

1 **COMMISSIONERS MEETING**

2 **August 17, 2022**

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5 *YORK,ss*

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7 At a regular meeting of the County Commissioners of the County of York, begun and
8 holden at the York County Government Building in Alfred, within and for the County of York,
9 being held on Wednesday, August 17, 2022 A. D. at 4:30 P. M.

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12 **COMMISSIONERS PRESENT:**

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14 Richard Clark
15 Richard Dutremble
16 Robert Andrews
17 Allen Sicard
18 Donna Ring
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22 County Manager Gregory Zinser and Deputy County Manager Linda Corliss were present at the
23 meeting.

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25 **YOU ARE INVITED TO RISE AND SALUTE THE FLAG OF THE UNITED STATES**

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27 **08-17-22 ITEM**

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29 **1 PUBLIC COMMENT(S) ON ANY ITEM(S)**

30 None

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32 **2 TO APPROVE THE MINUTES OF THE FOLLOWING MEETINGS:**

33 a. Commissioners meeting of August 3, 2022

34 Commissioner Clark motioned to approve the minutes with one correction.

35 Commissioner Ring seconded the minutes.

36 Vote 5-0.

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38 **3 TO APPROVE TREASURER'S WARRANTS**

39 a. Warrants to be approved on August 3, 2022 in the amount of \$936,605.68

40 Commissioner Clark motioned to approve the warrant in the amount of
41 \$936,605.68. Commissioner Dutremble seconded the motion. Vote 5-0.

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43 b. Warrants to be approved on August 10, 2022 in the amount of \$577,313.13

44 Commissioner Clark motioned to approve the warrant in the amount of
45 \$577,313.13. Commissioner Dutremble seconded the motion. Vote 5-0.

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47 **4 TO HEAR ANY REPORTS FROM THE COUNTY**
48 **COMMISSIONERS**

49 Commissioner Clark asked if the Maine County Commissioners' meeting was
50 still scheduled for September 14th in Augusta. Commissioner Dutremble replied
51 that it was. County Manager Zinser added that he will confirm the location.
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53 **5 NEW BUSINESS**

54 a. H.R. Director Linda Corliss to request approval for the following new
55 hires/transfers:

56 i. Transfer of Matt Jones from temporary Jail Investigator to reserve Patrol
57 Deputy in the Sheriff's Office with a transfer date of August 22, 2022
58 County Manager Zinser reminded the Commissioners that a year ago they
59 approved the creation of a temporary position for a Jail Investigator. H.R. Director
60 Corliss asked that this employee, Matt Jones, now be moved to a reserve patrol
61 deputy so that he can still be involved in the ongoing investigations. He did resign,
62 she explained, but, in his position, he can still be involved.

63 Commissioner Ring asked what his rate of pay would be. H.R. Director Corliss
64 replied that it would be as a starting reserve rate of pay.

65 Commissioner Clark asked does this temporary position now go away? H.R.
66 Director Corliss explained that yes it does. She added that they tried to negotiate
67 with the Teamsters to keep the position but that they were not successful.

68 County Manager Zinser added that this position is in the budget. H.R. Director
69 Corliss stated that the Captains are not willing to extend the temporary position at
70 this time.

71 Commissioner Sicard asked what happens with new investigations? County
72 Manager Zinser replied that this position is needed and that they are still trying to
73 work with the Teamsters. The current captains do not have the necessary
74 qualifications to move the investigations.

75 Commissioner Sicard asked what is the rationale the Union is using to block the
76 extension? County Manager Zinser replied that none was given.

77 Commissioner Ring motioned to approve the transfer of Matt Jones into the
78 position of reserve deputy with the reserve deputy starting rate of pay.

79 Commissioner Andrews seconded the motion.

80 DISCUSSION: Commissioner Clark stated that he will vote for this transfer but
81 that there needs to be a discussion perhaps in executive session as this position
82 needs to be filled.

83 Vote 5-0.

84
85 b. To review, discuss and seek Commissioners' approval of the engineering
86 and architectural contracts for the Regional Training and Recovery Facilities
87 County Manager Zinser explained that there is a 31-page addendum necessary for
88 ARPA regulations along with the contracts for mechanical and civil engineering.
89 He explained that the housing contract is \$440,000, the Oakpoint contract is
90 \$477,000, the training center contract is \$1,050,000 and the Recovery Center is
91 \$1,050,000 for a total cost of \$3,017,000.

92 These are standard contracts and have been reviewed by our legal counsel,
93 explained County Manager Zinser. These contracts will move the process forward.
94 Commissioner Dutremble questioned the rate of pay of \$70.00 an hour for typists.
95 County Manager Zinser responded that they are probably transcriptionists.
96 Commissioner Ring asked why we are paying for the housing project if Sanford
97 Housing Authority is doing it? County Manager Zinser explained that we said we
98 would pay for the engineering portion of the project.

99 Commissioner Sicard asked about the sewer for the projects.

100 County Manager Zinser explained for public sewer the cost to hook right into the
101 buildings through Sanford Sewer would be around \$4.5 million. It will be more
102 economical to get our own private sewer, he stated.
103 Commissioner Ring asked if the housing would be apartments. County Manager
104 Zinser replied that they would be 40 single occupancy apartments.
105 Commissioner Dutremble asked what the estimated rate of flow had been figured
106 to be. County Manager Zinser responded that he would forward that information to
107 the Commissioners.
108 Commissioner Sicard suggested having further discussions with Sanford Sewer
109 District asking for reduced rates for us if we pay to have the public sewer run as
110 several others could tie into it.
111 Commissioner Clark motioned to approve the Oakpoint contract for civil
112 engineering work utilizing ARPA funds in the amount of \$477,000. Commissioner
113 Dutremble seconded the motion. Vote 5-0.
114 Commissioner Clark motioned to approve the Sanford Housing contract to Lassel
115 Architects utilizing ARPA funding in the amount of \$440,000. Commissioner
116 Dutremble seconded the motion. Vote 5-0.
117 Commissioner Clark motioned to award the recovery center contract for
118 engineering to Lassel Architects utilizing ARPA funding in the amount of
119 \$1,125,000. Commissioner Dutremble seconded the motion. Vote 5-0.
120 Commissioner Clark motioned to approve the engineering contract for the Training
121 Center in the amount of \$1,050,000 utilizing ARPA funds to Lassel Architects.
122 Vote 5-0.
123 County Manager Zinser reminded the Commissioners that there is also already \$1
124 million set aside for these projects as there will be other fees such as geotechnical
125 and traffic engineering.
126 Commissioner Ring asked if the Town of Alfred was on board with these projects.
127 County Manager Zinser replied that they will go to the Town once costs are firm.
128 He added that he had a recent meeting with Gordon Smith from the Governor's
129 office regarding gap funding and operational expenses for these facilities. He will
130 be having an onsite meeting with Mr. Smith and others in a couple of weeks.
131 As far as other ARPA projects, the County Manager continued, the HVAC study is
132 completed. As a reminder, this study was approved by the Board a while ago.
133 They will now consolidate it down to lay man's terms. This building is good. The
134 courthouse could use some ionization strips to charge the air. The jail needs the
135 roof top units replaced. Also, we would like to redo the medical wing to add
136 negative pressure in the entire wing. New boilers need to be installed from an
137 efficiency perspective.
138 County Manager Zinser stated that the ARPA list will need to be realigned in the
139 next couple of months. He continued that for the next meeting we will have more
140 of an ARPA update to review funding.
141 He added that he is working with Chief Rod Hooper to establish an operating
142 budget for the Training Center and with Jen Ouellette to establish an operating
143 budget for the Recovery Center. We will be able to receive Maine Care
144 reimbursements.
145 Commissioner Dutremble asked if there has been any funding from the Federal
146 Government. County Manager Zinser replied we have initial approval of \$1.9
147 million in CDS funding for simulators. This still needs to go through the steps, but
148 everyone seems to be on board.
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151 c. Discussion of County hiring practices
152 County Manager Zinser explained to the Board that one of the road blocks that
153 we go through is the speed at which we can hire.
154 H.R. Director Corliss addressed the Board and stated that the hiring environment
155 has changed. We have been trying to hire legal secretaries and before we can hire
156 them as we have to wait for a Commissioners' meeting to seek approval, they have
157 taken another position with another company.
158 The hiring of corrections officers is a long, tedious process.
159 County Manager Zinser explained that once someone is interviewed and we then
160 contact them to tell them they have the job we have to tell them they cannot start
161 until we get Commissioner approval which can be two to three more weeks. By
162 then, they have taken another job.
163 H.R. Director Corliss stated that they have lost two legal secretary applicants in the
164 last two weeks.
165 County Manager Zinser stated that we currently have four corrections officers in
166 the hiring process. If we cannot move the process along, they will most likely find
167 another job.
168 H.R. Director Corliss added that they are looking at other hold ups as well and
169 speeding up the review of applications and interviewing time frames.
170 Commissioner Clark stated that the Commission can solve one small piece. In the
171 past six years of him serving on the Board, he stated that he does not recall having
172 said no to hiring of anyone brought forth. We can delegate the hiring to Linda and
173 Greg and then ratify their decision at the next meeting.
174 Commissioner Dutremble stated that it is in the County's bylaws that the
175 Commissioners have to approve all hirings.
176 Commissioner Ring stated that she is not comfortable giving up that authority. We
177 meet twice a month and always make ourselves available if needed for hiring
178 approval. She questioned why MSEA only received a 3% raise and not 7% like all
179 others.
180 County Manager Zinser stated because they rejected that offer and asked for more.
181 Commissioner Ring asked so then everything just stopped? (no more
182 communication)
183 County Manager Zinser replied, yes, because we are going to be filing a Prohibitive
184 Practice Complaint.
185 Commissioner Ring asked couldn't another member of the union step in? We have
186 a Deputy Manager and they (the Union) have a Vice-President.
187 County Manager Zinser responded, no.
188 Commissioner Ring replied, so all MSEA members have to suffer?
189 County Manager Zinser responded that the offer was rejected.
190 Commissioner Ring stated that we are sitting here talking about not being able to
191 hire. Why didn't they get 7% like everyone else?
192 County Manager Zinser stated again that it was offered and they rejected it.
193 Commissioner Ring replied so there have been no further conversations?
194 County Manager Zinser replied, no.
195 Commissioner Ring stated that we gave it to everyone else. Some non-union
196 employees got a 28% increase to their salaries. We couldn't make it equal?
197 County Manager Zinser replied that it was rejected.
198 Commissioner Chairperson Sicard interjected and stated that we are trying to
199 resolve hiring practices now. Could we temporarily change our bylaws?
200 Commissioner Ring commented that we have incentives to aid in hiring corrections
201 officers. Could we look at this for others?

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H.R. Director Corliss replied that we are looking at this.
Commissioner Clark asked that H.R. Director Corliss and Attorney O'Brien work on a written policy for this (temporary change to hiring procedures) within the statutory bounds and bring it back to us.
H.R. Director Corliss replied that she will have this document for the next meeting. County Manager Zinser stated that they will also incorporate the changes in hiring standards with the Corrections Officers, also to have them in line with the Maine Department of Corrections.
Commissioner Sicard suggested perhaps also include sign on bonuses for administrative positions, also.
H.R. Director Corliss informed all that they are looking for a professional recruiter for corrections perhaps on a temporary basis.

6 OLD BUSINESS

None

7 TO CONDUCT AN EXECUTIVE SESSION ON PERSONNEL ISSUES PURSUANT TO 1 M.R.S.A. §405 (6) (A), ACQUISITION OF REAL PROPERTY OR ECONOMIC DEVELOPMENT PURSUANT TO 1 M.R.S.A. § 405 (6) (C), LABOR NEGOTIATIONS PURSUANT TO 1 M.R.S.A. § 405 (6) (D) AND CONSULTATION WITH LEGAL COUNSEL PURSUANT TO 1 M.R.S.A. § 405 (6) (E), REVIEW OF CONFIDENTIAL RECORDS PURSUANT TO 1 M.R.S.A. § 405 (6) (F)

None

8 PUBLIC COMMENT(S) ON ANY ITEM(S)

Janet Drew commented via ZOOM that all the ARPA money is being spent on brick and mortar. There are people already doing this work, she stated. She asked, what happens if people fail? She added that the county is spending like there doesn't have to be a community bond.
She asked who the housing will be for. Ms. Drew went on to state that there are 191 residents in jail awaiting trial. 75 of those are on the MAT program. She continued that it was just on the news that someone waiting three years to go to trial. Ms. Drew stated, *You are going in the wrong direction to get only 40 beds. I'm mad.*

County Manager Zinser informed Ms. Drew that the housing is a place where those who leave the treatment center but are still undergoing outpatient treatment can temporarily live. He added that they all agree there is a huge population of our jail awaiting trial but that is the judicial system and State laws. That is why we are looking to do these other programs. This is why we have pre-trial program contracts that currently are keeping 131 people out of jail. Twenty people are in the Layman Way Recovery Center and 75 in the MAT program at the jail. County Manager Zinser continued that we will increase this by using brick and mortar as you need places to put people in.
He added that until laws change, we are doing what the laws tell us to do and we share your frustrations.

Marian Anderson commented via ZOOM and stated that she was an abolitionist. She asked if this treatment was forced and what the process is to determine (who

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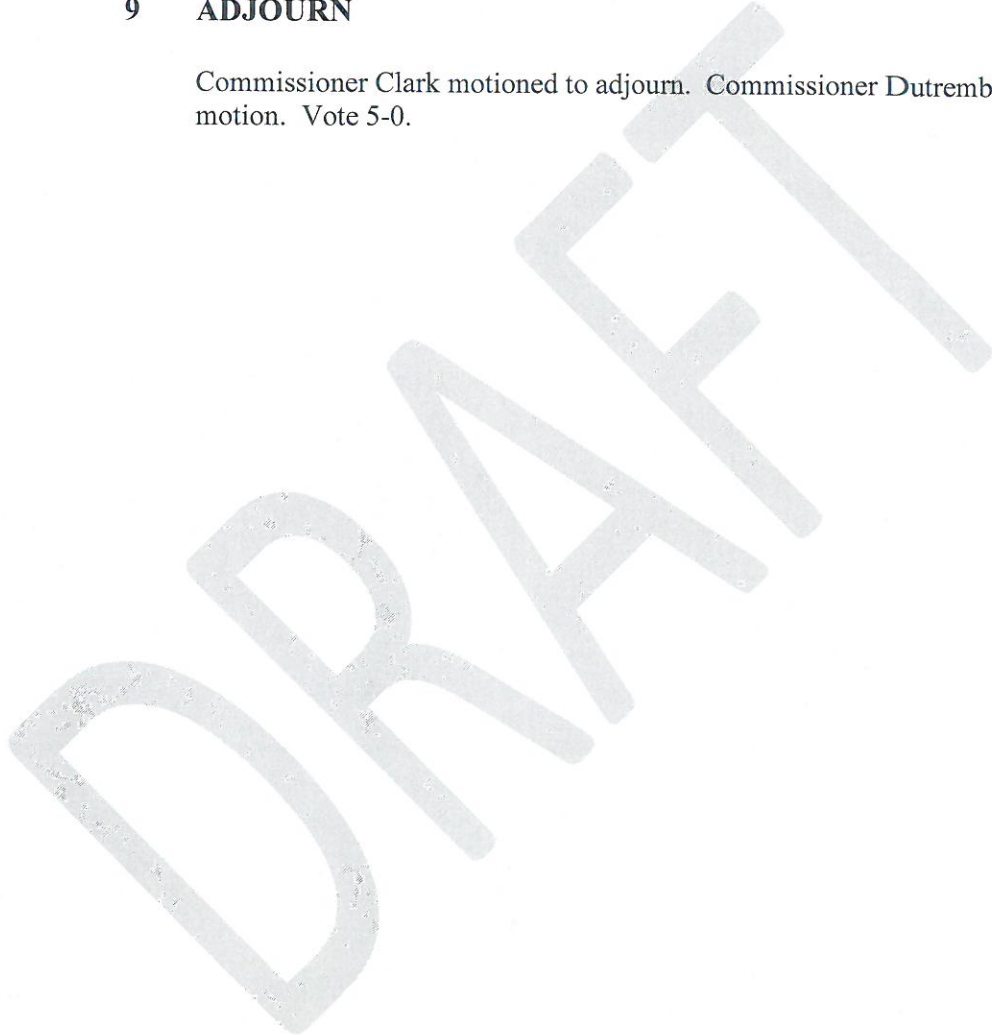
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enters treatment). Ms. Anderson continued that lack of staffing is not unique to York County. Police Officers are leaving their field. Criminalizing those with drug disorders isn't working, stated Ms. Anderson. You should be investing in organizations who are already doing this work. Forcing doesn't work. Commissioner Sicard replied that the Layman Way program works as a diversionary program. It is a voluntary program in conjunction with the Sheriff and District Attorney. The MAT program at the jail is also voluntary. Commissioner Sicard added that York County is the biggest provider of recovery services in the State of Maine.

9 ADJOURN

Commissioner Clark motioned to adjourn. Commissioner Dutremble seconded the motion. Vote 5-0.





COUNTY OF YORK

Robert L. Andrews
Vice-Chairperson
District 1

Richard R. Dutremble
District 2

Allen R. Sicard
Chairperson
District 3

Donna L. Ring
District 4

Richard Clark
District 5

45 Kennebunk Road
Alfred, Maine 04002

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YC-Commish@yorkcountymaine.gov

Gregory T. Zinser
County Manager

Kathryn A. Dumont
Assistant to the Manager

Linda M. Corliss
Deputy County Manager
Human Resource Director

Lorene B. Lemieux
Finance Director

September 2, 2022

TO: Greg Zinser
County Manager

FROM: Linda M. Corliss
H.R. Director / Deputy County Manager

RE: Recruitment, Hiring and Promotion Policy Amendment

At the last County Commissioner's meeting on August 17, 2022, the Commissioners directed me to review and propose an amendment to the Recruitment, Hiring and Promotion policy. Specifically, to propose language that would allow the temporary hiring of applicants until their final hiring packets are approved by the County Commissioners, as well as ensure that the language around the hiring of all county patrol deputies, corrections officers and civil deputies are in line with current Maine Criminal Justice Academy requirements.

I am submitting language for their review that will allow the County Manager and/or Deputy County Manager to temporarily hire applicants to vacant positions within the county until the Commissioners can consider and take final action.

Additionally, to ensure compliance with all Maine Criminal Justice Academy requirements, I amended the language to ensure the county is following all current and established MCJA hiring requirements.

I am respectfully requesting to have these proposed policy changes added to the next available County Commissioners agenda.

RECRUITMENT, HIRING AND PROMOTION POLICY

I. PURPOSE

To establish guidelines for county employment across each department in order to attract qualified individuals.

II. POLICY

Applicants will be evaluated based upon education, experience, aptitude, character, and the ability to perform the essential functions of the job.

III. PROCEDURE

Given the varying nature of each department within the county all or part of any standardized hiring practices may be waived by the County Manager or designee based on specific need requested by the department head. The County Commissioners must approve all new and replacement positions.

Vacancy Announcement and Postings

The following outlines the steps to be followed in the recruitment and hiring process for staff when not governed by a specific Union contract.

A. Unbudgeted or new positions, the County Manager will determine the staffing need before the hiring process can begin and will inform the County Commissioners. This notification will include staffing requirements and recruitment initiatives ~~in order to~~ seek their budgetary approval. The County Commissioners will have the authority to: (1) approve the addition of a position; (2) whether to fund the position.

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If the funding is approved, the hiring of a new employee ~~may be temporarily approved by the County Manager and/or Deputy County Manager until consideration and final action can be approved by the County Commissioners in accordance with 30-A M.R.S.A. §501(1). will continue to follow the existing procedure in which the applicant who is recommended for hire is submitted to the County Commissioners for final approval in accordance with 30-A M.R.S.A. §501(1).~~

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~~B. Request to fill vacancy -- The hiring Department Leader or Manager will prepare a memorandum detailing the reason for the request, and a New Hire Form, signed by the Department Leader. These documents will be reviewed by Human Resources and forwarded to Manager and/or Deputy County Manager for approval. forwarded to the Human Resource Department for review. Human Resources will forward to the County Manager for approval prior to submission to the County Commissioners.~~

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~~B.~~
C. Starting Wages or Salary – The starting wage, offered for positions in a bargaining unit, are fixed by the respective union contract. The starting wage for positions not covered by a bargaining unit will be determined by the County Manager.

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D. Search parameters and postings -- An approved position will be announced and posted internally by Human Resources in each county office for five (5) days. Positions ~~may~~may be posted internally and externally simultaneously but all internal candidates will be reviewed prior to the review of external candidates.

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E. Human Resources department will be responsible for tracking and retaining applicant applications and resumes in accordance with county policy and all current state and federal laws.

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Hiring Process

A. All applications and/or resumes for County positions will ~~be received and~~ recorded within the Office of Human Resources in accordance with all ~~F~~federal, ~~and S~~state, and county regulations.

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B. Human Resources and Department Managers or designee will conduct initial screening of applications and/or resumes, and initial interviews.

C. Department leaders may conduct additional interviews in the process for final selection.

D. Candidates selected to move forward in the process will then begin the additional required screening process.

1. Law Enforcement

- a. Background Check
- b. Medical Pre-Hire Screening.
- c. Polygraph Exam
- d. Oral Panel Interview
- e. Physical Agility
- f. Sheriff or designee Interview
- g. ~~All~~ ~~Other~~ established MCJA requirements.

2. Corrections

- ~~a. Maine State ALERT Test~~
- ~~b.a.~~ Medical Pre-Hire Screening
- ~~e.b.~~ Oral Panel Interview
- ~~d.~~ Polygraph Exam
- ~~e.c.~~ Background Check
- ~~f.d.~~ Sheriff's or designee Interview
- ~~g.e.~~ All other established ~~Other~~ MCJA requirements.

3. Civil Deputies

- ~~a. Maine State Law Enforcement ALERT Test.~~
- ~~b.a.~~ Oral Interview
- ~~e.b.~~ Medical Pre-Hire Screening.
- ~~d.c.~~ Background Check
- ~~e.d.~~ Sheriff's or designee Interview
- ~~f.e.~~ All Other established MCJA Requirements.

4. Non-sworn candidates must satisfactorily pass the following screening criteria
 - a. Initial Interview
 - b. Additional Interviews(s) if applicable.
 - c. Background Check.
 - d. Reference checks.
 - e. Medical Pre-hire physical when job applicable.
 - f. Department Leader or designee Interview

E. Offer Letters: All offer-for-employment letters will be generated and issued by the Human Resource Department in coordination with the department leader. All offer letters will be contingent upon completion of all hiring requirements, approval of the County Manager and/or Deputy County Manager and final approval from the County Commissioners.

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F. Finalist Identified: At the conclusion of the recruitment process, the finalist hiring packet (and ~~possible alternatives~~ alternatives if applicable) shall be presubmitted to the ~~sent to the~~ Human Resource Department for review. Then forwarded to the County Manager and/or Deputy County Manager for final approval prior to the candidate starting employment. ~~prior to being presented to the County Commissioners for final approval.~~

F.

G. New Employee Notification Form: Once an offer is accepted, and the candidate is approved for hire, the department leader or his/her designee will complete the "New Employee Hire Form". ~~the hiring Department Leader or designee will complete a "New Employee Hire" form and forward it to Human Resources for review and forwarding to the County Manager.~~

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H. Date of Hire: The official date of hire shall be the date the employee reports for official, regular scheduled duty with their department. This date must be approved by the County Commissioners.

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H.

Medical Examinations

For any position that requires a physical assessment examination, Human Resources will schedule the appointment with an approved vendor after a conditional offer of employment has been extended to the applicant. The County is responsible for the cost of the examination. ~~will have it scheduled after a conditional offer of employment has been made but prior to employment. The County is responsible for the cost of this exam. The successful completion and passing of the examination is a further condition of employment. The hiring Department Leader or Manager will schedule the examination with the applicant.~~

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REQUEST FOR QUALIFICATIONS FOR CONSTRUCTION MANAGER at RISK SERVICES
York County Regional Recovery and Training Center

Substance Abuse Treatment and Recovery Center
First Responders Training Facility

September 8, 2022

SECTION I: SUMMARY

York County Maine desires to procure Construction Management at Risk (CM) services from an individual firm or team for the Regional Recovery and Training facility to be located off Layman Way, adjacent to the York County Jail.

The project includes a new 40,000 SF First responders training facility and a 50,000 SF drug treatment and detox facility. The work includes site work supporting these facilities and expansion to the existing jail septic system. Work is expected to start in late spring of 2023 with each project developed concurrently with estimated completion with occupancy winter 2025.

Schematic Site and Building plans are available on the following web page:

<https://www.dropbox.com/scl/fo/c8jlxzq563wshf8qe8bxj/h?dl=0&rlkey=7sjsvybef6uv0sblju2kwf4o1>

1. Projects Description

Schematic designs for the site and building are provided by Lassel Architects PA and Oak Point Associates.

A. First Responders Training facility is approximately 40,000 SF

- Training bay
- Classrooms
- Tactical training simulator rooms
- Driving simulator rooms
- Meeting rooms
- Administration wing with offices and meeting rooms
- Lecture hall
- Bathrooms and storage spaces.
- HVAC, Electrical and Fire Protection in support of the new facility.
- Extensive site work to support active fire suppression training
- Parking and delivery

B. Substance Abuse Treatment and Recovery Center is approximately 50,000 SF

- The building is broken up into several wings including the following:
 - Detox center with 24 bedrooms
 - Clinical staff spaces and offices
 - Program Support spaces
 - Short term stay wing
 - 16 bedrooms
 - Clinical staff spaces and offices
 - Program support spaces
 - Intermediate term stay wing
 - 16 bedrooms
 - Clinical staff spaces and offices
 - Program support spaces
 - Long term stay wing
 - 16 bedrooms

- Clinical staff spaces and offices
- Program support spaces
- Supporting site work for outdoor spaces and parking
- Kitchen
- Administration wing with offices and meeting rooms
- Bathrooms and storage spaces.
- HVAC, Electrical and Fire Protection in support of the new facility.

2. Anticipated Schedule

The project site and buildings are in the schematic design phase and planning board review will start soon. The projects will need budget estimating and review during each phase of development. We assume to start design development in late summer with bid documents ready in late spring of 2023 with construction starting in the summer of 2023.

Phase	Construction Management Services	Proposed Schedule
Schematic Design	N/A	September 2022
Design Development CM joins project team	Pre-Construction Services – estimating and/or estimate reconciliation; schedule review.	December 2022
Construction Documents	Pre-Construction Services including review and planning during this phase.	May 2023
Bidding	Bidding and preparation of a Guaranteed Maximum Price	June - July 2023
Construction	Construction management	July 2023 – winter 2024/2025
Occupancy/Substantial Completion	Owner takes Phased occupancy to be determined	December 2024
Close Out	Warranty, commissioning, and other support	Late winter/Spring 2025
Full Occupancy/Final Completion	Owner takes full occupancy	Spring 2025

The selected firm will provide CM services for site work and both projects on a project team in support of design and construction as managed by the York County. This Request for Qualifications (RFQ) seeks qualified firms to submit statements of qualifications with the intention of providing CM services for the duration of the project up to and, pending successful negotiation of a Guarantee Maximum Price, including construction phase services through occupancy permitting and final acceptance of the work.

Construction management services for the project will begin immediately following a letter of engagement with a final execution of the AIA A133 Standard Form of Agreement Between Owner and Construction Manager as Constructor. Individual firms or teams desiring to be considered should submit a statement of qualifications indicating interest, relevant experience, all insurances and bonds and the ability to start work immediately.

SECTION II: RESPONSIBILITIES

1. The CM will be expected to perform services consistent with the industry-accepted role of a CM during pre-construction and/or construction execution. In general, they will include, but will not necessarily be limited to, the following:

Pre-Construction Phase Services

- A. Coordinating with CPPM, the design team, York County and project team members as necessary, throughout the remaining design and construction project phases.
- B. Limited assistance with project planning, scoping and estimating including estimate reconciliation exercises with the Design Team's estimators.
- C. Providing recommendations regarding constructability, materials and equipment selections, and potential cost savings.
- D. Assuming charge of and responsibility for construction scheduling and cost estimating. For this project, the Construction Manager will be joining with design development in its early stages.

Construction Phase Services

- E. Qualifying sub-contractors.
- F. Letting sub-contracts for bid.
- G. Managing bidding and providing a final Guaranteed Maximum Price (GMP).
- H. Providing a performance bond, a payment bond and insurance certificate(s), and maintaining such insurance and bonds through the one-year corrections period following Substantial Completion.
- I. Holding sub-contracts for construction.
- J. Managing the construction including, but not limited to, coordination, inspection, supervision, safety, and quality control services.
- K. Maintaining construction phase records and accounting, including preparing of as-built documentation, building commissioning and project close out documentation.

SECTION III: STATEMENT OF QUALIFICATIONS, REQUIRED SUBMISSION INFORMATION

1. Prospective CM firms should prepare and submit a statement of qualifications for York County consideration. The firm's Statement of Qualifications shall respond to each specific criteria listed below, with responses organized in discrete sections and in the **same order as presented below**. Each firm's submittal must include an index, with tabs corresponding to each section. Each section must be included in the submission.
 - A. **Letter of Interest.** Provide a brief letter summarizing the firm's interest, qualifications, experience, and the ability to start work immediately. Include total dollar volume of CM work completed during each of the past three (3) years. Identify work by office located closest to Portland, Maine.
 - B. **Construction Management Experience.** Provide a detailed description of the firm's background and experience with construction management for similar construction of multiple building of projects within the last five (5) years, with a focus on providing services for government agencies:
 1. Description of the firm's philosophy of construction management.
 2. A minimum of three (3) completed project case histories shall be presented demonstrating budget, schedule and change order performance. Within the context of the case studies, provide information related to the following:

- a. Demonstration of previous successful experience managing projects using the Construction Management at Risk method for new construction with a construction value of \$25 to \$50 million preferred.
 - b. Demonstration of previous successful experience managing projects using the Construction Management at Risk method, with relation to budget, schedule and scope. Include descriptions of management methods and staff structures used to plan, schedule and control complex work conditions. Include examples of change order history and experience with GMP delivery methods.
 - c. Demonstration of experience with qualifying sub-contractors.
 - d. Demonstration of knowledge and experience in the careful evaluation of building systems, construction techniques and recommendation of materials to create optimum dollar value without compromising design criteria.
 - e. Specific experience in building high performance buildings with critical air quality systems and knowledge U.S. Green Building Council standards.
3. Description of the firm's construction safety program.
 4. Description of the firm's program for project follow-up and warranty.
 5. Historic data on the cost of general conditions/overhead as a percentage of the total construction costs for similar projects. Include a detailed list of typical expenses included in the general conditions/overhead expense.
- C. Construction Manager Team. Identify the person(s) who will be the Management team including, Company Principal, Account Executive, and Construction Manager directly responsible for providing services to the York County and provide a brief resume of education, qualifications and experience, and role in the firm's services. Submission of name(s) shall be considered a commitment on the part of the CM firm to retain stated personnel on the project throughout its duration.
- D. Principal Support Staff. Identify the person(s) who will be the principal support staff including, but not limited to, project managers, project engineers, superintendents, and estimators. Provide a brief resume including education, qualifications and experience and role in the firm's services. Submission of names shall be considered a commitment on the part of the CM firm to retain stated personnel on the project throughout its duration.
- E. Availability. Indicate the firm's dedicated resources available to the York County for this project in relation to other workloads and whether the firm has sufficient resources to provide services promptly to meet the project schedule. The project schedule is provided in Section I.
- F. References. Provide a minimum of three (3) references (name, address, telephone number, and email address) who are current or former clients for whom similar work has been performed within the last ten (10) years and who can be contacted by York County with respect to the firm's reputation for work, responsibility, timeliness, cost, and efficiency. Letters of reference may be submitted with additional information as appropriate.
- G. Other Information. As desired, provide any other information the firm considers relevant to the evaluation criteria set forth in this RFQ.

SECTION IV: SUBMISSION PROCESS

1. Submission Schedule. The process schedule is anticipated to be as follows:

▪ York County advertises for qualifications	Thursday, September 8, 2022
▪ Deadline for Questions due no later than 4:00pm	Thursday, September 22, 2022
▪ Response to Questions due no later than 4:00pm	Tuesday, September 27, 2022
▪ Qualification submissions due no later than 2:00pm	Friday, September 30, 2022
▪ Anticipated notification of firms to be interviewed	Wednesday, October 5, 2022
▪ Presentations/Interviews (interview time selected by lot)	Wednesday, October 12, 2022
▪ Anticipated notification of selected firm and non-selected firms	Wednesday October 19, 2022

2. Contact Person. Questions about this RFQ shall be addressed in writing via email to:

Sarah Hourihane: Sarah@lasselarchitects.com

3. Submissions. Qualifications shall be submitted according to the following:
 - A. Time, Date and Place Due. Submittals are due no later than **2:00pm Friday, September 30, 2022**. All submissions shall be addressed and submitted to:

York County Maine, County administrator

Submittals received by York County after the deadline will not be considered. Faxed or emailed submissions will not be accepted. Firms assume all risks of the method of delivery chosen. York County Maine assumes no responsibility for delays caused by any package or mail delivery service.

 - B. Submission Identifier. The outside of containers in which Qualifications are submitted must be clearly marked with the firm's return address and the notation: **Qualifications to Provide Construction Management Services, York County Regional Recovery and Training Center.**

 - C. Number of Copies. Three (3) hard copies, and one (1) pdf copy on thumb-drive.

4. Other Information.
 - A. Firms should identify a project contact, with email address, for purposes of receiving any updates regarding the RFQ selection process no later than **4:00pm on Thursday September 27, 2022**. Firms which do not provide contact information to the designated contact will not receive these updates.

Updates will be posted here:
<https://www.dropbox.com/scl/fo/c8jlxzq563wshf8qe8bxj/h?dl=0&rlkey=7sjsvybef6uv0sblju2kwf4o1>

 - B. Do not contact any other York County employees or representative regarding this RFQ unless specifically directed to do so in writing by the designated contacts.

- C. Site walks by the CM must be coordinated with York County at the CMs own schedule and no staff or consultants will be included.

SECTION V: SELECTION PROCESS

1. General. All qualifications submitted in response to this RFQ will be reviewed for completeness prior to referral to the Selection Committee.
2. Selection Committee. The Selection Committee will consist of representatives from York County, the Architects and Building programming teams.
3. Submittal Evaluation Criteria. The Selection Committee will determine the merit of submissions received in accordance with the responses provided to the qualification information requested in Section III and with the following weights.

Evaluation Criteria	Weight
CM Experience	50%
Process and Team member Experience	30%
Overall Quality and Completeness of Submission	20%

4. Interviews. Firms with top-ranking submittals may be short-listed for an interview with members of the Selection Committee.
 - a. Along with the interview Firms will be required to submit a proposed Fee Structure, as outlined below, for the project which the team will evaluate as part of the final selection.
 - b. Fee Structure. In a single, separately-sealed envelope, provide the following:
 1. Lump sum fee proposal for pre-construction CM services.
 2. The construction phase CM fee proposal as a percentage of the Cost of Work, for projects ranging \$25 to \$50 million in construction costs.
 3. CM firm’s fee structure including proposed billing rates associated with pertinent personnel and prices for anticipated direct reimbursable costs.
5. Final Selection. Upon interview completion, firms may be required to present additional documentation such as the AIA Document A305, with financial statement (Section 5.1.1). Firms will be evaluated and ranked based on this information, the interviews and the Fee structure, and, upon successful reference checks, a final CM will be selected. The following criteria will be used in determining theselection.

Evaluation Criteria	Weight
Process and Team member Experience	40%
Presentation/Response to Questions/Interactions with Committee	40%
Fee Structure	20%

6. At the time of award, York County Maine will negotiate with the selected firm for Preconstruction Phase Services including determination of the Construction Managers Fee and the CM firm’s fee structure including billing rates associated with pertinent personnel and prices for anticipated direct reimbursable costs. Should the parties fail to reach an agreement on the final terms of this contract, York County reserves the right to proceed with an alternative award.

SECTION VI: FORM OF AGREEMENT

1. The successful firm will be required to enter into a standard AIA contract with York County Maine. The form of agreement between Owner and the chosen Construction Manager will be an AIA Document A133, Standard Form of Agreement Between Owner and Construction Manager as Constructor as modified by York County. The standard form of agreement for the construction shall be the AIA A133, Exhibit A Guaranteed Maximum Price Amendment as modified by York County. Work under this project shall not begin until an Agreement has been fully executed.
2. The length of the contract is intended to be for the duration of the project to final completion commencing with Preconstruction Services and, upon successful completion of the initial phase, amendment of the Construction Managers agreement for the remaining project phase. The project schedule is provided in Section I.

SECTION VII: ADDITIONAL PARAMETERS

1. The Owner retains the right to waive any informalities, to reject any or all Statements of Qualifications, or to accept any Statement of Qualifications that may be determined to be in its best interest.
2. It is the Owner's intent that the work be publicly, competitively bid by qualified sub-bidders for each trade or bid package. The Designer and Owner will work with the Construction Manager in evaluating sub-contractors. All sub-bidders shall be qualified and must have directly-related experience.
3. The Construction Manager Request for Qualifications and Selection Process, as outlined herein, shall be considered subject to change as required by the York County Maine. Terms and conditions of the Agreement between Owner and Construction Manager shall take precedence over all prior understandings and/or agreements, if any, including this Request for Qualifications.
4. The Owner retains the right to terminate the services of the Construction Manager at any time prior to the execution of an AIA A133 Exhibit A, Guaranteed Maximum Price Amendment (GMP), and the Owner's obligation shall be limited to actual documented expenses of the Construction Manager as of such date.
5. Protests of Award and Authority to Resolve Protests.
 - A. After the selection of the CM firm, any firm not selected may submit a protest in writing to the York County Administrator within five business days of the date of the Notice of Award for firms not selected, with a copy to the firm that was awarded the contract. The protest must contain a brief statement of the basis for the challenge. The County may stay the award until the protest has been resolved.
 - B. The County will base his or her decision on a review of the facts. There will be no hearing, no testimony and no additional information unless the County deems that additional information is necessary to resolve the protest. The County will communicate his or her decision to the protesting firm.

END OF REQUEST FOR QUALIFICATIONS

LILLY ARCHIVAL

paige@lillyarchival.com (207) 460-5234

P.O. Box 1022, Blue Hill, Maine 04614

August 24, 2022 UPDATE

York County and York County Registry of Deeds
Contact: Greg Zinser, York County Manager
45 Kennebunk Road, Alfred, ME 04002

Dear Mr. Zinser, Ms. Hammond, and York County Commissioners,

I'm pleased to submit a proposal in response to your RFP for Contract Archivist Services and describe my qualifications for assessing the historic materials in your care.

All my career, I've worked in Maine archives, museums, and historical societies. My jobs ranged from the Shaker Library at Sabbathday Lake, founded in 1783 in New Gloucester, then the half-shire town of Cumberland County, to the Castine Historical Society in the town that served over 40 years as the seat of Hancock County. Especially in Castine, I became familiar with a wide variety of local and regional government structures and operations including:

- 17th century colonial jurisdictions and land grants controlled by Europeans;
- county administration and oversight for townships;
- the process for founding a town in Massachusetts;
- land surveys and the subsequent division of land;
- Meeting Houses used for both public worship and municipal government;
- the administration of jails and appointment of jurors;
- the functions of district courts and courthouses; and
- transition to the Town Manager Plan of local government.

Castine offers several examples of my experience handling, interpreting, and preserving fragile documents. Working as a consultant in 2001, I advised the Castine Town Office in re-housing and cataloging over 200 years of town records they are required to retain. In 2016, Castine Historical Society became an alternate records repository for nonconfidential municipal records. Just before moving the town records to archival storage, we discovered mold and mildew on 80 tax valuation books and worked with a vendor to get them thoroughly cleaned offsite. Today, I answered a query about the voting rights and tax obligations of Castine men in the early 1800s.

Please contact me if questions arise during your review of my proposal and resume. Thank you.

Sincerely,

Paige Lilly

Proposal

On page 4 of this document you will find a summary outline of the York County RFP combined with notes taken at the mandatory pre-bid meeting and tour, August 10, 2022. The following Plan of Work refers to line items 1-3 under Services included there.

Fees and Expenses

My usual fee for archives assessment and consultation (Items 1-2) is \$400/day. The discounted rate for projects estimated to take over 12 days is \$360/day. I prefer to invoice monthly for time and expenses rather than a set fee. I do not charge for travel time, but as I live in Blue Hill I'm adding a per diem for lodging and meals when the work is onsite in Alfred (off-season!). My fee for the type of work expected in Item 3 is \$35-40/hour. (You may already have archival supplies..)

The Plan of Work below estimates 12-15 days with a fee of \$4,320 to \$5,400.	\$5,400
Days onsite requiring lodging, 8 @ per diem \$160	\$1,280
Archival supplies to have on hand for fragile, torn, unstable items and map folders	\$500
Estimated TOTAL	\$7,180

Plan of Work

Due to the significant size and scope of the project, I recommend beginning with the overall review of the documents followed by assessment and a written report. See the table below for my breakdown of the review, archival assessment, suggested benchmarks, and project meetings.

1	Review and assess documents and maps held by both the Registry of Deeds and the County Commissioners	9-11 days
	Research York County records, maps, and microfilm held in Mass Archives, Mass Historical Society, Maine State Archives, Maine Historical Society	
	Task: Review groups of records (1a-1d below), collect basic data for each set, and create a database or table <ul style="list-style-type: none"> • Overall date spans and bulk dates, • Types of documents and content • Names of creating offices or job positions or individuals • Functions of the records within the Registry of Deeds or Commissioners • Legal status • Photograph sample documents or maps 	

1a	Commissioners Records Research Room <ul style="list-style-type: none"> • Commissioners Docket • County Commissioners's records • County Commissioners's misc records • Microfilm 	
BENCHMARK 1 Brief report regarding research and review of 1a		
1b	Vault <ul style="list-style-type: none"> • Five boxes of unprocessed documents, some of which might be historically significant, dating back to the mid 1600s; review and take notes, but do not sort at this stage 	
1c	<ul style="list-style-type: none"> • Maps and plans stored rolled on an upper shelf, in a box, and in 2 cabinets and others stored flat in a map drawer 	
1d	<ul style="list-style-type: none"> • County Court dockets with supporting evidence stored folded in 50 drawers 	
BENCHMARK 2 Brief report regarding review of 1b-1d and Project Meeting		
2	Help Manager and Registrar Understand How All These Records Interact	1-2 days
	<ul style="list-style-type: none"> • Assess data collected in Item 1: Do you have enough information to answer the questions in Item 2 of the RFP? • Draft report answering the questions interrelating the documents and their legal or historical significance; include next steps if not enough was learned in Item 1 Review 	
BENCHMARK 3 Project Report: Priorities and Recommendations followed by Project Meetings		2 days
3	Organize, catalog, and re-house documents, maps, and plans according to appropriate archival standards (to be determined Items 1 and 2 above)	
	<ul style="list-style-type: none"> • Draft a proposal for processing (organize, catalog, preserve) documents and maps (1b and 1c above) and at what level and for whom • Estimate time, expense to implement proposal • Incorporate opportunity to train and assign tasks to Registry staff 	TBD

York County Request for Proposal for Contract Archivist Services

For the following summary of qualifications and services, I've combined details from the original RFP (July 18, 2022) with notes from the pre-bid meeting and tour, August 10, 2022 (in italics).

Qualifications:

York County and the York County Registry of Deeds are seeking the services of an archivist familiar with interpreting historic documents and qualified to:

- Understand the various governmental structures and their associated operations both before and after the founding of the United States
- *Prioritize disposition and preservation of documents based on legal requirements, state retention schedules, and/or historical value (significance)*
- *Implement archival storage, indexing and cataloging of documents leading to a publicly accessible database through our records management system*

Services:

The selected archivist will be asked to:

1. Review and assess documents and maps held by both the Registry of Deeds and the County Commissioners including:
 - *Five boxes of unprocessed documents, dating back to the mid 1600s*
 - *Maps and plans stored in a box, a flat-file drawer, and 2 cabinets*
 - *County Court dockets with supporting evidence stored folded in 50 drawers*
 - *Several dozen reels of microfilm*
 - *Four sets of wall-shelving housing bound volumes of manuscript records*
2. Help the County Manager and Registrar of Deeds understand how all these old records interact with one another
 - *Are the bound volumes or microfilms duplicate copies of each other? Which editions/copies is the County required to preserve and which can be recycled/repurposed?*
 - *Are the loose papers in five boxes records the County is obligated to preserve? What about the unrecorded maps and plans? If not, what is their historical significance? How should or could the County make them accessible to the public?*
3. Organize, catalog, and re-house documents, maps, and plans according to appropriate archival standards *(to be determined after review and assessment in Items 1 and 2 above)*

Requirements:

- Attendance at a mandatory pre-bid meeting on August 10, 2022 at 10:00 a.m.
- Include detail about you or your firm's background, past projects and your understanding of colonial and modern governments
- Add any other information you deem important
- *Sign agreement to respect rules regarding confidential documents and complete a brief security training*
- *Work onsite 8am to 4pm weekdays only*

Paige S. Lilly

P.O. Box 1022
Blue Hill, Maine 04614

cell: (207) 460-5234
e-mail: paige@lillyarchival.com

Experience

Freelance Archivist and Museum Consultant, Blue Hill, Maine 1996-present

Collections and exhibitions consulting and contract services for nonprofits, businesses, municipalities, and families; assessments, project management, research, interpretation, and collaboration. Recent projects include:

- Wilson Museum collections consulting to document acquisition records
- Castine History Partners support and research for virtual tour illustrations
- Bar Harbor Historical Society collections storage planning consultation
- UMaine Bryand Global Science Center exhibition support for mineral collection
- Pentagoet Inn, Castine, documentation, photography, and packing for exhibition

Curator, Castine Historical Society, Castine, Maine 2008-2021

Community organization providing service through collections preservation, access, and use; emphasis on collaboration with volunteers and partners, collection development, exhibits, and reference service within broad responsibility including:

- Collections management, documentation, processing, technical services, and preservation
- Building and maintaining relationships with collections donors and financial supporters
- Developing local history collection through purchases and gifts
- Reference service for family historians, householders, students, authors, artists, etc.
- Collaborating with area and regional organizations for education and community projects
- Exhibit production from planning through research, writing and installation
- Working with Board committees and staff to meet strategic planning and program goals
- Providing expertise for collections storage design and systems
- Hiring and supervising collections interns and volunteers

Archivist, William S. Cohen Papers, Fogler Library, Orono, Maine 2001-2008

Political papers within Special Collections at an academic library serving the university community and the state; emphasis on web-based finding aids, raising awareness about the collection, and donor relations led to:

- Developing standardized, enhanced description and access tools online
- Processing confidential record groups and series of political papers
- Managing schedules for lifting restricted access, determined by Deed of Gift
- Establishing and maintaining a productive relationship with the donor
- Producing the Cohen Papers Forum, public lecture/discussion series
- Soliciting corporate donations to support the Cohen Papers Forum
- Designing a traveling exhibit on civic life for adults and children
- Building connections with faculty and associated programs on campus

Collections Manager, Northeast Historic Film, Bucksport, Maine 1997-2000
Regional non-profit film archive providing film storage and technical services; emphasis on archival standards, preservation, and donor relations included:

- Maintaining the collections database and physical storage of film collections
- Collaborating in writing successful federal grant proposal for online catalog

Archivist/Librarian, Penobscot Marine Museum, Searsport, Maine 1990-1997
Special Collections within non-profit museum setting; collecting, preserving and providing access for staff, general public, and researchers; emphasis on teamwork, local and regional history, and best practices through:

- Developing donor relations to support and enhance mission
- Increasing library usage through improved customer service and public relations
- Collaborating with curatorial department to produce exhibits and win grants
- Participating in successful museum accreditation process
- Leading onsite archival research programs with local teachers and students
- Designing and upgrading collections storage; moving collections out and back

Archivist/Librarian, United Society of Shakers, New Gloucester, Maine 1984-1990
Faith-based collections within an active Shaker community also operating a non-profit museum; emphasis on cataloging, preservation storage, and reference while supporting museum activities included:

- Cataloging imprints, bound manuscripts, institutional archives, and personal papers
- Planning and implementing collection move into climate-controlled storage facility
- Establishing archive and library collections care and use policies
- Assisting sect community members as well as visiting and off-site researchers

Education

M.A., American and New England Studies, University of Southern Maine 1997
B.A., American Studies and Spanish, Colby College, Waterville, Maine 1984
Williams-Mystic Program in American Maritime Studies, Mystic, Connecticut 1983

Training (selected)

Digital Directions seminar, NEDCC 2021
Financial Structure and Strategy, AASLH 2020
Seminar for Historical Administration, AASLH 2013
School for Scanning, Northeast Document Conservation Center 2006
Encoded Archival Description, Society of American Archivists 2001
Management for Archivists, Society of American Archivists 1990
Cataloging and Classification, Maine Library Commission 1989
Arrangement and Description, Society of American Archivists 1989

Professional Service and Consultations (selected)

Maine State Archives Advisory Board	2020-present
Local workshop, "Knowing What You Have: Collections Inventories"	2017
Maine Archives and Museums session, "Collection Level Control"	2017
Maine Archives and Museums session, "Learning to Let Go: Deaccessioning"	2014
New England Museum Association session, "Leadership and Change"	2014
Penobscot Marine Museum	2009-2010
Converted legacy finding aids and inventories to PastPerfect collections management program entries	
Wilson Museum	2008-2012
Surveyed collections and storage conditions; wrote priority report and processing/arrangement plan; supervised archival processing and description	
Maine Historical Records Advisory Board	1993-2008
Reviewed preservation and access grant proposals for National Historical Publications and Records Commission and voted on recipients	
Grant-funded Consultant Visits (10)	2000-2001
Surveyed collections, storage, policies, and organizational structure; wrote evaluations and priority reports for historical societies, museums, libraries, and local municipalities	
Society of Maine Archivists (President, 1993-1995)	1989-1998
Wrote successful grant proposal for funding from the National Historical Publications and Records Commission; and served as Project Director for NHPRC funded Maine Archival Training Program	

Research and writing

Article, "Risky Business: Square-Rigged Ships and Salted Fish," *Maine Boats, Homes and Harbors Magazine*, July/August, 2019

Frequent contributor to *The Castine Visitor*, the Castine Historical Society's thrice annual newsletter, 2009-2021

Essay "In Context" for *Zen and the Art of Local History* edited by Carol Kammen and Bob Beatty, 2014.

Researcher for *Missions and Meeting Houses, Chapels and Churches: Four Centuries of Faith in Castine, Maine*, by Lynn Hudson Parsons, 2012

"Many Plans and Many Puzzles" *One Woman's Self-Construction in Post-Victorian New England*, Master's thesis, American and New England Studies, University of Southern Maine, 1997

"Reason and Expression: Shakers Publishing in Worlds' Periodicals," chapter for proposed anthology on the United Society of Shakers and the media, 1990

Proposal for Contract of Archival Services

August 22, 2022

From: Kevin Freeman
14 In the Pines
Cape Neddick, Maine
207-475-5277

Attn: Greg Zinser, York County Manager

Hello Greg,

It was a delight meeting with you and Nancy Hammond during the walk through in the basement of the Court House. The records are a tremendous resource for historians as well as the public. I am so very pleased that you are making this effort to put them online.

I propose creating a system of organization that would be all inclusive of all documents, maps and plans. This would require some conversation with Nancy, no doubt. As the new database is compiled it would include all relevant categories; names, location, dates and perhaps a brief abstract or keywords within a document or plan. Many museums use a program named Past Perfect which would be very suitable to create the database. It could also be created using Excel or Google Spreadsheets.

As the documents are reviewed they could be assigned a unique number, perhaps a combination of date and zip code (location). As far as understanding how all the records interact with one another we would need to establish an importance criteria. An example might be the earliest records would likely have the most importance but once in the database they could be sorted by date. Other considerations may be sensitive locations, for example, boundaries, ancient or archeological sites, public places and roads. But perhaps, if all the proposed newly available online documents are searchable in multiple categories the relationship between the documents becomes self evident to the user.

I have spent many years studying the history of the Town of York. I have recently completed three, three year terms on the Board of Trustees at the Old York Historical Society. I am in the process of co-writing a History of Cape Neddick. My ancestors were among the first to arrive in York. I am very familiar with early governance from First Contact, Georges, through Colonialism and the County Seat moving to Alfred. I co-administer a Facebook Group called *York History Group* that has almost 3,000 members. My fascination with Southern Maine history seems endless, the more I learn the more inspired I have become.

In my adult life I have always been self employed. I offer website design and development to my clients as well as professional photographic services. As part of my contract proposal I would offer photographing large maps or plans or anything not inside a binder. I am proficient in Photoshop and understand the process required to produce a clear and accurate facsimile. If this were to be found advantageous it would also keep the documents in location.

It seems like the absolute path forward would need to be determined by further conversation. What I can offer, is to be a part of this worthy initiative with much enthusiasm and interest. It would be a privilege for me to help develop an accessible database of these unique documents.