giving notice in writing to the Client.

ENVIRONMENTAL: Except as specifically described in this Agreement, Stantec's field investigation, laboratory testing and engineering recommendations will not address or evaluate pollution of soil or pollution of groundwater.

BUILDING CODES, BYLAWS AND OTHER PUBLIC REGULATIONS: Stantec shall, to the best of its ability, interpret building codes, by-laws, and other public regulations as they apply to the Project and as they are published at the time Services commence. Furthermore, Stantec shall observe and comply with all applicable laws, ordinances, codes, and regulations of government agencies, including federal, state, provincial, municipal, and local governing bodies having jurisdiction over the conduct of the Services ("LAWS"). However, it is expressly acknowledged and agreed by the Client that as the Project progresses such building codes, by-laws, other public regulations, and LAWS may change or the interpretation of any public authority may differ from the interpretation of Stantec, through no fault of Stantec, and any extra costs necessary to conform to such changes or interpretations during or after execution of the Services will be paid by the Client.

Stantec shall continue to provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

COST AND SCHEDULE OF CONSTRUCTION WORK: In providing opinions of probable cost and project schedule, it is recognized that neither the Client nor Stantec has control over the costs of labor, equipment, or materials, or over the Contractor's methods of determining prices or time. The opinions of probable cost or project duration are based on Stantec's reasonable professional judgment and experience and do not constitute a warranty, express or implied, that the Contractors' bids, project schedules, or the negotiated price of the Work or schedule will not vary from the Client's budget or schedule or from any opinion of probable cost or project schedule prepared by Stantec. Exact costs and times will be determined only when bids have been received for the Project and when the construction work has been performed and payments finalized.

INDEMNITY: The Client releases Stantec from any liability and agrees to defend, indemnify, and hold Stantec harmless from any and all claims, damages, losses, and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of the Services, excepting liability arising from the negligence or willful misconduct of Stantec.

LIMITATION OF LIABILITY: It is agreed that, to the fullest extent possible under the applicable law, the total amount of all claims (including any and all costs associated with such claims such as attorney and expert fees and interest) the Client may have against Stantec under this Agreement or arising from the performance or non-performance of the Services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to Stantec for the Services or \$500,000. No claim may be brought against Stantec in contract or tort more than two (2) years after the cause of action arose. As the Client's sole and exclusive remedy under this Agreement any claim, demand or suit shall be directed and/or asserted only against Stantec and not against any of Stantec's employees, officers, or directors.

Stantec's liability with respect to any claims arising out of this Agreement shall be absolutely limited to direct damages arising out of the Services and Stantec shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the Client, including but not limited to claims for loss of use, loss of profits and loss of markets.

In no event shall Stantec's obligation to pay damages of any kind exceed its proportionate share of liability for causing such damages.

DOCUMENTS: All documents prepared by Stantec or on behalf of Stantec in connection with the Project are instruments of service for the execution of the Project. Stantec retains the property and copyright in these documents, whether the Project is executed or not. Payment to Stantec of the compensation prescribed in this Agreement shall be a condition precedent to the Client's right to use documentation prepared by Stantec. These documents may not be used for any other purpose without the prior written agreement of Stantec. The Client shall have a permanent non-exclusive, royalty-free license to use any concept, product or process which is patentable or capable of trademark, produced by or resulting from the Services rendered by Stantec in connection with the Project, for the life of the Project. The Client shall not use, infringe upon, or appropriate such concepts, products or processes without the express written agreement of Stantec. In the event Stantec's documents are subsequently reused or modified in any material respect without the prior consent of Stantec, the Client agrees to indemnify Stantec from any claims advanced on account of said reuse or modification.

Any document produced by Stantec in relation to the Services is intended for the sole use of Client. The documents may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec's discretion. Any such consent will provide no greater rights to the third party than those held by the Client under the contract and will only be authorized pursuant to the conditions of Stantec's standard form reliance letter.

Stantec cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files"). Client shall release, indemnify, and hold Stantec, its officers, employees, consultants, and agents harmless from any claims or damages arising from the use of Electronic Files. Electronic files will not contain stamps or seals, remain the property of Stantec, are not to be used for any purpose other than that for which they were transmitted, and are not to be retransmitted to a third party without Stantec's written consent.

PROJECT PROMOTION: Where the Client has control or influence over construction signage, press releases and/or other promotional information identifying the project ("Project Promotion"), the Client agrees to include Stantec in such Project Promotion.

FORCE MAJEURE: Any default in the performance of this Agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, disease, epidemic or pandemic, or any other cause beyond the reasonable control or contemplation of either party. Nothing herein relieves the Client of its obligation to pay Stantec for services rendered.

GOVERNING LAW: This Agreement shall be governed, construed, and enforced in accordance with the laws of the jurisdiction in which the majority of the Services are performed.

DISPUTE RESOLUTION: If requested in writing by either the Client or Stantec, the Client and Stantec shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. The Parties agree that any actions under this Agreement will be brought in the appropriate court in the jurisdiction of Governing Law, or elsewhere by mutual agreement. Nothing herein however prevents Stantec from any exercising statutory lien rights or remedies in accordance with legislation where the project site is located.

ATTORNEYS FEES: In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this Agreement and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

ASSIGNMENT AND SUCCESSORS: The Client shall not, without the prior written consent of Stantec, assign the benefit or in any way transfer the obligations of this Agreement or any part hereof. This Agreement shall inure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

PROTECTION OF PRIVACY LAWS: The parties acknowledge that information relating to an identified or identifiable person ("Personal Information") may be exchanged in the course of this Project pursuant to this Agreement.

The party disclosing Personal Information (the "Disclosing Party") warrants that it has all necessary authorizations and approvals required to process and disclose the Personal Information and to enable the party receiving the Personal Information (the "Receiving Party") to process it in performing the Services. The Disclosing Party will provide the Receiving Party with written notice containing the details of what Personal Information will be provided.

The Receiving Party will comply with any reasonable instruction from the Disclosing Party in respect of such Personal Information and implement appropriate technical and organization measures to protect the Personal Information against unauthorized or unlawful processing and accidental loss, theft, use, disclosure, destruction and/or damage.

The Receiving Party shall be permitted, upon prior written consent of the Disclosing Party, to transfer Personal Information outside the jurisdiction if required for performance of the Services provided that such transfers are in accordance with relevant and applicable requirements under applicable legislation. The Receiving Party shall provide the Disclosing Party with full cooperation and assistance in meeting its obligations under applicable privacy legislation, including in relation to the security of processing, the notification of Personal Information breaches, the notification of requests from individuals and Personal Information protection impact assessments.

On termination of this Agreement, the Receiving Party shall cease processing Personal Information and shall delete and destruct or return to the Disclosing Party (as the Disclosing Party may require) all Personal Information held or processed by the Receiving Party on the Disclosing Party's behalf. It is understood however, that the Receiving Party may need to keep a copy of all Personal Information for legal purposes and therefore it will continue to take reasonable steps to protect the Personal Information as outlined herein and will proceed with the destruction of the Personal Information within a reasonable period of time if there is no longer any legal justification to keep the Personal Information.

Nothing herein relieves either party from their responsibilities for compliance with applicable privacy legislation.

ENTIRE AGREEMENT: This Agreement constitutes the sole and entire agreement between the Client and Stantec relating to the Project and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions, or warranties, whether express or implied, shall form a part hereof. This Agreement may be amended only by written instrument signed by both the Client and Stantec. All attachments referred to in this Agreement are incorporated herein by this reference; however, in the event of any conflict between attachments and the terms and conditions of this Agreement, the terms and conditions of this Agreement shall take precedence.

SEVERABILITY: If any term, condition, or covenant of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this Agreement shall be binding on the Client and Stantec.

CONTRA PROFERENTEM: The parties agree that in the event this Agreement is subject to interpretation or construction by a third party, such third party shall not construe this Agreement or any part of it against either party as the drafter of this Agreement.

BUSINESS PRACTICES: Each Party shall comply with all applicable laws, contractual requirements and mandatory or best practice guidance regarding improper or illegal payments, gifts or gratuities, and will not pay, promise to pay or authorize the payment of any money or anything of value, directly or indirectly, to any person (whether a government official or private individual) or entity for the purpose or illegally or improperly inducing a decision or obtaining or retaining business in connection with this Agreement or the Services.

THE PARTIES EXPRESSLY ACKNOWLEDGE THAT THIS AGREEMENT CONTAINS LIMITATION OF LIABILITY PROVISIONS RESTRICTING RIGHTS FOR THE RECOVERY OF DAMAGES.

The Parties, intending to be legally bound, have made, accepted, and executed this Agreement as of the Agreement Date noted above.

City of Biddeford

Stantec Consulting Services Inc.

Print Name and Title

Greg Goyette, Senior Principal
Print Name and Title

Signature _____

Signature _____

Attached to and forming part of the Agreement BETWEEN:

City of Biddeford
(Hereinafter called the "Client")
- and -
Stantec Consulting Services Inc.
(Hereinafter called "Stantec")

EFFECTIVE: May 5, 2026

This Attachment details the Services, Contract Time, Contract Price, Additional Conditions and Additional Attachments forming part of the above-described Agreement.

SERVICES: Stantec shall perform the following Services:

See attached RFP and Assumptions and Exemptions
(Hereinafter called the "Services")

CONTRACT TIME: Commencement Date: May 5, 2026
Estimated Completion Date: June 1, 2028

CONTRACT PRICE: Subject to the terms below, Client will compensate Stantec as follows:

Project specific charges, such as subconsultants; travel, accommodations, and meals; project-specific printing of deliverables; consumables; usage charges for specialized field equipment and company-owned, leased, or rented project vehicles; external testing lab charges and other external services charges; specialized computer software costs; and other significant project-specific expenses will be invoiced in addition to labor fees and to the FRD.

Where not stated as being included in the fees, project specific subconsultant, contractor, lab and other similar third-party charges will be charged as invoiced to Stantec with a zero percent (0%) markup.

Unless otherwise noted, the fees in this agreement do not include any value added, sales, or other taxes that may be applied by Government on fees for services. Such taxes will be added to all invoices as required.

Where the Services or services conditions change, Stantec shall submit to the Client in a timely manner, documentation of the revisions to Attachment "A" adjusting the Contract Services Time and Price as required.

ADDITIONAL CONDITIONS: The following additional conditions shall be read in conjunction with and constitute part of this Agreement:

See "Assumptions and Exemptions" attachment

ADDITIONAL ATTACHMENTS: The following additional attachments shall be read in conjunction with and constitute part of this Agreement:

A1 Rate Table

Detailed Cost Proposal Form dated 4/29/2026

Assumptions and Exemptions

REQUEST FOR PROPOSALS – PROFESSIONAL PLANNING & ENGINEERING SERVICES: A SAFE STREETS
FOR ALL (SS4A) TRAFFIC ANALYSIS & DESIGN FOR THE CITY OF BIDDEFORD, MAINE

**INSURANCE
REQUIREMENTS:**

Before any services are provided under this agreement, Stantec shall procure, and maintain insurance coverage during the term of this agreement.

APPENDIX A-1

METHOD OF PAYMENT

☒ Adjustable Burdened Hourly Rates
☐ Adjustable Burdened Hourly Rates - Fixed Overhead
☐ Fixed Burdened Hourly Rates
☐ Cost Per Unit of Work
☐ Cost Plus Fixed Fee
☐ Lump Sum

Date: 4/29/2026
 Consultant Name: Stantec Consulting Services Inc.
 Project Location: Biddeford, Maine
 WIN #: N/A
 CSN# (If known): N/A

Employee Names/Classifications & Rates

Please indicate the Employee Names/Classifications and rates that will be used to fulfill the requirements of this contract.

Employee Name & Classification	Actual Rate Paid *	Allowable Direct Labor Hourly Rate	Overhead % 154.57%	Profit/Fixed Fee% 10.0%	Burdened Hourly Rate
Adam Catherine, Technical Advisor	\$100.00	\$100.00	\$154.57	\$25.46	\$280.03
Jason Schrieber, Principal-in-Charge	\$109.04	\$109.04	\$168.54	\$27.76	\$305.34
Kevin Walsh, Principal	\$100.30	\$100.30	\$155.03	\$25.53	\$280.87
Jessa Berna, Project Manager	\$52.35	\$52.35	\$80.92	\$13.33	\$146.59
Evan Drew, Lead Traffic Engineer/Deputy PM	\$57.45	\$57.45	\$88.80	\$14.63	\$160.88
Miles Devine, Traffic Engineer	\$58.95	\$58.95	\$91.12	\$15.01	\$165.08
Walt Woo, Traffic QA/QC	\$88.83	\$88.83	\$137.30	\$22.61	\$248.75
Paul Pottle, Lead Roadway Design Engineer	\$56.20	\$56.20	\$86.87	\$14.31	\$157.38
Joe Howe, Roadway Design QA/QC	\$68.46	\$68.46	\$105.82	\$17.43	\$191.71
Chloe Loukes, Roadway Design Engineer	\$43.42	\$43.42	\$67.11	\$11.05	\$121.59
Erin Cameron, Lead Mobility and Safety Planner	\$60.78	\$60.78	\$93.95	\$15.47	\$170.20
Yeo Jin Kim, Mobility and Safety Planner	\$41.94	\$41.94	\$64.83	\$10.68	\$117.44
Jacqueline LeBlanc, Mobility and Safety Planner	\$48.74	\$48.74	\$75.34	\$12.41	\$136.49
Alison LeFlore, Lead NEPA	\$63.27	\$63.27	\$97.80	\$16.11	\$177.17
Michael Paiewonsky, NEPA QA/QC	\$83.10	\$83.10	\$128.45	\$21.15	\$232.70
Maegan Crowley, Lighting/Electrical Engineer	\$53.27	\$53.27	\$82.34	\$13.56	\$149.17
Ngan Han, Landscape Architect	\$60.00	\$60.00	\$92.74	\$15.27	\$168.02

*I certify that this rate is the actual rate paid to this employee under this firm's payroll.



By: Kris Colipi, Project Coordinator
 {Name/Title Printed}

Date: 04/29/2026

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

STATE OF MAINE DEPARTMENT OF TRANSPORTATION
CONSULTANT'S DETAILED COST PROPOSAL FORM

Consultant Name: Stantec Consulting Services Inc.
Vendor/Customer No.: VC1000085985
Project Title/Location: Biddeford SS4A, Biddeford, Maine
MaineDOT WIN: N/A

Service Area or Phase of Work:

Orig. Date: March 31, 2026
Revised Date: April 29, 2026
Contact Name: Jessa Berna
Contact e-mail address: jessa.berna@stantec.com

Consultant Positions ==>		Technical Advisor	Principal-in-Charge	Project Manager	Lead Traffic Engineer/Deputy PM	Traffic Engineer	Traffic QA/QC	Lead Roadway Design Engineer	Roadway Design QA/QC	Roadway Design Engineer	Lead Mobility and Safety Planner	Mobility and Safety Planner	NEPA QA/QC	Lead NEPA Reviewer				TOTAL
#	Task Descriptions	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
1	Existing Conditions Assessment																	
a.	Research Publicly Available Data				2.00					4.00		2.00		2.00				10.00
b.	Analyze crash data			8.00	24.00		2.00	8.00		8.00		32.00						82.00
c.	Field Visit			8.00	8.00			8.00		8.00								32.00
d.	data collection	1.00		2.00	4.00	4.00												11.00
e.	Road Safety Audit		2.00	28.00	28.00			4.00		20.00								82.00
f.	Existing Traffic Analysis (VISSIM)	8.00		4.00	8.00	60.00	2.00											82.00
g.	Base Plan			2.00	2.00			24.00	8.00	80.00								116.00
h.	Existing Conditions Assessment Report	4.00	2.00	8.00	8.00	8.00	2.00	8.00	2.00	4.00		8.00						54.00
2	Draft Plan Submittal																	0.00
a.c.	Develop concept layouts (5 concepts) (a,c,g)	2.00	2.00	8.00				48.00	2.00	50.00								112.00
b.	Broad engagement activity (1)			12.00	12.00				8.00	4.00	4.00			4.00				44.00
d.	Safety-Based Recommendations Matrix	2.00	2.00	8.00	32.00		2.00	8.00		8.00		20.00						82.00
e.	Impacts evaluation		2.00	4.00				8.00		8.00		16.00						38.00
f.	Utility/ROW screening			4.00				4.00		8.00		16.00						32.00
g.	Traffic Analysis (VISSIM/Synchro)& High Level Cost Estimates	16.00		4.00	32.00	150.00	8.00			8.00								218.00
h.i.	Design Report & Consultant Recommendations	2.00	2.00	16.00	16.00	8.00		8.00	2.00	8.00		16.00						78.00
j.	Traffic Committee Meeting	4.00		16.00	16.00													36.00
3	NEPA Environmental Study																	0.00
a.b.	Environmental study			2.00									10.00	100.00				112.00
d	FHWA coordination			2.00	2.00								16.00	24.00				44.00
4	Final Plan - Draft Submittal																	0.00
a.b.	Preferred Concept A+B Design + cost estimates	2.00		16.00	16.00			40.00	8.00	180.00		16.00						278.00
c.e.	Preferred Concepts Traffic Analysis Updates (Synchro / VISSIM)	2.00			16.00	50.00	2.00	8.00		16.00								94.00
g.	See task 8a																	0.00
h.	Traffic Committee Meeting (w/live demo)	24.00		8.00	4.00													36.00
5	Final Plan - Final Submittal																	0.00
a.	Preferred Concept A+B Final Design	2.00		4.00	8.00			40.00	8.00	120.00								182.00
	Final traffic model adjustments	2.00			4.00	20.00	4.00											30.00
b.	City Council presentation (w/live demo)	16.00		8.00	8.00			16.00										48.00
6	Final Plan Adoption																	0.00
a.	Incorporate final feedback	2.00		4.00	8.00	8.00		8.00	4.00	20.00								54.00
b.	Final Plan Submittal			4.00	2.00		1.00	4.00	2.00	8.00		4.00						25.00
7	SS4A Report																	0.00
a.	GPCOG/PACTS coordination			4.00														4.00
b.	Draft SS4A Report	2.00	2.00	16.00	8.00	8.00	2.00	8.00	2.00	8.00	4.00	16.00		2.00				78.00
b.	Review Comments and Meeting			4.00		4.00		4.00										12.00
b.	Final SS4A Report	2.00	2.00	8.00	8.00		2.00	8.00	2.00	8.00				2.00				42.00
8	Meetings and Grant Administration																	0.00
	Project and Task Management			20.00	20.00													40.00
a.	Monthly Meetings w/City (24 Meetings)	15.00	4.00	25.00	25.00			16.00			4.00	4.00		4.00				97.00
b.	MaineDOT & Other Stakeholder coordination (4 Meetings)	8.00	2.00	16.00	16.00			24.00						4.00				70.00
c.	SS4A Quarterly Reporting		2.00	32.00														34.00
d.	Monthly Disbursements Coordination			28.00														28.00
TOTAL HOURS		116.00	24.00	333.00	337.00	320.00	27.00	304.00	40.00	582.00	12.00	154.00	26.00	142.00	0.00	0.00	0.00	2,417.00
HOURLY RATE		\$100.00	\$109.04	\$52.35	\$57.45	\$58.95	\$88.83	\$56.20	\$68.46	\$43.42	\$60.78	\$45.34	\$100.30	\$63.27	\$53.27	\$60.00	\$0.00	
DIRECT LABOR TOTAL		\$11,600.00	\$2,616.96	\$17,432.55	\$19,360.65	\$18,864.00	\$2,398.41	\$17,084.80	\$2,738.40	\$25,270.44	\$729.36	\$6,982.36	\$2,607.80	\$8,984.34	\$0.00	\$0.00	\$0.00	\$136,670.07
DIRECT EXPENSES																		
National Data and Surveying Services (NDS)		\$38,850.00																
Subsconsultant 2--List Name		\$0.00																
Mileage (currently \$0.725 per mile) + flights		\$2,435.00																
Lodging		\$600.00																
Meals - Per Diem (Overnight Status Only)		\$400.00																
Postage		\$0.00																
Printing		\$0.00																
TOTAL DIRECT EXPENSES =		\$42,285.00																

***Provide a breakdown of direct expenses on a separate sheet.**

NOTE: This proposal form must be accompanied by:

(a) Description of Services

(c) DBE form

(d) Appendix A-1

(f) Insurance Certificates

(g) Subconsultant Proposal

(h) Waiver Request Forms (if applicable)

Total Proposed Cost (not to exceed)

\$424,998.10

Overhead %	154.57%	\$211,250.93
Profit/Fee %	10.00%	\$34,792.10
Subtotal =		\$382,713.10
Total Direct Expenses =		\$42,285.00

Assumptions and Exceptions 4/29/26

1. The City will provide timely access to existing data, GIS files, record drawings, prior studies, and background materials necessary to support existing conditions analysis, planning level ROW and utility screening, and concept development.
2. Planning level right-of-way and utility conflict screening will be based on GIS data and available records, as confirmed in the RFP Q&A, and will not include survey, subsurface utility engineering, or title research.
3. Coordination meetings with City staff will occur monthly as outlined in the RFP for a total of 24 meetings. It is assumed that these meetings will be virtual. Additional coordination with MaineDOT and other stakeholders will occur at the frequencies described in the RFP and will generally be conducted virtually. It is assumed a total of 4 meetings will be needed for this coordination.
4. VISSIM models will be developed for the weekday AM, midday, and PM peak periods in the Existing and No Build Condition as well as for each of the five (5) alternatives. Each peak period will be modeled for a two-hour period to show the natural growth and dissipation in traffic. However, capacity analysis results will be provided for the peak hour in each peak period only.

The boundaries of the VISSIM model will consist of the following:

- Alfred Street between May Street and Graham Ext.
- West Street between Graham Ext. and US 1
- US 1 from approximately 1,000 feet west of the West Street intersection to Amherst Street

The models will include all side-street intersections as well as sidewalks, crosswalks, and bike lanes within those boundaries.

5. We recognize that some alternatives may impact intersections outside of the immediate study area. In these cases, Synchro/SimTraffic will be used to conduct a planning-level capacity analysis of potential impacts at up to five (5) intersections, as needed, that are outside of the above-listed VISSIM study area.
6. VISSIM models will be prepared for each of the five alternatives. Refinement of the VISSIM models for the two advanced alternatives will include enhanced aesthetics over the concept plans as well as the development of 3D simulation videos which can be used for public outreach.
7. Additional alternatives beyond those specified in the RFP, or significant reevaluation of previously reviewed concepts, are excluded.
8. Public engagement activities are limited to those explicitly described in the RFP.
9. The NEPA environmental study is assumed to be a Categorical Exclusion (CE) only, and it will rely on readily available environmental datasets and desktop analysis. Environmental fieldwork (e.g., wetland delineations, wildlife surveys, noise monitoring, archaeological investigations) is excluded.
10. Geotechnical explorations are excluded.
11. All determinations of right-of-way will be conducted through existing data, GIS files, record drawings, prior studies, and background materials. Professional land survey services are excluded.
12. Coordination with utilities is excluded beyond the initial desktop review as outlined in the RFP.

13. Agency review comments (City, FHWA, MaineDOT) will be consolidated and provided in a coordinated manner at each review milestone to support efficient response and revision.
14. The project schedule assumes timely review and decision-making by the City and partner agencies.
15. This cost proposal does not include detailed engineering design beyond the planning level (approximately 25%) concepts described in the RFP, nor does it include final design, permitting, or construction services.
16. Cost estimates are planning level only and are intended for comparative and feasibility purposes; they do not constitute engineer's estimates for construction bidding.
17. The cost proposal does not include services associated with survey, right-of-way acquisition, appraisals, negotiations, or legal support related to property impacts.
18. Deliverables will be provided in digital format. Printing and large format production is excluded.
19. As no topographic or boundary survey is included in the scope. It is assumed that the highway design will be completed on aerial imagery and cross sections are not included. The two chosen alternatives will be advanced to 25% level design utilizing aerial imagery and any other readily available GIS or other desktop driven information.
20. Invoice amount will be based on actual direct labor costs, an audited overhead rate approved by MaineDOT and 10% fee. Audited overhead rate is subject to change each year and direct labor costs are subject to change on Jan 1 of each year. The total budget for the project will not be exceeded without written approval from the client.



Finance Committee

Meeting Date: May 5, 2026
Meeting Time: 5:00 PM
Agenda Item No: 4.b
Item Description: F2026.13 - Fire Dept. Transfer SCBA Replacement Reserve Account funds from account #21141-60452 to 002-22003-92113-32101
Submitted By: Lawrence D. Best, Fire Chief

Key Terms:

Transfer of funds from the Fire Department Operating Budget account #21141-60452 to the SCBA Reserve Account 002-22003-92113-32101.

Executive Summary:

The Self-Contained-Breathing-Apparatus (SCBA) Replacement Reserve account was established in 2022 for \$150,000.00 (account #002-22003-92113-32101). As of April 21, 2026, the balance of this account is \$125,532.17 after an emergency purchase in FY25. At this time, the Fire Department is asking to transfer \$30,000.00 of funds from the FY26 Fire Department Operational Budget account #21141-60452 to the SCBA replacement reserve account #002-22003-92113-32101. If the transfer of funds is approved the SCBA replacement reserve account balance will be \$155,532.17. This leaves an estimated balance of \$490,332.83 to fully fund this account by FY2037 when the SCBA will be due to be replaced (see Attachment #1 Fire Department SCBA Reserve Account Expense Tracker).

In 2022, the Fire Department purchased 48 SCBA packs. The SCBA replacement reserve account was established to set-aside funds in anticipation of the need to replace all 48 SCBA packs in 15 years, which is the end-of-life cycle for an SCBA pack. The estimated cost to replace all 48 SCBA packs in the year 2037 is \$645,865.00.

Detailed Review:

The Self-Contained-Breathing-Apparatus (SCBA) Replacement Reserve account was established in 2022 for \$150,000.00 (account #002-22003-92113-32101). As of April 21, 2026, the balance of this account is \$125,532.17 after an emergency purchase in FY25. At this time, the Fire

Department is asking to transfer \$30,000.00 of funds from the FY26 Fire Department Operational Budget account #21141-60452 to the SCBA replacement reserve account #002-22003-92113-32101. If the transfer of funds is approved the SCBA replacement reserve account balance will be \$155,532.17. This leaves an estimated balance of \$490,332.83 to fully fund this account by FY2037 when the SCBA will be due to be replaced.

In 2022, the Fire Department purchased 48 SCBA packs. The SCBA replacement reserve account was established to set-aside funds in anticipation of the need to replace all 48 SCBA packs in 15 years, which is the end-of-life cycle for an SCBA pack. The estimated cost to replace all 48 SCBA packs in the year 2037 is \$645,865.00.

The SCBA packs are the back-packing portion of the breathing apparatus the firefighters wear during fires or other atmospheric environments that are immediately dangerous to life and health. The SCBA bottle (air bottle) portion of the SCBA is on a different replacement program cycle with the Department purchasing 7 SCBA bottles per year.

In FY25, after an unexpected failure of the SCBA fill station unit and compressor, the Department needed to purchase a new unit at a cost of \$24,467.83. Because of the unexpected failure of the SCBA fill station compressor, there were not any funds budgeted for this expense, so after consultation with the City Manager, the decision was made to use funds from the SCBA replacement reserve account with the appropriate Finance Committee approvals. The SCBA fill station compressor is used to refill the SCBA at the firehouse after they are used at an incident.

Funding Source:

\$30,000.00 to be transferred from #21141-60452 to the SCBA Replacement Reserve Account # 002-22003-92113-32101. As of 4/27/2026, account #21141-60452 has a balance of \$56,952.99.

Staff Recommendation:

The Fire Department Staff recommends approval of the transfer of funds to replenish the SCBA Replacement Reserve Account with the goal of working towards continuing to add funds to this account, so there is not a significant cost/tax impact at the time of SCBA pack replacement.

Next Steps:

Meet with the Finance Department for fund transfer.

Attachments:

1. ORDER F2026.13 Fire Department SCBA Replacement Reserve Account Fund Transfer
2. ATTACHMENT #1 - SCBA Replacement Reserve Account Expense Tracker

City of Biddeford



F2026.13 THE FINANCE COMMITTEE ... May 5, 2026

BE IT ORDERED, that the Finance Committee does hereby approve the transfer of funds for the following:

\$30,000.00 of funds from the FY26 Fire Department Operational Budget account #21141-60452 to the SCBA Replacement Reserve Account #002-22003-92113-32101.

Funding Source:

The funds of \$30,000.00 will come from the FY26 Fire Department Operational Budget Account number #21141-60452, which has a balance of \$56,952.99.

Attest by: _____
Geraldine Matherne, Finance Director



**CITY OF BIDDEFORD
FIRE DEPARTMENT**

152 Alfred Street
Biddeford, Maine 04005
Tel: 207-282-6632
Fax: 207-283-8243

Chief of the Department Lawrence D. Best

Assistant Chief Kenneth J. Thorpe

Deputy Chief Steven A. Kiesman

SCBA Reserve Account:		
Fund:	002	
Org.:	22003	
Object:	92113	
Project:	32101	

Updated:	4/21/2026
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SCBA Packs Purchased 2022; Replace in 2037

4/21/2026	Est. Cost	Total Units	Total Cost
SCBA Pack	\$9,000.00	48	\$432,000.00
SCBA RIT	\$8,646.60	4	\$34,586.40
Total			\$466,586.40

Total Estimated Funds Needed:		\$645,865.00
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Total Funds Per Year Needed Avg.	11 Yrs.	\$44,575.71
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FY	Start Balance	Funds Used	Funds Added	Ending Balance - Funds Avail.	Total Funds Still Needed	Est. 3% Inc. Annually Total Replace. Cost
2022	\$150,000.00			\$150,000.00		
2023	\$150,000.00			\$150,000.00		
2024	\$150,000.00			\$150,000.00		
2025	\$150,000.00	\$24,467.83		\$125,532.17		
2026	\$125,532.17		\$30,000.00	\$155,532.17	\$490,332.83	
2027						\$480,583.99
2028						\$495,001.51
2029						\$509,851.56
2030						\$525,147.10
2031						\$540,901.52
2032						\$557,128.56
2033						\$573,842.42
2034						\$591,057.69
2035						\$608,789.42
2036						\$627,053.11
2037						\$645,864.70



Finance Committee

Meeting Date: May 5, 2026
Meeting Time: 5:00 PM
Agenda Item No: 4.c
Item Description: Quarterly Update — Fire Department Maine EMS Sustainability Grant #2
Submitted By: Lawrence D. Best, Fire Chief

Key Terms:

Quarterly Update — Fire Department Maine EMS Sustainability Grant #2

Executive Summary:

On July 15, 2025, the City Council approved accepting grant funds in the amount of \$102,698.33 from the State of Maine Department of Public Safety as part of the State EMS Sustainability Program (see meeting minutes City Council Meeting (Live) • Agendas and Minutes - City of Biddeford, ME • CivicClerk). As part of Council Order 2025.91 (see Attachment #3), the Fire Chief is to provide the Finance Committee, on a quarterly basis, with the grant performance progress reports and supporting documentation required to be submitted to the State of Maine Department of Public Safety. This is that quarterly update.

The grant was received in the second (2nd) quarter and accepted in the third (3rd) quarter of the grant program. During the 1st quarter of 2026 of the grant, a total of \$34,836.70 was spent on training (see Attachment #1- Biddeford 1QTR Sustainability Grant Progress Report and Attachment #2- FY26 EMS Grant #2 Expense Tracking Worksheet, which is the internal Fire Department expense tracking document).

Since this 1st quarter report, an approximate total of \$39,700.07 has been spent on capital equipment, training and training overtime (this will be detailed in the next quarterly/final update). This leaves a grant balance of approximately \$1,170.58 to be completed by June 30, 2026.

Detailed Review:

In May 2025, Assistant Fire Chief Edward Dexter submitted an application for the second round of grant funds from the State of Maine Department of Public Safety for the Maine EMS Sustainability Program. The grant funds must be used only for the purposes outlined in the Grant Application (see below) and these funds must be spent by June 30, 2026. The Fire

Department has received notice of the award in the grant amount of \$102,698.33. There are no local matching funds necessary or associated with this grant.

A copy of the grant agreement and Order for authorization is included in this packet (see Attachment #4). Eligible Grant Funded Activities: Recipients shall ensure that awarded grant funding is used for approved expenses only. The funding shall only be utilized for the following activities:

1. The initiation or support of programs, applications, or the use of consultants or experts to establish or support an ongoing mental health and wellness program.
2. The consolidation and/or regionalization of the delivery of emergency medical services.
3. Inter-municipality EMS planning for rural patient transport.
4. Supporting training directly related to the provision of clinical care, safety, leadership, or management of EMS.
5. Supplementing wages, benefits, stipends, and incentives for EMS clinicians, Ambulance Operators, and/or administrative support staff (e.g. service-level medical director, quality assurance and improvement officer, infection control officer, training officer, and administrative aid).
6. Implementation of other programming directly related to the Maine EMS Plan for a Sustainable EMS System in the State of Maine: A Vision for 2035, as published on May 22, 2023,
7. Investment in capital expenditures not to exceed \$100,000.00 in the aggregate.

Funding Source:

N/A

Staff Recommendation:

N/A

Next Steps:

The next report that is due is the final report and it will be presented once the grant has been completed.

Attachments:

1. ATTACHMENT #1 - Biddeford 1QTR 2026 Sustainability Grant Quarterly Report - 2026-04-23T085914.569
2. ATTACHMENT #2 - FY26 EMS Grant #2 Expense Tracking Worksheet 04-27-2026
3. ATTACHMENT #3 - 2025.91) - Attest
4. ATTACHMENT #4 - Maine EMS SUST-0100-0165



Sustainability Grant Quarterly Report

Agency Name	Biddeford Ambulance Service	Submitted By	Lawrence D. Best
Report Date	04/01/2026	Title	Fire Chief
Year	2026	Email	lawrence.best@biddefordmaine.org
Quarter	First Quarter: January, February, March-Due April 15th	Telephone	603-282-6632

Item 1 Training directly related to the provision of clinical care, safety, leadership or management of EMS

Status	Completed- Project completed
Planned Start Date	
Project Activities	The Department purchased a ventilation training bundle and training manikin; in addition, the ventilation feedback device can be used both during training and during incidents to gather information/feedback on proper ventilation techniques.
Challenges	
Expenditures	Two components- \$4,229.00 and \$7,407.00 for a total of \$11,636.00
Exp. Documentation	Archeon Medical Americas Invoice #1081 and #1083; will be sent via email
Date Completed	02/25/2026

Item 2 Investment in capital expenditures - ONLY items of \$5,000 or more

Status	Completed- Project completed
Planned Start Date	
Project Activities	The Department purchase a Lucas Auto CPR device be located on the 3rd ambulance. The Lucas Auto CPR device is used during cardiac arrest events.
Challenges	
Expenditures	\$21,250.70
Exp. Documentation	Stryker invoice #9211359267 will be sent via email.
Date Completed	02/12/2026

Item 3 Training directly related to the provision of clinical care, safety, leadership or management of EMS

Status	In Progress- Started, but not completed
Planned Start Date	
Project Activities	Paid tuition for a member to attend an AEMT class. The class is currently on-going and will complete prior to June 30, 2026.
Challenges	
Expenditures	\$1950
Exp. Documentation	FireMed LLC invoice #000313 will be sent by email
Date Completed	02/12/2026

EMS Grant #2 Balance of Funds to be Spent by 12/31/2025			\$102,698.33	Reporated to MEMS	Qtr. Rpt.	BFD City Acct. Number	Fiscal Year
Member	Date	Class	Cost				
Mutiple Members to EMS & Fire Pro. Conf. in CT	9/24/2025	EMS & Fire Pro. Conf.	\$10,410.98	12/29/2025	4	21141 60251	FY26
K. Beaudet, FireMed	10/21/2025	Medic Tuition	\$12,500.00	12/29/2025	4	21141 60251	FY26
Falmouth PD (3 day training), Cleary	10/21/2025	K9 training	\$700.00	12/29/2025	4	21141 60251	FY26
Falmouth PD (3 day training), Quinn	8/7/2025	K9 training	\$700.00	12/29/2025	4	21141 60251	FY26
Falmouth PD (3 day training), Clement	9/24/2025	K9 training	\$700.00	12/29/2025	4	21141 60251	FY26
Delta Education	11/7/2025	AMLS Hybrid Course	\$1,980.00	12/29/2025	4	21141 60251	FY26
		Quarter 4 Total	\$26,990.98				
		Grant Balance	\$75,707.35				
Lifepak 1000 AED	2/10/2026	Capital Equip.	\$3,740.23			32701-60251	FY26
A. Nedeau FireMed LLC AEMT Class Tuition	2/10/2026	AEMT Training	\$1,950.00	4/1/2026	1	32701-60251	FY26
Training Ventilation Feedback Device	3/4/2026	Vent training device	\$4,229.00	4/1/2026	1	32701-60501	FY26
Advance Adult Vent Bundle	3/4/2026	Ambuman Bundle	\$7,407.00	4/1/2026	1	32701-60251	FY26
		Total	\$17,326.23				
		Grant Balance	\$58,381.12				

EMS Grant #2 Balance of Funds to be Spent by 12/31/2025			\$102,698.33	Reported to MEMS	Qtr. Rpt.	BFD City Acct. Number	Fiscal Year
Overtime for Training	Multiple	OT for Training	\$7,888.85				
		Grant Balance	\$50,492.27				
Lucas CPR Device	TBD	Capital Equip.	\$21,250.70	4/1/2026	1	32701-60501	FY26
Classroom AV Renovation	TBD	Capital Equip.	\$28,070.99			32701-60251	FY26
		Total	\$49,321.69				
		Grant Balance	\$1,170.58				

City of Biddeford



2025.91 IN BOARD OF CITY COUNCIL.....JULY 15, 2025

BE IT ORDERED, that the Biddeford City Council hereby accepts the State of Maine Department of Public Safety Maine EMS Sustainability Program grant award Project No. SUST-0100-0165 in the amount of \$102,698.33

BE IT FURTHER ORDERED, that the Fire Chief is hereby authorized to execute *the State of Maine Department of Public Safety Maine EMS Sustainability Program grant award Project No. SUST-0100-0165* as the City's authorized representative.

July 15, 2025

Motion: Councilor Emhiser

Second: Councilor LaFountain

Councilor LaFountain motion to add at the end of the order:

BE IT FURTHER ORDERED, that the Fire Chief shall provide to the Finance Committee, on a quarterly basis, the grant performance progress reports and supporting documentation required to be submitted to the State of Maine Department of Public Safety pursuant to the grant agreement.

Second: Councilor Lessard

Vote on the amendment: Unanimous in favor; Councilor Belanger yea via zoom.

Amendment passed.

Vote on the order as amended.

Vote: Unanimous in favor; Councilor Belanger yea via zoom.

Motion passed.

Attest by: _____

Robin Patterson, City Clerk

State of Maine Department of Public Safety
Maine EMS Sustainability Program
Grant Agreement
32 M.R.S. § 98

Department:	Department of Public Safety
Address:	45 Commerce Drive, Suite 1 Augusta, Maine 04333-0104
Provider:	Biddeford Ambulance Service
Address:	152 Alfred Street Biddeford, ME 04005
Provider's Vendor Customer:	VC0000241454
Contract Number:	SUST-0100-0165
Contract Amount:	102698.33
Remittance Address	
Name:	Biddeford Town of
Address:	PO Box 586
Address 2:	
City, State, Postal Code	Biddeford, ME 04005

Purpose:

The EMS Sustainability Grant awarded funds must be used only for the purposes outlined in the Grant Application. If there are changes to the approved project plan a Change of Scope Request must be submitted for approval and receive written approval from the director of Maine EMS. Failure to obtain prior approval may result in voiding the grant and requiring immediate repayment of grant funds in part or in whole.

Grant Term/Period of Performance:

Unless otherwise specified, funded projects for EMS Agencies must be completed (or funds encumbered) by March 31, 2026.

Eligible Grant Funded Activities:

Recipients shall ensure that awarded grant funding is used for approved expenses only.

The funding shall only be utilized for the following activities:

1. The initiation or support of programs, applications, or the use of consultants or experts to establish or support an ongoing mental health and wellness program.
2. The consolidation and/or regionalization of the delivery of emergency medical services.
3. Inter-municipality EMS planning for rural patient transport.
4. Supporting training directly related to the provision of clinical care, safety, leadership, or management of EMS.

5. Supplementing wages, benefits, stipends, and incentives for EMS clinicians, Ambulance Operators, and/or administrative support staff (e.g. service-level medical director, quality assurance and improvement officer, infection control officer, training officer, and administrative aid).
6. Implementation of other programming directly related to the Maine EMS Plan for a Sustainable EMS System in the State of Maine: A Vision for 2035, as published on May 22, 2023, which is incorporated into this rule by reference and available for download online: <https://www.maine.gov/ems/sites/maine.gov.ems/files/inline-files/20230522-Maine-EMS-Vision-and-Plan.pdf>.
7. Investment in capital expenditures not to exceed \$100,000.00 in the aggregate.

Ineligible Grant Funded Activities and Expenses:

The following are unauthorized uses of the funding:

1. Expenses or losses reimbursed from any other source(s) or that other sources are obligated to repay
2. Expenses related to staffing needs that exceed an annual salary of \$76,500, as prorated over the applicable period. This limit does not include standard employee benefit offerings (i.e., the cost of a staff member may be higher because the cost of benefits and salary exceeds \$76,500)
3. Construction, renovation, purchase, or acquisition costs for facilities
4. Payment for existing indebtedness
5. Payment on obligations incurred prior to the award of funds
6. Supplanting existing local subsidies or funding sources except if they replace volunteer labor, donated services, donated goods, or funds raised through community fundraising efforts (e.g., bake sales, dinners, etc.)
7. Funds cannot be used for entities engaged in illegal activity under federal or state law or regulation
8. Expenses that have been or will be reimbursed by insurance
9. Working capital expenses (i.e., cash for daily business operations)
10. The recipient is not receiving indirect costs

Grant Distribution:

The recipient is awarded grant funds from the State of Maine Department of Public Safety to assist with the sustainability of their agency for the continuity of emergency medical services. Funds are anticipated to be released within three (3) weeks of receiving this executed agreement and will be mailed via USPS to the address listed above under the remittance address section. State of Maine checks are mailed with instructions not to forward; updated forms are the awardee's responsibility. DPS reserves the right to request funds in whole or in part if determined that the funds were not used for the intended purpose, as described in the application (or through a formal amendment to the project filed with and approved by DPS). Grant recipients will be required to return unspent funds.

Post Award Reporting Requirements:

Recipients of awarded grant-funded projects are required to submit performance progress reports to summarize the use of funds, progress of the projects, and outcome of the projects:

1. Report quarterly within the calendar year for the period between the execution of this contract and the completion of your grant projects. The quarterly report will be due fifteen (15) days after each calendar quarter. Due dates are as follows: April 15th, July 15th, October 15th, and January 15th.
2. Final reports will be due on the completion of the grant projects within the earlier of sixty (60) days of the completion of the projects utilizing funding received or April 30, 2026.
3. Supporting documents showing applied grant funds must be submitted quarterly following the due date listed in this section. These documents include, but are not limited to, invoices, payroll, journal entries, purchase orders, quotes, work orders, and signed contracts,
4. Required post-award reporting will be submitted using Microsoft Forms,
5. Recipients who spent more than awarded allocations to cover the costs of the grant projects are to report the difference on your performance progress reports. Explanation statements used but are not limited to in-kind contributions, agency operating budget, and or municipality/town budget.
6. Past due reports – Grace period: fifteen (15) days past due reporting deadline. Recipients past due fifteen (15) days from the reporting deadline must email their assigned grant specialist with an explanation no later than twenty (20) days past due.

Failure to comply with the required post-award reporting may result in the suspension of future funding, termination of the award, and a requirement to return all awarded grant funds.

Awarded funds not spent or encumbered to complete the approved grant projects will be returned to the State within thirty (30) days of the required post-award final report.

Failure to comply with the rules, requirements, and restrictions outlined in this grant agreement may result in recoupment of funds.

Post award reporting for Transporting and Non-Transporting EMS Agencies shall at a minimum include for each approved activity:

1. The initiation or support of programs, applications, or the use of consultants or experts to establish or support an ongoing mental health and wellness program
 - a. Provide documentation of the programs or support provided
 - b. The number of personnel who accessed or utilized the program(s)
 - c. The impact of the training on the sustainability of care provided by the agency
2. The consolidation and/or regionalization of the delivery of emergency medical services
 - a. Provide documentation of programs, applications or the use of consultants or experts to coordinate consolidation and /or regionalization of EMS delivery
 - b. Provide the number of Maine licensed EMS agencies, towns, or unincorporated areas engaged in your regionalization or consolidation efforts
3. Inter-municipality planning for rural patient transport
 - a. Provide documentation of programs, applications or the use of consultants or experts to coordinate inter-municipality planning for rural patient transport
 - b. Provide the number of Maine licensed EMS agencies, towns, or unincorporated areas engaged in your inter-municipality planning for rural patient transport.
4. Supporting training directly related to the provision of clinical care, leadership, or management of EMS
 - a. Provide documentation of the training provided
 - b. The number of personnel who received training
 - c. The impact of the training on the quality of care provided by the agency
5. Supplementing wages, benefits, stipends, and incentives for EMS clinicians, Ambulance Operators, and/or administrative support staff
 - a. The number of administrative staff who received supplemental pay
 - b. The amount of pay provided
 - c. The impact of the supplemental pay on the agency's ability to recruit and retain qualified personnel
 - d. Any changes in the number of administrative support staff
6. Implementation of programming directly related to the Maine EMS Plan for a Sustainable EMS System in the State of Maine: A Vision for 2035
 - a. Which Domain the expected use of the funds impacted
 - b. The amount of funding dedicated to each domain
 - c. The impact on the EMS agency regarding their ability to continue to fund daily EMS operations or to recruit and retain qualified personnel
7. Investment in capital expenditures not to exceed \$100,000 in the aggregate
 - a. Documentation of the capital expenditures made

- b. The purpose of the expenditure
- c. The impact of the expenditures on the agency's ability to provide sustainable EMS care
- d. Any positive changes in the amount or quality of care provided because of the expenditure(s)

Record Retention Requirements:

Records shall be maintained for three (3) years following the State's expenditure of EMS Sustainability funds and subsequent required reporting and at least through June 30, 2032.

Agency Signature:

The signatory below represents the person who has the requisite authority to enter into this Contract.
I have read and understood the requirements and expectations outlined in this agreement.

Signature:

Lawrence Best, Fire Chief

05/22/2025

Lawrence D. Best

Department of Public Safety Signature:

The signatory below represents that the person has the requisite authority to enter into this Contract.
I have read and understood the requirements and expectations outlined in this agreement.

Signature:

Wil O'Neal
Wil O'Neal (May 30, 2025 08:45 EDT)

May 30, 2025

Wil O'Neal, Maine EMS Director

SUST-0100-0165

Final Audit Report

2025-05-30

Created:	2025-05-16
By:	darren.w davis (Darren.W.Davis@maine.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAApTJBziUaVYxTsG_ZCftVkynYGkjB8Uj4

"SUST-0100-0165" History

-  Document created by darren.w davis (Darren.W.Davis@maine.gov)
2025-05-16 - 3:17:00 PM GMT
-  Document emailed to Lawrence Best (lawrence.best@biddefordmaine.org) for signature
2025-05-16 - 3:17:03 PM GMT
-  Email viewed by Lawrence Best (lawrence.best@biddefordmaine.org)
2025-05-16 - 3:17:42 PM GMT
-  Document e-signed by Lawrence Best (lawrence.best@biddefordmaine.org)
Signature Date: 2025-05-22 - 6:18:09 PM GMT - Time Source: server
-  Document emailed to wil.oneal@maine.gov for signature
2025-05-22 - 6:18:11 PM GMT
-  Email viewed by wil.oneal@maine.gov
2025-05-30 - 12:44:22 PM GMT
-  Signer wil.oneal@maine.gov entered name at signing as Wil O'Neal
2025-05-30 - 12:45:05 PM GMT
-  Document e-signed by Wil O'Neal (wil.oneal@maine.gov)
Signature Date: 2025-05-30 - 12:45:07 PM GMT - Time Source: server
-  Agreement completed.
2025-05-30 - 12:45:07 PM GMT



City of
Biddeford

FY26 YTD BUDGET
REPORT AS OF 04/30/2026
83% OF BUDGET

GENERAL FUND

FUND	ORG	OBJECT	ACCOUNT	ACCOUNT DESCRIPTION	TYPE	REVISED ESTIM REV	ACTUAL YTD REVENUE	REMAINING REVENUE	% COLL
001	21101	60101	001-1102-21101-300-951-60101-	Dept Manager Salary Exp	E	\$10,000.00	\$7,499.16	\$2,500.84	75.0
001	21101	60121	001-1102-21101-300-951-60121-	Council/Stipend Expense	E	\$10,800.00	\$8,179.70	\$2,620.30	75.0
001	21101	60251	001-1102-21101-300-951-60251-	Conferences/Training Expense	E	\$2,045.00	\$190.00	\$1,855.00	9.3
001	21101	60256	001-1102-21101-300-951-60256-	Dues/Memberships Expense	E	\$3,700.00	\$0.00	\$3,700.00	0.0
001	21101	60500	001-1102-21101-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$704.00	\$945.50	-\$241.50	134.3
001	21101	60797	001-1102-21101-300-951-60797-	Miscellaneous Expense	E	\$11,260.00	\$6,095.88	\$5,164.12	54.1
	21101			Total 21101 Mayor/Council		\$38,509.00	\$22,910.24	\$15,598.76	68.1
001	21102	60101	001-1102-21102-300-951-60101-	Dept Manager Salary Exp	E	\$175,673.08	\$174,557.68	\$1,115.40	99.4
001	21102	60102	001-1102-21102-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$145,554.48	\$109,839.89	\$35,714.59	75.5
001	21102	60105	001-1102-21102-300-951-60105-	F-T Employee Wage Exp	E	\$80,304.48	\$62,320.65	\$17,983.83	77.6
001	21102	60123	001-1102-21102-300-951-60123-	Car Allowance Expense	E	\$8,592.32	\$7,748.09	\$844.23	90.2
001	21102	60251	001-1102-21102-300-951-60251-	Conferences/Training Expense	E	\$10,016.30	\$185.00	\$9,831.30	1.8
001	21102	60252	001-1102-21102-300-951-60252-	Travel/Mileage Expense	E	\$435.00	\$0.00	\$435.00	0.0
001	21102	60253	001-1102-21102-300-951-60253-	Food/Lodging Expense	E	\$875.00	\$180.89	\$694.11	20.7
001	21102	60256	001-1102-21102-300-951-60256-	Dues/Memberships Expense	E	\$2,870.00	\$0.00	\$2,870.00	0.0
001	21102	60402	001-1102-21102-300-951-60402-	Phone/Celular/Paging Exp	E	\$4,800.00	\$300.00	\$4,500.00	6.3
001	21102	60500	001-1102-21102-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,808.00	\$1,199.33	\$1,608.67	42.7
001	21102	60501	001-1102-21102-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$810.00	\$0.00	\$810.00	0.0
	21102			Total 21102 City Manager		\$432,738.66	\$356,331.53	\$76,407.13	82.3
001	21103	60101	001-1103-21103-300-951-60101-	Dept Manager Salary Exp	E	\$90,471.58	\$70,210.87	\$20,260.71	77.6
001	21103	60105	001-1103-21103-300-951-60105-	F-T Employee Wage Exp	E	\$263,756.16	\$208,078.06	\$55,678.10	78.9
001	21103	60107	001-1103-21103-300-951-60107-	Temp/Seasonal Emp Wage Exp	E	\$0.00	\$1,232.00	-\$1,232.00	100.0
001	21103	60111	001-1103-21103-300-951-60111-	Overtime Wage Expense	E	\$0.00	\$556.93	-\$556.93	100.0
001	21103	60251	001-1103-21103-300-951-60251-	Conferences/Training Expense	E	\$1,200.00	\$189.51	\$1,010.49	15.8
001	21103	60252	001-1103-21103-300-951-60252-	Travel/Mileage Expense	E	\$950.00	\$269.73	\$680.27	28.4
001	21103	60256	001-1103-21103-300-951-60256-	Dues/Memberships Expense	E	\$120.00	\$70.00	\$50.00	58.3
001	21103	60500	001-1103-21103-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$3,500.00	\$2,538.31	\$961.69	72.5
001	21103	60501	001-1103-21103-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$5,834.00	\$529.95	\$5,304.05	9.1
001	21103	60502	001-1103-21103-300-951-60502-	Printing & Copying Expense	E	\$14,500.00	\$4,795.14	\$9,704.86	33.1
	21103			Total 21103 City Clerk		\$380,331.74	\$288,470.50	\$91,861.24	75.8
001	21104	60107	001-1103-21104-300-951-60107-	Temp Employee Wage Exp	E	\$13,000.00	\$9,000.34	\$3,999.66	69.2
001	21104	60252	001-1103-21104-300-951-60252-	Travel/Mileage Expense	E	\$270.00	\$0.00	\$270.00	0.0
001	21104	60500	001-1103-21104-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,500.00	\$534.36	\$1,965.64	21.4
001	21104	60502	001-1103-21104-300-951-60502-	Printing & Copying Expense	E	\$12,000.00	\$8,572.92	\$3,427.08	71.4
	21104			Total 21104 Elections/Voter Registr		\$27,770.00	\$18,107.62	\$9,662.38	65.2
001	21105	60101	001-1105-21105-300-951-60101-	Dept Manager Salary Exp	E	\$117,951.92	\$88,834.55	\$29,117.37	75.3
001	21105	60102	001-1105-21105-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$85,327.16	\$75,100.14	\$10,227.02	88.0
001	21105	60105	001-1105-21105-300-951-60105-	F-T Employee Wage Exp	E	\$87,964.65	\$75,566.97	\$12,397.68	85.9
001	21105	60251	001-1105-21105-300-951-60251-	Conferences/Training Expense	E	\$4,900.00	\$307.58	\$4,592.42	6.3
001	21105	60252	001-1105-21105-300-951-60252-	Travel/Mileage Expense	E	\$500.00	\$361.16	\$138.84	72.2
001	21105	60253	001-1105-21105-300-951-60253-	Food/Lodging Expense	E	\$4,000.00	\$0.00	\$4,000.00	0.0
001	21105	60256	001-1105-21105-300-951-60256-	Dues/Memberships Expense	E	\$580.00	\$945.00	-\$365.00	162.9
001	21105	60306	001-1105-21105-300-951-60306-	Other Prof/Consult Svcs Exp	E	\$10,000.00	\$10,552.50	-\$552.50	105.5
001	21105	60310	001-1105-21105-300-951-60310-	Service Contracts Expense	E	\$0.00	\$1,296.15	-\$1,296.15	100.0
001	21105	60500	001-1105-21105-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$500.00	\$1,369.09	-\$869.09	273.8
001	21105	60501	001-1105-21105-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$9,000.00	\$4,276.29	\$4,723.71	47.5
001	21105	60502	001-1105-21105-300-951-60502-	Printing & Copying Expense	E	\$500.00	\$955.65	-\$455.65	191.1
	21105			Total 21105 Assessing		\$321,223.73	\$259,565.08	\$61,658.65	80.8
001	21106	60101	001-1106-21106-300-951-60101-	Dept Manager Salary Exp	E	\$140,538.46	\$109,055.09	\$31,483.37	77.6
001	21106	60102	001-1106-21106-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$104,400.00	\$59,811.53	\$44,588.47	57.3
001	21106	60105	001-1106-21106-300-951-60105-	F-T Employee Wage Exp	E	\$209,656.08	\$169,397.38	\$40,258.70	80.8
001	21106	60111	001-1106-21106-300-951-60111-	Overtime Wage Expense	E	\$0.00	\$2,120.38	-\$2,120.38	100.0
001	21106	60251	001-1106-21106-300-951-60251-	Conferences/Training Expense	E	\$6,775.00	\$2,526.66	\$4,248.34	37.3
001	21106	60252	001-1106-21106-300-951-60252-	Travel/Mileage Expense	E	\$0.00	\$642.03	-\$642.03	100.0
001	21106	60253	001-1106-21106-300-951-60253-	Food/Lodging Expense	E	\$0.00	\$149.92	-\$149.92	100.0
001	21106	60256	001-1106-21106-300-951-60256-	Dues/Memberships Expense	E	\$1,345.00	\$580.00	\$765.00	43.1
001	21106	60306	001-1106-21106-300-951-60306-	Other Prof/Consult Svcs Exp	E	\$0.00	\$187.50	-\$187.50	100.0
001	21106	60500	001-1106-21106-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,320.00	\$1,324.35	\$995.65	57.1
	21106			Total 21106 Finance		\$465,034.54	\$345,794.84	\$119,239.70	74.4
001	21107	60101	001-1107-21107-300-951-60101-	Dept Manager Salary Exp	E	\$115,362.00	\$89,527.10	\$25,834.90	77.6
001	21107	60251	001-1107-21107-300-951-60251-	Conferences/Training Expense	E	\$2,550.00	\$5,225.78	-\$2,675.78	204.9
001	21107	60252	001-1107-21107-300-951-60252-	Travel/Mileage Expense	E	\$350.00	\$0.00	\$350.00	0.0
001	21107	60256	001-1107-21107-300-951-60256-	Dues/Memberships Expense	E	\$150.00	\$0.00	\$150.00	0.0
001	21107	60305	001-1107-21107-300-951-60305-	Computer Support/Service Exp	E	\$15,000.00	\$11,012.50	\$3,987.50	73.4
001	21107	60452	001-1107-21107-300-951-60452-	Operating Equip Repair Exp	E	\$5,000.00	\$2,569.91	\$2,430.09	51.4
001	21107	60500	001-1107-21107-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$150.00	\$107.75	\$42.25	71.8
001	21107	60501	001-1107-21107-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$0.00	-\$701.89	\$701.89	100.0
	21107			Total 21107 Computer Services		\$138,562.00	\$107,741.15	\$30,820.85	77.8
001	21108	60101	001-1108-21108-300-951-60101-	Dept Manager Salary Exp	E	\$115,445.52	\$94,101.46	\$21,344.06	81.5
001	21108	60102	001-1108-21108-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$0.00	\$43,974.45	-\$43,974.45	100.0
001	21108	60105	001-1108-21108-300-951-60105-	F-T Employee Wage Exp	E	\$218,655.36	\$115,451.23	\$103,204.13	52.8
001	21108	60106	001-1108-21108-300-951-60106-	P-T Employee Wage Exp	E	\$38,223.45	\$32,049.32	\$6,174.13	83.8
001	21108	60219	001-1108-21108-300-951-60219-	Incident Initiative	E	\$143,600.00	\$48,360.86	\$95,239.14	33.7

001	21108	60251	001-1108-21108-300-951-60251-	Conferences/Training Expense	E	\$10,890.00	\$10,468.10	\$421.90	96.1
001	21108	60254	001-1108-21108-300-951-60254-	E2 Leadership Training	E	\$15,550.00	\$0.00	\$15,550.00	0.0
001	21108	60255	001-1108-21108-300-951-60255-	Other Training	E	\$18,644.00	\$1,976.51	\$16,667.49	10.6
001	21108	60256	001-1108-21108-300-951-60256-	Dues/Memberships Expense	E	\$299.00	\$948.00	-\$649.00	317.1
001	21108	60306	001-1108-21108-300-951-60306-	Other Prof/Consult Srvs Exp	E	\$0.00	\$16,875.00	-\$16,875.00	100.0
001	21108	60320	001-1108-21108-300-951-60320-	Advertising	E	\$14,550.00	\$23,592.35	-\$9,042.35	162.1
001	21108	60500	001-1108-21108-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,200.00	\$1,571.28	\$628.72	71.4
	21108			Total 21108 Personnel		\$578,057.33	\$389,368.56	\$188,688.77	67.4
001	21109	40415	001-1109-21109-300-951-40415-	Grant Revenue	R	\$0.00	-\$72,000.00	\$72,000.00	100.0
001	21109	60101	001-1109-21109-300-951-60101-	Dept Manager Salary Exp	E	\$129,143.84	\$18,998.74	\$110,145.10	14.7
001	21109	60102	001-1109-21109-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$105,402.24	\$83,177.88	\$22,224.36	78.9
001	21109	60105	001-1109-21109-300-951-60105-	F-T Employee Wage Exp	E	\$207,421.92	\$160,970.56	\$46,451.36	77.6
001	21109	60251	001-1109-21109-300-951-60251-	Conferences/Training Expense	E	\$2,000.00	\$1,110.00	\$890.00	55.5
001	21109	60252	001-1109-21109-300-951-60252-	Travel/Mileage Expense	E	\$1,000.00	\$0.00	\$1,000.00	0.0
001	21109	60253	001-1109-21109-300-951-60253-	Food/Lodging Expense	E	\$900.00	\$406.40	\$493.60	45.2
001	21109	60256	001-1109-21109-300-951-60256-	Dues/Memberships Expense	E	\$1,645.00	\$389.65	\$1,255.35	23.7
001	21109	60306	001-1109-21109-300-951-60306-	Other Prof/Consult Srvs Exp	E	\$43,075.00	\$2,255.00	\$40,820.00	5.2
001	21109	60500	001-1109-21109-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$1,000.00	\$856.52	\$143.48	85.7
001	21109	60501	001-1109-21109-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$150.00	\$0.00	\$150.00	0.0
001	21109	60797	001-1109-21109-300-951-60797-	Miscellaneous Expense	E	\$13,250.00	\$19.76	\$13,230.24	0.1
	21109			Total 21109 Planning/Economic Devel		\$504,988.00	\$196,184.51	\$308,803.49	38.8
001	21110	60101	001-1110-21110-300-951-60101-	Dept Manager Salary Exp	E	\$104,333.18	\$87,985.90	\$16,347.28	84.3
001	21110	60102	001-1110-21110-300-951-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$75,293.28	\$47,438.11	\$27,855.17	63.0
001	21110	60105	001-1110-21110-300-951-60105-	F-T Employee Wage Exp	E	\$332,162.21	\$228,796.44	\$103,365.77	68.9
001	21110	60111	001-1110-21110-300-951-60111-	Overtime Wage Expense	E	\$5,500.27	\$335.33	\$5,164.94	6.1
001	21110	60230	001-1110-21110-300-951-60230-	Clothing/Uniforms Expense	E	\$500.00	\$341.19	\$158.81	68.2
001	21110	60251	001-1110-21110-300-951-60251-	Conferences/Training Expense	E	\$2,500.00	\$1,359.37	\$1,140.63	54.4
001	21110	60256	001-1110-21110-300-951-60256-	Dues/Memberships Expense	E	\$515.00	\$0.00	\$515.00	0.0
001	21110	60306	001-1110-21110-300-951-60306-	Other Prof/Consult Srvs Exp	E	\$500.00	\$0.00	\$500.00	0.0
001	21110	60411	001-1110-21110-300-951-60411-	Gasoline Expense	E	\$1,400.00	\$757.52	\$642.48	54.1
001	21110	60453	001-1110-21110-300-951-60453-	Vehicle Repair/Tires/Oil Exp	E	\$3,000.00	\$0.00	\$3,000.00	0.0
001	21110	60500	001-1110-21110-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$1,400.00	\$1,400.00	\$0.00	100.0
001	21110	60501	001-1110-21110-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$382.00	\$391.47	-\$9.47	102.5
001	21110	60797	001-1110-21110-300-951-60797-	Miscellaneous Expense	E	\$400.00	\$481.73	-\$81.73	120.4
	21110			Total 21110 Code Enforcement/Inspec		\$527,885.94	\$369,287.06	\$158,598.88	70.0
001	21111	60122	001-1106-21111-300-951-60122-	Bonus	E	\$0.00	\$11,101.20	-\$11,101.20	100.0
001	21111	60214	001-1106-21111-300-951-60214-	Retiree Health Premiums Expens	E	\$205,732.91	\$161,121.90	\$44,611.01	78.3
001	21111	60256	001-1106-21111-300-951-60256-	Dues/Memberships Expense	E	\$357,375.00	\$361,387.31	-\$4,012.31	101.1
001	21111	60259	001-1106-21111-300-951-60259-	Unemployment Comp Exp	E	\$7,500.00	\$9,896.53	-\$2,396.53	132.0
001	21111	60301	001-1106-21111-300-951-60301-	Legal Services Expense	E	\$100,000.00	\$191,908.28	-\$91,908.28	191.9
001	21111	60302	001-1106-21111-300-951-60302-	Audit Services Expense	E	\$81,900.00	\$180,835.20	-\$98,935.20	135.3
001	21111	60304	001-1106-21111-300-951-60304-	Registry of Deeds Fee Expense	E	\$7,700.00	\$9,133.09	-\$1,433.09	118.6
001	21111	60306	001-1106-21111-300-951-60306-	Other Prof/Consult Srvs Exp	E	\$20,000.00	\$272,970.00	-\$252,970.00	1,364.9
001	21111	60308	001-1106-21111-300-951-60308-	Actuarial Expense	E	\$8,000.00	\$13,100.00	-\$5,100.00	163.8
001	21111	60310	001-1106-21111-300-951-60310-	Service Contracts Expense	E	\$28,799.00	\$22,477.94	\$6,321.06	78.1
001	21111	60315	001-1106-21111-300-951-60315-	User License Expense	E	\$913,772.56	\$532,408.23	\$381,364.33	58.3
001	21111	60319	001-1106-21111-300-951-60319-	Employee Assistance Program Ex	E	\$16,400.00	\$9,230.40	\$7,169.60	56.3
001	21111	60320	001-1106-21111-300-951-60320-	Advertising	E	\$24,400.00	\$7,185.11	\$17,214.89	29.4
001	21111	60325	001-1106-21111-300-951-60325-	Postage/Shipping Expense	E	\$26,900.00	\$17,008.08	\$9,891.92	63.2
001	21111	60370	001-1106-21111-300-951-60370-	Workers Comp Insurance Exp	E	\$986,027.00	\$608,955.75	\$377,071.25	61.8
001	21111	60371	001-1106-21111-300-951-60371-	General Insurance Expense	E	\$47,700.00	\$95,273.27	-\$47,573.27	199.7
001	21111	60372	001-1106-21111-300-951-60372-	Vehicle Insurance Expense	E	\$184,187.00	\$86,877.00	\$97,310.00	47.2
001	21111	60373	001-1106-21111-300-951-60373-	Building/Boiler Insurance Exp	E	\$96,145.00	\$27,724.00	\$68,421.00	28.8
001	21111	60377	001-1106-21111-300-951-60377-	Surety Bonds Expense	E	\$1,645.00	\$175.00	\$1,470.00	10.6
001	21111	60379	001-1106-21111-300-951-60379-	Public Official Liab Insur Exp	E	\$32,459.00	\$33,848.00	-\$1,389.00	104.3
001	21111	60380	001-1106-21111-300-951-60380-	Police Prof Liab Insur Exp	E	\$35,000.00	\$48,756.00	-\$13,756.00	139.3
001	21111	60383	001-1106-21111-300-951-60383-	Insurance Deductibles	E	\$8,000.00	\$21,494.00	-\$13,494.00	268.7
001	21111	60402	001-1106-21111-300-951-60402-	Phone/Celular/Paging Exp	E	\$20,000.00	\$18,654.52	\$1,345.48	93.3
001	21111	60406	001-1106-21111-300-951-60406-	Fiber/Internet Expense	E	\$28,320.00	\$26,498.19	\$1,821.81	93.6
001	21111	60500	001-1106-21111-300-951-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$3,700.00	\$851.32	\$2,848.68	23.0
001	21111	60501	001-1106-21111-300-951-60501-	Operating Supp/Eqt Non-Cap	E	\$8,100.00	\$41,684.50	-\$33,584.50	514.6
001	21111	60502	001-1106-21111-300-951-60502-	Printing & Copying Expense	E	\$12,100.00	\$24,868.48	-\$12,768.48	205.5
001	21111	60795	001-1106-21111-300-951-60795-	Personnel Reserve	E	\$389,796.30	\$299,957.35	\$89,838.95	77.0
001	21111	60797	001-1106-21111-300-951-60797-	Miscellaneous Expense	E	\$62,000.00	\$2,543.74	\$59,456.26	4.1
001	21111	60798	001-1106-21111-300-951-60798-	Contingency	E	\$700,000.00	\$40,755.21	\$659,244.79	5.8
001	21111	60799	001-1106-21111-300-951-60799-	Airport Subsidy Expense	E	\$35,000.00	\$35,000.00	\$0.00	100.0
	21111			Total 21111 General Administration		\$4,448,658.77	\$3,143,679.60	\$1,304,979.17	70.7
001	21121	60105	001-1102-21121-300-952-60105-	F-T Employee Wage Exp	E	\$52,137.36	\$40,461.47	\$11,675.89	77.6
001	21121	60111	001-1102-21121-300-952-60111-	Overtime Wage Expense	E	\$922.33	\$0.00	\$922.33	0.0
001	21121	60230	001-1102-21121-300-952-60230-	Clothing Allowance Expense	E	\$75.00	\$0.00	\$75.00	0.0
001	21121	60310	001-1102-21121-300-952-60310-	Service Contracts Expense	E	\$46,518.00	\$40,731.87	\$5,786.13	87.6
001	21121	60400	001-1102-21121-300-952-60400-	Electricity Expense	E	\$28,852.00	\$25,978.81	\$2,873.19	90.0
001	21121	60401	001-1102-21121-300-952-60401-	Water Expense	E	\$4,200.00	\$7,444.66	-\$3,244.66	177.3
001	21121	60404	001-1102-21121-300-952-60404-	Sewer User Fee Expense	E	\$3,750.00	\$1,858.81	\$1,891.19	49.6
001	21121	60405	001-1102-21121-300-952-60405-	Heating Fuel Expense	E	\$22,000.00	\$2,418.82	\$19,581.18	11.0
001	21121	60411	001-1102-21121-300-952-60411-	Gasoline Expense	E	\$55.00	\$0.00	\$55.00	0.0
001	21121	60450	001-1102-21121-300-952-60450-	Building Repair/Maint Exp	E	\$14,700.00	\$35,896.03	-\$21,196.03	244.2
001	21121	60452	001-1102-21121-300-952-60452-	Operating Equip Repair Exp	E	\$200.00	\$0.00	\$200.00	0.0
001	21121	60453	001-1102-21121-300-952-60453-	Vehicle Repair/Tires/Oil Exp	E	\$40.00	\$0.00	\$40.00	0.0
001	21121	60501	001-1102-21121-300-952-60501-	Operating Supp/Eqt Non-Cap	E	\$1,500.00	-\$2,768.91	\$4,268.91	-184.6
001	21121	60509	001-1102-21121-300-952-60509-	Cleaning Supplies Expense	E	\$3,152.61	\$2,204.88	\$947.73	69.9
	21121			Total 21121 City Hall Building Exp		\$178,102.30	\$154,226.44	\$23,875.86	86.6
001	21122	60799	001-1106-21122-300-952-60799-	Private School Transportation	E	\$25,136.00	\$25,136.00	\$0.00	100.0
	21122			Total 21122 Private Schools		\$25,136.00	\$25,136.00	\$0.00	100.0
001	21123	60106	001-1124-21123-300-952-60106-	P-T Employee Wage Exp	E	\$91,994.20	\$57,208.89	\$34,785.31	62.2
001	21123	60107	001-1124-21123-300-952-60107-	Temp Employee Wage Exp	E	\$0.00	\$1,785.78	-\$1,785.78	100.0
001	21123	60111	001-1124-21123-300-952-60111-	Overtime Wage Expense	E	\$1,456.50	\$0.00	\$1,456.50	0.0
001	21123	60230	001-1124-21123-300-952-60230-	Clothing Allowance Expense	E	\$450.00	\$1,322.10	-\$872.10	293.8

001	21123	60310	001-1124-21123-300-952-60310-	Service Contracts Expense	E	\$18,880.00	\$18,117.65	\$762.35	96.0
001	21123	60330	001-1124-21123-300-952-60330-	Equipment Rent/Lease Exp	E	\$500.00	\$0.00	\$500.00	0.0
001	21123	60400	001-1124-21123-300-952-60400-	Electricity Expense	E	\$18,000.00	\$0.00	\$18,000.00	0.0
001	21123	60401	001-1124-21123-300-952-60401-	Water Expense	E	\$3,842.00	\$2,715.67	\$1,126.33	70.7
001	21123	60404	001-1124-21123-300-952-60404-	Sewer User Fee Expense	E	\$1,500.00	\$2,386.55	-\$886.55	159.1
001	21123	60405	001-1124-21123-300-952-60405-	Heating Fuel Expense	E	\$65,682.50	\$53,343.31	\$12,339.19	81.2
001	21123	60450	001-1124-21123-300-952-60450-	Building Repair/Maint Exp	E	\$55,000.00	\$104,455.56	-\$49,455.56	189.9
001	21123	60454	001-1124-21123-300-952-60454-	Grounds Maint/Improve Exp	E	\$3,650.00	\$774.71	\$2,875.29	21.2
001	21123	60500	001-1124-21123-300-952-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,000.00	\$175.26	\$1,824.74	8.8
001	21123	60501	001-1124-21123-300-952-60501-	Operating Supp/Eqt Non-Cap	E	\$600.00	\$2,102.19	-\$1,502.19	350.4
001	21123	60509	001-1124-21123-300-952-60509-	Cleaning Supplies Expense	E	\$5,100.00	\$4,276.80	\$823.20	83.9
	21123			Total 21123 Community Center		\$268,655.20	\$248,664.47	\$19,990.73	92.6
001	21124	60101	001-1124-21124-300-952-60101-	Dept Manager Salary Exp	E	\$105,403.91	\$81,799.04	\$23,604.87	77.6
001	21124	60102	001-1124-21124-300-952-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$89,074.08	\$69,131.91	\$19,942.17	77.6
001	21124	60105	001-1124-21124-300-952-60105-	F-T Employee Wage Exp	E	\$505,483.92	\$339,769.81	\$165,714.11	67.2
001	21124	60106	001-1124-21124-300-952-60106-	P-T Employee Wage Exp	E	\$0.00	\$28,344.30	-\$28,344.30	100.0
001	21124	60107	001-1124-21124-300-952-60107-	Temp Employee Wage Exp	E	\$105,100.00	\$65,445.69	\$39,654.31	62.3
001	21124	60111	001-1124-21124-300-952-60111-	Overtime Wage Expense	E	\$0.00	\$6,070.51	-\$6,070.51	100.0
001	21124	60230	001-1124-21124-300-952-60230-	Clothing Allowance Expense	E	\$1,500.00	\$6,904.00	-\$5,404.00	460.3
001	21124	60251	001-1124-21124-300-952-60251-	Conferences/Training Expense	E	\$5,740.00	\$5,839.31	-\$99.31	101.7
001	21124	60252	001-1124-21124-300-952-60252-	Travel/Mileage Expense	E	\$5,000.00	\$3,171.12	\$1,828.88	63.4
001	21124	60253	001-1124-21124-300-952-60253-	Food/Lodging Expense	E	\$3,500.00	\$0.00	\$3,500.00	0.0
001	21124	60256	001-1124-21124-300-952-60256-	Dues/Memberships Expense	E	\$250.00	\$298.37	-\$48.37	119.3
001	21124	60306	001-1124-21124-300-952-60306-	Other Prof/Consult Svcs Exp	E	\$0.00	\$3,933.09	-\$3,933.09	100.0
001	21124	60310	001-1124-21124-300-952-60310-	Service Contracts Expense	E	\$8,300.00	\$7,828.97	\$471.03	94.3
001	21124	60365	001-1124-21124-300-952-60365-	Recreation Program Expense	E	\$10,440.00	\$10,385.72	\$54.28	99.5
001	21124	60400	001-1124-21124-300-952-60400-	Electricity Expense	E	\$13,000.00	\$39,988.87	-\$26,988.87	307.6
001	21124	60402	001-1124-21124-300-952-60402-	Phone/Celular/Paging Exp	E	\$8,500.00	\$4,775.37	\$3,724.63	56.2
001	21124	60405	001-1124-21124-300-952-60405-	Heating Fuel Expense	E	\$1,500.00	\$886.70	\$613.30	59.1
001	21124	60410	001-1124-21124-300-952-60410-	Diesel Fuel Expense	E	\$2,400.00	\$642.87	\$1,757.13	26.8
001	21124	60411	001-1124-21124-300-952-60411-	Gasoline Expense	E	\$2,250.00	\$1,583.18	\$666.82	70.4
001	21124	60450	001-1124-21124-300-952-60450-	Building Repair/Maint Exp	E	\$8,500.00	\$11,681.35	-\$3,181.35	137.4
001	21124	60452	001-1124-21124-300-952-60452-	Operating Equip Repair Exp	E	\$800.00	\$2,139.40	-\$1,339.40	267.4
001	21124	60453	001-1124-21124-300-952-60453-	Vehicle Repair/Tires/Oil Exp	E	\$6,000.00	\$9,005.16	-\$3,005.16	150.1
001	21124	60500	001-1124-21124-300-952-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,800.00	\$2,067.70	\$732.30	73.8
001	21124	60501	001-1124-21124-300-952-60501-	Operating Supp/Eqt Non-Cap	E	\$13,000.00	\$14,269.27	-\$1,269.27	109.8
001	21124	60502	001-1124-21124-300-952-60502-	Printing & Copying Expense	E	\$2,800.00	\$412.98	\$2,387.02	14.7
001	21124	60509	001-1124-21124-300-952-60509-	Cleaning Supplies Expense	E	\$800.00	\$1,077.83	-\$277.83	134.7
	21124			Total 21124 Recreation		\$902,141.91	\$717,452.52	\$184,689.39	79.5
001	21125	40559	001-1103-21125-300-952-40559-	Miscellaneous Revenue	R	\$0.00	-\$236.68	\$236.68	100.0
001	21125	60105	001-1103-21125-300-952-60105-	F-T Employee Wage Exp	E	\$213,163.92	\$184,926.58	\$28,237.34	86.8
001	21125	60251	001-1103-21125-300-952-60251-	Conferences/Training Expense	E	\$399.00	\$100.00	\$299.00	25.1
001	21125	60252	001-1103-21125-300-952-60252-	Travel/Mileage Expense	E	\$420.00	\$0.00	\$420.00	0.0
001	21125	60256	001-1103-21125-300-952-60256-	Dues/Memberships Expense	E	\$120.00	\$0.00	\$120.00	0.0
001	21125	60306	001-1103-21125-300-952-60306-	Other Prof/Consult Svcs Exp	E	\$6,500.00	\$3,040.10	\$3,459.90	46.8
001	21125	60402	001-1103-21125-300-952-60402-	Phone/Celular/Paging Exp	E	\$0.00	\$361.99	-\$361.99	100.0
001	21125	60500	001-1103-21125-300-952-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$500.00	\$0.00	\$500.00	0.0
001	21125	60501	001-1103-21125-300-952-60501-	Operating Supp/Eqt Non-Cap	E	\$5,500.00	\$14,510.36	-\$9,010.36	263.8
001	21125	60502	001-1103-21125-300-952-60502-	Printing & Copying Expense	E	\$100.00	\$0.00	\$100.00	0.0
001	21125	60730	001-1103-21125-300-952-60730-	G.A. Electricity Expense	E	\$6,000.00	\$8,420.84	-\$2,420.84	140.3
001	21125	60731	001-1103-21125-300-952-60731-	G.A. Client Rent Expense	E	\$320,000.00	\$316,197.26	\$3,802.74	98.8
001	21125	60732	001-1103-21125-300-952-60732-	G.A. Food/Grocery Expense	E	\$60,000.00	\$13,995.65	\$46,004.35	23.3
001	21125	60734	001-1103-21125-300-952-60734-	G.A. Burials Expense	E	\$13,000.00	\$4,500.00	\$8,500.00	34.6
001	21125	60737	001-1103-21125-300-952-60737-	G.A. Telephone Expense	E	\$0.00	\$569.71	-\$569.71	100.0
001	21125	60739	001-1103-21125-300-952-60739-	G.A. Heating Fuel Expense	E	\$925.00	\$1,267.69	-\$342.69	137.0
001	21125	60743	001-1103-21125-300-952-60743-	G.A. Medical Expense	E	\$3,108.00	\$492.38	\$2,615.62	15.8
001	21125	60747	001-1103-21125-300-952-60747-	Seeds of Hope	E	\$480,000.00	\$384,300.00	\$95,700.00	80.1
001	21125	60797	001-1103-21125-300-952-60797-	Miscellaneous Expense	E	\$0.00	\$0.00	\$0.00	0.0
	21125			Total 21125 Health & Welfare Exps		\$1,109,735.92	\$932,445.88	\$177,290.04	84.0
001	21128	61199	001-1102-21128-300-952-61199-	Total Muni Svcs Allocation	E	\$1,376,487.00	\$1,254,576.05	\$121,910.95	91.1
	21128			Total 21128 Municipal Services		\$1,376,487.00	\$1,254,576.05	\$121,910.95	91.1
001	21131	40130	001-1102-21131-300-952-40130-	Cable Franchise Excise Tax Rev	R	-\$299,000.00	-\$215,620.41	-\$83,379.59	72.1
001	21131	40500	001-1102-21131-300-952-40500-	Investment Income Revenue	R	-\$700.00	\$0.00	-\$700.00	0.0
001	21131	60102	001-1102-21131-300-952-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$83,165.04	\$64,540.61	\$18,624.43	77.6
001	21131	60105	001-1102-21131-300-952-60105-	F-T Employee Wage Exp	E	\$70,198.56	\$53,812.64	\$16,385.92	76.7
001	21131	60106	001-1102-21131-300-952-60106-	P-T Employee Wage Exp	E	\$11,347.50	\$3,131.94	\$8,215.56	27.6
001	21131	60306	001-1102-21131-300-952-60306-	Other Prof/Consult Svcs Exp	E	\$72,000.00	\$54,000.00	\$18,000.00	75.0
001	21131	60320	001-1102-21131-300-952-60320-	Advertising	E	\$5,600.00	\$2,809.06	\$2,790.94	50.2
001	21131	60400	001-1102-21131-300-952-60400-	Electricity Expense	E	\$1,920.00	\$0.00	\$1,920.00	0.0
001	21131	60401	001-1102-21131-300-952-60401-	Water Expense	E	\$440.00	\$313.85	\$126.15	71.3
001	21131	60402	001-1102-21131-300-952-60402-	Phone/Celular/Paging Exp	E	\$3,120.00	\$1,551.62	\$1,568.38	49.7
001	21131	60404	001-1102-21131-300-952-60404-	Sewer User Fee Expense	E	\$140.00	\$398.73	-\$258.73	284.8
001	21131	60405	001-1102-21131-300-952-60405-	Heating Fuel Expense	E	\$6,465.00	\$6,929.60	-\$464.60	107.2
001	21131	60406	001-1102-21131-300-952-60406-	Fiber/Internet Expense	E	\$960.00	\$650.00	\$310.00	67.7
001	21131	60450	001-1102-21131-300-952-60450-	Building Repair/Maint Exp	E	\$5,000.00	\$1,833.48	\$3,166.52	36.7
001	21131	60500	001-1102-21131-300-952-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$100.00	\$42.91	\$57.09	42.9
001	21131	60501	001-1102-21131-300-952-60501-	Operating Supp/Eqt Non-Cap	E	\$5,080.00	\$745.34	\$4,334.66	14.7
001	21131	60509	001-1102-21131-300-952-60509-	Cleaning Supplies Expense	E	\$100.00	\$0.00	\$100.00	0.0
	21131			Total 21131 Communications		-\$34,063.90	-\$24,860.63	-\$9,203.27	73.0
001	21141	60101	001-1141-21141-300-953-60101-	Dept Manager Salary Exp	E	\$128,172.28	\$100,981.46	\$27,190.82	78.8
001	21141	60102	001-1141-21141-300-953-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$219,202.90	\$164,717.31	\$54,485.59	75.1
001	21141	60105	001-1141-21141-300-953-60105-	F-T Employee Wage Exp	E	\$3,775,763.18	\$2,789,316.26	\$986,446.92	73.9
001	21141	60107	001-1141-21141-300-953-60107-	Temp Employee Wage Exp	E	\$70,000.00	\$27,221.65	\$42,778.35	38.9
001	21141	60111	001-1141-21141-300-953-60111-	Overtime Wage Expense	E	\$565,168.00	\$477,451.40	\$87,716.60	84.5
001	21141	60112	001-1141-21141-300-953-60112-	Extra Holiday Pay Exp	E	\$139,159.00	\$105,628.20	\$33,530.80	75.9
001	21141	60121	001-1141-21141-300-953-60121-	Annual Stipend Pay Expense	E	\$6,000.00	\$38,750.00	-\$32,750.00	645.8
001	21141	60230	001-1141-21141-300-953-60230-	Clothing Allowance Expense	E	\$132,645.00	\$63,143.91	\$11,633.09	91.2
001	21141	60251	001-1141-21141-300-953-60251-	Conferences/Training Expense	E	\$112,500.00	\$89,510.62	\$22,989.38	79.6
001	21141	60252	001-1141-21141-300-953-60252-	Travel/Mileage Expense	E	\$1,000.00	\$1,030.64	-\$30.64	103.1

001	21141	60253	001-1141-21141-300-953-60253-	Food/Lodging Expense	E	\$4,200.00	\$4,936.20	-\$736.20	117.5
001	21141	60256	001-1141-21141-300-953-60256-	Dues/Memberships Expense	E	\$4,427.00	\$1,574.99	\$1,852.01	58.2
001	21141	60258	001-1141-21141-300-953-60258-	Hiring Costs/EE Testing Exp	E	\$11,375.00	\$6,422.07	\$4,952.93	56.5
001	21141	60310	001-1141-21141-300-953-60310-	Service Contracts Expense	E	\$77,998.00	\$54,651.37	\$18,696.05	76.0
001	21141	60325	001-1141-21141-300-953-60325-	Postage/Shipping Expense	E	\$400.00	\$260.82	\$139.18	65.2
001	21141	60400	001-1141-21141-300-953-60400-	Electricity Expense	E	\$20,000.00	\$710.10	\$19,289.90	3.6
001	21141	60401	001-1141-21141-300-953-60401-	Water Expense	E	\$3,350.00	\$2,312.70	\$1,037.30	69.0
001	21141	60402	001-1141-21141-300-953-60402-	Phone/Celular/Paging Exp	E	\$16,000.00	\$7,721.46	\$8,278.54	48.3
001	21141	60404	001-1141-21141-300-953-60404-	Sewer User Fee Expense	E	\$3,000.00	\$3,892.29	-\$892.29	129.7
001	21141	60405	001-1141-21141-300-953-60405-	Heating Fuel Expense	E	\$22,000.00	\$18,259.59	\$3,740.41	83.0
001	21141	60410	001-1141-21141-300-953-60410-	Diesel Fuel Expense	E	\$31,999.95	\$18,524.47	\$13,475.48	57.9
001	21141	60411	001-1141-21141-300-953-60411-	Gasoline Expense	E	\$11,819.00	\$6,374.70	\$5,444.30	53.9
001	21141	60450	001-1141-21141-300-953-60450-	Building Repair/Maint Exp	E	\$50,517.00	\$28,918.74	\$20,274.26	59.9
001	21141	60452	001-1141-21141-300-953-60452-	Operating Equip Repair Exp	E	\$101,579.00	\$47,839.63	\$54,297.99	46.5
001	21141	60453	001-1141-21141-300-953-60453-	Vehicle Repair/Tires/Oil Exp	E	\$111,025.00	\$95,015.09	\$16,009.91	85.6
001	21141	60461	001-1141-21141-300-953-60461-	Repair/Maint-CommunsEquip	E	\$25,831.00	\$1,321.06	\$24,509.94	5.1
001	21141	60465	001-1141-21141-300-953-60465-	Fire Boat Repair/Maint	E	\$3,500.00	\$1,489.77	\$2,010.23	42.6
001	21141	60500	001-1141-21141-300-953-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$5,900.00	\$5,389.16	\$510.84	91.3
001	21141	60501	001-1141-21141-300-953-60501-	Operating Supp/Eqt Non-Cap	E	\$9,480.00	\$7,375.13	\$2,104.87	77.8
001	21141	60508	001-1141-21141-300-953-60508-	Ambulance Supplies Non-Capital	E	\$68,790.00	\$50,290.15	\$14,759.62	78.5
001	21141	60509	001-1141-21141-300-953-60509-	Cleaning Supplies Expense	E	\$4,600.00	\$2,932.06	\$1,667.94	63.7
	21141			Total 21141 Fire Dept.		\$5,737,401.31	\$4,223,963.00	\$1,445,414.12	73.6
001	21142	60230	001-1141-21142-300-953-60230-	Clothing Allowance Expense	E	\$3,000.00	\$0.00	\$3,000.00	0.0
001	21142	60400	001-1141-21142-300-953-60400-	Electricity Expense	E	\$1,500.00	\$0.00	\$1,500.00	0.0
001	21142	60401	001-1141-21142-300-953-60401-	Water Expense	E	\$200.00	\$198.23	\$1.77	99.1
001	21142	60402	001-1141-21142-300-953-60402-	Phone/Celular/Paging Exp	E	\$340.00	\$0.00	\$340.00	0.0
001	21142	60405	001-1141-21142-300-953-60405-	Heating Fuel Expense	E	\$3,700.00	\$3,565.76	\$134.24	96.4
	21142			Total 21142 Biddeford Pool Fire Dep		\$8,740.00	\$3,763.99	\$4,976.01	43.1
001	21144	60101	001-1110-21144-300-953-60101-	Dept Manager Salary Exp	E	\$11,592.58	\$6,340.23	\$5,252.35	54.7
001	21144	60230	001-1110-21144-300-953-60230-	Clothing Allowance Expense	E	\$250.00	\$0.00	\$250.00	0.0
001	21144	60402	001-1110-21144-300-953-60402-	Phone/Celular/Paging Exp	E	\$580.00	\$0.00	\$580.00	0.0
	21144			Total 21144 Emergency Management		\$12,422.58	\$6,340.23	\$6,082.35	51.0
001	21145	60335	001-1141-21145-300-953-60335-	Hydrant Rental Expense	E	\$733,685.84	\$663,951.93	\$69,733.91	90.5
	21145			Total 21145 Hydrant Rental		\$733,685.84	\$663,951.93	\$69,733.91	90.5
001	21146	60101	001-1146-21146-300-953-60101-	Dept Manager Salary Exp	E	\$143,654.40	\$118,424.53	\$25,229.87	82.4
001	21146	60102	001-1146-21146-300-953-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$120,456.72	\$63,062.01	\$57,394.71	52.4
001	21146	60105	001-1146-21146-300-953-60105-	F-T Employee Wage Exp	E	\$4,326,352.70	\$2,953,679.29	\$1,372,673.41	68.3
001	21146	60106	001-1146-21146-300-953-60106-	P-T Employee Wage Exp	E	\$0.00	\$65,528.61	-\$65,528.61	100.0
001	21146	60107	001-1146-21146-300-953-60107-	Temp Employee Wage Exp	E	\$32,407.85	\$263.70	\$32,144.15	0.8
001	21146	60111	001-1146-21146-300-953-60111-	Overtime Wage Expense	E	\$329,105.45	\$353,259.78	-\$24,154.33	107.3
001	21146	60112	001-1146-21146-300-953-60112-	Extra Holiday Pay Exp	E	\$83,532.15	\$74,349.48	\$9,182.67	89.0
001	21146	60127	001-1146-21146-300-953-60127-	Health Club Dues	E	\$960.00	\$0.00	\$960.00	0.0
001	21146	60230	001-1146-21146-300-953-60230-	Clothing Allowance Expense	E	\$74,800.00	\$29,109.55	\$45,690.45	38.9
001	21146	60251	001-1146-21146-300-953-60251-	Conferences/Training Expense	E	\$30,000.00	\$26,023.80	\$3,976.20	86.7
001	21146	60252	001-1146-21146-300-953-60252-	Travel/Mileage Expense	E	\$6,900.00	\$3,418.30	\$3,481.70	49.5
001	21146	60253	001-1146-21146-300-953-60253-	Food/Lodging Expense	E	\$8,250.00	\$15,492.18	-\$7,242.18	187.8
001	21146	60256	001-1146-21146-300-953-60256-	Dues/Memberships Expense	E	\$1,980.00	\$1,000.00	\$980.00	50.5
001	21146	60257	001-1146-21146-300-953-60257-	Professional License Fees Exp	E	\$7,645.00	\$5,790.00	\$1,855.00	75.7
001	21146	60306	001-1146-21146-300-953-60306-	Other Prof/Consult Srvs Exp	E	\$16,400.00	\$6,075.00	\$10,325.00	37.0
001	21146	60310	001-1146-21146-300-953-60310-	Service Contracts Expense	E	\$0.00	\$722.51	-\$722.51	100.0
001	21146	60325	001-1146-21146-300-953-60325-	Postage/Shipping Expense	E	\$200.00	\$460.84	-\$260.84	230.4
001	21146	60330	001-1146-21146-300-953-60330-	Equipment Rent/Lease Exp	E	\$9,886.00	\$0.00	\$9,886.00	0.0
001	21146	60400	001-1146-21146-300-953-60400-	Electricity Expense	E	\$65,208.00	\$63,453.17	\$1,754.83	97.3
001	21146	60401	001-1146-21146-300-953-60401-	Water Expense	E	\$1,000.00	\$950.79	\$49.21	95.1
001	21146	60404	001-1146-21146-300-953-60404-	Sewer User Fee Expense	E	\$800.00	\$879.52	-\$79.52	109.9
001	21146	60405	001-1146-21146-300-953-60405-	Heating Fuel Expense	E	\$8,000.00	\$7,509.77	\$490.23	93.9
001	21146	60411	001-1146-21146-300-953-60411-	Gasoline Expense	E	\$65,550.00	\$36,773.23	\$28,776.77	56.1
001	21146	60450	001-1146-21146-300-953-60450-	Building Repair/Maint Exp	E	\$20,000.00	\$12,619.53	\$7,380.47	63.1
001	21146	60452	001-1146-21146-300-953-60452-	Operating Equip Repair Exp	E	\$13,736.00	\$3,720.15	\$10,015.85	27.1
001	21146	60453	001-1146-21146-300-953-60453-	Vehicle Repair/Tires/Oil Exp	E	\$90,000.00	\$49,297.73	\$40,702.27	54.8
001	21146	60500	001-1146-21146-300-953-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$3,500.00	\$3,059.70	\$440.30	87.4
001	21146	60501	001-1146-21146-300-953-60501-	Operating Supp/Eqt Non-Cap	E	\$113,077.00	\$105,735.45	\$7,341.55	93.5
001	21146	60502	001-1146-21146-300-953-60502-	Printing & Copying Expense	E	\$4,500.00	\$4,708.51	-\$208.51	104.6
001	21146	60509	001-1146-21146-300-953-60509-	Cleaning Supplies Expense	E	\$7,300.00	\$6,080.86	\$1,219.14	83.3
001	21146	60603	001-1146-21146-300-953-60603-	Vehicles Purchase Capital	E	\$100,000.00	\$72,572.00	\$27,428.00	72.6
	21146			Total 21146 Police Dept.		\$5,685,201.27	\$4,084,019.99	\$1,601,181.28	71.8
001	21147	60105	001-1146-21147-300-953-60105-	F-T Employee Wage Exp	E	\$493,719.97	\$381,990.32	\$111,729.65	77.4
001	21147	60111	001-1146-21147-300-953-60111-	Overtime Wage Expense	E	\$50,000.00	\$35,975.49	\$14,024.51	72.0
001	21147	60112	001-1146-21147-300-953-60112-	Extra Holiday Pay Exp	E	\$11,503.01	\$4,055.52	\$7,447.49	35.3
001	21147	60124	001-1146-21147-300-953-60124-	PD On Call	E	\$0.00	\$4,000.00	-\$4,000.00	100.0
001	21147	60230	001-1146-21147-300-953-60230-	Clothing Allowance Expense	E	\$4,200.00	\$937.95	\$3,262.05	22.3
001	21147	60251	001-1146-21147-300-953-60251-	Conferences/Training Expense	E	\$4,400.00	\$1,244.00	\$3,156.00	28.3
001	21147	60256	001-1146-21147-300-953-60256-	Dues/Memberships Expense	E	\$400.00	\$410.00	-\$10.00	102.5
001	21147	60500	001-1146-21147-300-953-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$500.00	\$113.17	\$386.83	22.6
001	21147	60501	001-1146-21147-300-953-60501-	Operating Supp/Eqt Non-Cap	E	\$16,469.00	\$6,621.72	\$9,847.28	40.2
	21147			Total 21147 Police Investigative Se		\$581,191.98	\$435,348.17	\$145,843.81	74.9
001	21148	60102	001-1146-21148-300-953-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$101,936.16	\$83,941.50	\$17,994.66	82.3
001	21148	60105	001-1146-21148-300-953-60105-	F-T Employee Wage Exp	E	\$1,248,477.84	\$955,785.14	\$292,692.70	76.6
001	21148	60106	001-1146-21148-300-953-60106-	P-T Employee Wage Exp	E	\$32,473.00	\$41,969.27	-\$9,496.27	129.2
001	21148	60111	001-1146-21148-300-953-60111-	Overtime Wage Expense	E	\$132,692.03	\$88,178.50	\$44,513.53	66.5
001	21148	60112	001-1146-21148-300-953-60112-	Extra Holiday Pay Exp	E	\$51,740.00	\$29,537.92	\$22,202.08	57.1
001	21148	60251	001-1146-21148-300-953-60251-	Conferences/Training Expense	E	\$3,160.00	\$1,124.00	\$2,036.00	35.6
001	21148	60252	001-1146-21148-300-953-60252-	Travel/Mileage Expense	E	\$3,000.00	\$79.86	\$2,920.14	2.7
001	21148	60310	001-1146-21148-300-953-60310-	Service Contracts Expense	E	\$117,907.58	\$99,786.75	\$18,120.83	84.6
001	21148	60317	001-1146-21148-300-953-60317-	Translation Expense	E	\$5,800.00	\$1,943.15	\$3,856.85	33.5
001	21148	60330	001-1146-21148-300-953-60330-	Equipment Rent/Lease Exp	E	\$0.00	\$240.00	-\$240.00	100.0
001	21148	60400	001-1146-21148-300-953-60400-	Electricity Expense	E	\$8,000.00	\$8,056.93	-\$56.93	100.7
001	21148	60402	001-1146-21148-300-953-60402-	Phone/Celular/Paging Exp	E	\$40,000.00	\$27,014.12	\$12,985.88	67.5

001	21148	60452	001-1146-21148-300-953-60452-	Operating Equip Repair Exp	E	\$3,000.00	\$1,242.20	\$1,757.80	41.4
001	21148	60500	001-1146-21148-300-953-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$1,000.00	\$56.60	\$943.40	5.7
001	21148	60501	001-1146-21148-300-953-60501-	Operating Supp/Eqt Non-Cap	E	\$4,000.00	\$1,632.51	\$2,367.49	40.8
	21148			Total 21148 Police Communications		\$1,753,186.61	\$1,340,588.45	\$412,598.16	76.5
001	21149	60105	001-1146-21149-300-953-60105-	F-T Employee Wage Exp	E	\$51,239.52	\$56,980.25	-\$5,740.73	111.2
001	21149	60111	001-1146-21149-300-953-60111-	Overtime Wage Expense	E	\$550.00	\$426.49	\$123.51	77.5
001	21149	60230	001-1146-21149-300-953-60230-	Clothing Allowance Expense	E	\$750.00	\$157.90	\$592.10	21.1
001	21149	60310	001-1146-21149-300-953-60310-	Service Contracts Expense	E	\$32,925.00	\$16,462.96	\$16,462.04	50.0
001	21149	60402	001-1146-21149-300-953-60402-	Phone/Celular/Paging Exp	E	\$500.00	\$60.00	\$440.00	12.0
001	21149	60411	001-1146-21149-300-953-60411-	Gasoline Expense	E	\$875.00	\$967.39	-\$92.39	110.6
001	21149	60453	001-1146-21149-300-953-60453-	Vehicle Repair/Tires/Oil Exp	E	\$800.00	\$0.00	\$800.00	0.0
001	21149	60501	001-1146-21149-300-953-60501-	Operating Supp/Eqt Non-Cap	E	\$375.00	\$0.00	\$375.00	0.0
	21149			Total 21149 Animal Control Officer		\$88,014.52	\$75,054.99	\$12,959.53	85.3
001	21150	60400	001-1146-21150-300-953-60400-	Electricity Expense	E	\$73,722.00	\$111,417.69	-\$37,695.69	151.1
001	21150	60452	001-1146-21150-300-953-60452-	Operating Equip Repair Exp	E	\$100,000.00	\$51,382.54	\$48,617.46	51.4
	21150			Total 21150 Street & Traffic Lights		\$173,722.00	\$162,800.23	\$10,921.77	93.7
001	21161	60101	001-1161-21161-300-954-60101-	Dept Manager Salary Exp	E	\$79,201.62	\$83,506.70	-\$4,305.08	105.4
001	21161	60102	001-1161-21161-300-954-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$281,178.01	\$353,636.82	-\$72,458.81	125.8
001	21161	60105	001-1161-21161-300-954-60105-	F-T Employee Wage Exp	E	\$873,473.04	\$494,234.32	\$379,238.72	56.6
001	21161	60111	001-1161-21161-300-954-60111-	Overtime Wage Expense	E	\$76,593.91	\$74,534.32	\$2,059.59	97.3
001	21161	60230	001-1161-21161-300-954-60230-	Clothing Allowance Expense	E	\$12,200.00	\$7,953.74	\$4,246.26	65.2
001	21161	60251	001-1161-21161-300-954-60251-	Conferences/Training Expense	E	\$6,000.00	\$4,774.85	\$1,225.15	79.6
001	21161	60252	001-1161-21161-300-954-60252-	Travel/Mileage Expense	E	\$4,750.00	\$3,906.22	\$843.78	82.2
001	21161	60256	001-1161-21161-300-954-60256-	Dues/Memberships Expense	E	\$735.00	\$0.00	\$735.00	0.0
001	21161	60310	001-1161-21161-300-954-60310-	Service Contracts Expense	E	\$11,000.00	\$10,192.25	\$807.75	92.7
001	21161	60325	001-1161-21161-300-954-60325-	Postage/Shipping Expense	E	\$190.00	\$92.62	\$97.38	48.7
001	21161	60400	001-1161-21161-300-954-60400-	Electricity Expense	E	\$25,184.53	\$24,390.80	\$793.73	96.8
001	21161	60401	001-1161-21161-300-954-60401-	Water Expense	E	\$5,127.00	\$4,940.90	\$186.10	96.4
001	21161	60402	001-1161-21161-300-954-60402-	Phone/Celular/Paging Exp	E	\$15,000.00	\$13,497.97	\$1,502.03	90.0
001	21161	60404	001-1161-21161-300-954-60404-	Sewer User Fee Expense	E	\$4,800.00	\$4,896.71	-\$96.71	102.0
001	21161	60405	001-1161-21161-300-954-60405-	Heating Fuel Expense	E	\$26,750.00	\$28,954.80	-\$2,204.80	108.2
001	21161	60411	001-1161-21161-300-954-60411-	Gasoline Expense	E	\$18,144.00	\$11,369.57	\$6,774.43	62.7
001	21161	60450	001-1161-21161-300-954-60450-	Building Repair/Maint Exp	E	\$13,500.00	\$12,430.76	\$1,069.24	92.1
001	21161	60452	001-1161-21161-300-954-60452-	Operating Equip Repair Exp	E	\$12,000.00	\$23,237.73	-\$11,237.73	193.6
001	21161	60453	001-1161-21161-300-954-60453-	Vehicle Repair/Tires/Oil Exp	E	\$14,000.00	\$18,635.74	-\$4,635.74	133.1
001	21161	60461	001-1161-21161-300-954-60461-	Repair/Maint-CommunsEquip	E	\$2,000.00	\$0.00	\$2,000.00	0.0
001	21161	60500	001-1161-21161-300-954-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$16,310.00	\$15,024.02	\$1,285.98	92.1
001	21161	60501	001-1161-21161-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$5,950.00	\$5,488.97	\$461.03	92.3
001	21161	60505	001-1161-21161-300-954-60505-	Construction Supplies	E	\$2,500.00	\$1,859.89	\$640.11	74.4
001	21161	60506	001-1161-21161-300-954-60506-	Equipment/Small Tools-Non-cap	E	\$20,500.00	\$11,013.26	\$9,486.74	53.7
001	21161	60509	001-1161-21161-300-954-60509-	Cleaning Supplies Expense	E	\$4,300.00	\$2,868.47	\$1,431.53	66.7
001	21161	60797	001-1161-21161-300-954-60797-	Miscellaneous Expense	E	\$1,225.00	\$214.35	\$1,010.65	17.5
	21161			Total 21161 PW Admin/Fleet Maint. E		\$1,532,612.11	\$1,211,655.78	\$320,956.33	79.1
001	21162	60105	001-1161-21162-300-954-60105-	F-T Employee Wage Exp	E	\$948,891.60	\$717,438.32	\$231,453.28	75.6
001	21162	60111	001-1161-21162-300-954-60111-	Overtime Wage Expense	E	\$115,000.00	\$102,056.84	\$12,943.16	88.7
001	21162	60230	001-1161-21162-300-954-60230-	Clothing Allowance Expense	E	\$18,050.00	\$10,945.44	\$7,104.56	60.6
001	21162	60312	001-1161-21162-300-954-60312-	Temporary Agency Help Exp	E	\$24,000.00	\$0.00	\$24,000.00	0.0
001	21162	60313	001-1161-21162-300-954-60313-	Construction Services Expense	E	\$28,000.00	\$23,927.46	\$4,072.54	85.5
001	21162	60346	001-1161-21162-300-954-60346-	Removal of Trees & Stumps	E	\$20,000.00	\$27,775.00	-\$7,775.00	138.9
001	21162	60410	001-1161-21162-300-954-60410-	Diesel Fuel Expense	E	\$81,139.00	\$53,234.16	\$27,904.84	65.6
001	21162	60411	001-1161-21162-300-954-60411-	Gasoline Expense	E	\$12,915.00	\$5,843.10	\$7,071.90	45.2
001	21162	60453	001-1161-21162-300-954-60453-	Vehicle Repair/Tires/Oil Exp	E	\$192,415.00	\$119,865.95	\$72,549.05	62.3
001	21162	60457	001-1161-21162-300-954-60457-	Road Maint/Improve Non-Cap	E	\$60,000.00	\$45,075.51	\$14,924.49	75.1
001	21162	60462	001-1161-21162-300-954-60462-	Road Painting Expense	E	\$111,888.00	\$113,168.37	-\$1,280.37	101.1
001	21162	60501	001-1161-21162-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$7,000.00	\$6,469.11	\$530.89	92.4
001	21162	60503	001-1161-21162-300-954-60503-	Road Salt Expense	E	\$275,000.00	\$264,516.20	\$10,483.80	96.2
001	21162	60505	001-1161-21162-300-954-60505-	Construction Supplies	E	\$22,500.00	\$18,319.33	\$4,180.67	81.4
001	21162	60506	001-1161-21162-300-954-60506-	Equipment/Small Tools-Non-cap	E	\$12,700.00	\$8,125.65	\$4,574.35	64.0
001	21162	60507	001-1161-21162-300-954-60507-	Street Signs Expense	E	\$21,000.00	\$18,420.31	\$2,579.69	87.7
	21162			Total 21162 Public Works Roads Main		\$1,950,498.60	\$1,535,180.75	\$415,317.85	78.7
001	21164	60102	001-1161-21164-300-954-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$73,523.28	\$68,368.12	\$5,155.16	93.0
001	21164	60105	001-1161-21164-300-954-60105-	F-T Employee Wage Exp	E	\$327,983.04	\$259,022.89	\$68,960.15	79.0
001	21164	60111	001-1161-21164-300-954-60111-	Overtime Wage Expense	E	\$32,500.00	\$27,610.79	\$4,889.21	85.0
001	21164	60230	001-1161-21164-300-954-60230-	Clothing Allowance Expense	E	\$6,650.00	\$4,169.91	\$2,480.09	62.7
001	21164	60311	001-1161-21164-300-954-60311-	Operations Contracts Expense	E	\$550,204.00	\$403,251.21	\$146,952.79	73.3
001	21164	60313	001-1161-21164-300-954-60313-	Construction Services Expense	E	\$4,500.00	\$3,102.61	\$1,397.39	68.9
001	21164	60340	001-1161-21164-300-954-60340-	Waste Tipping Fee Expense	E	\$388,988.00	\$347,918.67	\$41,069.33	89.4
001	21164	60341	001-1161-21164-300-954-60341-	Non-Burnable Disposal Exp	E	\$37,000.00	\$38,737.42	-\$1,737.42	104.7
001	21164	60345	001-1161-21164-300-954-60345-	Rodent Control Expense	E	\$1,100.00	\$0.00	\$1,100.00	0.0
001	21164	60410	001-1161-21164-300-954-60410-	Diesel Fuel Expense	E	\$48,338.00	\$46,367.35	\$1,970.65	95.9
001	21164	60412	001-1161-21164-300-954-60412-	Bottled Gas Expense	E	\$1,600.00	\$882.66	\$717.34	55.2
001	21164	60452	001-1161-21164-300-954-60452-	Operating Equip Repair Exp	E	\$5,500.00	\$2,423.94	\$3,076.06	44.1
001	21164	60453	001-1161-21164-300-954-60453-	Vehicle Repair/Tires/Oil Exp	E	\$41,600.00	\$121,419.41	-\$79,819.41	291.9
001	21164	60501	001-1161-21164-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$4,150.00	\$4,012.98	\$137.02	96.7
001	21164	60502	001-1161-21164-300-954-60502-	Printing & Copying Expense	E	\$6,500.00	\$1,286.50	\$5,213.50	19.8
001	21164	60506	001-1161-21164-300-954-60506-	Equipment/Small Tools-Non-cap	E	\$1,300.00	\$1,258.38	\$41.62	96.8
001	21164	60797	001-1161-21164-300-954-60797-	Miscellaneous Expense	E	\$10,350.00	\$5,063.31	\$5,286.69	48.9
	21164			Total 21164 Solid Waste Management		\$1,541,786.32	\$1,334,896.15	\$206,890.17	86.6
001	21165	60102	001-1161-21165-300-954-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$76,406.81	\$74,486.49	\$1,920.32	97.5
001	21165	60105	001-1161-21165-300-954-60105-	F-T Employee Wage Exp	E	\$278,977.68	\$237,037.25	\$41,940.43	85.0
001	21165	60106	001-1161-21165-300-954-60106-	P-T Employee Wage Exp	E	\$74,667.50	\$12,981.50	\$61,686.00	17.4
001	21165	60111	001-1161-21165-300-954-60111-	Overtime Wage Expense	E	\$26,300.00	\$25,644.02	\$655.98	97.5
001	21165	60230	001-1161-21165-300-954-60230-	Clothing Allowance Expense	E	\$6,450.00	\$5,878.33	\$571.67	91.1
001	21165	60313	001-1161-21165-300-954-60313-	Construction Services Expense	E	\$30,000.00	\$22,045.95	\$7,954.05	73.5
001	21165	60400	001-1161-21165-300-954-60400-	Electricity Expense	E	\$8,250.00	\$8,705.76	-\$455.76	105.5
001	21165	60401	001-1161-21165-300-954-60401-	Water Expense	E	\$10,500.00	\$17,361.72	-\$6,861.72	165.3
001	21165	60404	001-1161-21165-300-954-60404-	Sewer User Fee Expense	E	\$3,000.00	\$5,783.45	-\$2,783.45	192.8
001	21165	60410	001-1161-21165-300-954-60410-	Diesel Fuel Expense	E	\$8,000.00	\$5,767.92	\$2,232.08	72.1

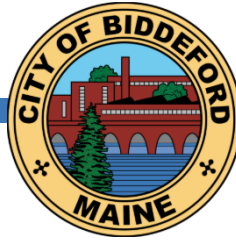
001	21165	60411	001-1161-21165-300-954-60411-	Gasoline Expense	E	\$11,373.00	\$4,141.78	\$7,231.22	36.4
001	21165	60450	001-1161-21165-300-954-60450-	Building Repair/Maint Exp	E	\$1,500.00	\$731.76	\$768.24	48.8
001	21165	60453	001-1161-21165-300-954-60453-	Vehicle Repair/Tires/Oil Exp	E	\$31,500.00	\$24,088.50	\$7,411.50	76.5
001	21165	60454	001-1161-21165-300-954-60454-	Grounds Maint/Improve Exp	E	\$47,910.00	\$36,138.85	\$11,771.15	75.4
001	21165	60500	001-1161-21165-300-954-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$2,425.00	\$1,239.37	\$1,185.63	51.1
001	21165	60501	001-1161-21165-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$1,400.00	\$1,330.00	\$70.00	95.0
001	21165	60505	001-1161-21165-300-954-60505-	Construction Supplies	E	\$4,550.00	\$2,258.67	\$2,291.33	49.6
001	21165	60506	001-1161-21165-300-954-60506-	Equipment/Small Tools-Non-cap	E	\$9,000.00	\$1,491.68	\$7,508.32	16.6
001	21165	60509	001-1161-21165-300-954-60509-	Cleaning Supplies Expense	E	\$2,000.00	\$876.01	\$1,123.99	43.8
	21165			Total 21165 Parks Maintenance		\$634,209.99	\$487,989.01	\$146,220.98	76.9
001	21166	60101	001-1161-21166-300-954-60101-	Dept Manager Salary Exp	E	\$4,015.00	\$4,014.00	\$1.00	100.0
001	21166	60107	001-1161-21166-300-954-60107-	Temp Employee Wage Exp	E	\$24,978.00	\$11,758.50	\$13,219.50	47.1
001	21166	60310	001-1161-21166-300-954-60310-	Service Contracts Expense	E	\$4,300.00	\$4,723.60	-\$423.60	109.9
001	21166	60400	001-1161-21166-300-954-60400-	Electricity Expense	E	\$400.00	\$597.84	-\$197.84	149.5
001	21166	60401	001-1161-21166-300-954-60401-	Water Expense	E	\$275.00	\$643.53	-\$368.53	234.0
001	21166	60402	001-1161-21166-300-954-60402-	Phone/Cellular/Paging Exp	E	\$324.00	\$224.00	\$100.00	69.1
001	21166	60410	001-1161-21166-300-954-60410-	Diesel Fuel Expense	E	\$346.00	\$90.27	\$255.73	26.1
001	21166	60411	001-1161-21166-300-954-60411-	Gasoline Expense	E	\$460.00	\$226.40	\$233.60	49.2
001	21166	60450	001-1161-21166-300-954-60450-	Building Repair/Maint Exp	E	\$375.00	\$0.00	\$375.00	0.0
001	21166	60452	001-1161-21166-300-954-60452-	Operating Equip Repair Exp	E	\$1,800.00	\$350.66	\$1,449.34	19.5
001	21166	60454	001-1161-21166-300-954-60454-	Grounds Maint/Improve Exp	E	\$900.00	\$0.00	\$900.00	0.0
001	21166	60457	001-1161-21166-300-954-60457-	Road Maint/Improve Non-Cap	E	\$5,000.00	\$4,811.36	\$188.64	96.2
001	21166	60501	001-1161-21166-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$125.00	\$112.97	\$12.03	90.4
001	21166	60506	001-1161-21166-300-954-60506-	Equipment/Small Tools-Non-cap	E	\$850.00	\$612.74	\$237.26	72.1
	21166			Total 21166 Cemetery		\$44,148.00	\$28,165.87	\$15,982.13	63.8
001	21167	60101	001-1161-21167-300-954-60101-	Dept Manager Salary Exp	E	\$118,890.72	\$92,265.51	\$26,625.21	77.6
001	21167	60102	001-1161-21167-300-954-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$0.00	\$13,528.50	-\$13,528.50	100.0
001	21167	60105	001-1161-21167-300-954-60105-	F-T Employee Wage Exp	E	\$121,034.05	\$99,766.36	\$21,267.69	82.4
001	21167	60230	001-1161-21167-300-954-60230-	Clothing Allowance Expense	E	\$800.00	\$338.85	\$461.15	42.4
001	21167	60251	001-1161-21167-300-954-60251-	Conferences/Training Expense	E	\$1,000.00	\$90.00	\$910.00	9.0
001	21167	60252	001-1161-21167-300-954-60252-	Travel/Mileage Expense	E	\$750.00	\$79.00	\$671.00	10.5
001	21167	60256	001-1161-21167-300-954-60256-	Dues/Memberships Expense	E	\$325.00	\$0.00	\$325.00	0.0
001	21167	60257	001-1161-21167-300-954-60257-	Professional License Fees Exp	E	\$800.00	\$395.00	\$405.00	49.4
001	21167	60304	001-1161-21167-300-954-60304-	Registry of Deeds Fee Expense	E	\$100.00	\$0.00	\$100.00	0.0
001	21167	60306	001-1161-21167-300-954-60306-	Other Prof/Consult Srvs Exp	E	\$37,500.00	\$36,831.29	\$668.71	98.2
001	21167	60310	001-1161-21167-300-954-60310-	Service Contracts Expense	E	\$4,480.00	\$4,394.69	\$85.31	98.1
001	21167	60402	001-1161-21167-300-954-60402-	Phone/Cellular/Paging Exp	E	\$1,250.00	\$1,250.00	\$0.00	100.0
001	21167	60411	001-1161-21167-300-954-60411-	Gasoline Expense	E	\$400.00	\$309.84	\$90.16	77.5
001	21167	60452	001-1161-21167-300-954-60452-	Operating Equip Repair Exp	E	\$875.00	\$0.00	\$875.00	0.0
001	21167	60453	001-1161-21167-300-954-60453-	Vehicle Repair/Tires/Oil Exp	E	\$500.00	\$52.50	\$447.50	10.5
001	21167	60500	001-1161-21167-300-954-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$1,300.00	\$280.53	\$1,019.47	21.6
001	21167	60501	001-1161-21167-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$2,000.00	\$436.80	\$1,563.20	21.8
001	21167	60502	001-1161-21167-300-954-60502-	Printing & Copying Expense	E	\$150.00	\$70.00	\$80.00	46.7
001	21167	60797	001-1161-21167-300-954-60797-	Miscellaneous Expense	E	\$56,000.00	\$23,064.26	\$32,935.74	41.2
	21167			Total 21167 Engineering		\$348,154.77	\$273,153.13	\$75,001.64	78.5
001	21168	60102	001-1161-21168-300-954-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$78,989.04	\$62,873.48	\$16,115.56	79.6
001	21168	60251	001-1161-21168-300-954-60251-	Conferences/Training Expense	E	\$800.00	\$450.00	\$350.00	56.3
001	21168	60252	001-1161-21168-300-954-60252-	Travel/Mileage Expense	E	\$170.00	\$0.00	\$170.00	0.0
001	21168	60256	001-1161-21168-300-954-60256-	Dues/Memberships Expense	E	\$250.00	\$0.00	\$250.00	0.0
001	21168	60257	001-1161-21168-300-954-60257-	Professional License Fees Exp	E	\$275.00	\$550.00	-\$275.00	200.0
001	21168	60306	001-1161-21168-300-954-60306-	Other Prof/Consult Srvs Exp	E	\$320.00	\$320.00	\$0.00	100.0
001	21168	60500	001-1161-21168-300-954-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$75.00	\$946.79	-\$871.79	1,262.4
001	21168	60501	001-1161-21168-300-954-60501-	Operating Supp/Eqt Non-Cap	E	\$1,020.00	\$0.00	\$1,020.00	0.0
	21168			Total 21168 GIS Division		\$81,899.04	\$65,140.27	\$16,758.77	79.5
001	21179	60129	001-1106-21179-300-951-60129-	Insurance Buyout Pay	E	\$37,810.00	\$53,539.20	-\$15,729.20	141.6
001	21179	60201	001-1106-21179-300-951-60201-	FICA/Medicare-ER Share Exp	E	\$1,578,448.24	\$935,602.67	\$642,845.57	59.3
001	21179	60202	001-1106-21179-300-951-60202-	MPERS-Employer Share Exp	E	\$1,635,611.91	\$1,216,971.89	\$418,640.02	74.4
001	21179	60203	001-1106-21179-300-951-60203-	457 Plan-Employer Share Exp	E	\$182,328.56	\$88,497.03	\$93,831.53	48.5
001	21179	60210	001-1106-21179-300-951-60210-	HPHC Ins Employer Share Exp	E	\$1,934,924.20	\$1,054,218.24	\$880,705.96	54.5
001	21179	60211	001-1106-21179-300-951-60211-	NEBT Ins Employer Share Exp	E	\$2,522,962.79	\$1,008,093.05	\$1,514,869.74	40.0
001	21179	60212	001-1106-21179-300-951-60212-	S-T Disability ER Share Exp	E	\$7,209.91	\$14,315.60	-\$7,105.69	198.6
001	21179	60213	001-1106-21179-300-951-60213-	L-T Disability ER Share Exp	E	\$5,833.35	\$6,931.19	-\$1,097.84	118.8
001	21179	60217	001-1106-21179-300-951-60217-	RHSA Plan ER Share	E	\$187,828.88	\$112,591.78	\$75,237.10	59.9
001	21179	60218	001-1106-21179-300-951-60218-	College Reimbursement	E	\$24,600.00	\$30,746.93	-\$6,146.93	125.0
	21179			Total 21179 Fringe Benefits		\$8,117,557.84	\$4,521,507.58	\$3,596,050.26	55.7
001	21181	60749	001-1102-21181-300-955-60749-	County Tax Expense	E	\$1,808,299.13	\$1,819,371.00	-\$11,071.87	100.6
	21181			Total 21181 County Tax		\$1,808,299.13	\$1,819,371.00	-\$11,071.87	100.6
001	21185	60750	001-1106-21185-400-958-60750-	Bond Principal Expense	E	\$2,184,749.94	\$1,954,752.20	\$229,997.74	89.5
001	21185	60754	001-1106-21185-400-958-60754-	Lease Principal Expense	E	\$1,197,231.84	\$1,067,136.96	\$130,094.88	89.1
	21185			Total 21185 Debt Service - Principa		\$3,381,981.78	\$3,021,889.16	\$360,092.62	89.4
001	21186	60751	001-1106-21186-400-958-60751-	Bond Interest Expense	E	\$871,848.69	\$438,339.34	\$433,509.35	50.3
001	21186	60755	001-1106-21186-400-958-60755-	Lease Interest Expense	E	\$159,345.00	\$108,493.42	\$50,851.58	68.1
	21186			Total 21186 Debt Service - Interest		\$1,031,193.69	\$546,832.76	\$484,360.93	53.0
001	21199	60799	001-1106-21199-600-959-60799-	Transfers out to Other Funds	E	\$150,000.00	\$150,000.00	\$0.00	100.0
	21199			Total 21199 Transfers Out		\$150,000.00	\$150,000.00	\$0.00	100.0
001	21201	60900	001-1102-21201-500-951-60900-	CIP Budget Holding	E	\$0.00	\$0.00	\$0.00	0.0
001	21201	60907	001-1102-21201-500-951-60907-	IT Improvements	E	\$0.00	\$8,995.31	-\$8,995.31	100.0
	21201			Total 21201 CIP General Government		\$2,148,710.00	\$16,890.31	\$2,131,819.69	0.8
001	21203	60968	001-1102-21203-500-953-60968-	SCBA Bottles	E	\$0.00	\$12,143.00	-\$12,143.00	100.0
001	21203	60995	001-1102-21203-500-953-60995-	FD Equipment	E	\$0.00	\$44,851.02	-\$44,851.02	100.0
				Total 21203 CIP Public Safety		\$0.00	\$56,994.02	-\$56,994.02	100.0
001	21204	60602	001-1102-21204-500-954-60602-	14 Foot Mower Attachment	E	\$0.00	\$465,962.91	-\$465,962.91	100.0
001	21204	60603	001-1102-21204-500-954-60603-	Vehicles Purchase Capital	E	\$0.00	\$231,726.00	-\$231,726.00	100.0

001	21204	60900-422	001-1102-21204-500-954-60900-422	PW CIP-Vehicle Replace/Add	E	\$0.00	\$104,650.00	-\$104,650.00	100.0
001	21204	60906	001-1102-21204-500-954-60906-	PW Facility Repairs	E	\$0.00	\$25,564.40	-\$25,564.40	100.0
				Total 21204 CIP Public Works		\$0.00	\$827,903.31	-\$827,903.31	100.0
001	21210	40999	001-1102-24151-500-957-40999-	Use of Undesignated Fund Balan	R	-\$500,000.00	\$0.00	-\$500,000.00	0.0
	21210			Total 21210 Use of Prior Year F/B-C		-\$500,000.00	\$0.00	-\$500,000.00	0.0
001	21302	60107	001-1300-21302-300-956-60107-	Temp Employee Wage Exp	E	\$0.00	\$11,610.00	-\$11,610.00	100.0
				Total 21302 Crossing Guards		\$0.00	\$11,610.00	-\$11,610.00	100.0
001	24101	40100	001-4001-24101-998-971-40100-	Current Property Tax Revenue	R	-\$66,123,811.01	-\$66,642,395.17	-\$66,642,395.17	100.0
001	24101	40110	001-4001-24101-998-971-40110-	Tax Interest Revenue	R	-\$100,000.00	-\$84,801.00	-\$15,199.00	84.8
001	24101	40111	001-4001-24101-998-971-40111-	Tax Lien Costs Revenue	R	-\$12,500.00	-\$12,258.62	-\$241.38	98.1
001	24101	40112	001-4001-24101-998-971-40112-	Quit Claim Fee Revenue	R	-\$1,500.00	\$0.00	-\$1,500.00	0.0
001	24101	40115	001-4001-24101-998-971-40115-	Payments in Lieu of Taxes Rev	R	-\$195,000.00	-\$187,648.36	-\$7,351.64	96.2
001	24101	40406	001-4001-24101-998-971-40406-	State Vets Tax Reimburse Rev	R	-\$19,300.00	-\$15,262.00	-\$4,038.00	79.1
001	24101	40408	001-4001-24101-998-971-40408-	State Tree Growth Assess Rev	R	-\$25,000.00	-\$38,311.50	\$13,311.50	153.2
	24101			Total 24101 Property Taxes		-\$66,477,111.01	-\$66,980,676.65	-\$66,657,413.69	87.3
001	24102	40120	001-4002-24101-998-972-40120-	Motor Vehicle Excise Tax Rev	R	-\$4,100,000.00	-\$3,848,107.78	-\$251,892.22	93.9
001	24102	40121	001-4002-24101-998-972-40121-	Boat Excise Tax Revenue	R	-\$17,500.00	-\$8,372.00	-\$9,128.00	47.8
	24102			Total 24102 Excise Taxes		-\$4,117,500.00	-\$3,856,479.78	-\$261,020.22	93.7
001	24110	40122	001-4004-24102-998-973-40122-	Snowmobile Registration Reimbu	R	-\$1,400.00	-\$1,138.64	-\$261.36	81.3
001	24110	40263	001-4004-24102-998-973-40263-	Motor Vehicle Reg Fee Rev	R	-\$84,000.00	-\$69,771.85	-\$14,228.15	83.1
001	24110	40264	001-4004-24102-998-973-40264-	IFW Registration Fee Rev	R	-\$2,900.00	-\$1,493.00	-\$1,407.00	51.5
	24110			Total 24110 Registration Fees		-\$88,300.00	-\$72,403.49	-\$15,896.51	82.0
001	24111	40200	001-5001-24102-998-951-40200-	Birth Certificate Fee Revenue	R	-\$20,000.00	-\$19,948.80	-\$51.20	99.7
001	24111	40201	001-5001-24102-998-951-40201-	Death Certificate Fee Revenue	R	-\$12,000.00	-\$10,494.40	-\$1,505.60	87.5
001	24111	40202	001-5001-24102-998-951-40202-	Burial Permit Revenue	R	-\$6,500.00	-\$1,936.00	-\$4,564.00	29.8
001	24111	40204	001-5001-24102-998-951-40204-	Marriage Certificate Fee Rev	R	-\$5,000.00	-\$5,921.60	\$921.60	118.4
001	24111	40205	001-5001-24102-998-951-40205-	Marriage License Revenue	R	-\$6,500.00	-\$5,238.00	-\$1,262.00	80.6
001	24111	40206	001-5001-24102-998-951-40206-	Resident Turkey License Rev	R	-\$30.00	-\$2.00	-\$28.00	6.7
001	24111	40207	001-5001-24102-998-951-40207-	Resident Fishing License Rev	R	-\$500.00	-\$78.00	-\$422.00	15.6
001	24111	40208	001-5001-24102-998-951-40208-	Massage Therapy License Revenue	R	-\$1,000.00	-\$1,700.00	\$700.00	170.0
001	24111	40209	001-5001-24102-998-951-40209-	Muzzle Loading License Rev	R	-\$15.00	-\$6.00	-\$9.00	40.0
001	24111	40210	001-5001-24102-998-951-40210-	Duplicate License-Combo Rev	R	-\$10.00	-\$2.00	-\$8.00	20.0
001	24111	40212	001-5001-24102-998-951-40212-	Coyote License Revenue	R	-\$10.00	-\$2.00	-\$8.00	20.0
001	24111	40213	001-5001-24102-998-951-40213-	Pheasant Stamp Fee Rev	R	-\$10.00	-\$4.00	-\$6.00	40.0
001	24111	40214	001-5001-24102-998-951-40214-	Duck Stamp Fee Revenue	R	-\$5.00	\$0.00	-\$5.00	0.0
001	24111	40215	001-5001-24102-998-951-40215-	Resident Hunting Lic Rev	R	-\$100.00	-\$27.00	-\$73.00	27.0
001	24111	40216	001-5001-24102-998-951-40216-	Junior Hunting Lic Rev	R	-\$10.00	-\$2.00	-\$8.00	20.0
001	24111	40217	001-5001-24102-998-951-40217-	Archery License Revenue	R	-\$100.00	-\$24.00	-\$76.00	24.0
001	24111	40218	001-5001-24102-998-951-40218-	Resident Combo Lic Rev	R	-\$250.00	-\$81.00	-\$169.00	32.4
001	24111	40220	001-5001-24102-998-951-40220-	Small Game License Rev	R	-\$5.00	\$0.00	-\$5.00	0.0
001	24111	40221	001-5001-24102-998-951-40221-	Bear License Revenue	R	-\$10.00	-\$6.00	-\$4.00	60.0
001	24111	40229	001-5001-24102-998-951-40229-	Victualers License Revenue	R	-\$12,000.00	-\$6,360.00	-\$5,640.00	53.0
001	24111	40230	001-5001-24102-998-951-40230-	Entertainment License Rev	R	-\$2,200.00	-\$750.00	-\$1,450.00	34.1
001	24111	40232	001-5001-24102-998-951-40232-	Garage/Service Sta Lic Rev	R	-\$1,500.00	-\$1,975.00	\$475.00	131.7
001	24111	40233	001-5001-24102-998-951-40233-	Vendor License Revenue	R	-\$300.00	-\$100.00	-\$200.00	33.3
001	24111	40234	001-5001-24102-998-951-40234-	Taxi License Revenue	R	-\$220.00	\$0.00	-\$220.00	0.0
001	24111	40237	001-5001-24102-998-951-40237-	Second Hand Dealer Lic Rev	R	-\$610.00	-\$400.00	-\$210.00	65.6
001	24111	40239	001-5001-24102-998-951-40239-	Research Revenue	R	-\$50.00	\$0.00	-\$50.00	0.0
001	24111	40258	001-5001-24102-998-951-40258-	Advertising Costs Revenue	R	-\$800.00	-\$600.00	-\$200.00	75.0
001	24111	40259	001-5001-24102-998-951-40259-	City Clerk Services Rev	R	-\$1,000.00	-\$1,253.35	\$253.35	125.3
001	24111	40260	001-5001-24102-998-951-40260-	Copies Revenue	R	-\$100.00	-\$36.00	-\$64.00	36.0
001	24111	40262	001-5001-24102-998-951-40262-	Returned Check Fee Rev	R	-\$700.00	-\$1,015.00	\$315.00	145.0
001	24111	40265	001-5001-24102-998-951-40265-	Building Permit Revenue	R	-\$800,000.00	-\$1,228,302.58	\$428,302.58	153.5
001	24111	40266	001-5001-24102-998-951-40266-	Electrical Permit Revenue	R	-\$80,000.00	-\$85,105.36	\$5,105.36	106.4
001	24111	40267	001-5001-24102-998-951-40267-	Plumbing Permit Revenue	R	-\$40,000.00	-\$43,539.00	\$3,539.00	108.8
001	24111	40268	001-5001-24102-998-951-40268-	Junk Yard Permit Revenue	R	-\$200.00	-\$75.00	-\$125.00	37.5
001	24111	40271	001-5001-24102-998-951-40271-	Code Violations Fine Revenue	R	-\$500.00	\$0.00	-\$500.00	0.0
001	24111	40273	001-5001-24102-998-951-40273-	ZBA Fee Revenue	R	-\$500.00	-\$300.00	-\$200.00	60.0
001	24111	40275	001-5001-24102-998-951-40275-	Plan Bd Admin Fee Rev	R	-\$3,000.00	-\$4,699.10	\$1,699.10	156.6
001	24111	40277	001-5001-24102-998-951-40277-	Plan Bd Minor Subdivision Rev	R	-\$4,520.00	-\$10,875.00	\$6,355.00	240.6
001	24111	40278	001-5001-24102-998-951-40278-	Plan Bd Major Subdivision Rev	R	-\$25,000.00	\$0.00	-\$25,000.00	0.0
001	24111	40279	001-5001-24102-998-951-40279-	Plan Bd Site Review Rev	R	-\$20,000.00	-\$23,436.00	\$3,436.00	117.2
001	24111	40285	001-5001-24102-998-951-40285-	Plan Bd Cond Use/Oth1 Rev	R	-\$2,000.00	-\$2,400.00	\$400.00	120.0
001	24111	40288	001-5001-24102-998-951-40288-	Plan Bd Cont/Cond Zone1 Rev	R	-\$2,750.00	\$0.00	-\$2,750.00	0.0
001	24111	40294	001-5001-24102-998-951-40294-	Plan Bd Shoreland Zone Rev	R	-\$10,000.00	-\$4,140.00	-\$5,860.00	41.4
001	24111	40310	001-5001-24102-998-951-40310-	Sole Proprietor Filing Fee Rv	R	-\$160.00	-\$180.00	\$20.00	112.5
001	24111	40317	001-5001-24102-998-951-40317-	Code Permit Application Fee Rv	R	-\$27,500.00	-\$27,080.00	-\$420.00	98.5
001	24111	40318	001-5001-24102-998-951-40318-	Historic Preservation App Fee	R	-\$3,000.00	-\$1,100.00	-\$1,900.00	36.7
001	24111	40319	001-5001-24102-998-951-40319-	Special Event Permit Fees	R	-\$153,450.00	-\$1,200.00	-\$152,250.00	0.8
001	24111	40320	001-5001-24102-998-951-40320-	Accessory Dwelling Fee	R	-\$800.00	-\$400.00	-\$400.00	50.0
001	24111	40321	001-5001-24102-998-951-40321-	Inspection Program Revenue	R	-\$100,000.00	\$25.00	-\$100,025.00	0.0
001	24111	40324	001-5001-24102-998-951-40324-	Cannabis Business License	R	-\$50,000.00	-\$50,500.00	\$500.00	101.0
001	24111	40325	001-5001-24102-998-951-40325-	Solicitation License	R	\$0.00	-\$80.00	\$80.00	100.0
001	24111	40327	001-5001-24102-998-951-40327-	Vacant Buildings	R	\$0.00	-\$5,100.00	\$5,100.00	100.0
001	24111	40556	001-5001-24102-998-951-40556-	Copies Sold Revenue	R	-\$100.00	-\$21.00	-\$79.00	21.0
	24111			Total 24111 Gen Govt Licenses, Perm		-\$1,395,015.00	-\$1,546,470.19	\$151,455.19	110.9
001	24112	40600	001-5002-24102-998-952-40600-	Rental AT&T Cell ME Site Rev	R	-\$33,891.00	-\$30,791.31	-\$3,099.69	90.9
001	24112	40601	001-5002-24102-998-952-40601-	Rental Verizon Cell ME Site Rv	R	-\$18,742.75	-\$19,239.11	\$496.36	102.6
001	24112	40602	001-5002-24102-998-952-40602-	Rental City Theater Revenue	R	-\$960.00	\$0.00	\$0.00	100.0
001	24112	40605	001-5002-24102-998-952-40605-	Rental US Cellular ME Site Rev	R	-\$43,442.10	-\$37,062.18	-\$6,379.92	85.3
001	24112	40638	001-5002-24102-998-952-40638-	Rental T-Mobile Cell ME Site R	R	-\$32,864.00	\$0.00	-\$32,864.00	0.0
	24112			Total 24112 Pub Svcs Licenses, Per		-\$129,899.85	-\$88,052.60	-\$41,847.25	67.8
001	24113	40297	001-5003-24102-998-953-40297-	False Alarm Fee Revenue	R	-\$30,000.00	-\$37,340.00	\$7,340.00	124.5
001	24113	40298	001-5003-24102-998-953-40298-	Ordinance Fines Revenue	R	-\$1,000.00	-\$414.00	-\$586.00	41.4
001	24113	40299	001-5003-24102-998-953-40299-	Animal Cntrl Collections Rev	R	-\$2,500.00	-\$250.00	-\$2,250.00	10.0
001	24113	40300	001-5003-24102-998-953-40300-	Police Reports Revenue	R	-\$5,000.00	-\$5,337.50	\$337.50	106.8

001	24113	40307	001-5003-24102-998-953-40307-	Court Ordered Restitution Rev	R	\$0.00	-\$475.00	\$475.00	100.0
001	24113	40309	001-5003-24102-998-953-40309-	Blasting Permit Fee Revenue	R	-\$685.09	-\$800.00	\$114.91	116.8
001	24113	40316	001-5003-24102-998-953-40316-	Parking Fines Revenue	R	-\$25,000.00	-\$69,845.42	\$44,845.42	279.4
001	24113	40460	001-5003-24102-998-953-40460-	PSAP Service Fees	R	-\$378,232.00	-\$378,233.75	\$1.75	100.0
001	24113	40463	001-5003-24102-998-953-40463-	Police Grants	R	-\$20,000.00	-\$29,589.62	\$9,589.62	147.9
001	24113	40630	001-5003-24102-998-953-40630-	Rental Verizon Cell Site	R	-\$20,988.00	-\$9,782.65	-\$11,205.35	46.6
	24113			Total 24113 Pub Safety Licenses, Pe		-\$483,405.09	-\$532,067.94	\$48,662.85	110.1
001	24114	40223	001-5004-24102-998-954-40223-	Cemetery Fee Revenue	R	-\$10,000.00	-\$3,650.00	-\$6,350.00	36.5
001	24114	40231	001-5004-24102-998-954-40231-	Septic Sludge Permit Rev	R	-\$100.00	\$0.00	-\$100.00	0.0
001	24114	40235	001-5004-24102-998-954-40235-	Solid Waste Annual Fee Rev	R	-\$3,000.00	\$0.00	-\$3,000.00	0.0
001	24114	40302	001-5004-24102-998-954-40302-	Street Opening Permit Rev	R	-\$22,525.00	-\$27,314.07	\$4,789.07	121.3
001	24114	40303	001-5004-24102-998-954-40303-	Recycling Revenue	R	-\$66,000.00	-\$82,330.16	\$16,330.16	124.7
001	24114	40304	001-5004-24102-998-954-40304-	Solid Waste Bag Sales Revenue	R	-\$100,000.00	-\$74,554.33	-\$25,445.67	74.6
001	24114	40322	001-5004-24102-998-954-40322-	Large Bin Sales Revenue	R	-\$27,500.00	-\$21,472.00	-\$6,028.00	78.1
001	24114	40700	001-5004-24102-998-954-40700-	Municipal Garage Labor Charge	R	-\$120,000.00	-\$70,202.50	-\$49,797.50	58.5
	24114			Total 24114 Pub Works Licenses, Per		-\$349,125.00	-\$279,523.06	-\$69,601.94	80.1
001	24120	40400	001-4006-24103-998-974-40400-	State Revenue Sharing Rev	R	-\$4,254,393.34	-\$3,302,386.92	-\$952,006.42	77.6
	24120			Total 24120 State Revenue Sharing		-\$4,254,393.34	-\$3,302,386.92	-\$952,006.42	77.6
001	24121	40401	001-4007-24103-998-975-40401-	State Homestead Exemption Rev	R	-\$799,402.07	-\$640,428.00	-\$158,974.07	80.1
	24121			Total 24121 State Homestead Exempti		-\$799,402.07	-\$640,428.00	-\$158,974.07	80.1
001	24122	40433	001-5001-24103-998-951-40433-	Fed Fish & Wildlife Rev Share	R	-\$7,000.00	\$0.00	-\$7,000.00	0.0
	24122			Total 24122 Gen Govt Intergovernmen		-\$7,000.00	\$0.00	-\$7,000.00	0.0
001	24123	40402	001-5002-24103-998-952-40402-	State G A Reimbursement Rev	R	-\$622,393.10	-\$348,968.90	-\$273,424.20	56.1
001	24123	40403	001-5002-24103-998-952-40403-	State DHS Assist Rev	R	\$0.00	-\$414.60	\$414.60	100.0
	24123			Total 24123 Pub Srvc Intergovernme		-\$622,393.10	-\$349,383.50	-\$273,009.60	56.1
001	24124	40410	001-5003-24103-998-953-40410-	State Witness Fees Rev	R	-\$2,500.00	-\$222.02	-\$2,277.98	8.9
	24124			Total 24124 Pub Safety Intergovernm		-\$2,500.00	-\$222.02	-\$2,277.98	8.9
001	24125	40404	001-5004-24103-998-954-40404-	State Road Assist Program Rev	R	-\$200,000.00	-\$333,858.00	\$133,858.00	166.9
001	24125	40450	001-5004-24103-998-954-40450-	School Bus Electric Reimb.	R	-\$25,000.00	-\$15,000.00	-\$10,000.00	60.0
	24125			Total 24125 Pub Works Intergovernme		-\$225,000.00	-\$348,858.00	\$123,858.00	155.0
001	24128	40405	001-4012-24103-998-976-40405-	State BETE Reimbursement Reven	R	-\$348,792.42	-\$408,472.00	\$59,679.58	117.1
	24128			Total 24128 State BETE Program Reim		-\$348,792.42	-\$408,472.00	\$59,679.58	117.1
001	24140	40500	001-4009-24104-998-978-40500-	Investment Income Revenue	R	-\$875,000.00	-\$168,411.16	-\$706,588.84	19.2
001	24140	40501	001-4009-24104-998-978-40501-	Interest on Notes Rec Rev	R	-\$16,500.00	-\$20,124.23	\$3,624.23	122.0
	24140			Total 24140 Investment Income		-\$891,500.00	-\$191,148.32	-\$700,351.68	21.4
001	24150	40127	001-5001-24105-998-951-40127-	Sale of City-Owned Prop Rev	R	\$0.00	-\$583,430.97	\$583,430.97	100.0
001	24150	40559	001-5001-24105-998-951-40559-	Miscellaneous Revenue	R	\$0.00	-\$155,829.61	\$155,829.61	100.0
	24150			Total 24150 Gen Govt Other		\$0.00	-\$739,260.58	\$739,260.58	100.0
001	24151	40562	001-5002-24105-998-952-40562-	Arena Debt Serv Reimburse Rev	R	-\$62,118.24	-\$67,337.66	\$5,219.42	108.4
	24151			Total 24151 Pub Srvc Other		-\$62,118.24	-\$67,337.66	\$5,219.42	108.4
001	24152	40559	001-5003-24105-998-953-40559-	Miscellaneous Revenue	R	-\$26,380.00	\$0.00	-\$26,380.00	0.0
	24152			Total 24152 Pub Safety Other		-\$26,380.00	\$0.00	-\$26,380.00	0.0
001	24153	40559	001-5004-24105-998-954-40559-	Miscellaneous Revenue	R	-\$2,300.00	-\$38,184.98	\$35,884.98	1,660.2
	24153			Total 24153 Pub Works Other		-\$2,300.00	-\$38,184.98	\$35,884.98	1,660.2
001	24199	40801	001-4099-24199-998-959-40801-	Transfer in from Other Funds	R	-\$2,412,817.95	-\$2,027,764.40	-\$385,053.55	84.0
	24199			Total 24199 Transfers In		-\$2,412,817.95	-\$2,027,764.40	-\$385,053.55	84.0
001	44444	33333	001-0000-11001-827-957-33333-	NON-REIMBURSABLE EXP	E	\$0.00	\$0.00	\$0.00	0.00
	44444			Total 44444 Encampment 2024		\$0.00	\$0.00	\$0.00	0.00
SEWER OPERATIONS									
601	35101	40250	601-6001-35101-994-997-40250-	Inflow & Infiltration Fee Rev	R	\$0.00	\$126,412.82	-\$126,412.82	100.0
				Total 40250 Inflow & Infiltration F		\$0.00	\$126,412.82	-\$126,412.82	100.0
601	35102	40245	601-6001-35102-994-997-40245-	Septic Sludge Disposal Fee Rev	R	\$0.00	-\$15.00	\$15.00	100.0
601	35102	40246	601-6001-35102-994-997-40246-	Sewer Inspection Fee Revenue	R	\$0.00	-\$15.00	\$15.00	100.0
601	35102	40249	601-6001-35102-994-997-40249-	Sewer User Fee Revenue	R	\$0.00	-\$390,038.83	\$390,038.83	100.0
601	35102	40253	601-6001-35102-994-997-40253-	Sewer Current Interest Rev	R	\$0.00	-\$17,448.11	\$17,448.11	100.0
601	35102	40256	601-6001-35102-994-997-40256-	Sewer Submeter Sales Rev	R	\$0.00	-\$199.46	\$199.46	100.0
601	35102	40503	601-6001-35102-994-997-40503-	New Sewer Permit	R	\$0.00	-\$656,128.78	\$656,128.78	100.0
601	35102	40801	601-6001-35102-994-997-40801-	General Fund Debt Subsidy	R	\$0.00	-\$150,000.00	\$150,000.00	100.0
601	35102	60102	601-6001-35102-994-997-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$88,529.78	\$28,664.50	\$59,865.28	32.4
601	35102	60105	601-6001-35102-994-997-60105-	F-T Employee Wage Exp	E	\$60,755.03	\$13,110.82	\$47,644.21	21.6
601	35102	60106	601-6001-35102-994-997-60106-	P-T Employee Wage Exp	E	\$79,315.62	\$25,443.25	\$53,872.37	32.1
601	35102	60201	601-6001-35102-994-997-60201-	FICA/Medicare-ER Share Exp	E	\$17,680.13	\$4,429.92	\$13,250.21	25.1
601	35102	60202	601-6001-35102-994-997-60202-	MPERS Employer Share Exp	E	\$21,180.95	\$355.04	\$20,825.91	1.7
601	35102	60203	601-6001-35102-994-997-60203-	457 Plan-Employer Share Exp	E	\$1,057.21	\$655.51	\$401.70	62.0
601	35102	60210	601-6001-35102-994-997-60210-	HPHC Ins Employer Share Exp	E	\$57,620.82	\$7,179.18	\$50,441.64	12.5
601	35102	60212	601-6001-35102-994-997-60212-	S-T Disability ER Share Exp	E	\$0.00	\$32.83	-\$32.83	100.0
601	35102	60217	601-6001-35102-994-997-60217-	RHSA Plan ER Share	E	\$2,979.60	\$141.75	\$2,837.85	4.8
601	35102	60251	601-6001-35102-994-997-60251-	Conferences/Training Expense	E	\$300.00	\$0.00	\$300.00	0.0
601	35102	60252	601-6001-35102-994-997-60252-	Travel/Mileage Expense	E	\$350.00	\$0.00	\$350.00	0.0
601	35102	60257	601-6001-35102-994-997-60257-	Professional License Fees Exp	E	\$250.00	\$395.00	-\$145.00	158.0
601	35102	60302	601-6001-35102-994-997-60302-	Audit Services Expense	E	\$10,000.00	\$22,513.40	-\$12,513.40	225.1
601	35102	60304	601-6001-35102-994-997-60304-	Registry of Deeds Fee Expense	E	\$8,000.00	\$0.00	\$8,000.00	0.0
601	35102	60306	601-6001-35102-994-997-60306-	Other Prof/Consult Srvc Exp	E	\$10,000.00	\$1,348.69	\$8,651.31	13.5
601	35102	60310	601-6001-35102-994-997-60310-	Service Contracts Expense	E	\$128,923.00	\$138,561.91	-\$9,638.91	107.5
601	35102	60325	601-6001-35102-994-997-60325-	Postage/Shipping Expense	E	\$8,300.00	\$0.00	\$8,300.00	0.0

601	35102	60331	601-6001-35102-994-997-60331-	Land/Building Lease Expense	E	\$1,240.00	\$219.00	\$1,021.00	17.7
601	35102	60370	601-6001-35102-994-997-60370-	Workers Comp Insuranc Exp	E	\$32,674.00	\$9,335.70	\$23,338.30	28.6
601	35102	60372	601-6001-35102-994-997-60372-	Vehicle Insurance Expense	E	\$8,852.00	\$8,852.00	\$0.00	100.0
601	35102	60373	601-6001-35102-994-997-60373-	Building/Boiler Insurance Exp	E	\$19,284.00	\$0.00	\$19,284.00	0.0
601	35102	60382	601-6001-35102-994-997-60382-	Pollution Insurance Expense	E	\$15,073.00	\$13,849.04	\$1,223.96	91.9
601	35102	60402	601-6001-35102-994-997-60402-	Phone/Celular/Paging Exp	E	\$2,191.00	\$1,129.11	\$1,061.89	51.5
601	35102	60404	601-6001-35102-994-997-60404-	Sewer User Fee Expense	E	\$5,000.00	\$2,360.06	\$2,639.94	47.2
601	35102	60500	601-6001-35102-994-997-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$700.00	\$0.00	\$700.00	0.0
601	35102	60501	601-6001-35102-994-997-60501-	Operating Supp/Eqt Non-Cap	E	\$30,000.00	\$45,736.38	-\$15,736.38	152.5
601	35102	60602	601-6001-35102-994-997-60602-	Equipment Purchase Cap	E	\$100,000.00	\$47,609.56	\$52,390.44	47.6
601	35102	60603	601-6001-35102-994-997-60603-	Vehicles Purchase Capital	E	\$24,873.00	\$0.00	\$24,873.00	0.0
601	35102	60605	601-6001-35102-994-997-60605-	Sewer Construc/ImproveCap	E	\$386,500.00	\$42,402.08	\$344,097.92	11.0
601	35102	60700	601-6001-35102-994-997-60700-	Depreciation Expense	E	\$1,137,760.00	\$0.00	\$1,137,760.00	0.0
601	35102	60750	601-6001-35102-994-997-60750-	Bond Principal Expense	E	\$320,000.00	\$314,000.00	\$6,000.00	98.1
601	35102	60751	601-6001-35102-994-997-60751-	Bond Interest Expense	E	\$65,200.00	\$33,547.25	\$31,652.75	51.5
601	35102	60797	601-6001-35102-994-997-60797-	Miscellaneous Expense	E	\$12,800.00	\$12,885.55	-\$85.55	100.7
601	35102	60798	601-6001-35102-994-997-60798-	Contingency	E	\$25,000.00	\$0.00	\$25,000.00	0.0
601	35102	60799	601-6001-35102-994-997-60799-	Transfer Out to Other Funds	E	\$130,474.00	\$130,474.00	\$0.00	100.0
601	35102			Total 35102 Sewer Operations		\$2,812,863.14	-\$308,613.65	\$3,121,476.79	-11.0
601	35103	60102	601-6001-35103-994-997-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$1,404.89	\$886.54	\$518.35	63.1
601	35103	60201	601-6001-35103-994-997-60201-	FICA/Medicare-ER Share Exp	E	\$110.92	\$65.78	\$45.14	59.3
601	35103	60202	601-6001-35103-994-997-60202-	MPERS Employer Share Exp	E	\$147.89	\$10.98	\$136.91	7.4
601	35103	60210	601-6001-35103-994-997-60210-	HPHC Ins Employer Share Exp	E	\$8.64	\$84.12	-\$75.48	973.6
601	35103	60212	601-6001-35103-994-997-60212-	S-T Disability ER Share Exp	E	\$0.00	\$0.12	-\$0.12	100.0
601	35103	60252	601-6001-35103-994-997-60252-	Travel/Mileage Expense	E	\$350.00	\$0.00	\$350.00	0.0
601	35103	60301	601-6001-35103-994-997-60301-	Legal Services Expense	E	\$500.00	\$0.00	\$500.00	0.0
601	35103	60370	601-6001-35103-994-997-60370-	Workers Comp Insurance Exp	E	\$27.00	\$103.95	-\$76.95	385.0
601	35103	60406	601-6001-35103-994-997-60406-	Fiber/Internet Expense	E	\$635.00	\$0.00	\$635.00	0.0
601	35103	60500	601-6001-35103-994-997-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$265.00	\$0.00	\$265.00	0.0
601	35103	60501	601-6001-35103-994-997-60501-	Operating Supp/Eqt Non-Cap	E	\$120.00	\$0.00	\$120.00	0.0
601	35103	60797	601-6001-35103-994-997-60797-	Miscellaneous Expense	E	\$27,551.57	\$21,777.55	\$5,774.02	79.0
601	35103	60799	601-6001-35103-994-997-60799-	Transfer Out to Other Funds	E	\$13,828.70	\$13,828.70	\$0.00	100.0
601	35103			Total 35103 Sewer Ind Pretreat Prog		\$44,949.61	\$36,757.74	\$8,191.87	81.8
601	35104	60102	601-6001-35104-994-997-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$82,474.96	\$95,532.97	-\$13,058.01	115.8
601	35104	60105	601-6001-35104-994-997-60105-	F-T Employee Wage Exp	E	\$313,909.92	\$237,878.48	\$76,031.44	75.8
601	35104	60111	601-6001-35104-994-997-60111-	Overtime Wage Expense	E	\$31,500.00	\$35,461.10	-\$3,961.10	112.6
601	35104	60129	601-6001-35104-994-997-60129-	Insurance Buyout Pay	E	\$3,074.00	\$0.00	\$3,074.00	0.0
601	35104	60201	601-6001-35104-994-997-60201-	FICA/Medicare-ER Share Exp	E	\$28,840.67	\$17,611.33	\$11,229.34	61.1
601	35104	60202	601-6001-35104-994-997-60202-	MPERS Employer Share Exp	E	\$22,826.50	\$18,690.45	\$4,136.05	81.9
601	35104	60203	601-6001-35104-994-997-60203-	457 Plan-Employer Share Exp	E	\$7,422.75	\$3,780.08	\$3,642.67	50.9
601	35104	60210	601-6001-35104-994-997-60210-	HPHC Ins Employer Share Exp	E	\$289.44	\$0.00	\$289.44	0.0
601	35104	60211	601-6001-35104-994-997-60211-	NEEBT Ins Employer Share Exp	E	\$114,752.00	\$66,057.57	\$48,694.43	57.6
601	35104	60217	601-6001-35104-994-997-60217-	RHSA Plan ER Share	E	\$4,680.00	\$1,620.00	\$3,060.00	34.6
601	35104	60230	601-6001-35104-994-997-60230-	Clothing Allowance Expense	E	\$5,500.00	\$3,860.86	\$1,639.14	70.2
601	35104	60251	601-6001-35104-994-997-60251-	Conferences/Training Expense	E	\$1,350.00	\$380.00	\$970.00	28.1
601	35104	60252	601-6001-35104-994-997-60252-	Travel/Mileage Expense	E	\$1,050.00	\$0.00	\$1,050.00	0.0
601	35104	60253	601-6001-35104-994-997-60253-	Food/Lodging Expense	E	\$50.00	\$378.44	-\$328.44	756.9
601	35104	60312	601-6001-35104-994-997-60312-	Temporary Agency Help Exp	E	\$25,000.00	\$27,670.60	-\$2,670.60	110.7
601	35104	60313	601-6001-35104-994-997-60313-	Construction Services Expense	E	\$233,000.00	\$6,428.35	\$226,571.65	2.8
601	35104	60330	601-6001-35104-994-997-60330-	Equipment Rent/Lease Exp	E	\$600.00	\$0.00	\$600.00	0.0
601	35104	60342	601-6001-35104-994-997-60342-	Grit Disposal Expense	E	\$12,000.00	\$0.00	\$12,000.00	0.0
601	35104	60400	601-6001-35104-994-997-60400-	Electricity Expense	E	\$60,000.00	\$57,194.50	\$2,805.50	95.3
601	35104	60402	601-6001-35104-994-997-60402-	Phone/Celular/Paging Exp	E	\$5,750.00	\$2,173.10	\$3,576.90	37.8
601	35104	60410	601-6001-35104-994-997-60410-	Diesel Fuel Expense	E	\$15,500.00	\$7,873.64	\$7,626.36	50.8
601	35104	60411	601-6001-35104-994-997-60411-	Gasoline Expense	E	\$8,100.00	\$3,808.31	\$4,291.69	47.0
601	35104	60450	601-6001-35104-994-997-60450-	Building Repair/Maint Exp	E	\$97,000.00	\$31,901.51	\$65,098.49	32.9
601	35104	60452	601-6001-35104-994-997-60452-	Operating Equip Repair Exp	E	\$20,300.00	\$2,532.19	\$17,767.81	12.5
601	35104	60453	601-6001-35104-994-997-60453-	Vehicle Repair/Tires/Oil Exp	E	\$20,000.00	\$66,428.85	-\$46,428.85	332.1
601	35104	60457	601-6001-35104-994-997-60457-	Road Maint/Improve Non-Cap	E	\$20,000.00	\$19,897.94	\$102.06	99.5
601	35104	60500	601-6001-35104-994-997-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$4,300.00	\$304.63	\$3,995.37	7.1
601	35104	60501	601-6001-35104-994-997-60501-	Operating Supp/Eqt Non-Cap	E	\$3,100.00	\$122.20	\$2,977.80	3.9
601	35104	60505	601-6001-35104-994-997-60505-	Construction Supplies	E	\$46,000.00	\$22,621.55	\$23,378.45	49.2
601	35104	60506	601-6001-35104-994-997-60506-	Equipment/Small Tools-Non-cap	E	\$13,000.00	\$6,976.75	\$6,023.25	53.7
601	35104			Total 35104 P.W. Wastewater Mainten		\$1,201,370.24	\$737,185.40	\$464,184.84	61.4
601	35105	60101	601-6001-35105-994-997-60101-	Dept Manager Salary Exp	E	\$57,541.50	\$31,768.36	\$25,773.14	55.2
601	35105	60102	601-6001-35105-994-997-60102-	Mid Mgmt Hrly Employee Wage Ex	E	\$112,939.92	\$0.00	\$112,939.92	0.0
601	35105	60105	601-6001-35105-994-997-60105-	F-T Employee Wage Exp	E	\$442,902.38	\$374,212.84	\$68,689.54	84.5
601	35105	60107	601-6001-35105-994-997-60107-	Temp Employee Wage Exp	E	\$9,600.00	\$7,690.00	\$1,910.00	80.1
601	35105	60111	601-6001-35105-994-997-60111-	Overtime Wage Expense	E	\$57,091.00	\$39,034.61	\$18,056.39	68.4
601	35105	60201	601-6001-35105-994-997-60201-	FICA/Medicare-ER Share Exp	E	\$52,253.45	\$23,977.27	\$28,276.18	45.9
601	35105	60202	601-6001-35105-994-997-60202-	MPERS Employer Share Exp	E	\$68,692.06	\$33,017.27	\$35,674.79	48.1
601	35105	60210	601-6001-35105-994-997-60210-	HPHC Ins Employer Share Exp	E	\$0.00	\$66.42	-\$66.42	100.0
601	35105	60211	601-6001-35105-994-997-60211-	NEEBT Ins Employer Share Exp	E	\$162,486.41	\$76,307.25	\$86,179.16	47.0
601	35105	60212	601-6001-35105-994-997-60212-	S-T Disability ER Share Exp	E	\$0.00	\$22.05	-\$22.05	100.0
601	35105	60217	601-6001-35105-994-997-60217-	RHSA Plan ER Share	E	\$6,256.22	\$2,418.25	\$3,837.97	38.7
601	35105	60230	601-6001-35105-994-997-60230-	Clothing Allowance Expense	E	\$5,900.00	\$3,159.86	\$2,740.14	53.6
601	35105	60251	601-6001-35105-994-997-60251-	Conferences/Training Expense	E	\$5,700.00	\$0.00	\$5,700.00	0.0
601	35105	60252	601-6001-35105-994-997-60252-	Travel/Mileage Expense	E	\$1,900.00	\$3,292.10	-\$1,392.10	173.3
601	35105	60253	601-6001-35105-994-997-60253-	Food/Lodging Expense	E	\$1,500.00	\$87.67	\$1,412.33	5.8
601	35105	60256	601-6001-35105-994-997-60256-	Dues/Memberships Expense	E	\$500.00	\$582.00	-\$82.00	116.4
601	35105	60257	601-6001-35105-994-997-60257-	Professional License Fees Exp	E	\$500.00	\$0.00	\$500.00	0.0
601	35105	60301	601-6001-35105-994-997-60301-	Legal Services Expense	E	\$750.00	\$428.51	\$321.49	57.1
601	35105	60306	601-6001-35105-994-997-60306-	Other Prof/Consult Svcs Exp	E	\$8,000.00	\$0.00	\$8,000.00	0.0
601	35105	60310	601-6001-35105-994-997-60310-	Service Contracts Expense	E	\$5,500.00	\$1,460.00	\$4,040.00	26.5
601	35105	60313	601-6001-35105-994-997-60313-	Construction Services Expense	E	\$5,000.00	\$4,934.93	\$65.07	98.7
601	35105	60325	601-6001-35105-994-997-60325-	Postage/Shipping Expense	E	\$250.00	\$10.48	\$239.52	4.2
601	35105	60330	601-6001-35105-994-997-60330-	Equipment Rent/Lease Exp	E	\$600.00	\$17.00	\$583.00	2.8
601	35105	60342	601-6001-35105-994-997-60342-	Grit Disposal Expense	E	\$302,000.00	\$195,306.80	\$106,693.20	64.7
601	35105	60370	601-6001-35105-994-997-60370-	Workers Comp Insurance Exp	E	\$15,860.00	\$0.00	\$15,860.00	0.0
601	35105	60400	601-6001-35105-994-997-60400-	Electricity Expense	E	\$231,500.00	\$148,827.79	\$82,672.21	64.3
601	35105	60401	601-6001-35105-994-997-60401-	Water Expense	E	\$6,700.00	\$5,331.20	\$1,368.80	79.6

601	35105	60402	601-6001-35105-994-997-60402-	Phone/Celular/Paging Exp	E	\$4,900.00	\$2,360.07	\$2,539.93	48.2
601	35105	60405	601-6001-35105-994-997-60405-	Heating Fuel Expense	E	\$21,000.00	\$17,322.10	\$3,677.90	82.5
601	35105	60406	601-6001-35105-994-997-60406-	Fiber/Internet Expense	E	\$4,900.00	\$460.12	\$4,439.88	9.4
601	35105	60410	601-6001-35105-994-997-60410-	Diesel Fuel Expense	E	\$22,000.00	\$124.66	\$21,875.34	0.6
601	35105	60411	601-6001-35105-994-997-60411-	Gasoline Expense	E	\$2,800.00	\$1,401.92	\$1,398.08	50.1
601	35105	60450	601-6001-35105-994-997-60450-	Building Repair/Maint Exp	E	\$15,400.00	\$11,651.51	\$3,748.49	75.7
601	35105	60452	601-6001-35105-994-997-60452-	Operating Equip Repair Exp	E	\$119,000.00	\$71,646.20	\$30,923.80	74.0
601	35105	60453	601-6001-35105-994-997-60453-	Vehicle Repair/Tires/Oil Exp	E	\$32,600.00	\$14,104.92	\$18,495.08	43.3
601	35105	60456	601-6001-35105-994-997-60456-	Plant Operations/Maint. Exp	E	\$13,000.00	\$21,503.28	-\$8,503.28	165.4
601	35105	60500	601-6001-35105-994-997-60500-	Admin/Office Supp/Eqt Non-Cap	E	\$17,100.00	\$12,445.32	\$4,654.68	72.8
601	35105	60501	601-6001-35105-994-997-60501-	Operating Supp/Eqt Non-Cap	E	\$14,600.00	\$3,635.70	\$10,964.30	24.9
601	35105	60506	601-6001-35105-994-997-60506-	Equipment/Small Tools-Non-cap	E	\$8,000.00	\$19,130.77	-\$11,130.77	239.1
601	35105	60509	601-6001-35105-994-997-60509-	Cleaning Supplies Expense	E	\$0.00	\$728.95	-\$728.95	100.0
601	35105	60510	601-6001-35105-994-997-60510-	Process Chemicals Expense	E	\$153,000.00	\$128,511.61	\$24,488.39	84.0
601	35105	60511	601-6001-35105-994-997-60511-	Laboratory Supplies	E	\$26,100.00	\$27,478.09	-\$1,378.09	105.3
	35105			Total 35105 New Sewer Operations Ex		\$2,016,322.94	\$1,284,457.88	\$715,435.06	63.7



Accounts Over or Under YTD as of 04/30/2026 (83% of FY26)

Fund 001 – Most expense accounts are currently at 83% or lower. Any expense line higher than 83% will likely not have more expenses charged to the account. Revenues are currently as expected and will continue to see a rise in most revenues, such as excise taxes, revenue sharing, vital records, etc.

Fund 601 – Currently at or below budget.