



**TOWN GRAY**  
**GRAY TOWN COUNCIL**  
**AGENDA • JUNE 15, 2021**

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**Gray Town  
Council Regular  
Meeting**

**Online via Zoom**  
<https://zoom.us/j/7433264592>

**7:00 PM**

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**I. OPENING STATEMENT:**

*Due to ongoing technical issues related to flood damage at Pennell Hall, the Town Council meeting will NOT take place in person. The meeting will be held online with the Zoom link provided above and on the Town website. **For the Public Hearing, Residents can click in to participate or call in using the provided number during the times detailed below. Public Comments are only allowed during the Public Hearing as detailed in the agenda.***

**II. ELECTION OF COUNCIL OFFICERS 5 MINS**

**III. ROLL CALL**

**IV. PLEDGE OF ALLEGIANCE TO THE FLAG**

**V. MINUTES FROM PREVIOUS MEETINGS 5 MINS**

1. To Review and Approve the Minutes of the Town Council Meeting on June 1, 2021.

**VI. PUBLIC COMMENTS OF NON-AGENDA ITEMS (LIMIT 3 MINS PER PERSON) 10 MINS**

*Comments are intended for information sharing, not discussion. Comments in excess of 3 minutes are welcome at the end of the agenda prior to adjournment.*

**VII. PRESENTATION(S)**

1. Gray Fire Rescue 2021 Strategic Plan - Chief Kurt Elkanich **15 MINS**

**VIII. PUBLIC HEARING(S)**

None

**IX. REPORT FROM THE COUNCIL CHAIR 5 MINS**

**X. REPORT FROM THE TOWN MANAGER 5 MINS**

**XI. COMMITTEE REPORTS 5 MINS**

**XII. COUNCIL CORRESPONDENCE/ACTIVITIES 5 MINS**

**XIII. ACTION ITEMS (est. 7:55 PM)**

1. To Review and Act Upon Re-Affirming the Rules for Town Council Meetings and Workshops.

**10 MINS**

Proposed motion:

Ordered, the Gray Town Council re-affirms the Rules for Town Council Meetings and Workshops.

2. To Review and Act Upon the Proposed 2021-2022 Schedule for Council Meetings and Workshops. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the 2021-2022 Town Council Meeting Schedule.

3. To Review and Act Upon the Town Council Liaison Assignments. **10 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the updated Town Council Liaison Assignments.

4. To Review and Act Upon Setting the Tax Due Dates, Interest Rate for Delinquent Taxes, Overpayment of Taxes, and Prepaid Taxes for FY 2022. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council, to fix Friday, October 1, 2021, and Friday, April 1, 2022, as the dates upon each of which one-half of taxes are due and payable, with interest to accrue upon taxes due and unpaid after each such date at the rate of six percent (6.00%) per annum. In accordance with 36 M.R.S.A. Section 506, the Tax Collector and Town Treasurer are authorized to accept prepayment or decline prepayment of taxes not yet committed or prior to any due date and pay no interest thereon. In accordance with 36 M.R.S.A. Section 506-A, a taxpayer who pays an amount accepted by the tax collector and town treasurer in excess of that finally assessed shall be repaid the amount of overpayment plus interest from the date of overpayment at the rate of two percent (2.00%) per annum and hereby authorizes and directs said Tax Collector/Treasurer, pursuant to Title 36, Maine Revised Statutes Annotated, section 906, to apply any tax payment received from an individual as payment for any property tax against outstanding or delinquent taxes due on said property in chronological order beginning with the oldest unpaid tax bill, provided, however, that no such payment may be applied to any tax for which an abatement application or appeal is pending unless approved in writing by the taxpayer.

5. To Review and Act Upon Authorizing the Treasurer to Set Off Moneys Due Against Taxes. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council authorizes the Treasurer to set off moneys due against taxes, pursuant to M.R.S.A, Title 36, subsection 904, specifically as it relates to Personal Property taxes, not Real Estate taxes, and specifically as it relates to Accounts Payable, not Payroll.

6. To Review and Act Upon Authorizing the Town Manager Expenditure Limits. **5 MINS**

Proposed motion:

Ordered the Gray Town Council authorizes the Town Manager to make expenditures up to \$20,000 and must submit at least three formal bids for any expenditures anticipated to exceed the \$20,000 limit.

7. To Review and Act Upon the FY 2022 Proposed Fee Schedule. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the FY 2022 Proposed Fee Schedule.

8. To Review and Act Upon Authorizing the Proposal for Design of Route 115/Yarmouth Road Reconstruction and Sidewalks in an amount not to exceed \$175,910. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the Proposal for Design of Route 115/Yarmouth Road Reconstruction and Sidewalks in an amount not to exceed \$175,910 as provided in the Basic Scope of Services Total.

9. To Review and Act Upon Approving the Bid Submission for FY 2022 Surface Paving for an amount not to exceed \$424,638 as submitted by the Director of Public Works. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council accepts the Bid Submission for FY 2022 Surface Paving for an amount not to exceed \$424,638 as submitted by the Director of Public Works.

10. To Review and Act Upon the Proposed Changes to the Facilities Use Policy. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the revised Facilities Use Policy for the Town of Gray.

11. To Review and Act Upon Approving the MMA-Recommended Workplace Safety Policies for Town Employees. **10 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the incorporation of MMA-Recommended Workplace Safety Policies (including Slip, Trip & Fall; Back Injury Prevention and Safe Lifting; Ergonomics; Incident Review; Safety Committee Plan; and Light Duty and Preferred Medical Provider Policy) into Current Town Personnel Policy substantially as presented.

12. To Review and Act Upon Approving the Gray Community Media Policies. **5 MINS**

Proposed motion:

Motion to table the approval of the Gray Community Media Policies until July 6 or such time as the Town's attorney has reviewed them.

13. To Review and Act Upon Appointing Adrienne Nardi to the Gray Recreation and Conservation Committee for a Three-Year Term to Expire August 2024. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the appointment of Adrienne Nardi to the Gray Recreation and Conservation Committee for a Three-Year Term to Expire August 2024.

#### **XIV. COUNCIL BUSINESS (est. 9:15 PM)**

1.

Discussion Items:

- Trail Use agreement between Town & 1st Congregational Church - Anne - **5 MINS**
- Committee Policy Changes - Sandy - **10 MINS**
  - (a) Planning Board Alternate promotion process
  - (b) Affiliate Committee website links
  - (c) Meeting requirements - simulcast via GCTV/Zoom
  - (d) Anything else?
- Conflict of Interest Policy - employees/council - Nate - **10 MINS**
- Tracking Spreadsheet/Schedules - Sandy/Chair - **5 MINS**

#### **XV. ADJOURNMENT 9:45 PM**

*\* The Town of Gray is an equal opportunity employer and complies with all applicable equal access to public accommodations law. If you are planning to attend a Town Council or Town committee or board meeting and need assistance with a physical disability, please contact the Town Manager's office at least 48 hours in advance of the meeting to have the Town assist you. 657-3339. TTY 657-3931.*

**TOWN OF GRAY**  
**GRAY TOWN COUNCIL**  
**MINUTES • JUNE 1, 2021**

Regular Meeting

**Henry Pennell Municipal Complex**

**7:00 PM**

24 Main Street, Gray, ME 04039

**I.** Opening Statement: Due to the ongoing technical issues related to flood damage at Pennell Hall, the Town Council meeting did not take place in person. The meeting was held online with the link provided the day of the meeting. The meeting started at 7:05 p.m.

**II. ROLL CALL**

Attendee Name	Title	Status
Sandra Carder	Chair	Present
Bruce Foshay	Councilor	Present
Dan Maguire	Councilor	Present
Sharon Young	Councilor	Present
Anne Gass	Vice Chair	Present
Nate Rudy	Town Manager	Present
Doug Webster	Community Development	Present

**III. PLEDGE OF ALLEGIANCE TO THE FLAG**

**IV. MINUTES FROM PREVIOUS MEETINGS**

1. To Review and Approve the Minutes from the Town Council Meeting of May 18, 2021.

**MOTION: Ordered, the Gray Town Council Approves the Minutes from the Town Council Meeting of May 18, 2021.**

<b>RESULT:</b>	<b>APPROVED AS AMENDED [UNANIMOUS]</b>
<b>MOVER:</b>	Anne Gass, Vice Chair
<b>SECONDER:</b>	Bruce Foshay, Councilor
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

Councilor Gass requested an edit. Edits are to be provided to Cynthia Schaeffer.

**V. PUBLIC COMMENTS OF NON-AGENDA ITEMS (LIMIT 3 MINUTES PER PERSON).**

No public comments.

## VI. PRESENTATIONS

### 1. CEDC Update – Mural Project/Pocket Park Name

Rachel Lyn Rumson gave an update on the selection process for the name of the Pocket Park. The most popular suggested name was Village Green. The council will vote later in this meeting on the acceptance of that name. She provided a presentation and thanked all of the businesses and volunteers who made this park possible. The ‘permablitz’ happened on May 8<sup>th</sup> and over 40 people participated.

There is still more work to be done to finish items such as the information kiosk, fencing/boulder placement, etc. She hopes to see public engagement opportunities, such as “pick your own bouquet” and ice cream socials, take place in that space in the future.

CEDC is still also working on other beautification projects for the village area, including the mural project. Photos of mural artwork were included in the agenda packet.

Councilor Maguire voiced his concern that the council has the first discussion on the park name and the vote in the same meeting tonight.

## VII. REPORT FROM THE COUNCIL CHAIR

Chair Carder discussed the following topics:

COVID: The Governor extended the State of Emergency until June 14<sup>th</sup>. This means we have the option to continue online meetings through July 14<sup>th</sup>. Town Manager Rudy has advised that the town is still waiting on a replacement piece of equipment which will allow the real time broadcast of chamber meetings to occur. Until it is installed, the only option to allow real time viewing for those residents not attending in person meetings is via an online platform. He is asking that we meet online for our June 15<sup>th</sup> meeting at which time he can provide an update on the July 6<sup>th</sup> meeting with the goal to meet in person for that meeting. She asked if councilors had objections.

Councilor Young wants the council to resume live meetings as she has heard from constituents requesting that. Councilor Maguire agreed. Councilor Gass understands their concerns, but until the issues with the council chambers and technology are resolved, she prefers to wait until those things are ready. Councilor Foshay said this is his last council meeting but suggests they wait until things are ready. Councilor Carder understands some people have issues with Zoom, but she has seen more participation from the public via online meetings than ever during her four years on the council. She would like to wait until July to resume in person meetings. Town Manager Rudy asked the council to please consider waiting until July. He would like the technology staff to have time to set up and test. He also noted new councilors will be at the next meeting so he would prefer to not have this change and new technology at the same meeting. Chair Carder said there is a majority to stay online for the June 15<sup>th</sup> meeting.

Chair Carder continued her report. Rep. Moriarty provided an update on the four bills pending in the legislature (LD 32, 668, 746 & 1224) which have all had public hearings before the Judiciary Committee. The next step is for the Committee Analyst to prepare a draft blending the bills into one single bill. A work session was set for May 26<sup>th</sup>. She explained that when the state of emergency expires, they cannot meet online after 30 days. They are hoping for a future hybrid option so they could switch back to online meetings during storms, or for other reasons, which make meeting in person not an option. Town Manager Rudy said his future goal is for all town sanctioned meetings to be held in person and simulcast on GCTV.

Town Manager Rudy has updated the COVID protocols for town facilities following CDC guidelines. Councilors received feedback from resident Susan Baker regarding those protocols. Nate’s highest responsibility is for public safety and that includes the safety of town employees. No one is requiring anyone to provide their vaccination status. The protocols are based on the CDC guidelines for both vaccinated and unvaccinated and have been, and will continue to be, updated based on the status of the situation within our community and state.

Annual Reports: She reminded councilors, as liaisons, that it is time to remind each of their committees that their annual committee work summaries for the Annual Report are due July 31<sup>st</sup>, 2021. They should be submitted to Jon Hartt.

Election: A friendly reminder to residents that the annual election is being held on Tuesday, June 8<sup>th</sup> from 8am-8pm at Newbegin Gym. Absentee ballots are available now at the Town Office. I also wanted to advise that Councilor Gass and I are planning on spending time at the polls (individually) to do outreach and information sharing on volunteer opportunities on town committees.

I also wanted to take this time to thank both Sharon Young and Bruce Foshay for serving the town, as tonight is their last official meeting. It is not always easy to put oneself forward into the public arena to do this type of work. It takes more time than anticipated, has no set hours, can be frustrating and requires a lot of patience, but it is also rewarding work. And, I think we have done good work. The residents benefit from those who decide to step forward and work on their behalf whether through volunteer work on committees or at events, or through volunteering to serve on the Council. I want to give Bruce a special thank you as we ran for the first time together. I did not know you the very warm day we stood outside the polls but enjoyed getting to know you, especially learning about our shared love of project management approaches. I found working with you as Vice Chair to be very informative and have appreciated your guidance over the last four years. I wish you both well and know you will remain involved in the community. Enjoy your summer!

## **VII. REPORT FROM THE TOWN MANAGER**

Town Manager Rudy mentioned his written report to councilors, which was in the agenda packet, and asked if councilors had questions. They did not. He also discussed his support of LD1573. He disclosed he is a board member for the Maine Council on Aging. Councilor Maguire said he objects. He noted there is freedom for Nate to speak for himself, but council should weigh in on it if he is speaking on behalf of the town. Councilor Maguire is also concerned about emphasizing issues of seniors over other groups.

Town Manger Rudy said this also addresses livability benefits for all ages. Councilor Gass and Foshay said they are in favor of supporting it. Councilor Young said this is a multi-faceted goal, not a handout. It helps the industry and workers at the same time. Councilor Carder is in favor of it as it is also a work program which helps others regardless of age. Councilor Maguire noted the majority are in favor but wanted to point out his opinion that this will make healthcare more expensive and not improve the quality. Town Manager Rudy said he appreciated the feedback and comments.

Town Manager Rudy also discussed the letter of agreement from GPCOG which was sent to councilors regarding DACF (Department of Agriculture, Conservation, and Forestry). He said the cost of the study is covered by DAFS funding to GPCOG, but to consider the proposed agreement as the first of several phases of work, with future phases to be paid for by the Town.

## **IX. COMMITTEE REPORTS**

Councilor Gass said the Open Space Committee met on May 19<sup>th</sup> and they are working on their plan.

Councilor Gass said the Library Trustees met. The library had a 50% percent increase over last March and April in terms of usage. They are still doing programming for kids virtually. Local groups have expressed interest in meeting at the library and they will resume in June. They have been flooded with book donations and aim for an October sale. Library Director Josh Tiffany has received pushback regarding masks but, as children under 12 cannot be vaccinated, he is monitoring the situation and is being careful.

Councilor Gass said the Community Television and Communications Committee met last Wednesday. The studio at Pennell is almost ready. The library is hoping to record presentations to be broadcast later on GCTV. Schools are also interested in GCTV options but are waiting to receive clear guidance.

Councilor Foshay said CEDC met on May 19<sup>th</sup>, presented tonight, and will meet again on June 18<sup>th</sup>.

Councilor Foshay said the Finance Committee met on May 20<sup>th</sup>. They discussed revenues/expenses, and also discussed their council presentation. They are looking forward to their next assignment from the council. They will meet again on June 17<sup>th</sup>.

Councilor Maguire said the Planning Board met. The Woodcock project had hoped for final approval but needed to do more work. He sent his concerns to Town Manager Rudy and the council.

Councilor Maguire said OAC met and went through issues Doug Webster had brought to them. He hopes the Planning Board will start looking at current zoning in comparison to proposed Comprehensive Plan zoning.

Councilor Young said ZBA met last week on two variances. One was granted and one was postponed to the next meeting. Scott Dvorak was unable to attend the meeting.

Councilor Carder said the Dry Mills Schoolhouse Committee met on May 24<sup>th</sup> (online). The focus of the meeting was on several activities planned in the upcoming summer/fall. The committee is finishing up the draft of the Henry Pennell House memorial display which will be installed at the Schoolhouse once repairs are complete. Planning for the Bicentennial Community Bean Supper on Saturday, October 2<sup>nd</sup> at the American Legion Hall is now underway. This event is a joint effort with the Legion and GHS. The Committee has also decided to participate at the Blueberry Festival. The lease will be addressed later in tonight's meeting. The next meeting is set for Monday, June 21<sup>st</sup> 6:30pm.

Councilor Carder said GPCOG held their Annual Summit on Thursday, May 27<sup>th</sup>. The annual budget and slate of Executive Committee members and officers were approved. Various speakers provided information on the impacts of the pandemic on the last year and on plans for the coming year at the state level. It was very informative, and everyone looks forward to having an in-person summit next year. The Executive Committee is now on break until September.

Councilor Carder said the Recycling Committee did not meet since the last council meeting. The next meeting is scheduled for Monday, June 14<sup>th</sup> at 6:30pm.

## **X. COUNCIL CORRESPONDENCE/ACTIVITIES**

Councilor Gass had help from Jon Powers regarding the ATV grant. They got confirmation from Brian Bronson, who runs grant programs, that the state has a liability policy. Therefore, if funded, the town can execute an agreement with the club that the town is not accepting liability and will not take ownership.

Councilor Gass heard from Will Burrow, Congregational Church Trustee, about drafting a trail use agreement that the town would sign with the church. This is for the part of the trail that runs through the Parish House parking lot. She will put a draft together for council to review.

Councilor Gass heard from a resident about the bike trail running through his property.

Councilor Gass heard from Susan Baker about the continuation of the mask requirement at the library.

Councilor Gass heard from a resident of Weymouth Road with concerns of excessive noise from a diesel pump.

Councilor Foshay had correspondence from Don Parent regarding HR2307. He also heard from Susan Baker and Jason Wilson.

Councilor Young had communication from a couple of people displeased that council meetings are not in-person.

Councilor Young attended the MDASH meeting last month and received a lot of good information. She said it would be beneficial for the council to look at the demographic information but wasn't sure if Town Manager Rudy plans to release the data sets.

Councilor Carder received an email from another resident concerned with the dilapidated building across from Crystal Lake for which Code Enforcement is working with the owner. They also asked about the status of the intersection buildings for which she provided an update. The last item they asked about was the striping. Everyone agrees the lack of striping is a real safety concern at that intersection. Town Manager Rudy spoke to Alec Dodd who advised that the pandemic has caused a shortage of striping materials. They are awaiting those backordered supplies as are many other municipalities. Spring striping will start as soon as possible.

Councilor Carder received some questions related to the Hamilton Property purchase and also shared material with Nate Stone of the GNG Little League, as previously requested. For those residents who have not voted yet, the town's website has more information on the reasons this item is before the voters and on the value and benefits of the purchase. The questions and bond information can also be found under the Elections page on the website.

Councilor Carder said all councilors received an email from Mr. Wilson related to sharing general assistance information with the public.

**XII. ACTION ITEMS**

- 1. To Review and Act Upon Approving a Name for the 5 Yarmouth Road Pocket Park.

**MOTION: Ordered, the Gray Town Council Approves the name of “Village Green” for the 5 Yarmouth Road Pocket Park.**

<b>RESULT:</b>	<b>APPROVED [4-1]</b>
<b>MOVER:</b>	Bruce Foshay, Councilor
<b>SECONDER:</b>	Anne Gass, Vice Chair
<b>AYES:</b>	Carder, Gass, Foshay, Young
<b>NAY:</b>	Maguire

Councilor Maguire stated he voted no primarily because of the process.

- 2. To Review and Act Upon Approving the Mobile Vendor License for Lonnie Humphrey D/B/A Lonnie Dogs.

**MOTION: Ordered, the Gray Town approves the Mobile Vendor license renewal for Lonnie Humphrey D/B/A Lonnie Dogs, subject to inspection and approval from the Code Enforcement Officer, Health Officer, and Public Safety Inspector.**

<b>RESULT:</b>	<b>APPROVED [Unanimous]</b>
<b>MOVER:</b>	Dan Maguire, Councilor
<b>SECONDER:</b>	Anne Gass, Vice Chair
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

- 3. To Review and Act Upon Approving the Automobile Graveyard/Automobile Recycling Junkyard Permit Application for Kevin Kimball and Robert Dube, DBA Kimball's & Dube's Garage Inc., located at 23 Frost Road.

**MOTION: Ordered the Gray Town Council approves license renewal for an Automobile Graveyard/Automobile Recycling Junkyard Permit Application for Kevin Kimball and Robert Dube, DBA Kimball's & Dube's Garage Inc., located at 23 Frost Road.**

<b>RESULT:</b>	<b>APPROVED [Unanimous]</b>
<b>MOVER:</b>	Dan Maguire, Councilor
<b>SECONDER:</b>	Anne Gass, Vice Chair
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

4. To Review and Act Upon Approving the Gray Community Media Policies.

**MOTION: Ordered, the Gray Town Council approves the Gray Community Media Policies as presented by the Gray Community Television and Communications Advisory Committee and approved by Legal.**

<b>RESULT:</b>	<b>TABLED [4-1]</b>
<b>MOVER:</b>	Sharon Young, Councilor
<b>SECONDER:</b>	Bruce Foshay, Councilor
<b>AYES:</b>	Carder, Gass, Foshay, Young
<b>NAY:</b>	Maguire

Chair Carder said feedback has been received from the attorney. The committee has additional questions for Attorney Tibbetts. This was tabled until June 15<sup>th</sup>.

5. To Review and Act Upon Approving the Renewal of the License to Occupy State Lands for the site hosting the Dry Mills Schoolhouse Museum, old Gray Post Office, and Privy.

**MOTION: Ordered, the Gray Town Council approves a renewal of the License to Occupy State Lands for the site hosting the Dry Mills Schoolhouse Museum, old Gray Post Office, and Privy as granted by the State of Maine, Department of Inland Fisheries and Wildlife to the Town of Gray effective May 31st, 2021 for a term of 5 years.**

<b>RESULT:</b>	<b>APPROVED [Unanimous]</b>
<b>MOVER:</b>	Bruce Foshay, Councilor
<b>SECONDER:</b>	Sharon Young, Councilor
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

Chair Carder said they will not extend the term past 5 years. She noted that IF&W needs to be notified of activity on that site. Councilor Maguire called a Point of Information asking if this is in the inventory of town buildings and Chair Carder said yes.

6. To Review and Act Upon Accepting the Bid Submission for the Property Condition Assessment and Facility Space Needs Analysis from Port City Architecture for an amount not to exceed \$65,000.00 as submitted by the Director of Buildings & Grounds.

**MOTION: Ordered, the Gray Town Council Accepts the Bid Submission for the Property Condition Assessment and Facility Space Needs Analysis from Port City Architecture for an amount not to exceed ~~\$65,000.00~~ \$70,000.00 as submitted by the Director of Buildings & Grounds and to include the “old village station” in the condition study.**

<b>RESULT:</b>	<b>APPROVED AS AMENDED [Unanimous]</b>
<b>MOVER:</b>	Bruce Foshay, Councilor
<b>SECONDER:</b>	Anne Gass, Vice Chair
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

Mo Russo explained four bids fell within budget and Port City had the best overall process to do this project. He had budgeted \$50,000.00 for the property condition assessment and another \$50,000.00 for facility space analysis and it was determined it was more cost effective to do both together.

Councilor Young asked for explanation what the “manual arts building” referred to. Mr. Russo explained it is the maintenance building on the Pennell complex and they still use the names the buildings had in the past when the school was functioning. Chair Carder confirmed it is the small brick building next to Newbegin.

Councilor Carder asked if the building housed by the Gray Historical Society was included. Mr. Russo said no. Councilor Maguire suggested adding that building. Councilor Carder agreed as resolution is needed regarding that building. Councilors Foshay and Gass indicated their support.

**XII. COUNCIL BUSINESS**

- Weight Limit – letter/ordinance – update

Chair Carder said the letter was reviewed by legal and information is in the council packet. She asked if council had feedback as they have it ready to send out tomorrow at the earliest. Councilors Maguire and Gass offered their feedback and suggested edits.

- Carbon Cash Back – HR2307

Chair Carder referenced the presentation by Don Parent and asked council if they wish to support this. Councilor Maguire wants more information before he decides. Councilor Foshay said if he was staying on the council, he would want to see the council discuss it further. Councilor Gass said it seems like a good idea and Councilor Young was fine with it. Chair Carder said there is enough support to put it to an agenda.

- Egypt Road

Chair Carder received an email from Councilor Maguire wanting to discuss long term plans for Egypt Road and North Raymond Road. He would like to add this to the workshop with DOT. There is a workshop with Ron Betz of DOT on June 15<sup>th</sup>.

- Ordinance Language Change – Charter Amendment

Town Manager Rudy suggested council consider changes, when not related to land use or property rights, for continuation of discussion on a topic rather than going back to a first reading. He said this will help move business along in a timely way. It will also decrease spending on public notifications of meetings.

- Tracking Spreadsheet

Councilor Maguire said it is clear to him as a liaison to Planning Board and OAC that they need to rethink staffing for the Planning Department.

Chair Carder said the Gray Water District will be invited to the June 15<sup>th</sup> workshop.

Town Manager Rudy will reach out to new councilors after the election and will swear them in.

The next Executive Session will take place to discuss the personnel contract with firefighters.

Council rules will need to be adopted at the June 15<sup>th</sup> meeting. The election of Chair and Vice Chair will also take place. Chair Carder will share the tracking spreadsheet with the new councilors once they have town emails.

Councilors offered kind words and goodbyes to Councilors Foshay and Young.

**XIV. ADJOURNMENT at 9:23 p.m.**

**Motion to adjourn at 9:23 p.m.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Anne Gass, Vice Chair
<b>SECONDER:</b>	Bruce Foshay, Councilor
<b>AYES:</b>	Carder, Gass, Foshay, Maguire, Young

# GRAY FIRE RESCUE

2021

## Strategic Plan



Kurt Elkanich  
Gray Fire Rescue  
6/8/2021

## Strategic Plan

### 3 - 5 - 10 years

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**Mission Statement:**

The Mission of Gray Fire Rescue is to promote, protect, and improve the health, safety, property and environment of the citizens and visitors of our community. We provide fire suppression, emergency medical care, and public education, with professionally trained personnel who employ teamwork and the resources provided by the community.

**Vision Statement:**

Gray Fire Rescue will provide fire and emergency medical services to our growing and evolving community in a professional, compassionate way, and ensure personal safety through ongoing training, education, and teamwork.

**Purpose Statement:**

Protecting residents, citizens, and property at the Crossroads of Maine Since 1880.

DRAFT

# Firefighter Code of Ethics

## Background

The Fire Service is a noble calling, founded on mutual respect and trust between firefighters and the citizens they serve. To ensure the continuing integrity of the Fire Service, the highest standards of ethical conduct must be maintained at all times.

The National Firefighter Code of Ethics establishes criteria for fire service personnel to promote a culture of ethical integrity and high professional standards in our field. The broad scope of this recommended Code of Ethics is intended to mitigate and negate situations that may result in embarrassment and waning of public support for what has historically been a highly respected profession.

Ethics comes from the Greek word *ethos*, meaning character. Character is not necessarily defined by how a person behaves when conditions are optimal and life is good. It is easy to take the high road when the path is paved, and obstacles are few or non-existent. Character is also defined by decisions made under pressure, when no one is looking, when the road contains land mines, and the way is obscured. As members of the Fire Service, we share a responsibility to project an ethical character of professionalism, integrity, compassion, loyalty, and honesty in all that we do, all the time.

We need to accept this ethics challenge and be truly willing to maintain a culture that is consistent with the expectations outlined in this document. By doing so, we can create a legacy that validates and sustains the distinguished Fire Service institution, and at the same time ensure that we leave the Fire Service in better condition than when we arrived.

# Firefighter Code of Ethics

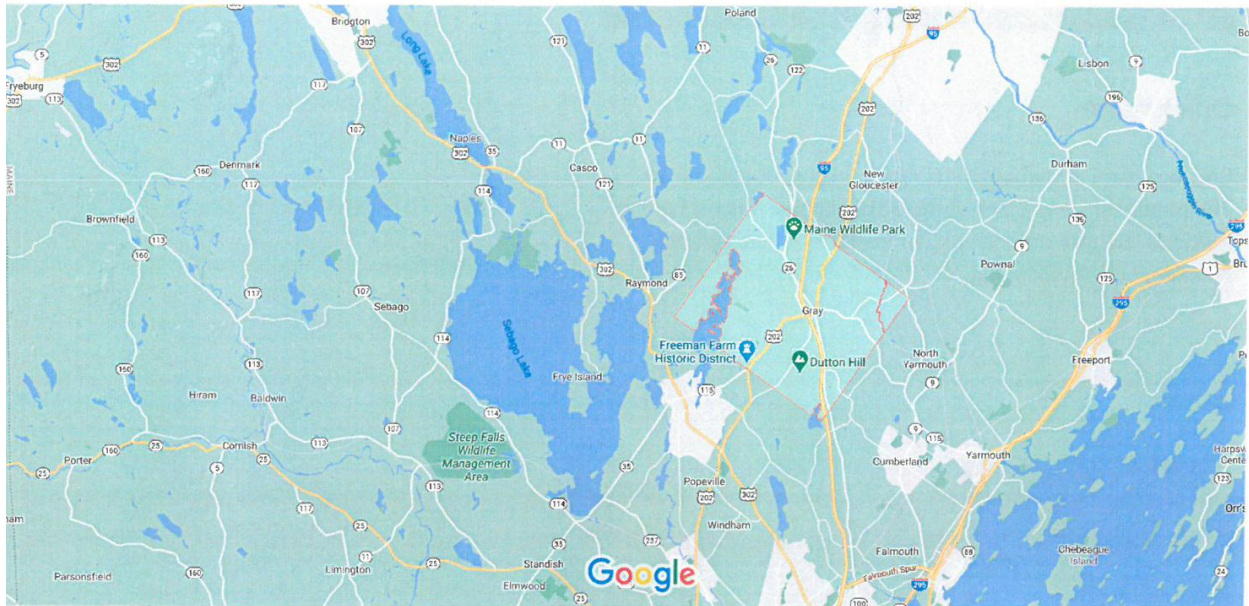
**I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will foster a continuing positive public perception of the fire service. Therefore, I pledge the following...**

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times, and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles, and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

***Developed by the National Society of Executive Fire Officers***

## Introduction

The area that is now the Town of Gray was originally inhabited by the Arosaguntacook, Abenaki and Wabanaki Native American Tribes and later settled by European immigrants in 1737. The area wasn't officially named until 1756 when it began to be called New Boston Plantation. On June 19, 1778, New Boston Plantation was incorporated as Gray, after Thomas Gray, a local land and business owner.



## Planning Process

Gray Fire Rescue (GFR) is pleased to present its 2021 – 2031 Strategic Plan. GFR has a long history of providing Fire and EMS protection to the best of our ability. GFR has also been extremely well supported by the local government and townspeople. The purpose of this plan is to clearly define the mission and goals of GFR while developing a guide for continued excellent service to our community as we prepare to meet the needs of our town as it grows over the next ten years.

We began this process by determining several initiatives that are common in our operations using a community-driven approach that included full-time personnel as well as our valued call department members.

Since its inception, when a group of men organized a group of volunteers to fight fires in the 1880's, we have had a history of delivering excellent service to our community. The growing demand for services, combined with the ever-increasing cost of delivery make it imperative that an effective strategic plan be put into place that will maintain the high standards that our community expects and deserves. This document, dynamic in nature, will serve as a guide

outlining how we will meet the needs of our community, prioritize those needs, and establish timelines to meet those needs.

GFR is committed to maintaining public trust. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is in excellent working order, ready to respond and continue to perform our mission to the best of our abilities. We will continue to study and monitor trends within Public Safety and adjust as needed.

## DEMOGRAPHICS

Gray Fire Rescue provides emergency services for an area of 46 square miles including Little Sebago, Crystal and Forest Lakes as well as a couple of smaller ponds. Of these 46 square miles, only 37% are covered by fire hydrants. There are several cisterns located in major subdivisions that can supply a limited amount of water. Our response area is broken down as follows:

<b>Agricultural, wildland, open space, or undeveloped properties –</b>	57%
<b>Commercial and industrial purposes -</b>	5%
<b>Residential purposes -</b>	38%

The latest recorded population of Gray is 7,761 with a seasonal increase of about 1,870 for a total of 9,631. These are old data, and a more realistic population count would be at least 8,000 year-round and 1,900 seasonal for a total of 9,600 to 10,000.

We are a combination department currently with about 20 call members that respond as they are available. We also have 9 full-time personnel supplemented by some per-diems. Our staffing consists of 4 people on duty during the day plus the Chief, Monday through Friday and four people on duty during the day on the weekends. At nighttime, we drop down to two people on duty and rely on our call members to supplement our responses.

When you hear the name “Gray Fire Rescue” people naturally think “Fire Department”. In reality, we are more of an Emergency Medical Service Department that can fight fires. Our focus has shifted from running a lot of fire calls and a few medical calls to mostly medical calls and a few fire calls. Our goal is to be able to respond to two medical calls at the same time. The data clearly support this need. We have a small call department that can, and does, support our medical mission. It goes without saying that time is critical for medical patients. All our medical call members respond direct to the scene when they are on duty while the on-duty crew respond immediately with the ambulance.

We have a solid core of call firefighters that support us on fire calls. The days of being able to wait for people to (maybe) show up for the initial alarm are gone. We must respond quickly, now more than ever because of the types of fires we see today and how quickly they can spread. Our on-duty crew will respond with an Engine or Ladder truck and our Tank truck that carries 3,000 gallons of water. Call members respond to the closest station and can take the remaining two fire Engines and the Heavy Rescue (provides breathing air, tools for difficult rescues and rehabilitation equipment).

We continue to evaluate the needs of the community and the areas we need to focus our training and resources on. For example: Do we need three full size engines at \$600k + each? (to maintain our current ISO rating, **YES**) Do we need a third ambulance? Do we need full-time staffing for all our fire trucks? (**No**). Do we need full-time staffing for all our ambulances? (**YES**). We need to continue to evaluate what types of calls we need to be able to respond to and base our equipment and space needs accordingly.

The cost for providing emergency service for any town are substantial. We all know that. Our budget has increased over the last three years. 2018 - \$899,028. 2019 - \$987,349. 2020 - \$1,021,130. The main reason for the added expense, other than inflation, is for staffing. We have some great call members that are well trained and dedicated. However, for each of those dedicated members, we have spent a lot of money on potential members that get trained and either decide it's either not for them, takes too much time or they go on to departments that hire them for a full-time position. While more expensive, full-time employees provide as close to an instant response as possible, they get the needed amount of experience and do not get to decide whether they want to go on a call. In no way is this a criticism of our call department members. They have full-time jobs, families, and homes to take care of as well as try to dedicate time to Gray Fire Rescue. A "volunteer" firefighter is held to the same ongoing training standards as a fulltime firefighter anywhere in Maine, requiring many hours dedicated to training.

Emergency Medical Technicians need to earn continuing education hours just like doctors and nurses.

Their licenses are for two years and in addition to working they must meet minimum training hour requirements as follows:

<b>License Level</b>	<b>EMR</b>	<b>EMT</b>	<b>A-EMT</b>	<b>Paramedic</b>
<b>Preparatory, Operations</b>	2	2	2	2
<b>Airway, Breathing, Circulation</b>	8	8	12	16
<b>Assessment</b>	2	4	4	4
<b>Medical</b>	4	8	8	12
<b>Trauma</b>	4	6	6	8
<b>Obstetrics, Pediatrics</b>	4	8	8	8
<b>BLS Psychomotor Skills</b>	8	8	4	4
<b>ALS Psychomotor Skills</b>	0	0	4	8
<b>Further Continuing Education</b>	0	8	8	10
<b>Total Hours</b>	<b>32</b>	<b>52</b>	<b>56</b>	<b>72</b>

## DEPARTMENT FOCUS

**We aspire to be proficient in all areas of Public Safety, however we would like to focus on the following services that we provide.**

**Emergency Medical Services** – An Advanced Life Support (ALS) ambulance such as ours is basically a hospital emergency room on wheels. We can do just about everything in the ambulance that they can do in an emergency room at the hospital. It takes highly skilled EMS providers and hospital grade equipment to provide these life-saving interventions. This is the area we must focus on and base our staffing appropriately. The bare minimum staffing needed for each ambulance is a driver and an EMS technician. Our tax dollars are best served if we staff each ambulance at the Paramedic level with an Advanced EMT. The reasoning for this is that we always need to be preparing and training for the future. Everything we do is based on or related to training. The best paramedics were products of great partners that helped them train for their positions. Likewise, we are always on the lookout for a call member that aspires to become a fulltime or per-diem firefighter/EMT to help provide reliable staffing at a reasonable cost.

**Fire Fighting** – Firefighting has changed tremendously over the last 30 years. The natural fibers used in older furniture burn much slower than the man-made fibers and fillers used in today's furniture. Foam rubber has been equated to solid gasoline and is petroleum based. Fires burn hotter and faster with the new less expensive materials used today. We constantly look for ways to do more with less. Our initial response to a reported fire reflects this mindset. We respond with either the Ladder truck or a Pumper along with our Tank truck that carries 3,000 gallons of water. We have a very short window where we can make a quick stop of the fire. These two trucks with four firefighters and the Chief can, under the right conditions, stop a fire while it's small if we can respond quickly. Mutual aid is automatically dispatched to our location based on the information received. This is the only way we can reasonably expect to get the manpower we need on scene. Our mutual aid partners are in the same situation and we respond to their towns on a regular basis as well.

**Wildland fire fighting** – We still have a considerable amount of forested land in the Town of Gray. Known as the urban/wildland interface, the areas where housing and wooded land come together is an area of fire concern. Most of our wooded area is accessible via UTV's and mini pumpers. This type of fire is very labor intensive and requires mutual aid unless caught quickly. Unlike a house fire that normally is contained to the structure, a wildland fire can be very unpredictable. We have had some very large wildland fires in our town in the past. Conditions are ripe for more with all the blow downs we have had over the last 5 years.

**Vehicle accidents and victim extrication** – Gray is referred to as the "Crossroads of Maine". With Routes 100, 26, 115 and 195 we respond to many accidents each year. Vehicle extrication,

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where we remove the vehicle away from the patient to gain access, is a technical exercise that requires constant training to keep up with new vehicles, materials and hazards such as battery powered vehicles.

**Search and rescue** – We are very fortunate to have the lakes and trails in our town that we do. People do have accidents and medical emergencies while enjoying the outdoors. These types of calls require equipment specifically designed to help find, and transport sick or injured people back to a main road where we can have an ambulance available. This is another type of call that can be very labor intensive.

**Building inspections** – Inspections are one of the best forms of fire protection and prevention that we can possibly engage in. Some people are wary when we show up to do an inspection, but our sole purpose is to provide information and increase public safety.

DRAFT

### ORGANIZATIONAL CHART



## INITIATIVES

### FACILITY

#### Space

We need to maximize the space we have available at Central Station, Village Station and Dry Mills. It is important to remember that Dry Mills Station does not belong to the Town, it has been offered as a gift to the Town as long as it is used as a fire station. We also have one bay in the Pole Barn that we use. We can free up quite a bit of space if we get rid of the parts and pieces, we no longer need that we have accumulated over the years. All of our locations have items that can be disposed of including Central Station. This is where we need to start so that we can best utilize the space we have available to us.

We discussed the need for a proper decontamination area. Currently we have our gear washer and dryer located at Village Station and in the past have considered this a problem however, maybe Village Station is where we locate a proper decontamination area. We would need to find a new home for our antique truck, but it could be a good space for some showers and a changing room.

At Central station we have eight rooms on the second floor. If we stick with our plan of moving to four FF on 24/7 shifts that would leave room for two offices and bedrooms for two live-in students. The two offices are currently being used by Training Captain Hadlock and Asst. Chief Holmquist. An unused live-in student bedroom is currently being used as a study room or shift officer office. If we do away with the shift officer's office and convert that room into a bedroom, we can keep the live-in student program with 2 students. There is also room on the end of the building closest to the transfer station that is currently used as a day room. We could take a piece of that space and create another office for the shift officer.

I firmly believe our staffing plan of four on 24/7 will suffice well into the future, at least for the next 7-10 years. At that point we would still have the option of expanding either Village Station or Central Station.

#### Issues to study:

Central Station is really showing its age. The following are some of the items easily identifiable and can be addressed through CIP programs over the next few years:

1. Drafty. The original windows to be addressed.
2. The ceiling tiles in the bay are full of diesel particulates as well as mold and should be removed or replaced.
3. Caulking on the exterior of the building is dried up and falling out allowing for the entry of water.
4. Several doors will not open or shut properly due to the building settling or shifting.
  - a. One bathroom door on the first floor opens and shuts very hard.
  - b. The door from the meeting room to the outside opens and shuts very hard when the sun is on it.
  - c. The door that goes from the lobby into the station does not shut on its own.

- d. The doors in the front and rear of the bay routinely do not shut on their own and must be firmly pushed closed to make sure they are locked. The access control locks also do not release unless you push the door closed first. This is a protective feature built into the access control system.
  - e. All exterior doors need a security plate installed so they cannot easily be forced.
5. We as a department need to study our priorities and make sure we use all the space available to us as efficiently as possible.

**Issues being addressed:**

1. Between the first and second floors on the main entrance side there is a large horizontal crack in the masonry just below the second-floor windows. Unknown if this is structural or not.
2. The bay floor has never been sealed and is spalling. It is also breaking up at the exits to the bays.

**Corrected issues:**

1. One of the bedrooms on the second floor failed in the outside corner of the room and a bed leg broke through. The Buildings and Grounds director made the repair and believes it to be an isolated issue due to a previous water leak.

**RECOMMENDATIONS:**

The Town has plans to address several of the most important issues listed above. By doing so we believe we are on track to extend the useful life of Central Station considerably. An independent study should be undertaken to help determine if or when the Town should plan to expand or replace the fire station.

**TRAINING**

Gray Fire Rescue has always been known for having a professional, cross trained, fire and EMS team. As the Bureau of Labor Standards requires, members of Gray Fire Rescue need to travel to the fire training facility in Yarmouth. That equates to an hour of travel time round trip plus two to three hours of training. Monday evenings are when we conduct most of our training and those are long nights when we go to Yarmouth, but they are well worth it. As we move to more full-time employees, we find that it is impossible to get everyone together to train together on Monday nights. This can be done any day a crew or even a member needs or wants to train with live fire safely, if we have the appropriate facility to train in. The Gray Fire Rescue Association may have a solution to keep our training in town allowing us to train more often and still be available for calls for service. We look forward to working with the Gray Fire Rescue Association and the Town Council to implement this plan.

For EMS training we have scheduled monthly department trainings as well as a weekly training that can be done anytime. The goal is to provide enough training in all categories so that EMS

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members will not have to take additional outside training classes that can be taught here to maintain their licenses.

Most other training can be done at the station or on the training site as it exists today. Topics that must be covered every year include but are not limited to:

- Vehicle extrication
- Low angle rope rescue
- High angle rope rescue
- Confined space rescue
- Basic Ladder training
- Hazardous materials training
- Basic hose advancement
- Search and rescue
- Propane or natural gas fires
- Fire alarm training
- Ongoing training on scene management

Virtually every skill up to our license level for emergency medical care, plus keeping up with how to treat or care for individuals using the flavor of the day for recreational drugs, all need to be trained on.

Moving forward with the training site plan or finding another location where we can house a live fire training structure is critical to our continued training objectives. One of the items identified in the survey as needing improvement was making trainings more interesting and fun. Being able to train with live fire will definitely do that. It is not only more interesting but is the best way to gain the confidence a firefighter needs to do his or her job. This type of facility is needed more now than ever as we continue to transition to more of a full-time department with employees that live in other towns. They need to be able to train here with our equipment and with the people they work with.

Occasionally we have been offered buildings to train in and burn. In days past, this was an acceptable method for departments to gain live fire training. NFPA rules now make acquired structures very labor intensive and expensive to prepare for live fire training. Training in this type of environment needs to be done with safety considerations being paramount.

## PERSONNEL

This past year, with COVID-19 being a big part of our lives, the call membership has all but stopped responding on medical calls. It's a big ask for someone to come out and take the chance of bringing something like COVID-19 home to their families without knowing it. We have been taking all the recommended precautions and, thankfully, even though we have treated and transported many patients with the virus, no one on the department has contracted it. There will always be those that want to join their local fire department with the hopes of moving on to become a full-time firefighter somewhere. This makes it very expensive to run a combination department between Portland and Lewiston.

Many combination departments such as Gray are hiring more full-time employees because so few people can manage a full-time job, run a household and keep up with all the training required to be on a fire department and run calls at night when they should be sleeping in order to be productive at the job that pays the bills.

In our opinion, based on what we've seen in the industry over the past 20 years, we need to staff our department with full-time personnel that can at least cover two medical calls at once 24/7. This can be done in steps with the result being the Chief and or the Assistant Chief on duty during the week with 4 additional personnel on duty 24/7. It is our recommendation that some of these shifts remain as per-diem shifts.

Currently overtime is way over budget. The most effective way to reduce overtime is to be able to maintain a pool of per-diems willing to take per-diem shifts and open shifts as they become available. There are two areas we can address to make Gray more attractive to the per-diem workers. One is to be more in line with per-diem wages in our area. The second is to change our 8am to 4pm shift to a 12-hour shift, 8am to 8pm. This type of shift is much more attractive to a person that has to travel a distance to get here. We would still leave the option open to take just part of the shift if there are no other takers. In order to have a successful per-diem component to our mix we need to have enough hours available so that we can build a pool of 4-5 per-diems that will be loyal to our department. We still highly recommend maintaining a call department as best we can. A successful call department can potentially feed us per-diems as they become certified and experienced.

We don't have as many fires now as we used to so the demands on a call member that wants to strictly fight fires aren't as great as they have been in the past. One thing we have implemented to help keep costs down and to help make sure the people we bring on know what they are getting into is to require someone that wants to join to be certified in either firefighting or EMS to qualify. Coming to us with at least one certification demonstrates their desire to enter this field and also shows that they know what they are getting into.

Some rough numbers for costs for new members:

Firefighter 1 & 2 class	\$750.00 - \$1,000.00.	Gear \$2,200.00
Basic EMT class	\$975.00 - \$1,100.00	Gear \$500.00
Advanced EMT	\$1,750.00	Gear \$500.00
Paramedic class	over \$10,000.00	Gear \$500.00

## COMMUNITY OUTREACH, RECRUITMENT AND RETENTION

We have four CPR instructors on our department. Once the COVID-19 precautions can be safely relaxed, we plan to offer free “Hands Only CPR” classes at the station.

Our Assistant Chief Holmquist has taught several “Stop the Bleed” classes for teachers in MSAD 15 and is looking forward to being able to start those classes up again. These are good opportunities to recruit potential first responders. Our Call Department members have been a source of per-diem members for us, and we need to continue to promote this concept. It helps to reduce overtime, gives our call members the needed experience to get more comfortable with their skills, and also makes them feel more a part of everyday operations.

We have had limited success with recruitment and retention. The Federal Assistance to Firefighters Grant Program has a Recruitment and Retention grant that we should explore this coming year. The biggest challenge for call members is the time commitment required to maintain skills and certifications. This grant may be able to help us to find the qualified people that have the certifications we are looking for already.

## HOW WE RESPOND

A lot of thought goes into our response plans. Some things we need to consider are obvious and others are not. For example, some obvious considerations are the nature of the call, how serious the medical event or injury is can dictate how many responders will be needed. Some unobvious considerations might be how much the patient weighs, special challenges in gaining access to the patient and even the type of facility we are responding to. There are times when we need someone to remain with our trucks just to keep an eye on them.

We absolutely must rely on mutual aid for structure fires. Our goal is to be able to put four firefighters plus an incident commander, usually a Chief, on a fire call as quickly as possible. This allows us to make a quick attack while still maintaining the two firefighters inside and two firefighters outside standard that we are held to for safety reasons.

Just like any business, if we always have enough help for any circumstance then we are probably overstaffed. Our goal with our current call volume is to be able to handle two medical calls at once. At a minimum this requires two people for each call: a driver and a medical provider with the patient. Many times, this is adequate however critical patients may require 2, 3 or 4 medical providers in the back. Our department responds to enough medical calls to

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warrant four people on duty. In 2020 we responded to multiple calls at the same time 210 times.

We have divided the town up into districts and that is how we choose the mutual aid towns that respond with us on larger scenes such as fires or large accidents or medical calls when we can't cover them. We work closely with Cumberland, Raymond, New Gloucester, and North Yarmouth. As the Town of Gray grows, we will constantly evaluate the need for altering response plans as well as our mutual aid requests. In the current climate, our primary focus is emergency medical services.

## **COMMUNICATIONS**

We rely on communications for everything. The person that has the emergency first must call 911. 911 (dispatch) must accurately take the information and pass it on to us via radios. There are so many things that can go wrong that this is probably the one thing that is always on my mind for improvement. The equipment we currently have deployed in Gray to transmit and receive our radio traffic is nearing its end of life. That does not mean it will not work any longer, but the manufacturers will no longer be making replacement parts after 2022. Additionally, there will be another narrow banding of the radio frequencies sometime in the future. The FCC has not given a date yet, just that it will happen. When this happens, all agencies will have to switch to a digital radio system because the radio frequencies will be too close together for an analog system to function without bleed over from nearby channels. Our dispatch center (CCRCC) has already started the transition to a digital system called DMR.

The system we currently have leaves us with several spots in town where we do not have acceptable reception. When the time comes to address these issues, we should look at replacing our hardware with a system that will simulcast from all our tower locations and be DMR capable. Currently we only transmit from the water tower on Yarmouth Rd. Our two other tower locations simply receive transmissions from our radios and send them to the water tower to be retransmitted out to us and to dispatch via microwave. We cover a large stretch of the turnpike and once we get north of the New Gloucester Toll, we have very poor to no reception at dispatch even though we have an antenna on the tower in New Gloucester. Dispatch can hear us, but we can't hear them. This situation has the potential for disaster.

Along with that, any radios we have purchased over the last 4 years are digital capable, meaning, with a small upgrade to these existing radios we will be able to switch to digital with any of our new portable and mobile radios.

A complete system upgrade to be digitally capable and simulcast from all our tower locations will cost over \$100,000.00. I believe this is something we need to prepare for. Currently there are no grants that I know of that will support the fixed hardware upgrade needed. We have received several grants for portable radios and are in good shape on that front.

## **WELLNESS PROGRAM**

We currently have a state-of-the-art fitness center in the basement of Central Station. Being physically fit is essential for personal wellbeing as well as being able to complete our mission. Firefighting and moving patients are both inherently dangerous. That added to the stress levels put on a firefighter while fighting a fire add up to a recipe for injury or worse. When we respond to a fire, we are literally going into an environment that a human cannot survive in without protective gear and we do it quickly with no room for mistakes.

On a day-to-day basis we respond to medical calls involving very sick people that have nowhere else to turn. We have to do all we can to keep ourselves healthy and ready to respond to emergencies 24/7.

We have a certified "Peer Fitness Trainer" that can set up programs for us based on our current physical condition with our job function in mind for optimal performance as a goal.

We encourage everyone to take advantage of the equipment we have and to seek out guidance from our peer fitness trainer.

This coming year we plan to implement a requirement for daily physical training for all employees.

## **EVALUATIONS**

All new employees are subject to a one-year probationary period. During this period the employee will have a written evaluation done quarterly, yearly thereafter.

It is my assumption that everyone wants to be the best they can be at their job no matter what it is. It is our job to let them know how they are doing and where they can improve. The reviews I have done have been well received and appreciated.

With the rehiring of the Assistant Chief, we will expand the evaluation program to all full-time employees.

## **SAFETY**

Responder safety must be considered paramount in our industry. We cannot help our citizens if we get hurt! Sometimes people get bogged down in the Standard Operating Procedures but every one of them was developed because someone got hurt or killed. Our goal is to prevent that.

Almost every year new fire trucks have new safety features added to them. Firefighter turnout gear has not changed much in the last ten years, but it has gotten more expensive. A recent area of concern that we have addressed is our personal protection on EMS calls. In the past we have responded to many EMS calls that became violent and our people were exposed to the very real potential of bodily injury. We now issue body armor to all full-time personnel as well as our live-in students. We also keep several sets of body armor on the Ambulances for call personnel that can respond to a scene. Anytime we are asked to respond "with the police" we are to put on body armor that is clearly marked EMS. When we first started wearing body

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armor some people questioned us as to why we are wearing body armor, we simply said it is our policy when we respond with the police. Today, I don't think anyone thinks twice when they see us in body armor. There have been many instances in the past where we have been confronted with irate patients that have either been on drugs or involved in domestic issues with police intervention. There is a very fine line that we must walk when dealing with patients such as these. We want to gain their trust but at the same time we must make sure we are safe.

## **SUMMARY**

It is important to remember that this document is dynamic in nature and will change year to year as the Department and the Town changes. Our base mission, however, will always be to protect the health and safety of our citizens as efficiently as we can.

I feel Gray Fire Rescue is in a great place today. We have some things to plan for in the future and we look forward to working with the Town Manager and Council to best address these issues before they become problems. We have a great team and enjoy fantastic support from the Town Manager, Town Council, and citizens of Gray.

# TOWN COUNCIL RULES

## TOWN OF GRAY RULES OF THE GRAY TOWN COUNCIL CHAPTER 602 ADOPTED ON MARCH 19, 1981

### Amendments to the Rules of the Gray Town Council

March 15, 1983	February 19, 2002	November 1, 2011
April 1, 1986	February 18, 2003	July 3, 2012
May 19, 1987	July 1, 2003	October 16, 2012
August 2, 1988	December 20, 2005	November 13, 2012
February 20, 1990	June 05, 2007	December 4, 2012
March 20, 1990	June 17, 2008	September 17, 2013
May 4, 1993	August 19, 2008	January 7, 2014
June 20, 1995	March 17, 2009	September 1, 2015
August 1995	April 7, 2009	December 6, 2016
August 6, 1996	September 1, 2009	August 1, 2017
October 1, 1996	September 15, 2009	October 3, 2017
September 15, 1998	December 1, 2009	October 1, 2019
July 6, 1999	August 3, 2010	November 12, 2019
December 5, 2000	February 1, 2011	December 3, 2019
April 17, 2001	May 17, 2011	August 4, 2020

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## **OPERATIONAL RULES**

### **SECTION 602.01 - REGULAR MEETING (AMENDED AUGUST 3, 2010, AMENDED FEBRUARY 1, 2011, OCTOBER 3, 2017)**

- A. The regular meetings of the Town Council:
1. Shall be held at Henry Pennell Municipal Complex at 7:00 p.m., current time,
  2. On the first and third Tuesday of each month, except that in July, August and November, the Town Council shall meet only once during each month on a date of their choosing.
  3. When said days falls on a holiday or on an election day, the regular meeting shall be held on the following Tuesday, at the same time and place.
  4. The date of any regular meeting may be changed by an order or resolve passed with at least four (4) affirmative votes at a previous meeting of the Council provided, however, that said change in date will still provide for two regular meetings in each month provided, there are enough days left in the month to do so.
  5. In case of inclement weather or other public hazard, the Chair may decide, on the day of any regular Council meeting, to postpone that meeting seven days later at the same time and place and with notification to the public by the most expedient means.

### **SECTION 602.02 - COUNCIL WORKSHOPS AND SPECIAL MEETINGS**

- A. Workshops:
1. Workshop meetings, where Town business is discussed, but not to be voted on, shall be held from time to time as determined necessary by the Town Council.
- B. Special meetings:
1. May be called by the Chair.
  2. In case of his/her absence, disability or refusal may be called by three (3) or more members of the Town Council.
  3. Notice of such meeting shall be served in person or left at the residence of each member of the Town Council at least twenty-four (24) hours before the time for holding said special meeting, unless all members of the Council sign a waiver of said notice.
  4. The call for said special meeting shall set forth the matter(s) to be acted upon at said meeting, and nothing else shall be considered at such special meeting.
  5. All special meetings shall be held in compliance with the Maine Freedom of Access law, 1 M.R.S.A. Sec. 406, as amended.

### **SECTION 602.03 - COUNCIL MEETINGS AND WORKSHOP AGENDAS**

- A. Regular Meetings Agendas:
1. Requests to add an item to a Council meeting agenda for consideration or action shall be forwarded to the Chair or the Town Manager, at least nine (9) work-days in advance of the meeting, to allow for sufficient time to amend the agenda for public notice. Holidays/Elections may impact the cut off dates.
  2. No ordinance, order or resolve, unless of an emergency nature that is expressly identified in the ordinance, order or resolve, shall be in order for action at any regular or special meeting of the Town Council unless such ordinance, order or resolve shall be filed in the office of the Town Clerk at least nine (9) work-days prior to the meeting
  3. When it is anticipated there will be an unusually large volume of background materials to be submitted by proponents, or opponents of an issue, the Chairperson may require submissions to be made at least two weeks, or more in advance.
- B. Workshop Meeting Agendas:
1. No item shall be put on a workshop agenda unless at least two Councilors request it.
  2. Suspending the Rule

### **SECTION 602.04 - QUORUM**

- A. Quorum:
1. As per Article II, Section 13, of the Town Charter, a majority of the Council shall constitute a quorum for the transaction of business.

2. The quorum and participants consist solely of those members physically present together in the assembly.
3. At least three (3) votes shall be required for passage of any ordinance, order or resolution.
4. A smaller number may adjourn from time to time or may compel attendance of absent members.
5. At least twenty-four (24) hours-notice of the time and place of holding such adjourned meeting shall be given to all members who were not present at the meeting from which adjournment was taken.

#### **SECTION 602.05 – ENACTMENT FORM**

- A. Enactments:
1. The Town Council shall act only by ordinance, order or resolve.
  2. All ordinances, orders and resolves shall be confined to one subject, which shall be clearly expressed in the title and shall be put in writing on forms designed for that purpose in advance of the Council meeting.
  3. Ordinances, orders and resolves shall each be separately numbered, consecutively, by date of introduction.

#### **SECTION 602.06 – ORDINANCE STYLE**

- A. The enacting style for an ordinance shall be:
1. “Be it ordained by the Town Council of the Town of Gray, Maine in Town Council assembled,” followed by the proposed ordinance.

#### **SECTION 602.07 – ORDER AND RESOLVE STYLE**

- A. In all votes of command:
1. The form of expression shall be “Ordered”.
- B. All votes regarding opinions, principles, factors or purposes:
1. The form shall be “Resolved”.

#### **SECTION 602.08 – FULL READING**

- A. As per Article II, Section 14.B of the Town Charter:
1. After passage on first reading, every proposed ordinance or a summary there of shall be posted in the municipal building and on the Town’s electronic website for at least seven (7) days prior to the next regular meeting of the Council.
  2. At least one public hearing shall be held by the Council before any ordinance shall be passed, but nothing herein shall be deemed to require publication of the ordinance itself.
  3. Every ordinance shall be in order for public hearing and the first reading of same but all ordinances may, at the discretion of said Council, be tabled from time to time.

#### **SECTION 602.09 - YEAS AND NAYS TAKEN: WHEN**

- A. The yeas and nays shall be taken upon the passage of all ordinances and entered upon the record of the proceedings of the Town Council by the Clerk:
1. These yeas and nays shall be taken on the passage of an order or resolve when called for by any member of the Town Council.
  2. Every ordinance, order and resolve shall require, on final passage, the affirmative vote of at least three (3) members of the Town Council.

#### **SECTION 602.10 - ORDINANCES EFFECTIVE: WHEN**

- A. No ordinance shall take effect and be in full force:
1. Until thirty (30) days from and after it shall have been enacted as required by Article II, Section 14.C of the Charter.

## **SECTION 602.11 - ORDERS & RESOLVES: EFFECTIVE**

A. Unless a later date is expressly provided for:

1. All orders and resolves shall take effect immediately, upon passage.

## **SECTION 602.12 - CHAIR AND VICE-CHAIR DUTIES**

Beyond those outlined here, the Chair and Vice-Chair have no more authority or responsibility than any other Town Councilor.

The Chair and/or Town Manager shall meet with the Vice Chair to review planned meeting agendas, as necessary, to ensure continuity of Town business.

A. The Chair is to be Presiding Officer:

1. The Chair shall take the Chair at the time appointed for the meeting,
2. Call the members to order,
3. Cause the roll to be called and,
4. If a quorum be present, call for the approval of the minutes of the preceding meeting as presented and proceed to business.
5. Shall conduct the meetings in a manner as described below and shall be the arbiter in all matters of meeting protocols, subject to a vote of the full Council.

B. The Chair shall preserve decorum and order. The Chair may;

1. Speak to points of order in performances of other members and shall decide all questions or order subject to appeal of the Council by motion regularly seconded, and no other business shall be in order until the question on appeal is decided.
2. Rule any person out of order and require a speaker to take his or her seat
3. Eject any person from the meeting place who, after being ruled out of order, remains disorderly.
4. In case of disorder, declare the meeting recessed until order is restored. In the event of serious disorder or emergency, declare the assembly adjourned to some other time (and place if necessary,) if it is impracticable to take a vote, or in his or her opinion, dangerous to delay for a vote.
5. A person wishing to address the Council shall raise his or her hand;
  - a) be recognized by the Chairperson,
  - b) give his or her name and address
  - c) \*\*sign in on a roster provided for that purpose.
6. All comments shall be confined to the question under debate and shall avoid personalities.
7. No person speaking may be interrupted, except by the Chair, or to raise a point of order, or to correct an error.

NOTE: \*\*The Council strongly recommends that all Town standing or special committees adopt a similar, sign-in rule.

C. Declaration of Votes:

1. The Chairperson shall declare all votes, but if any member questions a vote, the Chairperson shall cause a recount of the members voting in the affirmative and in the negative without debate.

D. Vice-Chair Responsibilities:

1. The Vice Chair will assume the role and responsibilities of the Chair whenever the Chair is absent or unable to fulfill their role.

## SECTION 602.13 RULES OF DEBATE

### A. Motions:

#### 1. To make a motion:

- (a) The Chairperson shall request from Council members a motion to place on the floor for discussion and subsequent action any ordinances, orders, or resolves.
- (b) Any ordinance, order, or resolve must be moved and seconded to be discussed or acted upon.
- (c) If the Chairperson receives no motion or second from a member, the Chairperson may make the motion or second the motion, provided that no member of the Council may second his or her own motion.
- (d) The Chairperson shall consider a motion to adjourn as always in order except on immediate repetition.
- (e) A motion to adjourn, lay on the table, or to take from the table, shall be decided without debate.
- (f) Any member voting in the majority, or in the negative in a tie vote, may make a motion to reconsider, provided that the motion is made at the same, or the next scheduled meeting.
- (g) Motions for the Previous Question (to close debate) shall be handled according to Robert's Rules of Order, most recent edition.
- (h) Any motion shall be reduced to writing if directed by the Chairperson.
- (i) For the purposes of interpreting rules of order, a Council "session" lasts from the first Council meeting after each June election through the last Council meeting before the next June election. The general rule of order against renewal of motion during the same session applies to this period.

### B. When a question is under debate:

#### 1. The Chairperson shall receive no motion but:

- (a) To adjourn.
- (b) To lay on the table.
- (c) For the previous question.
- (d) To postpone to a date certain.
- (e) To refer to committee, administrative official, or legal representative.
- (f) To amend
- (g) To postpone indefinitely, provided that several motions shall have precedence in the order in which they stand arranged
- (h) To divide the question in wording for separate debate.

### C. Priority of Business:

1. All questions relating to priority of business to be acted upon shall be decided without debate, and all subsidiary, incidental, and privileged motions shall be decided before debate and action on the main question may resume.

### D. Voting:

1. A simple majority vote shall approve all motions for orders, ordinances, and resolves.
2. All members present shall be required to vote on all questions put forth, except that any member may ask to be excused from voting, for good cause shown, by notifying the Chairperson prior to the vote.
3. No Council Rule may be amended or repealed unless at least seven (7) days prior notice is given, and the proposed changes as they will appear in the amended document shall be made available for public review, and approved by at least four fifths (4/5) of the members voting in the affirmative.
4. Council Rules may not be dispensed with or suspended unless at least four fifths (4/5) of the members consent thereto.

E. Parliamentary procedure:

1. if a question or situation arises that is not addressed in the Town Charter or ordinances, or these Rules, the Chairperson shall refer to Robert's Rules of Order, most recent edition, to resolve the matter, subject to a vote of the full Town Council then present and voting.

**SECTION 602.14 – BREACH OF COUNCIL RULES OR ORDERS**

A. When any member shall be guilty of a breach of any of the rules or orders of the Council:

1. He/she may, on motion passed by the rest of the Council, be required to make satisfaction therefor and shall not be allowed to vote, or speak, except by way of excuse, until he/she has done so.

**SECTION 602.15 – STANDING AND SPECIAL COMMITTEES**

A. The Town Council shall create such standing committees as are required by law and may create such special committees as it deems necessary.

1. A separate list of both types of committees shall be maintained by the Town Manager, or his/her designee, separate from the Town Council rules, and kept up to date by him/her.
2. Amendments to such list may be made by the Town Council, from time to time, and any such amendment(s) to the list shall only require a majority vote.

**SECTION 602.16 – SOCIAL MEDIA PLATFORMS**

Recognizing that citizens and the public increasingly gather information through social media sites, Councilors may find it beneficial to use such platforms to enhance their communication with constituents. If Councilors choose to use social media platforms for communication, it should be noted the Maine Freedom of Access Act ("FOAA") requirements would apply to content involving the conduct of government (i.e., Town) business on those platforms. To ensure compliance and clarify communications, Councilors agree to the following:

1. Councilors who choose to use social media for the purpose of communicating with constituents as a Councilor will create a Council-specific account to segregate Town Business content from personal communications and will label the account as such.
2. Councilor social media accounts shall be used for purposes of disseminating information and engaging with residents. The content of such accounts and pages shall be limited to general communication regarding Town business and may either report Town Council votes and actions as reflected in the minutes of Town Council meetings or may communicate items that are included on the Town Council agenda. In no event shall social media accounts be utilized for official actions, decisions or meetings, all of which shall occur at Town Council meetings as required by the FOAA.
3. When posting content to Council specific accounts, Councilors should take care to identify when stating a personal opinion versus an opinion that is reflective of the Council as a whole. All content on the Council account should be limited to Council-related duties and activities and Town business and shall not include personal content.
4. The following disclaimer should be posted on the Council specific account:  

The content on this account including comments and replies to comments, may be considered public records, and may therefore be subject to public record requests for review and copying under Maine's Freedom of Access Act (Title 1, Sections 401-521 of the Maine Revised Statutes).
5. Council accounts shall be limited to posting content on the Councilor's page or responding to content on that page and shall not be used to "like" or comment on other users' posts or comments outside of the Council specific page.
6. Councilors shall be required to preserve access to accounts such that a copy of all content remains available for inspection or copying upon request as required under FOAA and shall comply with any request from the Town's public access officer to provide the same within a timely manner.
7. Councilors are responsible to understand what information is considered confidential under the FOAA and shall not post any such confidential information on social media.

Councilors shall not engage with one another on social media in a manner that would be considered a public meeting without notice, i.e., the discussion of Town business by three or more Councilors without advanced notice and opportunity for the public to attend.

**SECTION 602.17 – COUNCILOR REQUESTS FOR STAFF TIME AND LEGAL OPINIONS**

Councilor requests for information may require significant involvement from staff or the town’s legal team in order to be resolved.

- A. When it will involve more than one (1) hour, requests will be resolved as follows:
  - 1. The Town Manager will determine if requests for staff or legal team time to research questions, generate reports or gather data will make it difficult or expensive to complete current assignments.
  - 2. If the Manager declines a Councilor's request, the Councilor may ask the Chair to determine if the majority of Councilors support their request.
  - 3. The Chair must allow enough discussion to clarify a request. If there is not enough time in the agenda for a discussion and vote, the Chair will schedule the discussion and vote for the next available meeting.
  - 4. The Chair will conduct a poll to determine the Council's support.
  - 5. If the majority of Councilors do not support the request, the request fails.
- B. A request that fails may be brought up at a future meeting and discussed again if the Chair agrees new information has become available making reconsideration appropriate.

**II. COMMITTEES**

Section II. Committees has been removed from the Town of Gray Council Rules.

**602.42TO SECTION 602.49 - (RESERVED)**

**SECTION 602.50 - SEVERANCE CLAUSE**

- A. Whenever there is a conflict between the language contained in these Rules and that of the State statutes, the Town Charter or Ordinances, the Town Charter or ordinance shall prevail except where the State statute is intended to control.

Town Council Meeting Schedule - 2021 to 2022

Updated: 06/02/2021

Date of Meeting	Agenda Items to Chair*	Packet Material to Asst to Mgr**	Agenda Posted	Packet available	
June 15, 2021	6/2	6/7	6/8	6/10	
July 6, 2021	6/23	6/28	6/29	7/1	
August 3, 2021	7/21	7/26	7/27	7/29	
September 7, 2021	8/25	8/30	8/31	9/2	
September 21, 2021	9/8	9/13	9/14	9/16	
October 5, 2021	9/22	9/27	9/28	9/30	
October 19, 2021	10/6	10/8	10/12	10/14	Columbus Day
November 16, 2021	11/3	11/8	11/9	11/10	Veteran's Day
December 7, 2021	11/24	11/29	11/30	12/2	
December 21, 2021	12/8	12/13	12/14	12/16	
January 4, 2022	12/22	12/27	12/28	12/30	
January 18, 2022	1/5	1/10	1/11	1/13	
February 1, 2022	1/19	1/24	1/25	1/27	
February 15, 2022	2/2	2/7	2/8	2/10	
March 1, 2022	2/16	2/18	2/22	2/24	President's Day
March 15, 2022	3/2	3/7	3/8	3/10	
April 5, 2022	3/23	3/28	3/29	3/31	
April 19, 2022	4/6	4/11	4/12	4/14	
May 3, 2022	4/20	4/25	4/26	4/28	
May 17, 2022	5/4	5/9	5/10	5/12	
June 7, 2022	5/25	5/27	5/31	6/2	Memorial Day

TC Election Day: June 14th, 2022

\* Latest Date for Agenda Request for consideration

\*\* Deadline for Packet material

Dates shifted due to Election/Holidays

## Councilor Liaisons as of August 4, 2020

Councilor	Board-Committee	
Councilor Carder	Dry Mills Schoolhouse Museum Committee	Councilor Liaison
	Recycling Committee	Councilor Liaison
	Greater Portland Council of Governments (GPCOG)	Delegate
Councilor Foshay	Finance Committee	Councilor Liaison
	Planning Board	Councilor Liaison Alternate
	Community Economic Development	Councilor Liaison
	Greater Portland Council of Governments (GPCOG)	Delegate
Councilor Gass	Community Television & Communication Committee	Councilor Liaison
	Recreation & Conservation Committee	Councilor Liaison
	Library Board of Trustees	Councilor Liaison
	General Assistance Fair Hearing Authority Greater	Councilor Liaison
	Portland Council of Governments (GPCOG)	Delegate Alternate
Councilor Maguire	Ordinance Advisory Committee	Councilor Liaison
	Planning Board	Councilor Liaison
	General Assistance Fair Hearing Authority	Councilor Liaison
Councilor Young	Board of Assessment Review	Councilor Liaison
	Finance Committee	Councilor Liaison
	Gray Blueberry Festival	Councilor Liaison
	Committee Zoning Board of Appeals	Councilor Liaison

Board/Committee liaison assignments are for one year.

Updated August 4, 2020

TOWN OF GRAY  
FEE SCHEDULE FY 2021

TOWN OFFICE-CLERK/TREASURE	Fees
<b>Motor Vehicle Registrations</b>	
Excise rates are determined at the State level as well as all other mandated fees.	
Agent fees are traditionally set at the highest rate allowed by the State.	
<b>Vital Records (Birth, Death, Marriage)</b>	
Rates are determined at the State level.	
<b>Dog Licenses</b>	
Rates are determined at the State level (including late fee assessed on February 1st annually).	
Ordinance mandated fee for unregistered dogs (maximum)	\$100.00
<b>Inland Fisheries &amp; Wildlife Licenses (Hunting, Fishing)</b>	
Rates are determined at the State level.	
<b>Recreational Vehicle Registrations (Boat, Airplane, ATVs, Snowmobiles)</b>	
Excise rates are determined at the State level as well as all other mandated fees.	
Agent fees are traditionally set at the highest rate suggested by the State.	
<b>Ordinance-Mandated Licenses/Permits</b>	
Automobile Graveyard and Auto Recycling Permit* ("Junk Yards")	\$50.00
Games of Chance License*-Rates are determined at the State level.	
Liquor License* (Off-premise Caterer)	\$10.00
Special Amusement Permit*	\$250.00
Liquor License*	\$30.00
Mass Gathering Application Fee* (non-refundable)	\$25.00
Mass Gathering Permit Fee*	\$200.00
Massage License (New)-Therapist Or Establishment Or Combination*	\$150.00
Massage License (Renewal)-Therapist Or Establishment Or Combination*	\$50.00
Mobile Vendor License (Resident)*	\$25.00
Mobile Vendor License (Non-Resident)*	\$50.00
Home Solicitation License (Resident)*	\$25.00
Home Solicitation License (Non-Resident)*	\$50.00
Professional Fireworks Display	\$400.00
Waste Haulers License	\$200.00
<b>Tax Lien Fees (Record, discharge, demand, postage)</b>	
Rates are determined at the State level.	
Postage and demand fees are traditionally set at the highest rate allowed by the State.	

TOWN OF GRAY  
FEE SCHEDULE FY 2021

	Fees
<b>TOWN OFFICE-CLERK/TREASURE (continued)</b>	
<b>Miscellaneous Clerk Fees</b>	
Abutter Notifications (per abutter) (required if any Mass Gathering Permit Fee is waived)	Current rate set by USPS for applicable first-class mail
Advertising (for all applications which require a Public Hearing)(per ad)*	\$100.00
Copies-Black and White (per page)	\$0.50
Copies-Color (per page)	\$1.00
Fax (per page) (including vehicle insurance cards)	\$1.00
Information Requests (FOIA, FOAA, etc)-First hour	\$0.00
Information Requests (FOIA, FOAA, etc)-After the first hour	Highest rate allowed by State
Non-Violation Land Use Consent Agreement (includes all out-of-pocket fees/expenses)	\$500.00
Electronic or Hard Copy (Voter List) (as allowed by law)	Highest rate allowed by State
Electronic Version of Database(s) (Dog Owners, Taxpayers/Property Information, etc)	\$25.00
Mailing Labels (Voter List, Dog Owners, Taxpayers) (initial fee)	\$25.00
Mailing Labels (Voter List, Dog Owners, Taxpayers) (per label)	\$0.05
Notary Public (per signature page)	\$2.00
Pole Permit (as allowed by law)	
Returned Check (per occurrence)	\$25.00
Winter Maintenance Road Application (includes Registry of Deeds filing fee) (may be subject to separate Review escrow)	\$50.00
<b>*Indicates that the additional Advertising fee is required.</b>	
<b>COMMUNICATIONS INFORMATION</b>	
<b>GCTV</b>	
Determined by GCTV Policy.	
Copies of meetings (per disk)	\$10.00
<b>Website (definitions attached)</b>	
Sponsorship Fees-Business (annually)	\$120.00
Sponsorship Fees-Organization/Religious (annually)	\$60.00
<b>RECYCLING &amp; SOLID WASTE</b>	
Asphalt Roofing (per cubic yard)	\$40.00
Brush/Limbs/Tree parts (per cubic yard)	\$5.00
Carpet (per cubic yard)	\$10.00
Demolition Debris (per cubic yard)	\$25.00
Demolition Wood (per cubic yard)	\$10.00
Freon Units	\$14.00
Leaves/Grass (per cubic yard)	\$3.00
Mattresses (per piece)	\$5.00
Recycling Disposal Sticker (Resident)	\$5.00
Chair	\$8.00
Love Seat	\$10.00
Sofa up to 6 feet	\$15.00
Televisions	\$5.00-\$10.00
Tires-Off Rim	\$2.00
Tires-On Rim	\$4.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

	Fees
<b>PUBLIC WORKS</b>	
Private Road Signs (per sign)	Cost of sign, bracket & post + \$38.00
<b>GRAY PUBLIC LIBRARY</b>	
Copies-Black and White (per page)	\$0.25
Faxes-outgoing/incoming (per page)	\$1.00
Library Card (Non-Resident)	\$30.00
Library Card (Resident)	
Replacement Card	\$3.00
Lost Items (per incident)	List Price of Item + \$3.00
Minerva Loan Fine (per day)	\$0.10
Overdue Fines Adult (maximum per incident)	\$5.00
Overdue Fines Adult (per Day)	\$0.25-\$5.00
Overdue Fines Adult's Audiobook (per Day)	\$0.25-\$5.00
Overdue Fines Children (maximum per incident)	\$5.00
Overdue Fines Children (per Day)	\$0.10
Overdue Fines Children's Videos (per Day)	\$0.25-\$5.00
Overdue Fines Children's Audiobooks & CDs (per Day)	\$0.25
Overdue Fines New Books (per Day)	\$0.25-\$5.00
Overdue Fines Periodicals (per Day)	\$0.25-\$5.00
Overdue Fines Video & Music CD (per Day)	\$0.25-\$5.00
Scanning (per job)	\$1.00
<b>RECREATION</b>	
All program fees are determined based on program details and budgets as posted and pre-approved by the Recreation Director and the Town Manager.	

TOWN OF GRAY  
FEE SCHEDULE FY 2021

	Fees
<b>PUBLIC SAFETY</b>	
<b>Rescue Services</b>	
ALS (Base Rate) (formerly Paramedic, Intermediate Care)	\$850.00
BLS (Base Rate)	\$600.00
Controlled Burns (Base Rate)	\$500.00
Cardiac Monitoring (Flat Rate)	\$100.00
IV Treatment (Flat Rate)	\$100.00
Oxygen (Flat Rate)	\$50.00
ALS Intercept (providing ALS care to another community)	\$300.00
Advanced Airway Care	\$100.00
ALS #2 (when 3 or more medications are used)	\$1,200.00
ALS Non-Emergency (ALS on board during routine BLS call)	\$625.00
Defibrillation	\$50.00
EMS Transports (per mile)	\$16.00
Medical Records (first page)	\$5.00 first page + \$.45 each additional page
On Scene Treatment without transport	\$150.00
<b>Motor Vehicle Crashes</b>	
<b>Level 1</b> - Fire Department mitigation with clean-up of damage to public way.	\$500.00
<b>Level 2</b> - Level 1 plus medical assistance using collar, long board, extrication, tools needed for patient care and scene safety.	\$600.00
<b>Level 3</b> - Level 1 and 2 plus utilization of hydraulic devices, extrication equipment, lifting bags, stabilization and technical rescue tools including heavy rescue apparatus.	\$1,800.00
<b>Level 4</b> - Any incident requiring the use of Medical helicopter; includes setting up a landing zone and ensuring landing zone safety, including levels 1, 2 or 3.	\$2,100.00
<b>Fire Department</b>	
Aerial/Ladder Truck (per hour)	\$150.00
Chimney Fire (3rd & subsequent times within a 12-month period)	\$100.00
Command Van (per hour)	\$100.00
Hazardous Materials Incident (damaged or non-reusable equipment and supplies)	Individually determined based on replacement cost
False Fire Alarm (3rd time within a 12-month period)	\$50.00
False Fire Alarm (4th & subsequent times within a 12-month period)	\$100.00
Fire and EMS report (per copy)	\$20.00
Forestry Units (per hour)	\$100.00
Personnel Labor (per hour)	\$30.00
Pumper Truck (per hour)	\$125.00
Ambulance (per hour)	\$100.00
Heavy Rescue (per hour)	\$125.00
Tank Truck (per hour)	\$100.00
Utility Truck (per hour)	\$50.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

<b>PUBLIC FACILITIES RENTAL</b>	<b>Fees</b>
<b>Recreation</b>	
Newbegin Community Gymnasium	
Local For-Profit Organization	\$50/hr or three hours for \$105.00
Local Non-Profit Organization	\$35/hr or three hours for \$75.00
Non-Local For-Profit Organization	\$60/hr or three hours for \$126.00
Non-Local Non-Profit Organization	\$45/hr or three hours for \$95.00
Beach Volleyball Court-1 Court (per hour)	
Local For-Profit Organization	\$15.00
Local Non-Profit Organization	\$10.00
Non-Local For-Profit Organization	\$20.00
Non-Local Non-Profit Organization	\$15.00
Beach Volleyball Court Lights-1 Court (per hour)	
Local For-Profit Organization	\$20.00
Local Non-Profit Organization	\$15.00
Non-Local For-Profit Organization	\$30.00
Non-Local Non-Profit Organization	\$25.00
Beach Volleyball Court-2 Court (per hour)	
Local For-Profit Organization	\$25.00
Local Non-Profit Organization	\$20.00
Non-Local For-Profit Organization	\$35.00
Non-Local Non-Profit Organization	\$30.00
Beach Volleyball Court Lights-2 Court (per hour)	
Local For-Profit Organization	\$30.00
Local Non-Profit Organization	\$25.00
Non-Local For-Profit Organization	\$40.00
Non-Local Non-Profit Organization	\$35.00
Douglas or Pennell Ball Field Rental (per hour)	
Local For-Profit Organization	\$25.00
Local Non-Profit Organization	\$0.00
Non-Local For-Profit Organization	\$35.00
Non-Local Non-Profit Organization	\$0.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

PUBLIC FACILITIES RENTAL (continued)	Fees
Newbegin Rec Room	
Local For-Profit Organization	\$75/hr or three hours for \$158.00
Local Non-Profit Organization	\$60/hr or three hours for \$126.00
Non-Local For-Profit Organization	\$85/hr or three hours for \$179.00
Non-Local Non-Profit Organization	\$70/hr or three hours for \$147.00
Newbegin Softball Field (per hour)	
Outdoor Basketball Courts (per hour)	
Local For-Profit Organization	\$15.00
Local Non-Profit Organization	\$10.00
Non-Local For-Profit Organization	\$20.00
Non-Local Non-Profit Organization	\$15.00
Pennell Snack Shack (per hour)	
Local For-Profit Organization	\$15.00
Local Non-Profit Organization	\$0.00
Non-Local For-Profit Organization	\$30.00
Non-Local Non-Profit Organization	\$0.00
Security Deposit--Newbegin Rec Room rental requires a \$200 security deposit per rental. All other facility rentals require a \$100 security deposit per rental.	
<b>Library</b>	
Small Meeting Room-Non-Profit/Community Organizations (per hour)	\$5.00
Small Meeting Room-For-Profit Organizations (per hour)	\$40.00
Large Meeting Room-Non-Profit/Community Organizations (per hour)	\$15.00
Large Meeting Room-For-Profit Organizations (per hour)	\$40.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

COMMUNITY DEVELOPMENT	Fees
<b>Administrative</b>	
Copies-8.5 x 11 (letter-black) (per page)	\$0.50
Copies-8.5 x 11 (letter-color) (per page)	\$1.00
Copies-11 x 17 (legal/ledger-black) (per page)	\$1.00
Copies-11 x 17 (legal/ledger-color) (per page)	\$1.50
Copies-24 x 36 (Black) (per page) (Town documents ONLY)	\$5.00
Copies-24 x 36 (Color) (per page) (Town documents ONLY)	\$7.00
Copies-36 x 48 (Black) (per page) (Town documents ONLY)	\$10.00
Copies-36 x 48 (Color) (per page) (Town documents ONLY)	\$15.00
Copies-Deeds (per page)	\$1.00
Copies-(Town street maps)	\$3.00
Copies-Ordinance-Subdivision, Zoning & Shoreland Zoning ONLY	\$20.00
Copies-Ordinance-All other Ordinances	\$10.00
Copies-Disk-All Ordinances	\$40.00
E-mail/scan or fax of tax/property information (per page) (prepayment required)	\$1.00
Electronic Version of Database(s) (Taxpayers/Property Information, etc)	\$35.00
Research Requests (mortgage information verification, etc) (first 15 Minutes)	\$35.00
Research Requests (mortgage information verification, etc) (Every 30 minutes after the first 15 Minutes)	\$35.00
<b>PLANNING BOARD (PB)/STAFF REVIEW COMMITTEE (SRC)</b>	
Abutter Notifications (per abutter)	\$8.00
Legal Advertising (per ad)	\$100.00
Planning Review & Escrow Fees	Please see attached
<b>ZONING BOARD OF APPEALS (ZBA)</b>	
Administrative Appeal (includes legal advertising and abutter notifications)	\$250.00
Variance Application (includes legal advertising and abutter notifications)	\$250.00
Variance Application-Disability ONLY (includes legal advertising and abutter notifications)	\$0.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

CODE ENFORCEMENT	Fees
All Work done without a Permit is subject to double the normal permit fee or \$100.00 (whichever is greater)	Minimum of \$100.00
<b>Building</b>	
Building Permit Admin Fee	\$25.00
Permit Fee (minimum)	\$25.00
Permit (per square feet)	
Foundation/Unfinished/Decks/etc.	\$0.25
Residential/Commercial-New Construction-First Floor	\$0.65
Residential/Commercial-Other Finished Space	\$0.35
New Dwelling Unit (Per Each)	\$400.00
Mobile Home Units	\$400.00
Permit Renewal (one-time only)	\$100.00
Certificate of Occupancy-Residential	\$50.00
Certificate of Occupancy-Commercial	\$100.00
Chimney	\$50.00
Commercial Solar Energy Installation Permit	\$135.00
Demolition	\$50.00
Farmer's Market License	
Private Property Annually	\$15.00
Vendor Fee (Per Each)	\$10.00
Public Property Annually	\$35.00
Vendor Fee (Per Each)	\$15.00
Food Truck License	
Resident	\$25.00
Non Resident	\$50.00
Advertising Fee	\$100.00
Heating System	\$50.00
Re-inspection (2nd & subsequent times)	\$50.00
<b>Electrical</b>	
Additional Meters/Subpanels/Generators	\$30.00
Minimum Permit Fee	\$50.00
Service	\$50.00
Sheds 120 sq ft & under (plus admin fee)	\$25.00
Sheds over 120 sq ft (per square foot plus admin fee)	\$0.30
Wiring Permit (per square feet)	\$0.08

TOWN OF GRAY  
FEE SCHEDULE FY 2021

<b>CODE ENFORCEMENT (continued)</b>	<b>Fees</b>
<i>Plumbing/Subsurface Wastewater Disposal</i>	
Interior Plumbing Fixture Fee	
1-4 Fixtures	\$65.00
5 Fixtures	\$75.00
6 Fixtures	\$90.00
7 Fixtures	\$105.00
8 Fixtures	\$120.00
9 Fixtures	\$135.00
10 Fixtures	\$150.00
11 Fixtures	\$165.00
12 Fixtures	\$180.00
13 Fixtures	\$195.00
14 Fixtures	\$210.00
15 Fixtures	\$225.00
16 Fixtures	\$240.00
17 Fixtures	\$255.00
18 Fixtures	\$270.00
19 Fixtures	\$285.00
20 Fixtures	\$300.00
21 Fixtures	\$315.00
22 Fixtures	\$330.00
23 Fixtures	\$345.00
24 Fixtures	\$360.00
25 Fixtures	\$375.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

	Fees
<b>CODE ENFORCEMENT (continued)</b>	
Sub-surface Wastewater Disposal Permit Fee	
Complete engineered system	\$225.00
Complete non-engineered system	\$275.00
Primitive system	\$125.00
Separate grey waste disposal field	\$60.00
Seasonal conversion permit	\$75.00
First time variance	\$45.00
DEP's complete system surcharge	\$15.00
Amendment to HHE-220	\$50.00
Separate Parts of Disposal System Permit Fee	
Alternative toilet only	\$75.00
Disposal field only (engineered system)	\$175.00
Disposal field only (non-engineered system)	\$175.00
Treatment tank only (non-engineered system)	\$175.00
Treatment tank only (engineered system)	\$105.00
Holding Tank	\$125.00
Other components (pump station, piping, etc)	\$55.00
Rates are determined at the State level.	
Town fees are traditionally set at the highest rate allowed by the State.	
<b>Gravel Pit</b>	
Permit Application (subject to additional Planning Review Fees)	\$250.00
Annual Permit Renewal	\$100.00
Expansion of Pit	\$300.00
Penalty Fee (failure to submit required paperwork)	\$100.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

	Fees
<b>CODE ENFORCEMENT (continued)</b>	
<b>Ordinance-Mandated Licenses/Permits</b>	
Farm Stand-Annual License	\$50.00
Flood Hazard Development Permit	\$50.00
Hazardous Material Control-Annual Permit (Class I-Class V)	\$150.00
Hazardous Material Control-Permit (subject to Planning Review Escrow)	\$350.00
Mobile Home Park-Annual License	\$200.00
Mobile Home Park-Permit Application	\$500.00
Mobile Home Park-Revision to plan	\$250.00
Wireless Telecommunications-Application Review	\$500.00
Wireless Telecommunications-Planning Board Application Fees	\$250.00
Wireless Telecommunications-Amendments to plan	\$250.00
Wireless Telecommunications-CEO Application	\$400.00
Violation Land Use Consent Agreement (includes all out of pocket fees/expenses)	Up to the Highest rate allowed per Town Council Order
<b>Miscellaneous Permits</b>	
Dock	\$50.00
Driveway Opening	\$100.00
Home Occupation	\$50.00
Road Name Application/New Private Way	\$150.00
Shoreland Zoning Application Minor Unfinished Structure up to 120 sq ft	\$50.00
Shoreland Zoning Application Major	\$150.00
Sign Permits (per sign)	\$50.00
Swimming Pool (Plus Applicable Permit Fees)	\$100.00
Tree Removal (Flat Rate)	\$75.00

TOWN OF GRAY  
FEE SCHEDULE FY 2021

**Planning Board/Staff Review Committee Fee Schedule FY 2021**

APPLICATION	PLANNING REVIEW (Fee)	ENGINEERING or LEGAL REVIEW (Escrow)
<b>SITE PLAN REVIEW</b>		
Site Plan Review-Minor* Site Plan Review-Major*	\$450 \$550	<b>Structures and Associated Site Work</b> 2,000 – 5,000 sf.; \$2,500 5,001 – 15,000 sf.; \$5,000 15,001 – 35,000 sf.; \$4,000 35,000 sf.+; to be determined <b>Multi-Family and Condos</b> Up to 6 units; \$2,000 7 – 15 units; \$3,000 16 – 30 units; \$4,000 30+ units; to be determined
<b>SUBDIVISION</b>		
Sketch Plan	\$250	
Minor Subdivision*	\$200 / Lot	\$500
Preliminary Major Subdivision*	\$125 / Lot or Dwelling unit	5 – 10 lots / DU; \$2,500 11 – 15 lots / DU; \$3,000 16 – 30 lots / DU; \$3,500 30+ lots; to be determined
Final Major Subdivision*	\$550	
<b>CONDITIONAL USE</b>		
Pre-application Conference	\$250	
Conditional Use Only*	\$350	\$150
<b>MULTIPLE REVIEWS</b>		
Sketch Plan Review for Residential Subdivision and Site Plan Review*	\$450	See above fees for Subdivision
Sketch Plan Review for Commercial Subdivision and Site Plan Review*	\$550	See above fees for Subdivision
Conditional Use plus Minor Site Plan Review*	\$550	\$200
Conditional Use plus Major Site Plan Review*	\$750	\$250

TOWN OF GRAY  
FEE SCHEDULE FY 2021

OTHER		
Pre-Project Staff Consultation	No Charge First Hour \$75 / each additional hour	\$150
Pre-Application Conference	\$250	
Planning Board Workshop	\$250	
Development Team Meeting	\$150	
Planning Board Shoreland Zoning Permit Application*	\$250	
Gravel Pit*	\$750	\$1,000
Rezoning Requests*	\$550	
Contract Zone Requests*	\$750	\$1,000
Extension (1-year) of Approved Plan with No Amendments*	\$200	
Plan Amendments / Item Changed*	\$350	
*Notification of Abutters and Legal Advertisement Required	Refer to Fee Schedule for Planning Board	

March 10, 2021 (Revised)

Mr. Nate Rudy, Town Manager

Town of Gray  
24 Main Street  
Gray, ME 04039

Subject: Proposal for Design of  
Yarmouth Road Reconstruction & Sidewalks (revisions noted in red text)

Dear Nate,

We appreciate the opportunity to submit this proposal for the design of the reconstruction, new sidewalk(s), and drainage for Yarmouth Road (Route 115) from the intersection of Route 100/202 (Main Street) to approximately #59 Yarmouth Road. As we are all aware, there are several outstanding concerns with this section of road, including lack of a safe pedestrian sidewalk, concerns with the narrowness and lack of shoulders, drainage, and deteriorating pavement conditions. The following describes our general understanding of the data collections and design for this project.

- Existing and topographic survey is required within the limits of work, including identifying the existing right-of-way and sidelines. We have attached a more detailed survey scope from Titcomb Associates. As we have discussed, the right-of-way width is not defined as a consistent width along this section of road and is not wide enough to accommodate widening of the road to include additional shoulders or sidewalks.
- Geotechnical and bedrock investigations will be completed to better understand subsurface soil conditions and bedrock elevations. We have attached a more detailed geotechnical scope form S.W. Cole Engineering.
- We understand that the preference is to fully reconstruct the road (strip pavement, box cut gravels, construct new gravels, repave). We will also explore the option of full depth pavement reclamation (FDR). The feasibility of the FDR option will depend on several factors, including the results of the subsurface investigation and whether we determine that the road profile can be raised without impacting driveway access and drainage. FDR usually results in the road profile being raised several inches and can be detrimental to driveway access and drainage if not carefully addressed. The project limits run from Main Street to the prior pavement joint near 59 Yarmouth Road (about 3,500 lf). Note that this section of Yarmouth Road received a pavement overlay in 2017.
- Based on direction from the Town Council at the 3/9/2021 Budget Workshop, we have modified the scope of services to include design of two sidewalks. It is not clear whether the final design will include one sidewalk or two. Our base proposal includes the design of new 5-foot-wide sidewalks on both sides of Yarmouth Road extending from Main Street to Hillcrest Road, approximately 2,850 feet. Note that there is already an existing sidewalk along the northerly side of Yarmouth Road that extends about 380 feet from the Brown Street intersection. It will be important to evaluate the challenges associated with relocating the overhead utilities and poles that are primarily located on the northerly side of Yarmouth Road (east of the Brown Road intersection). There are also private mailboxes on both sides of Yarmouth Road that will need to be considered as part of the sidewalk design. Finally, locations of any crosswalks will need to be evaluated during the design process. It may be challenging to



incorporate a crosswalk near Apple Tree Village, for example, because of the horizontal and vertical curvature of the road curve near the top of the hill.

- As we have discussed, it is likely that additional right-of-way will be required to accommodate the new sidewalk(s) and widened roadway section. Based on available information it appears that the right of way for Yarmouth Road varies as follows:
  - Between Route 202/100 and Brown Street Intersection – right-of-way appears to be 3 rods or 49.5 feet.
  - Between Brown Street Intersection and #59 Yarmouth Road – right-of-way width appears to vary between about 35 feet and 43 feet.

We would recommend that a minimum of a 3 rod (49.5 foot) right-of-way be established to accommodate either one or two sidewalks, utilities, and drainage. A 60-foot-wide right-of-way would be preferred, but given the existing conditions, the 3-rod width is more realistic. We will evaluate and provide a recommended right of way width early in the design process.

- Drainage improvements will be necessary along with the new sidewalk(s). A new enclosed drainage system will be needed since road runoff will be constrained within the new curbs. We anticipate that the enclosed drainage system located east of Brown Street will discharge to the existing drainage swale near 24 Yarmouth Road. Existing drainage between Main Street and Brown Street will also be reviewed and upgraded as needed.
- We will prepare a concept design for the realignment of the Brown Street intersection. Ideally, Brown Street would intersect with Yarmouth Road directly across from the Hancock Street intersection. This portion of the work will require land acquisition from the Church and may also require redesign of the Church septic system if it is determined to conflict with the redesigned road. This work will also require reconfiguration of several residential driveways that currently access Brown Street near the current intersection with Yarmouth Road.
- We understand that the Town would like to explore dedicated on-street, parallel parking spaces along Yarmouth Road between Brown Street and Main Street. It is unclear whether we will be able to obtain the necessary right-of-way to accommodate sidewalks and on-street parking.
- We understand that the Town plans on pursuing MaineDOT Municipal Partnership Initiative (MPI) funding for this project. We have included scope to prepare the MPI funding request.

### **Basic Scope of Services**

We propose the following basic scope of services:

#### ***Project Initiation and Data collection***

1. Attend a kickoff meeting with the Town to review the scope, schedule and goals and objectives for the project. We also recommend that this kickoff meeting include a site walk to observe existing conditions and design opportunities and constraints.
2. Gorrill Palmer will review existing data and plans that may be available from MaineDOT. We will also review existing utilities within the corridor and coordinate with applicable Utility Companies/Districts relative to any infrastructure improvements they may have planned in this section of road.
3. Gorrill Palmer will retain a surveyor to complete an existing conditions and topographic survey of the existing road system. Work scope will include a survey of the existing road from Main Street (Route 100) to approximately 3,500 feet towards North Yarmouth. A detailed scope is included in the attached proposal from Titcomb Associates. Note that Titcomb's base scope of services do not include right-of-way mapping that will be needed for the land acquisition. However, we have provided estimated costs for the right-of-way mapping as part of the preliminary and final design



scope and fee. As noted previously the current wrought right-of-way is not wide enough to accommodate a widened road and new sidewalks.

4. Conduct site visits to observe and field check the existing conditions survey and confirm assumptions for the design. d
5. Gorrill Palmer will retain a geotechnical engineer to complete a subsurface investigation in Yarmouth Road to determine the existing pavement, gravel, and subgrade material thicknesses. Work scope will include drilled test borings every 250 feet from Main Street (Route 26) to approximately 3,500 feet towards North Yarmouth. **Additional auger probes will be included at shorter intervals going up the hill to better define the limits of shallow bedrock, if present (no additional cost).** The geotechnical study scope includes traffic control during the field work. Borings will be drilled to about 10 feet, or refusal. If shallow bedrock is encountered in the borings, scope is included to further define the bedrock surface using Ground Penetrating Radar (GPR). The GPR survey would be performed by Hager-Richter Geoscience, Inc. as a subconsultant to the geotechnical engineer.

### **Concept Design**

6. **Attend a meeting with Town of Gray and MaineDOT representatives to discuss the scope of the project, potential funding opportunities (MPI, other), right-of-way process and recommendations, project schedule, etc.**
7. **Attend a meeting with the Town of Gray and Gray Water District (GWD) to discuss the scope of the project, GWD participation, anticipated water main improvements and extents, and project schedule.**
8. Prepare concept design plans (30% complete) for Yarmouth Road and the Brown Street intersection realignment. The plans will include conceptual layout of the proposed **curbs and sidewalks** and road widening if any. The plans will also identify areas where additional right-of-way is required, and possible conflicts with adjacent features such as trees and landscaping. We will also identify drainage improvements and potential outfall locations.
9. Prepare a concept opinion of probable construction cost.
10. Meet with the Town to review the concept design plans and opinion of cost.
11. Prepare for and attend one public meeting to review the concept design and obtain input from the public on the proposed improvements.
12. We have included 8 hours of time to meet virtually, or in person (if possible), with individual property owners along Yarmouth Road to discuss the project and potential impacts to their property.
13. Begin the utility coordination process, including contacting utility companies and providing them with an electronic set of concept design plans.
14. Attend one Town Council meeting to provide a status update on the project.

### **Preliminary Design**

15. Conduct additional site visits as necessary to work through design issues and constraints along the project route.
16. Prepare preliminary design (60% complete) for Yarmouth Road. We anticipate the following plans will be prepared:
  - Cover Sheet
  - General Notes and Legend
  - Typical Road Sections
  - Plan and Profile Sheets, including drainage improvements



- Brown Street Intersection Plan
  - Details
17. Gorrill Palmer will retain a Licensed Site Evaluator to assist with locating, evaluating, and completing a preliminary relocation and design for the septic system at the First Congregational Church located at 11 Yarmouth Road. At this point we are not entirely clear on the exact location of the existing system and will need to investigate further. **Costs for the septic system investigation and design are approximate and may need to be revisited and revised** as we learn more about the location and size of the existing septic system and potential relocation sites.
  18. Prepare an updated opinion of probable construction cost.
  19. Prepare drainage calculations for the design of the new enclosed drainage system.
  20. Meet with the Town to review the preliminary design plans.
  21. Prepare preliminary right-of-way plans showing anticipated right-of-way needs for each abutting property. We anticipate that additional right-of-way will be needed along Yarmouth Road from the Brown Street intersection to the end of the project at 59 Yarmouth Road. Additional right-of-way may also be needed to accommodate the Brown Street intersection realignment. These plans will serve as the basis for title examinations (not included in our scope) and preparation of the subsequent final right of way mapping. **Costs for the preliminary right-of-way mapping are approximate and may need to be revisited and revised** once we determine how much additional right-of-way is needed for the project.
  22. Continue with utility coordination, including meeting with various utility companies and identifying any overhead utility poles that need to be relocated to accommodate the proposed design. We have included one onsite meeting with utility companies to review and discuss the project.
  23. Attend one Town Council meeting to provide a status update on the project.

### ***Final Design***

24. Prepare final design plans. Final design plans will be based on the preliminary design plans and will include additional construction details, curb schedules, cross sections, and grading information.
25. The septic system design for the First Congregational Church will be advanced to final design based on the investigations and preliminary design that was completed earlier. **Costs for the septic system design are approximate and may need to be revisited and revised** based on the findings from the preliminary design phase.
26. Prepare contract documents and specifications based on the MaineDOT format.
27. Prepare an updated (final) opinion of probable construction cost.
28. Prepare final right-of-way mapping that will serve as the basis for issuing notices of interest to acquire, property appraisals, property negotiations, and acquisition of property to accommodate the project improvements. We have assumed that the Town will retain appropriate experts to assist with the property appraisals, property negotiations and property acquisition work, as those tasks are not included in this scope of services. **Costs for the final right-of-way mapping are approximate and may need to be revisited and revised** once we determine how much additional right-of-way is needed for the project.
29. Meet with the Town to review the final design documents and incorporate any final changes prior to issuing final sets of documents suitable for bidding.
30. Prepare for and attend one public meeting to review the final design and gather any additional input from the public.
31. Attend one Town Council meeting to review the proposed project prior to advertising for bid.



**Bid Phase**

- 32. Assist the Town with bidding the project, including the following: distribution of bid documents to potential bidders, attendance at a pre-bid meeting and responding to requests for clarification during the bid process. If the bid advertisement will be published in the newspaper, costs for the bid ad are assumed to be paid directly by the Town.
- 33. Attend one Town Council meeting to review recommendation of award.
- 34. Prepare final contract documents for signature and execution.

**Supplemental Scope of Services**

The following supplemental scope of services include construction administration and post-construction services.

**Additional Design for Second Sidewalks**

This scope has been incorporated into the basic scope of services.

**Construction Administration Services**

These services are not included in this proposal. A separate contract amendment or proposal will be submitted prior to the construction phase of the project.

**Post-Construction Services**

These services are not included at this time. We will include these services with the contract amendment/new proposal for construction phase services.

**Scope Exclusions**

The following are excluded from this scope:

- 1. Boundary Survey
- 2. Permitting – none is anticipated
- 3. Gray Water District water main improvements
- 4. Easement or right-of-way negotiations
- 5. Roadway/Sidewalk lighting

**Fee**

We would complete the basic scope of services on a lump sum basis as follows:

Scope	Fee
<b>Basic Scope of Services</b>	
Project Initiation & Data Collection	
GP Fee	\$ 6,990
Titcomb Survey Fee	\$21,450
SW Cole Geotechnical	\$11,110
SW Cole Bedrock Profile	\$ 6,490
Concept Design	
GP Fee	\$23,520
Preliminary Design	
GP Fee	\$40,840
Titcomb ROW Mapping (Estimated)	\$ 6,600
Septic Design (Estimated)	\$ 3,500



Final Design	
GP Fee	<b>\$38,820</b>
Titcomb ROW Mapping (Estimated)	\$ 6,600
Septic Design (Estimated)	\$ 3,500
Bid Phase	
GP Fee	\$ 4,490
GP Expenses (Estimated)	\$ 2,000
<b>Basic Scope of Services Total</b>	<b>\$175,910</b>

As noted in the scope of services, the fees that are noted as “estimated” may be revisited and revised as we proceed through the design phases.

If you would like to proceed with this project, please sign and return below and return a copy for our records.

Sincerely,  
Gorrill Palmer

A handwritten signature in black ink that reads "William C. Haskell".

William C. Haskell, PE  
Principal

C: Alec Dodd, Director of Public Works

*U:\2344.150\A Proposal\2021-03-10 Rev Proposal  
Yarmouth Road Recon.doc*

Town of Gray

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Date



WESTBROOK OFFICE  
95 Warren Ave, Westbrook, ME 04092  
Phone: (207) 854-2561 Fax: (207) 591-5223

AN EQUAL OPPORTUNITY EMPLOYER  
ESTABLISHED 1872

<b>To:</b> Town Of Gray	<b>Contact:</b> Alec Dodd
<b>Address:</b> 6 Shaker Rd Gray, ME 4039	<b>Phone:</b> (207) 657-3339 <b>Fax:</b> (207) 657-2852
<b>Project Name:</b> Town Of Gray, ME (2021)	<b>Bid Number:</b>
<b>Project Location:</b> Various Streets, Gray, ME	<b>Bid Date:</b> 5/21/2021

Item #	Item Description	Estimated Quantity	Unit	Unit Price	Total Price
1	HOT MIX ASPHALT 9.5 MM (SHIM)	1,722.00	TON	\$74.00	\$127,428.00
2	HOT MIX ASPHALT 9.5 MM HMA (SURFACE)	3,445.00	TON	\$74.00	\$254,930.00
3	BITUMINOUS TACK COAT APPLIED	3,130.00	GAL	\$6.00	\$18,780.00
4	HOT MIX ASPHALT 9.5 MM HMA (INCID.)	100.00	TON	\$160.00	\$16,000.00
5	PAVEMENT BUTT JOINTS	600.00	SY	\$12.50	\$7,500.00

**Total Bid Price: \$424,638.00**

**Notes:**

- The Town will provide Sweeping prior to paving.
- Contractor's quoted prices shall be equitably adjusted on a periodic basis in order to reflect any increase in the price of liquid asphalt since the date of the quote or bid. The baseline cost for this contract are as follows: liquid asphalt \$542.50 (average New England selling price, as posted on the MDOT website). Liquid asphalt escalation will be calculated by multiplying the performance graded binder percentages times the difference in price between the base price and the period price by the number of hot mix asphalt tons laid during the period.
- AC Price Adjustment shall be paid in its entirety to Pike Industries, Inc. per the Construction Contract.
- Hot Mix Asphalt (HMA) as quoted is free of Refined Engine Oil Bottoms (REOB's). For more information regarding REOB's, a listing of states that have currently banned their use and potential detriments to HMA please go the following website:  
<http://commonwealthmagazine.org/transportation/004-laying-it-down-testing-it-later/>

**Payment Terms:**

Net 30 Days

<p><b>ACCEPTED:</b> The above prices, specifications and conditions are satisfactory and are hereby accepted.</p> <p><b>Buyer:</b> _____</p> <p><b>Signature:</b> _____</p> <p><b>Date of Acceptance:</b> _____</p>	<p><b>CONFIRMED:</b> <b>PII - ME (Westbrook)</b></p> <p><b>Authorized Signature:</b> _____</p> <p><b>Estimator:</b> Greg Brown greg.brown@pikeindustries.com</p>
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**PUBLIC FACILITIES USE POLICY  
TOWN OF GRAY MAINE**

Approved by the Gray Town Council – June 18, 2019

Revised: June 1, 2021

Be it hereby resolved by the Town Council of the Town of Gray, Maine:

**SECTION 1 – MISSION STATEMENT**

The Town of Gray (hereafter “Town”) sets forth the following rules and regulations for the management and protection of the public facilities owned by the Town and for the protection of the persons lawfully entitled to use same.

**SECTION 2 – DEFINITIONS**

**Director:** means the person who is in charge of an activity, department, or building.

**Public facility:** means an area of land and all buildings and structures located thereon, owned and operated by the Town, having facilities for rest and/or recreational use or providing open space for leisure activities, and customarily used by the general public for such uses and activities. Appendix A contains a current list of public facilities located in the Town.

~~**Recreation Department Administrative Town Staff:** refers to the Parks and Recreation Director (or her/his designee) for public facilities located in the Henry Pennell Municipal Complex, Wilkes Beach, Newbegin Community Center, and all Town of Gray owned Parks & Fields, or Library Director (or her/his designee) for facilities located at the Gray Public Library, to the following positions: Parks and Facilities Director, Recreation Programmer and Child Care Services Coordinator.~~

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**School Department:** means SAD #15.

**SECTION 3 –PUBLIC FACILITIES**

**A. General**

The Town of Gray retains the right at all times to make individual decisions regarding the use of all public facilities including, but not limited to the right to deny use of the facility for any participant and/or spectator who violates any policy or procedure or engages in any verbal or physical abuse of the facility or Staff.

1. Priority Order of Use: 1. Town/Emergencies/Elections; 2. Town/Department programmatic uses in accordance with the intended purpose for which the space was acquired; 3. School; 4. Service Groups and Non-Profit Organizations; 5. Special Interest Groups/GNG Groups and Functions. All facilities are available on a first-come/first-serve basis by reservation through the assigning organization. Bumping order is according to Priority Use Order and time lines. Exceptions may occur due to extenuating circumstances upon the discretion of the assigning organization.
2. The Town Council shall consider all requests for recreational activities regularly occurring if more than 25 hours per session that are not municipal or school-related regarding the use of all public facilities.
3. A lack of respect for the facility or town staff by the user or their group may be cause for the denial of a future use of the building and failure to receive a reimbursement of the security deposit.
4. The renter/designated representative must be at least 18 years of age and assume responsibility for appropriateness of activity, supervision and adherence to all policies. The assigning organization shall authorize all equipment usage and reserve the right to refuse and/or cancel any equipment or facility request. Equipment is not to be removed from any facility.

**B. Application requirements**

All persons or groups desiring to reserve a public facility for their own exclusive use for special events are required to fill out an application.

**C. Insurance**

The Town's property insurance and general liability insurance does not extend to individuals or groups utilizing public facilities. Therefore, in addition to agreeing to defend, indemnify and hold harmless the Town and its officers, agents and employees from any claims arising from use of the Town's facilities, the applicant shall procure public liability insurance, from a company authorized to do business in Maine, in an amount not less than \$500,000 per person, for bodily injury, death, and property damage, protecting the applicant and the Town and its officers, agents and employees from such claims and provide the Town with a written certificate of insurance confirming such coverage, including naming the Town as an additional named insured. This insurance is mandatory for all users, otherwise required to pay a user fee under this policy; provided, that even if the user fee is waived by the Town, the insurance requirement shall remain required. The Town expressly reserves the right to increase the amount of insurance based on the nature or type of rental or use proposed.

**D. Fee**

1. The fee for facility rental shall be as specified in the Schedule established by the Town Council.
2. It shall be unlawful for any person to use, without payment, any facility or area for which an application fee is required, or user fee charged. Once an application is approved, and rental obligations are met, the date and facility will be considered secure.
3. The Town may require the applicant to pay additional costs as needed for the event, including, but not limited to, the cost of providing police protection, the cost of providing restroom facilities, additional staff and a maintenance service charge.
4. A refundable security deposit shall be collected for the use of all indoor recreational facilities that require a Facility Use Application. This security deposit shall be collected prior to use and held until after the rental has been completed and a satisfactory walk-through done by [Recreation Administrative Town Staff](#).
5. Parties interested in a reduction/waiver of rental fees in exchange for in-kind goods/services may apply to the Recreation and Conservation Committee on forms provided by the Town. The Recreation and Conservation Committee shall review the application at their next regular meeting and formulate a recommendation for the Town Council's consideration. In the event that the Recreation and Conservation Committee is unable to meet within 30 days from the date of application, a recommendation shall be formulated by Recreation Administrative and the Town Manager for the Town Council's consideration. The application will then be reviewed by the Town Council at their next regularly scheduled meeting to decide if the reduction/waiver is approved.

**E. Cancellations**

If a rental fee is paid and two (2) weeks' notice is given, the renter is entitled to a 100% refund minus a \$10 processing fee. Notification of less than two (2) weeks and more than three (3) business days before the rental date will result in 50% refund. If the town is notified three (3) business days or less prior to the rental date, no refund will be issued. If the town closes the facility due to inclement weather or other municipal priorities, the rental event will be cancelled and rescheduled if possible. If it cannot be rescheduled a full refund will be issued. It is the renter's responsibility to contact [Recreation Administrative Town Staff](#) to reschedule the rental.

**F. Duties of applicant**

1. Prior to the event, the applicant reserves the right to walk through the public facility which the applicant intends to utilize and catalog in writing on the contract with [Recreation Administrative Town Staff](#) any defects, deficiencies or apparent damage to such facilities.

2. The applicant shall be responsible for designating a person who shall be in charge of the conduct of the event or activity and who shall be at the public facility while the event or activity is being conducted.
3. Respect for equipment, staff and facility is expected at all times including space capacity and intended space use. If damage occurs, please report it to ~~Recreation-AdministrativeTown~~ Staff
4. Groups shall be adequately and appropriately supervised by an approved adult(s) at all times and until all participants have departed the premises. All accidents and/or injuries shall be reported to the assigning organization.
5. Food and/or beverages are to be limited to the specified food and/or beverage areas.
6. Clean-up is the responsibility of the renter/user. The facility should look as good as, or better than it looked when entered. All trash should be deposited in the appropriate trash receptacles.
7. Renters should make themselves aware of the appropriate means of emergency exits and make sure all in attendance are aware of the exits.
8. The applicant shall comply with any and all other Town Ordinances, Rules and or Policies.

**G. Standards for issuance**

~~Recreation-AdministrativeTown~~ Staff shall approve an application upon finding that:

1. The proposed event or activity shall not endanger the health and safety of persons who visit the public facility;
2. Adequate parking facilities exist and are available to accommodate the proposed event or activity in the public facility;
3. Adequate sanitary facilities exist and are available to accommodate the proposed event;
4. The event or activity shall not cause damage from destruction or overuse of the grounds, equipment, vegetation, buildings, fences or other amenities in the public facility;
5. The proposed event or activity would not unreasonably disturb persons who own and/or occupy land which is adjacent to such public facility;
6. The public facility or portion thereof desired has not been reserved for other use at the day and hour required in the application; and
7. The applicant has demonstrated the ability and intent to provide adequate supervision of the activity and understands the applicable rules and regulations.
8. When approving an application ~~Recreation-AdministrativeTown~~ Staff may designate the specific area within the public facility where the event shall be permitted to take place, based upon the foregoing criteria.

**H. Post-event examination**

Any facilities used by the applicant will be examined carefully by ~~Recreation-AdministrativeTown~~ Staff after use. By accepting an application to use a public facility, the applicant agrees to make full restitution for loss or damage occurring during the applicant's use of the facilities. This may also result in failure to receive a reimbursement of the security deposit. Depending upon the extent of any loss or damage, an insurance claim may be filed at the ~~Recreation-AdministrativeTown~~ Staff's discretion - see Section 3, Sub-section C of this Policy.

**I. Termination of applications**

~~Recreation-AdministrativeTown~~ Staff, for good cause, may withdraw his/her approval for use of any public facility by giving the applicant notice 48 hours in advance of the scheduled event or gathering. In such event, the applicant shall be entitled to full reimbursement of any fees paid.

**J. Indemnification**

The applicant agrees to save, indemnify and hold harmless the town and all its employees, the Town Council and all its members, from and against, any and all liabilities, actions, courses of action and damages arising out of any negligent or tortious acts on the part of the applicant, employees or agents, and from any and all fines, suits, claims, demands and actions of any kind or nature of any and all

persons by virtue of or arising from the use of said facilities, equipment, or activity participation. The foregoing entities shall also be held harmless from and against all claims, damages losses and expenses, just or unjust, including but not limited to costs of defense, including attorney's fees arising out of or resulting from personal injury, sickness, disease or death.

#### **SECTION 4 – UNLAWFUL OCCUPANCY**

It shall be unlawful for any person to:

- A. Enter any building or be upon any public facility after the posted closing time or before the posted opening time, or contrary to posted notice in any public facility or while any public facility is under construction.
- B. Use a public facility in a manner which requires a permit after having received a permit revocation during the time period specified.

#### **SECTION 5 – ALCOHOL/TOBACCO**

The Town of Gray is a smoke free environment. Participants and spectators may not consume alcohol or tobacco products at any scheduled/organized activity or event. Use of alcoholic beverages and tobacco products is prohibited in all public facilities and on any town owned properties.

#### **SECTION 6 – SOLICITATIONS AND CONCESSIONS**

It shall be unlawful for any person to:

- A. Solicit, sell or otherwise peddle any goods, wares, merchandise, services, liquids or edibles in a public facility except by authorized concession or written permission granted by the Recreation Administrative Staff.
- B. Expose, distribute or place any commercial sign, advertisement, notice, poster or display in a park without authorization from Recreation AdministrativeTown Staff. This prohibition shall not apply to signs erected in connection with recognition of sponsorship by a business or individual of non-profit events and athletic teams within the town, provided that the sign has been authorized by Recreation AdministrativeTown Staff.
- C. Bring in, set up, construct, manage or operate any amusement or entertainment device without a permit.

Other town permits and licenses may be required before engaging in the foregoing activities.

#### **SECTION 7 – DOGS**

Dogs are allowed at public facilities subject to the following restrictions:

- A. All dogs must be on a leash, cord or chain, not longer than ten (10) feet, held by a person physically able to control the dog.
- B. It is a violation of this Policy to allow a dog to disturb, harass or interfere with any employee or visitor at a public facility and/or town sponsored program or event, or to damage any visitor's property.
- C. Any animal owner whose animal destroys, damages, or injures any shrubbery, plants, flowers or anything on public property or a facility in a park or other public grounds shall be responsible for the damage caused by the animal.
- D. Pet custodians shall pick up their pet's feces and dispose of the feces in a sanitary manner, in a designated receptacle.

#### **SECTION 8 – LITTERING**

It shall be unlawful for any person to deposit, scatter, drop or abandon bottles, cans, broken glass, sewage, trash, waste or other material. Disposal of waste shall be in a sanitary manner in a designated receptacle.

## SECTION 9 – RELEASE OF HARMFUL OR FOREIGN SUBSTANCES

It shall be unlawful for any person to:

- A. Place any debris or other pollutant in or upon any land associated with a public facility or any body of water in or adjacent to a public facility or any tributary, stream, storm sewer or drain flowing into such waters.
- B. Discharge wastewater or any other wastes in a public facility, except into designated containers, drains or dumping stations.
- C. Release a pesticide in or upon any land associated with a public facility, except as permitted by the Town.

## SECTION 10 – DESTRUCTION/DEFAACEMENT/ALTERATION OF PUBLIC PROPERTY/SIGNS.

It shall be unlawful for any person to:

- A. Intentionally deface, vandalize or otherwise cause destruction to a public facility.
- B. Intentionally deface, destroy, cover, damage or remove any placard, notice or sign, whether permanent or temporary. Build an encroaching structure, such as a fence or garden, on public facility property without the express written permission from [Recreation Administrative Town Staff](#).

## SECTION 11 – DISTURBANCE OF NATURAL FEATURES

It shall be unlawful for any person to:

- A. Intentionally remove, alter, injure or destroy any tree, turf, other plant, rock, soil or mineral in a public facility without a permit.
- B. Dig any trenches, holes or other excavations in a public facility without permission.
- C. Introduce any plant, animal or other agent within a public facility without permission.
- D. Construct any building or structure or signs unless authorized to do so in writing by [Recreation Administrative Town staff](#).

## SECTION 12 – HUNTING/WILDLIFE

It shall be unlawful for any person to:

- A. Kill, trap, hunt, pursue or in any manner disturb or cause to be disturbed, any species of wildlife in any park areas that are posted “No Hunting.” All fishing, hunting and discharge of firearms shall be in accordance with state and local laws and ordinances.
- B. Remove any wild animal, living or dead, from a park without necessary State permits or licenses.
- C. Release or abandon any animal within a park without necessary State permits or licenses.

## SECTION 13 – USE OF WEAPONS/FIREARMS/FIREWORKS

It shall be unlawful for any person to:

- A. Fire or discharge, or cause to be fired or discharged across, in or into any portion of a posted public facility, any gun or firearm, spear, bow and arrow, crossbow, sling shot, air or gas weapon, paintball gun, or any other dangerous weapon or projectile, except for purposes designated by [Recreation Administrative Town Staff](#) in areas and at times designated by [Recreation Administrative Town Staff](#)
- B. Possess, set off or attempt to set off or ignite any firecracker, fireworks, smoke bombs, rockets, or other pyrotechnics at any public facility without authorization of [Recreation Administrative Town Staff](#) and the necessary State and local permits.

## SECTION 14 – FIRES

It shall be unlawful for any person to:

- A. Start an open fire at any public facility (including for cookouts and camping) except by express permission from [Recreation Administrative Town Staff](#). Applicants requesting permission for a fire of any type must also acquire a fire permit through the Gray Fire Rescue Department.
- B. The use of open flames including candles or other incendiary devices and effects are prohibited.
- C. Scatter or leave unattended lighted matches, ashes, burning tobacco, paper or other combustible materials.

## SECTION 15 – SNOWMOBILES AND ATVS

Use of snowmobiles and all-terrain vehicles (ATVs) is prohibited on all trails and areas within public facilities except for designated trails within parks and designated public grounds owned by the town. This shall not be construed to prohibit the use of snowmobiles and/or snow grooming equipment for the maintenance and grooming of ski trails as authorized by Recreation Administrative Staff.

## SECTION 16 – TRAILS

Trails within parks and public grounds owned by the Town may generally be used for non-motorized recreation such as hiking, cross-country skiing and cross-country running and may otherwise be used as posted.

## SECTION 17 – PERSONAL CONDUCT

It shall be unlawful for any person to engage in any course of conduct or participate in any activity in any public facility where such conduct or participation is unreasonably and unnecessarily hazardous to the personal safety of or impairs or limits the lawful use and enjoyment of the facility or area by other persons.

## SECTION 18 – NOISE/PUBLIC DISTURBANCE

It shall be unlawful for any person to:

- A. Make any unnecessary noise which disturbs the peace and quiet of the park/facilities or causes discomfort or annoyance to park/facility visitors of normal sensitivity, except for special programs at dates and times as authorized by permit.
- B. Install, use or operate or permit the use or operation within public facilities of any of the following devices:
  1. Loudspeaker or sound amplifying equipment without an application.
  2. Radios, DVD players, tape players, television sets, musical instruments or other machine or device for the production or reproduction of sound in such a manner as to be disturbing or a nuisance to persons of normal sensitivity within the area of audibility.

## SECTION 19 – MOVEMENT OF BENCHES/SEATS OR OTHER PARK EQUIPMENT

No benches, seats or other equipment of the town shall at any time be removed or changed from their place without permission to do so having been obtained by [Recreation Administrative Town Staff](#).

## SECTION 20 – GOLF

Practicing of golf is not permitted in any public facilities, except where specifically designated or as authorized by Recreation Administrative Staff.

## SECTION 21 – CAMPING

Overnight camping is prohibited in all public facilities and parking areas owned by the town.

## SECTION 22 – PARKING

Parking or driving of any vehicle on a public facility, including vehicles for the purposes of loading and unloading supplies and all catered or concession vehicles, is not permitted except where specifically designated or as authorized by Recreation Administrative Town Staff.

## SECTION 23 – INTERFERENCE WITH EMPLOYEE PERFORMANCE OF DUTY

It shall be unlawful for any person to impersonate any employee of the Town or interfere with, harass or hinder any employee in the discharge of his/her duties.

## SECTION 24 – ENFORCEMENT AND PENALTY

This Policy may be enforced by Recreation Town staff or by any duly authorized law enforcement officer. Any person found in violation of this Policy shall be subject to a penalty as provided in 30-A MRSA Sec. 4452. In addition to such penalties, Recreation Town staff may issue a written order to any person violating this policy prohibiting that person from using public facilities in the Town for a period of not more than one (1) year.

## SECTION 25 – HENRY PENNELL MUNICIPAL COMPLEX

The facility is intended to be used solely for Town related purposes and to be used during normal business hours, unless prior permission is granted.

Rooms may be reserved two weeks in advance.

## SECTION 26 – RECREATION DEPARTMENT

Recreation staff or designee is authorized to close any public facility or portion thereof at any time for the protection of town property or the public health, safety or welfare.

### A. Wilkies Beach (this facility is not available for rental)

1. **Hours:** the beach is available for use by Town of Gray residents during the months from May to September, inclusive from 5:30 a.m. to 8:30 p.m. All other months shall be open to the public sunrise to sunset.
2. **Dogs:** from Memorial Day until Labor Day, only service dogs are allowed on the beach from 8:00 a.m. until 6:00 p.m. At all times, dog owners must also observe the provisions contained in Section 7 herein.
3. **Lifeguard:** there are no lifeguards on duty at the beach; persons using the beach do so at their own risk.
4. During the beach season there are attendants on duty to enforce the rules of the beach. Proof of residence is checked at the entrance to the beach.
5. Use of the beach is subject to all other provisions contained in this policy.

### B. Newbegin Gymnasium

1. If the staff is on duty and there are no sponsored programs or events scheduled, the facility is open to the public for use, subject to the other terms and conditions for public facilities contained herein.
2. Rental of this facility is permitted via the Recreation Facility Use Application. Maximum capacity in the gymnasium is 414.
3. Bottled water/sport drinks are permitted in the gymnasium; however, food is not permitted unless otherwise approved by Recreation Administrative Staff.

4. Entrances and exits must not be blocked by any of the activities conducted by the user or their entity.
5. A designated representative shall be named on the application and be present for the entire duration of the function. This person(s) is responsible for overseeing the function and for upholding the application as stated and signed.
6. Except for service animals assisting persons with disabilities or unless there is permission granted from Recreation Administrative Staff, no animals are permitted in the building.
7. The facility shall be left in the condition originally found including but not limited to all lights, fans and other items properly turned off, windows locked, and motion alarm set and door securely locked (if applicable).
8. Property of the applicant or his/her agents, employees, guests or invitees will not be stored in or at any public facility without prior approval. The Town accepts no liability for loss or damage to items being stored.

**C. Newbegin Recreation Room**

1. The Recreation Room in the basement of Newbegin Gymnasium can be rented as long as recreation staff can be scheduled to supervise.
2. Food and beverage will only be allowed on the tile floor area and will be strictly enforced.

**D. Pennell Park**

1. This facility is not available for private rentals.
2. This facility is open from sunrise to sunset for public use daily unless closed due to conditions beyond our control.
3. This park is specifically designed for leisure use and foot traffic only. Use of bikes, electric bikes, strollers, wheelchairs and powered wheelchairs are permitted. Recreational, motorized vehicles (i.e. ATV's/dirt bikes) are prohibited.
4. Picnic tables are handicapped accessible.
5. Please respect the natural surroundings.

**E. Ice Skating Rink at Pennell (use is weather permitting)**

1. This facility is available for private rentals.
2. This facility is open from sunrise to sunset daily for public use unless closed due to conditions beyond our control or ice repair/maintenance.
3. Designated Stick and Puck times are listed on the Gray Recreation website and the Town of Gray website for your convenience.
4. All other time is reserved for recreational skating only.
5. Facility Rules:
  - a. *Skate at your own risk*
  - b. *Be Safe:*
    - (i) Skate in a safe and controlled manner with others in mind
    - (ii) Up to 2 people may skate together
    - (iii) Boards must remain clear of people, clothing and skates
  - c. *Be Responsible:*
    - (i) Ice Skating area will be kept clear of any debris, food or beverages
    - (ii) Ice will be kept free of holes, chipping and gouges
  - d. *Be Respectful:*
    - (i) This is a pet, smoke and alcohol-free facility
    - (ii) Use appropriate language and behavior
    - (iii) Please pick up your belongings and trash

**F. Beach Volleyball Courts**

1. Open sunrise to sunset seasonally for public use unless closed for maintenance or a prescheduled reservation.
2. Rental of this facility is permitted via the Recreation Facility Use Application.
3. Nighttime use (with lights) is permitted only with a valid Recreation Application.
4. Pets are not permitted on the sand surface at any time.

**G. Pennell Snack Shack**

1. Rental of this facility is permitted via the Recreation Facility Use Application for non-profit local organizations per the discretion of Recreation Administrative Staff.
2. Persons under 16 years of age are allowed in the snack shack with an authorized adult only.
3. Available for rental from sunrise to sunset only.
4. Entrances and exits must not be blocked at any time.
5. A designated representative shall be named on the application and be present for the entire duration of the function. This person(s) is responsible for overseeing the function and for upholding the application as stated and signed.
6. Except for service animals assisting persons with disabilities, no animals are permitted in this building.
7. The facility shall be left in the condition originally found including but not limited to all lights, fans and other items properly turned off, windows locked, and door securely locked (if applicable).

**H. Douglas Field**

1. Open daily from sunrise to sunset for public use unless closed due to field maintenance or a prescheduled reservation.
2. Rental of this facility is permitted via the Recreation Facility Use Application.
3. Use of bikes and recreational, motorized equipment are prohibited.
4. Rental of this facility does not include bases or lining of infield.

**I. Pennell Softball Field**

1. Open daily from sunrise to sunset for public use unless closed due to field maintenance or a prescheduled reservation.
2. Rental of this facility is permitted via the Recreation Facility Use Application.
3. Use of bikes and recreational, motorized equipment are prohibited.
4. Rental of this facility does not include bases or lining on infield.

**J. Newbegin Multi-Use Area**

1. Open daily from sunrise to sunset for public use unless closed due to field maintenance or a prescheduled reservation.
2. Use of bikes and recreational, motorized equipment are prohibited.

**K. Newbegin T-ball Field**

1. Open daily from sunrise to sunset for public use unless closed due to field maintenance or a prescheduled reservation.
2. Rental of this facility is permitted via the Recreation Facility Use Application.
3. Use of bikes and recreational, motorized equipment are prohibited.
4. Rental of this facility does not include bases or lining on infield.

**L. Outdoor Basketball Court**

1. Open daily from sunrise to sunset for public use unless closed due to maintenance or a prescheduled reservation.
2. Rental of this facility is permitted via the Recreation Facility Use Application.
3. Use of bikes, scooters, skateboards, roller skates, roller blades and recreational, motorized equipment are prohibited.

4. Hanging from rims, nets or supports is strictly prohibited.
5. Spitting on the court is strictly prohibited.
6. Glass containers in the court are not allowed.
7. No paint, chalk, tape or other adhesive material shall be placed on the court surface without prior approval.

**M. Libby Hill Trails**

1. Trails are open 24 hours a day, 7 days a week.
2. Animals:
  - a. Horses are restricted to ATV/Snowmobile Trails, Moose Odyssey, and Deer Run. Horses may only go on these trails between June 1st and November 1st. Horses may not go on trails if conditions are wet or if there is a risk of rutting or eroding of trails. Horse owners should make efforts to remove horse manure from trails in a reasonable period of time to prevent excess accumulation of horse waste.
  - b. Pets must be leashed and under complete control of owners at all times. Pets are not allowed to chase trail users, wildlife, or damage plants. Owners who fail to comply will be asked to remove their pet from Libby Hill.
3. Fees:
  - a. All trails are free to use, however, donations at the parking area help keep these trails pristine.
  - b. The [Gray Community Endowment \(GCE\)](#) is a 501C organization dedicated to promoting the future of Gray. This organization owns over 50% of the land used by Libby Hill Trails.
  - c. Events must be coordinated with SAD15, Town of Gray, and GCE. Please contact the Gray Recreation Department or the [Friends of Libby Hill](#) if you are interested in an event.
4. Trails:
  - a. Once trails are groomed for skiing in winter, only skiers may use the wide trails. Hikers, snowshoers, and walkers may use the Harold Libby, Outback, and Lynx trails in winter. The snowmobile trails and Old Libby Hill road may also be used without skis.
  - b. Motorized vehicles must remain on designated trails and Old Libby Hill Rd. No motorized vehicles allowed on any Libby Hill Forest Trail.

**SECTION 27 – GRAY PUBLIC LIBRARY**

- A. The Multipurpose Rooms of the Gray Public Library are intended to provide public gathering spaces for nonprofit civic, cultural, educational, intellectual or charitable organizations when the rooms are not being used for Library or town-related activities. Under certain conditions, applications from other groups may be accepted, subject to approval by the Director of the Gray Public Library. The rooms are not intended for purely social gatherings, such as birthday parties, wedding showers, banquets, etc.
- B. While the Library encourages the free interchange of information and ideas, permission to use the Multipurpose Rooms does not constitute or imply neither the Library’s co-sponsorship of the event nor its endorsement of any groups, policies, beliefs or programs. Advertisements or promotion materials for the proposed meeting must not carry any such implication.
- C. The Large Multipurpose Room can accept groups of up to ~~fifty-thirty (5030)~~; the Small Multipurpose Room holds up to ~~twenty-fifteen (2015)~~. Reservations must specify which room will be used, and attendance may not exceed these capacities.
- D. The Director of the Gray Public Library is the final authority for approvals of applications for use of the rooms.

E. Availability/Reservations

1. The Multipurpose Rooms are available from 8:00 a.m. until 10:00 p.m., seven (7) days a week. They may be reserved up to sixty (60) days in advance; reservations are on a first-come, first-served basis. In no case may any organization reserve a room more than sixty (60) days in advance. Application forms are available at the Front Desk. A completed application must be received least seven (7) days prior to the event. Applications will be dropped off at the Library in person or submitted via email, and the applicant will receive a copy of the meeting room rules.
2. When booking time, groups should include time needed for set up and clean up.
3. Because Library and Town activities have priority, an organization will not have more than four (4) meetings booked within a 60-day period. The Library reserves the right to cancel a room reservation up to two (2) weeks in advance of the date requested.

F. Fees

Refer to the Town of Gray Fee Schedule.

- G. No admission charge, requests for donation or sale of merchandise or services is permitted without the written approval of the Director.
- H. There shall be no charge for library-related, Town of Gray, or Gray/New Gloucester school meetings or events.
- I. Bookings that occur outside of regular library hours will require a key for access. A member of the booking organization who will be attending the meeting must sign for a key. A refundable deposit of \$25 will be received upon transfer of the key; the deposit will be refunded in full once the key is returned. The key will be available 24 hours in advance of the time booked.

J. Multipurpose Room Rules

1. Attendees are expected to understand and observe the Library Behavior Policy, which is available at the Front Desk.
2. Event sponsors are responsible for arranging special setups, and for returning the room to its original status at the conclusion of the event.
3. The Library does not provide storage space for program materials used by the group. Such materials must be brought to the Library at the time of the meeting and removed at the conclusion of the program.
4. Young children must be accompanied and supervised by adults 18 years of age and older.
5. Light refreshments may be served to attendees, provided that all evidence of their use has been removed at the conclusion of the event. Food must be provided by the sponsors of the meeting.

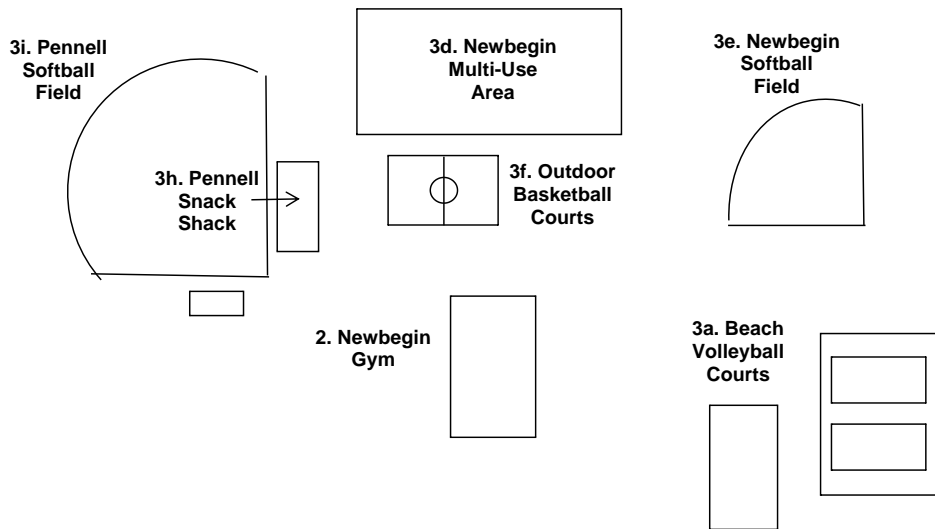
**SECTION 28 – PUBLIC SAFETY BUILDING**

- A. The Gray Fire Rescue meeting room at 125 Shaker Road is used primarily for Fire and Rescue activities.
- B. Any public events and meetings held in the meeting room are to be held Tuesday through Friday from 6 p.m. to 9 p.m. only. Mondays and weekend public meetings or events shall not be scheduled.
- C. All requests for public meeting are to be reviewed by the Chief two (2) weeks prior to the date to be held and must be approved by the Chief of Department.
- D. Any scheduled meetings and events may not use the kitchen facilities.

Gray Fire Rescue shall take precedence over all prior scheduled meetings and events, and public events may be cancelled without notice in the event of emergency calls and events.

**APPENDIX A  
LIST OF PUBLIC FACILITIES**

- A. Henry Pennell Municipal Complex
- B. Recreation Department
  - 1. Wilkes Beach
  - 2. Newbegin Center
    - a. Newbegin Gymnasium
    - b. Recreation Room
  - 3. Parks & Fields
    - a. Beach Volleyball Courts
    - b. Ball Field at Monument Square
    - c. Libby Hill Trails
    - d. Newbegin Multi-Use Area
    - e. Newbegin Softball Field
    - f. Outdoor Basketball Courts
    - g. Pennell Park
    - h. Pennell Snack Shack
    - i. Pennell Softball Field
    - j. PEP Up Patriot Health Ice Skating Rink at Pennell
- C. Gray Public Library
- D. Public Safety



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## Slip and Fall Prevention Plan

### **Introduction**

Slips, trips, and falls exact a substantial toll in terms of death, personal injury and suffering, workers' compensation, loss in productivity, and liability. Loss of productivity is often an unfortunate side effect. On average, workers who are injured as a result of a slip and fall accident spend more days away from work than those who are injured as a result of other causes.

Slips can occur when floors or other working surfaces become slippery due to wet or oily processes, floor cleaning, leaks, or from materials and debris left in walkways. Trips can occur due to uneven floor or working surfaces, protruding nails and boards, from stretched carpet or bunched floor mats intended to prevent slipping, from holes or depressions in working surfaces, and from step-risers on stairs that are not uniform in height. Both slips and trips can result in falls. In addition, falls can occur when ladders are not maintained properly, and when stairways and elevated working surfaces are not designed properly.

According to OSHA, slips, trips and falls constitute the majority of general industry accidents and result in back injuries, strains and sprains, contusions, and fractures. Additionally, they cause 15 percent of all accidental deaths and are second only to motor vehicles as a cause of fatalities.

### **Hazard Control**

**Engineering Controls.** Controls that are engineered into the job are the most effective type of control. Examples of engineering controls include:

- Redesign of equipment
- Substitution of a material, equipment, or process
- Change of process to minimize slips, trips, and falls
- Use of barriers to isolate a hazard
- Use of barriers to isolate a person

**Administrative Controls** change the way people do their jobs. They are only effective when people do what they are supposed to do. Administrative controls include:

- Education and training
- Signage
- Routine inspections of ladders, stairs, walking and working surfaces
- Maintenance
- Good housekeeping

### **Walking-Working Surface Inspection and Maintenance**

Managers and supervisors are committed to preventing accidental slips, trips and falls.

We will make regular, frequent inspections of working and walking areas to identify environmental and equipment hazards which could cause slips, trips and falls. Special attention should be given to the walking-working surfaces, housekeeping, lighting, vision, stairways and ladders. Immediate corrective action should be taken.

SLIP, TRIP, AND FALL PREVENTION CHECKLIST

**Outdoor Walking Surfaces:**

Location:	Date:		
"NO" responses indicate areas which should be investigated.	YES	NO	N/A
Are parking areas free of potholes, depressions or damaged/uneven surfacing?			
Are curbs in good condition with an even transition to sidewalk?			
Are wheel stops, curbs, crosswalks and speed bumps well-marked?			
Is slip-resistant paint used for all pavement markings?			
Are wheel stops situated to prevent vehicles from infringing upon walkways?			
Is there adequate lighting in parking areas and along walkways?			
Are sidewalks and walkways smooth and even (no raised edges >1/4")?			
Is the ground surface directly next to sidewalks relatively level and free from hidden drop-offs or holes?			
Are walkways free of cords, hoses, large grate openings or other tripping hazards?			
Are open, unpaved and/or grassy areas that are expected to be walked on free of holes and low-lying objects like sprinkler heads and valves?			
Are downspouts and drains oriented to prevent discharge onto walkways?			
Are walkways that are subject to wet or icy conditions coated or designed with a rough, textured finish?			
Are handrails present and in good condition on stairs and ramps?			
Are ramps constructed with slip-resistant materials or treated with traction strips?			
<b>Notes:</b>			

**Indoor Walking Surfaces:**

<b>Location:</b>	<b>Date:</b>		
<b>"NO" responses indicate areas which should be investigated.</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
Are walkways free of low-lying objects, especially at blind corners?			
Are floor tiles in good condition with no broken or missing tiles?			
Are grouted floor tiles smooth and even with no lippage > 1/16"?			
Are doorway thresholds beveled and no more than 1/4" high?			
Is carpeting free of ripples, tears and humps?			
Are stair nosings in good condition?			
Do stair nosings have edge treatments or highlighting to increase visibility?			
Is lighting in stairwells adequate?			
Are steps in low-light areas, like auditoriums, illuminated at ground level?			
Are utility or drain covers in good condition and even with walkways?			
Are cords and hoses routed away from walkways?			
Are cord covers or tape used whenever cords are placed along walkways?			
Are good housekeeping practices followed, and are they effective in maintaining walkways in an open and clear condition?			
Are walkways free of liquids, oils or other contaminants that could create a slippery condition?			
Have detailed floor maintenance procedures been documented and communicated to employees?			
Have floor maintenance procedures and cleaners been examined to ensure their use doesn't create hazardous, low-traction walking surfaces?			
Are wet floor signs used appropriately and not placed so as to create a trip hazard?			
Are wet process work areas treated with traction strips, anti-slip coatings or mats designed for wet processes?			
Are entry mats adequate to prevent water and soil from being tracked inside?			
Are mats in good condition, able to clean shoes/boots and absorb water?			
Are indoor mats replaced as needed or dried with a wet vacuum during the day to prevent snow/water infiltration?			
Do mats have slip-resistant backings and lie flat with minimal buckling?			
<b>Notes:</b>			

**Snow/Ice Management**

<b>Location:</b>	<b>Date:</b>		
<b>"NO" responses indicate areas which should be investigated.</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
If using a snow/ice management contractor, are detailed contracts in place?			
Does contract specify weather triggers and expectations during thaw/refreeze conditions?			
Are walkways and parking areas cleared before people arrive in the morning?			
Are walkways and entrances shoveled throughout the day during snowy conditions?			
Are ice control products applied to effectively manage slip hazards on walkways, especially on north sides of buildings?			
Is black ice controlled with ice melt, sand, oil absorbent compound and/or warning cones?			
Is snow piled so as to minimize thaw/refreeze problems?			
<b>Notes:</b>			

## Back Injury Prevention and Safe Lifting Program

### **Organization Policy**

The Town of Gray is committed to the prevention of back injuries and maintaining the well-being of our employees. The Back Safety and Program is intended to identify back injury hazards, mitigate them to the fullest extent possible and train employees on proper lifting and materials handling techniques.

The Program Administrator \_\_\_\_\_ has overall responsibility for the program.

The duties of the Program Administrator are as follows:

1. Conduct or arrange for hazard assessments. Identify affected employees/departments.
2. Review workers' compensation claims and OSHA 300 logs for back related loss trends.
3. Become familiar with the organization's Personal Protective Equipment (PPE) Program.
4. Identify need of Personal Protective Equipment (PPE).
5. Identify alternative materials handling equipment.
6. Conduct and/or organize training sessions.
7. Ensure training is documented and records kept.
8. Evaluate the written program and update as needed.

### **Training**

The Program Administrator is responsible for ensuring that training is conducted. Training may be conducted by Program Administrator or designated Individuals. Initial training at new employee orientation shall consist of:

1. An overview of the facility's Back Injury Prevention and Safe Lifting Program.
2. Proper lifting techniques.
3. An opportunity to ask questions.

Training shall also include the following:

1. Specific job related duties that involve lifting.
2. Proper lifting techniques to perform the assigned duties.
3. Any Personal Protective Equipment (PPE) that is available.
4. Alternative materials handling equipment that is available.
5. An opportunity to ask questions.

Program Administrator shall certify that the training has been accomplished. The certification will contain each employee's name, the signatures of the trainers, and the dates of the training. The certification will be available for inspections by employees or their authorized representatives.

Employees who experience back-related workers' compensation injuries shall receive re-training on proper lifting techniques and alternative materials handling equipment.

**Management**

Management will make sure the written program is available, help update the program as needed and clearly communicate it to supervisors and employees

**Supervisors**

Training done will be documented by the Supervisor and kept on file. Copies will be given to the Program Administrator. Supervisors will also complete the Back Injury Prevention Program Self- Inspection Checklist on a monthly basis, and keep on file. Issues identified in the checklist will be addressed as soon as possible but no longer than 48 hours.

**Records**

Program Administrator is responsible for maintaining the training records of this facility. Training records will be filled out for each employee upon completion of training. These documents will be kept for at least 3 years and will include:

1. The date of the training session
2. The contents or summary of the training session
3. The names and qualifications of the person(s) conducting the training
4. The names and job titles of all persons attending the training session
5. Training records will be provided upon request to the employee or the employee's authorized representative

*Supervisors and Management will*

1. Identify job duties that include heavy lifting
2. Instill general safety awareness as it relates to back safety
3. Identify and eliminate, when possible, job hazards
4. Train new employees, whose job responsibilities include lifting, on proper lifting techniques within 30 days of hire. Periodically (at least annually) conduct refresher training. Training will be documented and kept on file
5. Provide an overview on back safety to all employees (even if their job duties normally do not include heavy lifting) to assist in protecting employees from spur-of-the-moment unsafe lifting
6. Ensure that all employees understand that if an item is too heavy, they should ask for help
7. Provide appropriate Personal Protective Equipment (PPE), as needed
8. Provide alternative materials handling equipment, as needed
9. Initiate appropriate disciplinary action when an employee fails to follow the safety requirements of the organization

*Employees*

All employees will attend annual Back Injury Prevention and Safe Lifting training, use proper lifting techniques learned from the training, and follow the safety procedures and recommendations

contained in the written program and discussed in training. Employees are encouraged to report any hazardous conditions that could lead to injury and offer suggestions on how they can be addressed. Employees must use materials handling equipment when available, and ask for assistance when needed before lifting or moving heavy objects.

1. Comply with the Back Injury Prevention and Safe Lifting Program procedures
2. Ask for help in lifting or pushing heavy items
3. Report any accident or injury to the supervisor
4. Immediately report unsafe conditions, equipment, or observed practices to the supervisor
5. Use Personal Protective Equipment (PPE), as required
6. Use alternative materials handling equipment, as needed

**BACK INJURY PREVENTION PROGRAM SELF-INSPECTION CHECKLIST**

Department: \_\_\_\_\_ Date: \_\_\_\_\_

Shift: \_\_\_\_\_

ITEM	YES	NO	COMMENTS
Safety rules enforced?	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>WORK AREA</b>			
Materials stored at proper height?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Floors kept dry?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Walkways free of obstacles?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Proper desk/counter height maintained?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Chairs ergonomically correct?	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>TRAINING</b>			
All employees receive monthly training?	<input type="checkbox"/>	<input type="checkbox"/>	_____
New and transferred employees receive training?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Management and supervisory staff receive annual training?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Injured employees receive additional training?	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>PERSONAL PROTECTIVE EQUIPMENT (PPE)</b>			
PPE provided?	<input type="checkbox"/>	<input type="checkbox"/>	_____
PPE used?	<input type="checkbox"/>	<input type="checkbox"/>	_____
PPE inspected monthly?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Use of PPE mandatory?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Use of PPE enforces?	<input type="checkbox"/>	<input type="checkbox"/>	_____
<b>OTHER EQUIPMENT</b>			
Necessary equipment available?	<input type="checkbox"/>	<input type="checkbox"/>	_____
Mechanical equipment inspected daily?	<input type="checkbox"/>	<input type="checkbox"/>	_____



**Back Injury Prevention and Safe Lifting Program Policy Acknowledgement**

I acknowledge that I have been informed of the (Organization name)'s Back Injury Prevention and Safe Lifting Program and have knowledge of where the written program is maintained. I have been provided initial training and understand that my supervisor will conduct additional job-related training. I understand my responsibilities as they relate to Back Safety/Proper Lifting Safety, and I accept this plan and procedures as working documents that I will support and follow in my daily work at (Organization name). I further understand that failure to follow these procedures or instructions from management may result in disciplinary action.

\_\_\_\_\_  
(Organization Name)

\_\_\_\_\_  
Employee Name (print and sign)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Name (print and sign)

\_\_\_\_\_  
Date

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## Ergonomic Plan

### *The Maine VDT Law*

Maine has had a VDT law since 1991. The law stipulates that every employer shall establish an education and training program for all VDT operators that operate a VDT for more than four hours daily. Those employers with fewer than five terminals in one location may provide the education and training program in writing only. Those with more than five operators in one location must provide the training both orally and in writing. MMA recommends that all operators receive training.

The program must include, at a minimum:

- Notification of the rights and duties created under the law and posting in a prominent location in the workplace
- An explanation/description of the proper use of VDT terminals
- Protective measures an operator may take to avoid symptoms that could result from extended or improper use of video display terminals
- Instruction related to the importance of maintaining proper posture during terminal operation and a description of methods used to achieve and maintain this posture, including the use of adjustable workstation equipment

This education and training must be provided within the first month of employment and annually thereafter.

### *Ergonomics*

Ergonomics is “the” management tool for arriving at the best possible fit between employees and the work they perform. Ergonomic principles, effectively applied can give municipalities the competitive edge they need by:

- Maximizing efficiency
- Increasing productivity
- Enhancing product and service quality
- Reducing workplace injuries and Workers’ Compensation costs and
- Boosting and maintaining employee morale

Effective application of ergonomic principles will lead to a win-win situation for employers and employees alike.

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## The Five Basic Steps To Make Ergonomics Work For Your Organization

### *Step 1: Evaluate the Work*

- A successful ergonomic program begins with evaluating the work and the workstation.
- Looking at your employee's work injury experience will help you decide whether you need to make changes. Attached to this document you will find a VDT checklist to help you make a quick but thorough appraisal of all your VDT workstations.

### *Step 2: Consider Your Options*

- Prior to making any decisions, explore your options for change.
- The most expensive fix is not necessarily the best. Look for low cost no cost alternatives.
- Conversely, a quick fix to a workstation or practice will not always work.
- Example of cost effective improvisation: In the case of a tall person at a workstation that is low, consider placing blocks of wood under the desk to raise it. Alternatively, if you have a shorter person for a desk that is too high, raise the chair to a higher level and obtain or improvise a footrest rather than purchasing a more costly adjustable workstation.

Adjustable equipment is convenient for workstations used by more than one employee, because the workstation can be modified instantly and easily to suit the needs of each. The disadvantage of adjustable equipment is it is often more expensive than non-adjustable.

However, do not forget, adjustability alone will not suffice. It is the fit that counts, and the fit does not happen unless the equipment is actually adjusted. Keep in mind; you do not always need adjustable equipment to get a good fit. Simply reorganizing a workstation and using equipment you already have can result in many significant improvements.

### *Step 3: Develop a Plan to Address Assessments*

To assist you in defining priorities, answer the following questions:

- Which are your highest volume workstations? Workstations used by employees who spend the most time keystroking should generally be given a high priority for modification.
- How long it will take to implement your changes?
- How do finances affect your options? Can simpler and less costly changes be made in the interim?
- Are there changes you would like to try out on a temporary basis? If so, implement them sooner rather than later, so you will know as soon as possible what works and what does not work.
- Are there any quick fixes or inexpensive changes that could make a big difference? If so, get to these quickly.
- What are the cost/benefit ratios of the ergonomic improvements? There may be costs related to equipment purchases, training, and work time spent implementing improvement. These should be weighed against potential reductions associated with Workers' Compensation claims, lost work time and lost productivity. Improved efficiency can add value to your organization and increase productivity.
- Are any employees currently having symptoms that appear to be related to their use of a VDT? If so, modifying their work practices or workstations is your top priority.

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#### *Step 4: Training and Problem Reporting/Solving*

- As per the Maine VDT law, Maine requires training within one month of employment and annually for all operators keyboarding for more than four hours in a day at a location where there are two or more terminals. This training can be done in-house, by a vendor, or online. There are many programs and options available.
- Additionally, it is imperative that you tell your employees how things are done in your organization – what equipment is used and what work practices are to be followed. This is information only you can provide. It should be emphasized during employee training.
- As for problem reporting, employees should be informed when, how and to whom to report problems. The goal being quick response to early warnings.
- Ergonomic injuries tend to be fixable and inexpensive at first, but expensive and difficult to alleviate later on. Problem reporting is based on the two following principles:
  - 1) You cannot fix a problem if you do not know about it.
  - 2) It is better to know too much than too little.
- Problem solving consists of:
  - 1) Assessing, adjusting, and maintaining workstations.
  - 2) Addressing improper/poor work practices.
  - 3) Dealing with potential ergonomic injuries.
- Whenever an employee reports symptoms that could be related to an ergonomic injury, it is in your best interest to get involved. Take a second look at the employee's workstation as soon as possible and determine if there is anything obvious in the workstation or employee work activity that may be causing the problem.
- If you cannot find an ergonomic solution that quickly alleviates the employee's symptoms, the best solution is to obtain a healthcare evaluation from a provider who has expertise in treating workplace injuries and is familiar with your workplace.
- MMA Claims Adjuster or Nurse Case Managers are excellent resources for direction to appropriate providers.

#### *Step 5: Implementing and Monitoring Your Progress*

- The key is to have a plan in place and consistently follow it.
- Remember, employees often have much of the critical information necessary to identify problems and propose solutions. Include them in this process.
- Questions to consider as you evaluate your program's effectiveness include:
  - 1) Are ergonomic injuries being reduced in number and/or severity?
  - 2) Has the scheduling, pace, organization or work activity changed?
  - 3) Have staffing levels changed?
  - 4) Have any additional ergonomic problems been created by new job tasks, equipment, or even the program itself?

- 
- 5) Is information freely exchanged between employees and their supervisors about updates or changes in the programs?
  - 6) Is the problem reporting and problem solving procedure you put in place working?
  - 7) Is additional training needed?

Following these five steps should see you well on your way to:

- Improving how work is done in your organization
- Developing solutions to the problems that arise
- Significantly impact your bottom line in a positive way
- Increase efficiency and productivity and
- Have everyone working smarter, not harder

VIDEO DISPLAY TERMINAL WORKSTATION SURVEY

Organization Name:			
Date:			
Completed By:			
Person and/or Location Surveyed:			
Number of Hours Per Day VDT is Used:			
CRITERIA	YES	NO	<i>If No, how does the workstation differ from criteria and what controls if any are needed?</i>
<b>VDT UNIT</b>			
1. The top surface of the keyboard space bar (or bottom row of keys) is no higher than 2 ½ inches above the work surface.			
2. The VDT unit is positioned to avoid glare on the screen.			
3. During keyboard use, the operator's upper arm and forearm are kept close to their side with elbows at a 90° -110° angle.			
4. During keyboard use, the operator's wrists are neutral or slightly extended.			
5. The top of the viewing screen is at or slightly below eye level.			
6. When the VDT unit is in use, the operator faces the monitor squarely and the operator, monitor and keyboard are in direct alignment			
7. The monitor screen is 18 to 30 inches from the operator's face, or at about arms reach.			
8. The screen swivels horizontally and it tilts or elevates vertically.			
9. The operator can control brightness and contrasts.			
10. The images on the screen are clean, sharp, and easy to read.			
11. If the operator has to read from a document, an adjustable document holder is located in the same plane as the monitor and keyboard.			
12. The keyboard is detachable.			

CRITERIA	YES	NO	<i>If No, how does the workstation differ from criteria and what controls if any are needed?</i>
13. The chair height is easily adjustable.			
14. The chair has an easily height and tilt adjustable backrest.			
15. The seat (pan) has an adjustable forward/backward glide.			
16. The backrest supports the inward curve of the operator's spine in the lumbar region.			
17. The seat is padded and has a waterfall front.			
18. You can easily place 2-3 fingers between the front edge of the seat and the back of the operator's calf.			
19. When comfortably seated, the operator's thighs are horizontal and lower legs are vertical.			
20. When comfortably seated, the operator's feet are flat on the floor or on a footrest.			
21. The chair is comfortable to the operator, and the operator is seated correctly in the chair.			
<b>WORK SURFACE</b>			
22. The operator knows how to properly adjust the chair or it's adjustment has been reviewed with the operator.			
23. There is sufficient space under the desk for knees, feet and thighs.			
24. Mouse is parallel to and on the same level as keyboard.			
25. The edge of the work surface in front of the keyboard is rounded or padded.			
26. The keyboard rests on an adjustable height work surface.			
27. There is adequate working space.			
28. Items on the desk/work surface that are frequently used should be within arms' reach.			
29. A Phone headset is in use.			

CRITERIA	YES	NO	<i>If No, how does the workstation differ from criteria and what controls if any are needed?</i>
<b>ENVIRONMENT</b>			
30. The lighting is not so bright as to cause discomfort or reflections.			
31. The lighting is not so dim as to cause the operator to strain to see.			
32. There is no light shining into the operator's eyes.			
33. Task lighting is available for operator use.			
34. The general environment is clean, with comfortable temperature and humidity and there is no excess noise.			
35. External windows have adjustable blinds or curtains to minimize glare.			
<b>TRAINING AND WORK PRACTICE</b>			
36. Adequate breaks away from the VDT are provided (minimum 15 minutes for every 2 hours of VDT use).			
37. Eye exam within last 2 years			
38. Minimum keystroke pressure is utilized by the operator.			
39. The operator has been trained in hazards associated with VDT use, how to avoid the hazards, proper use and adjustment, and how to obtain assistance.			

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## Incident Review – Written Program

### Introduction

#### **Incident Review - what is it?**

The purpose of an “incident review” is to determine why that specific incident took place. Incidents may involve bodily injury, damage to property or cause interruption in your normal operations. There may also be “near miss” incidents and not cause any of the above.

After an incident occurs, it is important to determine **how** and why an incident took place. By fully investigating how and **why** an incident occurred, the root cause can be established and measures can be taken to prevent a similar incident from happening again.

The purpose of Incident Review is to objectively identify and address the root cause to prevent the same situation from taking place again.

#### **Why should I take time and resources to do Incident Review? How does my organization benefit?**

- A thorough incident review can prevent employees or members of the public on your premises from being seriously injured- or worse- killed.
- An incident review may be able to identify weaknesses in your operations to prevent your organization from being disrupted from a future incident causing injuries to employees, injuries or damage to members of the public or damage to your critical equipment.
- Will help can lower workers’ compensation costs by reducing the frequency and severity of incidents at the workplace.
- It can be difficult to ask “what in our organizational structure contributed to systemic failures that caused this incident”, but the benefits noted above far outweigh the difficulties.

#### **Why do I need to investigate a near miss?**

A series of close calls means it is just a matter of time before someone is hurt and/or property gets damaged. These near misses presents an opportunity for an organization to examine the how and why’s of what happened in order to prevent a more serious incident in the future.

**Why do I need to have a written program?**

- Ensuring consistent implementation of all elements of the incident review program.
- Clearly defining expected outcomes, methods and individual behavior.
- Providing a basis for succession of the program through personnel changes.
- Providing a basis for training new employees.
- Providing documentation for regulatory agencies as well as to specify the program's elements and the logic behind the development process.
- Giving investigators the road map for implementing the program.

**Program Requirements**

All workplace incidents that end in an employee being injured should be reported to your Workers' Compensation provider. An incident that causes property damage or other liability to the public may need to be reported to your Property and Causality Insurance Carrier.

**Elements of an Incident Review Program should include:**

- Employee training on incident reporting, and procedures following an incident
- Incident review procedures.
- Investigator Training.
- Assigning responsibilities for incident reviews and follow-up.
- Identify who will be completing the review and their level of involvement. This should include supervisors, management staff, safety committee members, review team members, and employees knowledgeable with the work process.
- For major events identify an organization contact person for speaking with the media or contacting additional emergency services.
- Implementing a follow-up process to implement recommendations for controlling the risk/hazard exposure in the future. This should include review of information developed in the review and recommendations by employees, management, and the safety committee.

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**A written Incident Review Program should include the following elements:**

- Management/supervisory notification procedures.
- How and which incidents will be investigated.
- Who is responsible for reviews?
- Who will complete the proper reports and forms?
- How investigator training will be performed. (Loss Control Consultant, FirstNet or Other Sources)
- Periodic program for effectiveness. (Annual)
- How records will be maintained.
- How monitoring and follow up is to be accomplished.

**Review Process**

- Employees need to understand the importance of timely reporting and providing accurate event details.
- A prompt review will ensure the likelihood of gathering accurate information related to the event. Ideally the review should be as thorough for a near miss event as for a more serious loss event; usually 24-48 hours and take photographs immediately after the event is reported.
- Determine what staff will participate in the review as well as what their role will be. Staff could include Top Managers, Supervisors and general work force, trained members of the incident review team, safety committee members, or a combination of these groups all could be involved in the review.
- A direct supervisor should also be involved with the incident review process but keep in mind it may not always be a best practice for that supervisor to be the lead investigator as they may have contributed to the incident by not correcting unsafe employee behavior, ignored unsafe work conditions or may not have recognized the hazard in the first place.
  - The use of specific incident review forms is a critical piece to any review. Staff should be made familiar with these forms prior to an incident occurring and be trained on how to accurately complete this forms. (Samples of these forms can be found within this guide as a reference for your organization.)
  - As part of the Review process, an organization will need to determine beforehand who will receive a copy of the incident forms and report. This could include the safety committee, management, supervisors or all employees involved in the incident.
- Incident review and follow up on recommendations to ensure the implementation of corrective actions.
- The injured party and the department supervisor should have an opportunity to make recommendations for correction.
- The safety committee should review these recommendations and have an opportunity to comment or make additional recommendations.

### Review Procedure

- Timing is critical. Incident Review should be commenced as soon as possible after onsite medical care has been administered for injuries and the scene is safe enough to do so.
- Gather basic facts:
  - Who was involved?
  - What happened? Be specific and detailed, include equipment and condition of equipment used during the event.
  - When? Day of the week, time of day, season, weather conditions, etc.
  - Where? Work site, roadway, work zone, building and specific location.
  - Interview victims/witnesses as soon as possible. Filter out opinions vs. actual facts of the event.
  - “Process” the scene. Take notes of the conditions such as wet floor, lighting conditions, location of, and types, of tools and equipment used before area conditions change.
  - Take photographs of the scene from various angles. Note any warning signs or labels in the area or on equipment (or lack of them).

Basic tools should be available to the incident review team members:

- Writing /note taking materials.
- Caution/warning tape to delineate the incident area.
- Tape Measure for checking distance/clearance areas.
- Digital Camera or cell phone.
- Flashlight.
- Review Forms and Witness Statement Forms.
- Basic electric testing equipment “tick tester” for checking circuits for voltage, GFCI/outlet testing device.
- List of active/available review members and safety committee members.
- Any Personal Protective Equipment (PPE) needed such as safety glasses, gloves and/or high visibility vests when working near moving vehicular traffic.

Analyze the gathered information and seek out the causes.

- Outline the event facts in chronologic order.
- Connect how each fact relates to the incident.
- Ask the **why** questions (Why was the warning label missing? Why wasn't the employee trained on this piece of equipment? Why wasn't the missing guard reported to supervisor? Why wasn't the equipment taken out of service?)
- List possible causes- brainstorm where not obvious.
- Personal factors.
- Unsafe conditions-environmental factors.
- Unsafe acts-behavioral factors. (May be a HR or Management Concern; Review may end)
- Review each possible cause- "Does it explain the facts?"
- Sort out direct, contributing, and root causes.
- Review policies, training materials, manuals, job hazard analysis, job task procedures, etc. Do they address what was uncovered as review "facts" and address the root cause?

Factors and Direct Causes

- Personal factors include deficiencies in physical condition, mental condition or attitude and can include physical illness, fatigue or influence of drugs or alcohol. **If a person appears to be impaired from drugs or alcohol refer to HR immediately.** Does the injured party have a history of not following safety protocol? A history of prior incidents? If so, was that prior incident similar to the current incident that led to the injury or damage to property? If the injury involves an employee, was there any personnel issues that could be a factor? Such as on probation, recent discipline issues, etc.
- Unsafe conditions are situations or events not under the individuals control such as Personal Protective Equipment (PPE) not made available, poor lighting, facility/equipment conditions, weather conditions, lack of training.
- Unsafe Acts are specific actions or inactions within the individual's control such as ignoring warning labels, not following safety rules, or lack of supervisor corrective action. **If unsafe acts are witnessed refer to Human Resources or Immediate Supervisor.**
- Direct Causes; Defined as the immediate, initiating, or [primary](#) cause which that leads to an event or action that allows an event or action to take place. These may include unsafe acts or unsafe conditions.
- Contributing Causes or Factors. Defined as factors or conditions that by themselves did not cause the incident but when combined with the direct causes lead the events down the path of the incident.
  - Examples: (weather, time, safety culture, human factors including training and education, job experience, environment factors including lack of management

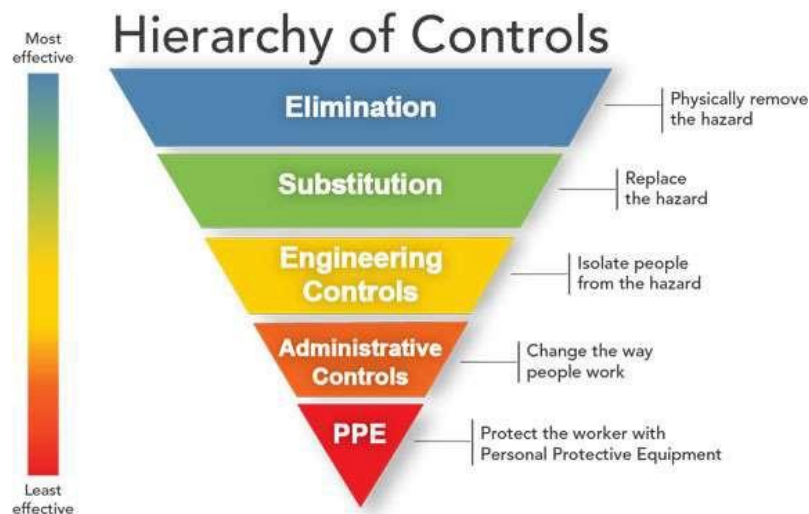
systems, including safety programs and safety policies, equipment and facilities conditions).

- A significant contributing cause can be the failure of management and supervisory staff to enforce safety policies.
- Root Cause. A root cause is a fundamental, underlying, system-related reason why an incident occurred that identifies one or more correctable system failures.

#### Hierarchy of Controls and Recommendations

Make recommendations for corrective action based on the Hierarchy of Controls. These are listed from most effective to least effective:

- Elimination of a hazardous procedure or a hazardous substance.
- Substitution of a hazardous procedure or substance with a less hazardous alternative.
- Engineering Controls- machine guarding, material handling devices, etc.
- Administrative Controls, Written policies, Safety Training, Job Hazard Analysis, Job Task Analysis.
- Personal Protective Equipment (PPE).



**Source: NIOSH**

#### Examples

- If an employee falls from a ladder while replacing a light bulb, can a pole with a special grappling tool on the end be used to remove and install bulbs so a ladder is not necessary? **Elimination of Hazard.**
- Replace solvent based paints with water based paints to reduce fumes. **Substitution.**
- Place guards around moving machinery parts to prevent incidental contact by employees. **Engineering Control.**

- Job rotation can be used to alleviate physical fatigue and stress of a particular set of muscles and tendons by rotating employees among other jobs that use different muscle-tendon groups. **Administrative Control.**
- Provide safety glasses/goggles to protect eyes from chips, debris or spray. **Personal Protective Equipment**

Recommendations need to be clear and achievable to reach short and long term goals. Recommendations can also include:

- Revision of written safety programs and safety policies to address discovered risk exposures.
- Improved, refresher or hands on safety training.
- Testing proficiency after training.
- Supervisory safety and management level safety training.
- Defining supervisory responsibilities and expectations.
- Define Hazard Reporting procedures and train staff on them.
- New hire employee orientation and training program.
- Facility or process audits.
- Preventative maintenance program needed.
- Capital Improvement Plan (CIP) to replace hazardous equipment or processes.

What categories of controls do the above examples fall under?

For more information on hazard controls, see: <https://www.osha.gov/shpguidelines/hazard-prevention.html>

**What to do if having difficulty coming up with recommendations following an incident:**

- Review incident at safety meetings / with all employees. Gather input from the people that know the job the best or perform the task on a regular basis.
- Look for experience of similar organizations / operations. (In the municipal sector, most municipalities have similar exposures, but may have significant differences in controlling risk/hazard exposures).
- Check OSHA and Maine Department of Labor resources.
- Contact your assigned MMA Loss Control Consultant.

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Avoid making questionable conclusions such as:

- “Tell employees to be more careful.”
- “Incidents happen.”
- “There was no way of preventing the incident.”

#### *Sample Analysis of an Incident*

Two employees are completing the task of transferring lube oil from one tank to another. A spill of the lube oil happens on the floor walking surface level. Fortunately no one was injured but a Near Miss event takes place. Let’s take a look at what the review uncovered.

- Personnel pumping lube oil down to tank in lower level. - **Direct Cause** of the event, job task related.
- Co-worker watching the level indicator had left the work area for several moments to open doors for other workers carrying materials is a **Contributing Factor**. It’s easy to say that the employee should not have left the area to assist other employees. However, there has not been a job hazard analysis or job task procedures developed for the task, how does the employee know not to leave the operation? The employee was trying to be helpful to other employees with completion of their task, positively impacting the organization. Further review shows that there may not be enough hand trucks and dollies for material handling. Could an automated door control helped to prevent the incident? **Engineering Controls**
- Overflow from the tank was not completely contained by dike curb (cracked). This was a **Contributing Factor**- Are facility and equipment inspections completed? If so, how are identified deficiencies being tracked for completion? This maintenance issue and inspection task is an **Administrative Control**.
- After the spill happened and before clean up could be done, an operator walked by the area and slipped. No barricade tape had been set up or cones placed to demarcate the hazardous area. **Direct Cause- Near Miss Event**. Are employees empowered to make spot corrections of safety hazards? And have they been trained in how to do this? **Administrative Control**.
- No written procedure for the job. This is the **Root Cause**- If written job procedures are not developed how can employees be expected to perform in a specific manner? Developing a written procedure is an **Administrative Control**.

### Summary

- Near misses, close calls and little incidents are warning signs that a big incident can occur.
- Investigate to determine facts, learn from failures, and identify improvement opportunities to safety programs or facilities, equipment, and maintenance programs.
- Check into personal, environmental, and behavioral factors that lead to incidents.
- Seek the direct, underlying and root causes.
- Have a formal process to address root causes with follow-up and accountability.
- Assign responsibility and follow-up reporting.
- Monitor results.

### Additional resources can be found at:

- Incident Reviews for employers:  
[https://www.osha.gov/dte/InclnvGuide4Empl\\_Dec2015.pdf](https://www.osha.gov/dte/InclnvGuide4Empl_Dec2015.pdf)
- OSHA: Importance of Root Cause Analysis During Incident Review:  
<https://www.osha.gov/Publications/OSHA3895.pdf>
- MDOL Safety Works: Safety Works has employer compliance directives, sample safety policies, and provides safety training for employees and supervisors.  
<http://www.safetyworksmaine.gov/index.shtml>
- MMA Risk Management Loss Control: contact your assigned Loss Control Consultant for assistance with Incident Review training, loss trending, and risk exposure control at 1-800-590-5583.

## Incident Review Program

### Purpose

The purpose of this program is to define and document the incident review process at **Town of Gray**.

This program defines the responsibilities of management and supervisory staff in investigating the causes of incidents and implementing appropriate corrective actions to prevent similar situations from recurring.

### Definitions

**Incident** - An unplanned, unwanted event that causes injury, illness or property damage or the probability of injury, illness or property damage.

**Incident** – An unplanned or unwanted event that does not result in an injury, illness or property damage. Often times called a “close call” or “near miss”.

**Hazard** – Anything that presents a danger to employees or property.

**Hazard Control** - Any method used to reduce or eliminate a hazard, such as:

- Eliminating the hazard.
- Substitute the hazard with a less dangerous method or process.
- Engineering Controls (isolate people from the hazard).
- Administrative Controls (policies, procedures, training, housekeeping, safe work practices).
- Personal Protective Equipment (PPE).

**OSHA 300 Log:** The Log and Summary of Occupational Injuries and Illnesses, on which all injuries and illnesses that occur in the workplace during the year must be recorded; also used to complete the OSHA 300A summary at the end of the year to satisfy employer posting requirements.

**MDOL:** Maine Department of Labor

### Responsibilities

The Program Administrator, \_\_\_\_\_ (Name/Title).

This person is responsible for:

- Administering program and issuing written materials to support it.
- Reviewing the program annually and updating as appropriate.
- Analyzing incident records to identify program deficiencies.
- Scheduling managers, supervisors and (if applicable) safety committee members for training.
- Coordinating all activities related to hazard control, insurance, state and local regulatory compliance.

- Reporting incidents to the Maine Department of Labor when required:
  - All incidents resulting in fatalities must be reported to MDOL within eight (8) hours of the incident.
  - All serious injuries requiring immediate hospitalization must be reported to MDOL within 24 hours of the incident.
  - Reports can be made electronically or by telephone at [incident.bls@maine.gov](mailto:incident.bls@maine.gov) or 207-592-4501 (24 hours).

This person or their designee is also responsible for:

- Maintaining training recordkeeping.
- Maintaining OSHA Recordkeeping on OSHA 300 Log and Summary of Occupational Injuries and Illnesses.
- Posting the OSHA 300A Summary Work-Related Injuries and Illnesses form February 1 to April 30 of the year following the year covered by the form.

**Supervisors and Managers** are responsible for:

- Establishing incident reporting policies and procedure.
- Training employees on procedures and policies.
- Ensuring all incidents and injuries are properly investigated and provide appropriate corrective actions in a timely manner.
- Ensuring immediate and long term corrective actions are taken to prevent reoccurrence.
- Coordinating the reporting of claims to applicable insurers in compliance with Maine's Workers Compensation laws.
- Maintaining incident reports on file.
- Providing or arrange for all necessary medical care for injured workers.
- Initiating incident reviews immediately upon notification and completing them within 24 hours of occurrence if they involve an employee injury or illness that requires a physician's care.
- Ensuring review interviews are conducted in a professional manner. (The purpose of the interview is to gather facts, not to find fault or assign blame.)
- Taking action to protect people and property from secondary effects of incidents.

**Employees** are responsible for:

- Immediately reporting all incidents and injuries to their supervisors.
- Promptly reporting all hazardous conditions and near misses to supervisors.
- Assisting, as requested, in all incident reviews.

### **1.0 Sample – Incident Review General Policy**

The Town of Gray considers employees to be our most valued asset and as such we will ensure that all incident and incidents are analyzed to correct the hazardous conditions, unsafe practices, and improve related system weaknesses that produced them. This incident/incident analysis plan has been developed to ensure our policy is effectively implemented.

\_\_\_\_\_ will ensure this plan is communicated, maintained and updated as **appropriate**.

### **2.0 Incident/Incident Reporting**

**2.1 Background.** Incidents and incidents cannot be investigated or analyzed if they are not reported. A common reason that they go unreported is that the incident/incident analysis process is perceived to be a search for the “guilty party” rather than a search for the facts. We agree with current research that indicates most incidents are ultimately caused by system weaknesses. Management will assume responsibility for improving these system weaknesses. When incident/incident analysis is handled as a search for facts, the all employees are more likely to work together to report incidents/incidents and to correct any procedural, training, human error, managerial, or other deficiencies.

**2.2** Employees often are reluctant to report an incident because of fear, peer pressure, or concern that it may affect their job in some one way. To ensure that incidents will be reported, employee must be encouraged to participate in the “fact-finding” process. The purpose of the incident review then becomes one that will uncover system problems and provide solutions that will result in long term corrective action.

**2.3** Consequently, our policy is to analyze incidents to primarily determine how we can fix the system. We will not investigate incidents to determine fault. A “no-fault” incident/incident analysis policy will help ensure we improve all aspects of our manufacturing process.

**2.4 Policy.** All employees will report immediately to their supervisor, any unusual or out of the ordinary condition or behavior at any level of the organization that has caused or could cause an injury or illness of any kind.

Supervisors will recognize employees immediately when an employee reports an injury or a hazard that could cause serious physical harm or fatality, or could result in shutting down operations.

\_\_\_\_\_ will ensure effective reporting procedures are developed so we can quickly eliminate or reduce hazardous conditions, unsafe practices, and system weaknesses.

### **3.0 Preplanning**

**3.1** Effective incident/incident analysis starts before the event occurs by establishing a well thought-out incident/incident analysis process. Preplanning is crucial to ensure accurate information is obtained before it is lost over time following the incident/incident as a result of cleanup efforts or possible blurring of people’s recollections.

### **4.0 Incident/Incident Analysis**

**4.1** If applicable, the Safety Committee or the Incident Review Team is responsible for analyzing incidents.

**4.2** Supervisors are assigned the responsibility for analyzing incidents in their departments. All supervisors will be familiar with this plan and properly trained in analysis procedures. Other staff may also investigate in conjunction with the supervisor.

**4.3** All incidents (near misses) that might have resulted in serious injury or fatality will be analyzed. Incidents that might have resulted in minor injury or property damage will be investigated within four (4) hours of notification.

**4.4** An incident/minor injury report will be submitted through management levels to senior level management. If within the capability/authority of the department supervisor, corrective actions will begin immediately to eliminate or reduce the hazardous condition or unsafe work practice the might result in injury or illness.

## **5.0 Management Responsibilities**

**5.1** When an incident/incident takes place resulting in injury or damage, management and/or supervisory personnel will:

- A. Provide medical and other safety/health help to personnel.
- B. Bring the incident under control.
- C. Investigate the incident effectively to preserve information and evidence.

**5.2** To preserve relevant information the assigned investigator(s) will do the following when it is safe to do so:

- A. Secure or barricade the scene.
- B. Immediately collect information that may be transient or time sensitive, such as debris, scuff marks, gouges, discoloration of surfaces or components, or other indicators that may fade or disappear with time.
- C. Interview personnel. The purpose of the interview is to gather facts, not to find fault or assign blame.

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## 6.0 Incident/Incident Analysis Team

**6.1 Background.** It is important to identify and establish incident/incident analysis staff or teams **before** an event occurs so they can quickly move into action if called on. The experience of staff or the team is another important factor affecting the quality of the analysis. Competent employees will be appointed who are trained, and have the knowledge and skills necessary to conduct an effective analysis.

**6.2 Training.** Staff identified in section 6.3 as Investigators will undergo initial training for Incident Review, and an annual refresher training.

**6.3 Incident/Incident Analysis Team Makeup.** Although team membership may vary according to the type of incident, a typical team analyzing an incident/incident may include:

- A. A first-line supervisor from the affected area.
- B. Personnel from an area not involved in the incident.
- C. An engineering and/or maintenance supervisor.
- D. The safety supervisor.
- E. Members of the Safety Committee.
- F. Occupational health/environmental personnel.
- G. Appropriate front line personnel (i.e., operators, mechanics, technicians); and,
- H. Research and/or technical personnel.

Team Member Contact Information:

### 6.4 The Incident/Incident Analysis Team Leader

The incident/Incident Analysis team leader will:

- A. Control the scope of investigative activity by identifying which lines of analysis should be pursued, referred to another group for study, or deferred.
- B. Call and preside over meetings regarding the review and analysis.
- C. Assign tasks and establish timetables.
- D. Ensure that no potentially useful data source is overlooked; and,
- E. Keep management advised of the progress of the review and analysis.

## 7.0 Determining the Facts

A thorough search for the facts is an important step in incident/incident analysis. During the fact-finding phase of the process, team members will:

- A. When safe to do so, visit the scene before physical evidence is disturbed.
- B. Sample unknown spills, vapors, residues, etc., noting conditions which may have affected the sample; (Be sure you sample using proper safety and health procedures).
- C. Prepare visual aids, such as photographs, field sketches, diagrams, and other graphical representations to provide data for the analysis.

- D. Obtain on-the-spot information from eyewitnesses, if possible. Interview with those directly involved and others whose input might be useful should be scheduled soon thereafter. The interviews should be conducted privately and individually; so that the comments of one witness will not influence the responses of others.
- E. Observe key mechanical equipment as it is disassembled. Include inspection logs, maintenance logs, operating logs, recorder charts, previous reports, procedures, equipment manuals, oral instruction, as-built drawings (if available), change of design records, design data, records indicating the previous training and performance of the employees involved, computer simulations, laboratory tests, etc.
- F. Determine which incident-related items should be preserved. When a preliminary analysis reveals that an item may have failed to operate correctly, was damaged, etc., arrangements should be made to either preserve the item or carefully document any subsequent repairs or modifications. Photographs should be obtained before any alterations or modifications are done.
- G. Carefully document the sources of information contained in the incident report. This will be valuable should it subsequently be determined that further study of the incident or potential incident is necessary.

### **8.0 Determining the Cause**

It is critical to establish the root cause(s) of an incident/incident so that effective recommendations are made to correct the hazardous conditions and unsafe work practices, and make system improvements to prevent the incident from recurring. The incident/incident analysis team will use appropriate methods to sort out the facts, inferences, and judgments they assemble. Even when the cause of an incident appears obvious, the review team will still conduct a formal analysis to make sure any oversight, or a premature/erroneous judgment is not made. Below is one method to develop cause and effect relationships:

- A. Develop the chronology, timeline or sequence of events, which occurred before, during, and after the incident. The focus of the chronology should be solely on what happened and what actions were taken. List alternatives when the status cannot be definitely established because of missing or contradictory information.
- B. List conditions or circumstances which deviated from normal, no matter how insignificant they may seem.
- C. List all hypotheses of the causes of the incident based on these deviations.

### **9.0 Recommending Corrective Actions and System Improvements**

Usually, making recommendations for corrective actions and system improvements follow in a straightforward manner from the cause(s) that were determined. A recommendation for corrective action and system improvement will contain three parts:

1. The recommendation itself, which describes the actions and improvements to be taken to prevent a recurrence of the incident.
2. The name of the person(s) or position(s) responsible for accomplishing actions and improvements.
3. The correction date(s).

**10.0 Follow-up System**

To make sure follow-up and closure of open recommendations resulting from an incident, the Town of Gray will develop and implement a system to track open recommendations and document actions taken to close out those recommendations. Such a system will include a periodic status report to management.

**11.0 Communicating Results**

**11.1** To prevent recurring incidents we will take two additional steps:

- 1. Document findings; and
- 2. Review the results of the analysis with appropriate personnel.

**11.2** Incident documentation will address the following topics:

- 1. Description of the incident (date, time, location, etc.);
- 2. Facts determined during the analysis (including chronology as appropriate);
- 3. Statement of causes; and
- 4. Recommendations for corrective and preventive action (including who is responsible and correction date).

**12.0 Review and approval**

Appropriate operating, maintenance and other personnel will review all incident/incident analysis reports. Personnel at other departments may also review the report to preclude a similar occurrence of the incident.

Plan reviewed by \_\_\_\_\_ Date \_\_\_\_\_

Plan approved by \_\_\_\_\_ Date \_\_\_\_\_

**13.0 Program Updates**

The written program will be reviewed annually and updated as appropriate.

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Date of last review: \_\_\_\_\_ by: \_\_\_\_\_

Forms:

The following sample forms are appended for possible use in conjunction with an Incident Review Program:

- Sample Supervisor's Incident Report of Injury Form
  
- Sample Incident Analysis Form
  
- Sample First Aid Report Form
  
- Sample Workplace Hazard Reporting Form
  
- Sample Employee's Report of Injury Form
  
- Incident Review Witness Statement
  
- Sample Occupational Incident, Injury & Near Miss Management Flow Chart

***Supervisor's Incident Review-Report of Injury***

The form on the next page is a template designed as a simple way to capture information about employee injuries.

**\*\*\*NOTE\*\*\*** *The form is not a substitute for the WCB-1 First Report of Injury form that must be sent to your Workers' Compensation insurer.*

The completed form will be used to analyze and implement hazard reduction measures to reduce the potential for injury recurrence. This form will also be reviewed by the Safety Committee to track the implementation of corrective measures and monitor the quality of the supervisory review.

Supervisor's Incident Review-Report of Injury

<b>Indicate Expected Incident Type</b> 1st Aid <input type="checkbox"/> Med Only <input type="checkbox"/> Med with Lost Time <input type="checkbox"/>		Department:		Report Completed Date	
Exact Location of Incident:		Date of Incident:	Time of Incident: a.m./p.m.		Date Reported:
<b>Work-Related Injury or Illness</b>		<b>Tools and Safety Equipment</b>		<b>Other Information</b>	
Injured Worker's Name:		Was a Machine or Tool Involved? Yes <input type="checkbox"/> No <input type="checkbox"/>		List any witnesses below. Interview each witness individually. Signed witness statements should be maintained separately.  1. 2. 3.  <b>Indicate Shift Start Time on Date of Injury:</b> _____	
Part of Body:  RT/LT		If yes, was machine or tool defective? Yes <input type="checkbox"/> No <input type="checkbox"/>			
Describe Injury/Illness:		Safety Equip/PPE Required? Yes <input type="checkbox"/> No <input type="checkbox"/> If <u>Yes</u> , was it used: Yes <input type="checkbox"/> No <input type="checkbox"/>			
Presently, is any loss of work time expected? Yes <input type="checkbox"/> No <input type="checkbox"/>		Was there anything the injured worker could have done to prevent the injury?			
Job Title:					
Does Employee work for another employer? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, Name and Address					
Was <i>First Aid</i> Provided? Yes <input type="checkbox"/> No <input type="checkbox"/> If YES, by whom:					
Was <i>Medical Treatment</i> provided by a healthcare provider? Yes <input type="checkbox"/> No <input type="checkbox"/> Check <input type="checkbox"/> if from <b>LIST YOUR MED PROVIDER HERE</b> . Provide name of medical provider <u>IF</u> other medical provider was used:					
<b>Describe details leading up to and including the incident/injury or manifestation of symptoms:</b>					
Was activity part of employee's normal job duties? Yes <input type="checkbox"/> No <input type="checkbox"/>					

**INCIDENT REVIEW**

<b>What conditions, circumstances or factors contributed to this incident (i.e. tools, equipment, PPE, policies, object, training, hazards, employee action/inaction, weight of item, etc.)? Be thorough and descriptive!</b>			
<b>Correction Suggestions (Note what could be done to prevent this from happening again-<i>being more careful is not an option</i>)</b>			
<b>Reviewed by Safety Committee?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> Signature Safety Committee Chair:			
<b>Who is responsible for reviewing/implementing corrective actions noted above?</b>			
Signature of Reviewing Supervisor:		Date:	
Employee Signature:		Date:	

**Incident Analysis Form**

Instructions:

1. Write down the incident event in the space in the middle of the page.
2. Determine if the incident circumstances are in the areas of People, Equipment, or Management.
3. If there are circumstances in a particular section, ask a series of “why?” questions to determine the reasons for every set of circumstances.
4. When you have run out of “why?” questions, analyze the result. Eliminate any unlikely causes or circumstances that you cannot control. Identify the incident cause.
5. Determine what management system needs to be in place to assure that the accident does not happen again.

The diagram features a central circle with a red outline. Four red lines extend from the top, bottom, left, and right of the circle to the centers of four rectangular boxes. Each box contains a category name and a list of potential causes or conditions.

**People**  
 Procedures not followed.  
 Procedures not known or not understood.  
 Task too difficult to perform by employee.  
 PPE not used.  
 Distraction, emotions or fatigue.  
 Medical conditions.  
  
 Drug/alcohol use.

**Equipment**  
 Equipment not maintained.  
 Wrong equipment used for job task.  
 Poor equipment design.  
 Correct equipment not available.  
 Equipment purchased without guards.  
 Machine guarding removed.

**Environment**  
 Location of employee.  
 Temperature extremes.  
 Poor lighting.  
 Poor housekeeping.  
 Inadequate ventilation.  
 Excessive vibration.  
 Excessive noise.  
 Condition of work surface.  
 Poor air quality.

**Management**  
 No management system in place to control hazard.  
 Supervision did not detect unsafe conditions or behaviors.  
 Supervision did not take action to correct unsafe conditions or behaviors.  
 Lack of supervisor training.  
 Lack of accountability for safety.  
 Lack of written procedures.  
 People not trained/training inadequate.  
 No formal hiring process/new hire safety orientation.

**First Aid Report Form**

*This form is intended to be used to document circumstances and corrective action that can be taken for injuries requiring first aid treatment.*

**First Aid Report**

Name \_\_\_\_\_ Date/Time of first aid injury \_\_\_\_\_

Equipment involved \_\_\_\_\_ Location of injury \_\_\_\_\_

First aid given by (indicate self or name of firstaider): \_\_\_\_\_

Describe circumstances of first aid injury: \_\_\_\_\_

What control measures should have been in place to prevent this first aid injury? \_\_\_\_\_

Additional comments: \_\_\_\_\_

Date of report \_\_\_\_\_ Prepared by \_\_\_\_\_

Submitted to \_\_\_\_\_

Actions taken: \_\_\_\_\_

Date of corrective action: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

*Please Note: This report should be posted in a conspicuous place where all employees will see it and reviewed at the next safety committee meeting.*

**Workplace Hazard Reporting Form**

*This form can be used to report and document hazards so they can be corrected. The form can be adjusted to meet the needs of your Organization; this may also be known as a "Near-Miss" Form.*

**Workplace Hazard Reporting Form**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Department: \_\_\_\_\_

Hazard Reported To: Safety Committee  Yes  No  
 Supervisor  Yes  No

Other: \_\_\_\_\_

Description of Potential Hazard: \_\_\_\_\_

Recommendations for Eliminating Potential Hazards: \_\_\_\_\_

Received By: \_\_\_\_\_ Date Received: \_\_\_\_\_

Actions Taken: \_\_\_\_\_

Date Posted: \_\_\_\_\_

*Please Note: This report should be posted in a conspicuous place where all employees will see it and reviewed at the next safety committee meeting.*

**Employee’s Report of Injury Form**

*This form should be used to report all work related injuries, illnesses, or “near miss” events (which could have caused an injury or illness) – no matter how minor. This helps identify and correct hazards before they cause serious injuries. This form shall be completed by employees as soon as possible and given to a supervisor for further action. **\*\*\*Note: This is not a substitute for the WCB-1 First report of Injury form which must be filed with our Workers’ Compensation insurer.***

I am reporting a work related: <input type="checkbox"/> Injury <input type="checkbox"/> Illness <input type="checkbox"/> Near miss	
Your Name:	
Job title:	
Supervisor:	
Have you told your supervisor about this injury/near miss? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Date of injury/near miss:	Time of injury/near miss:

Names of witnesses (if any):	
Where, exactly, did it happen?	
What were you doing at the time?	
Describe step by step what led up to the injury/near miss. (continue on the back if necessary):	
What could have been done to prevent this injury/near miss?	
What parts of your body were injured? If a near miss, how could you have been hurt?	
Did you see a doctor about this injury/illness? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, whom did you see?	Doctor's phone number:
Date:	Time:
Has this part of your body been injured before? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, when?	Supervisor:
Your signature:	Date:

**Incident Review Witness Statement Form**

*This Incident Review Witness Statement Form is to be used with the Supervisors Incident Review form to obtain information regarding events that may occurred before or during an incident.*

Incident Review Witness Statement Form

Name:	Job Title:
Phone:	Supervisor:
Work Location:	
Location of Accident:	

Accident Time and Date:
Please fully describe the accident sequence from start to finish (use additional space as needed):
Please fully describe the work and conditions in progress leading up to the accident (use additional space as needed):
Note anything unusual you observed before or during the accident (sights, sounds, odors, etc.) (use additional space as needed):
What was your role in the incident sequence? (use additional space as needed)
What conditions influenced the incident (weather, time of day, equipment malfunctions, etc.)? (use additional space as needed)
What do you think caused the incident? (use additional space as needed)

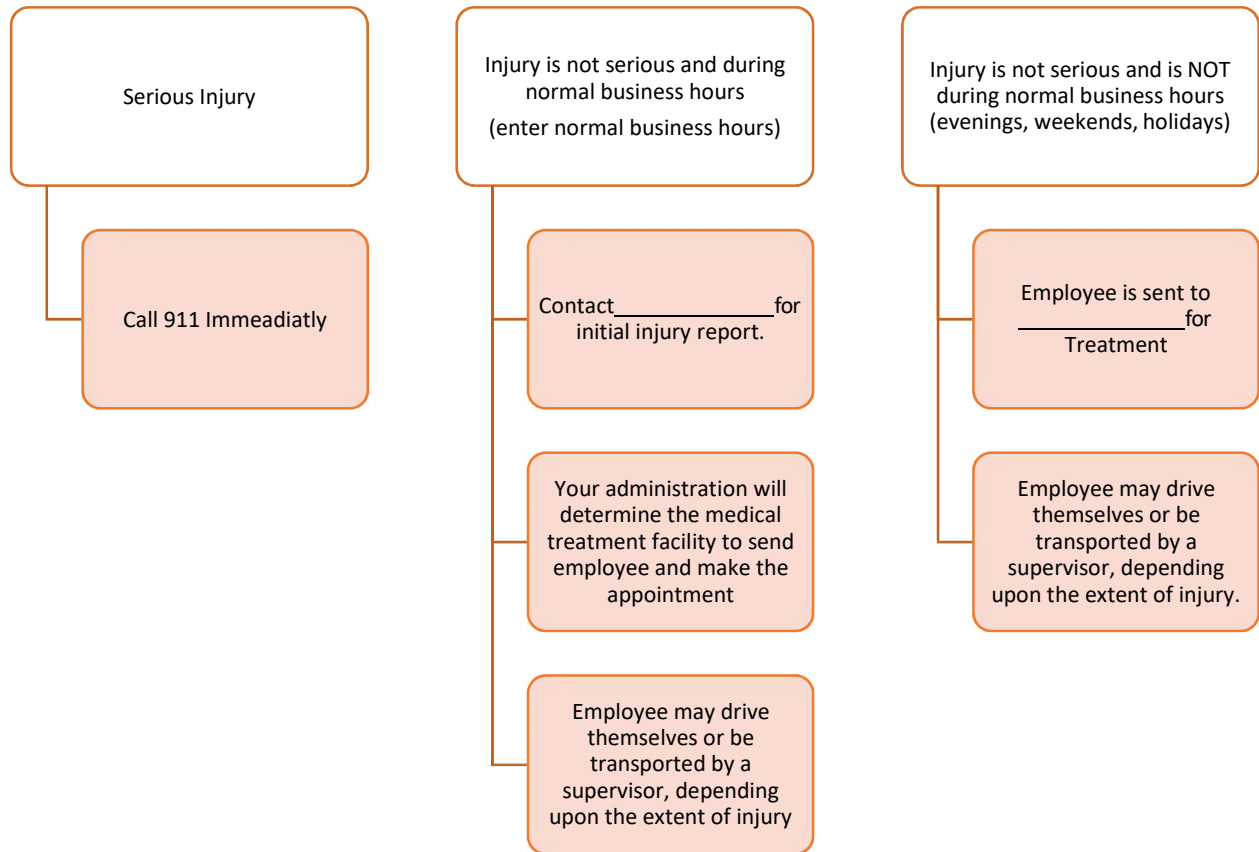
How could the incident have been prevented? (use additional space as needed)	
Please list other possible witnesses (use additional space as needed):	
Additional comments/observations (use additional space as needed):	
Signature:	Date/Time:

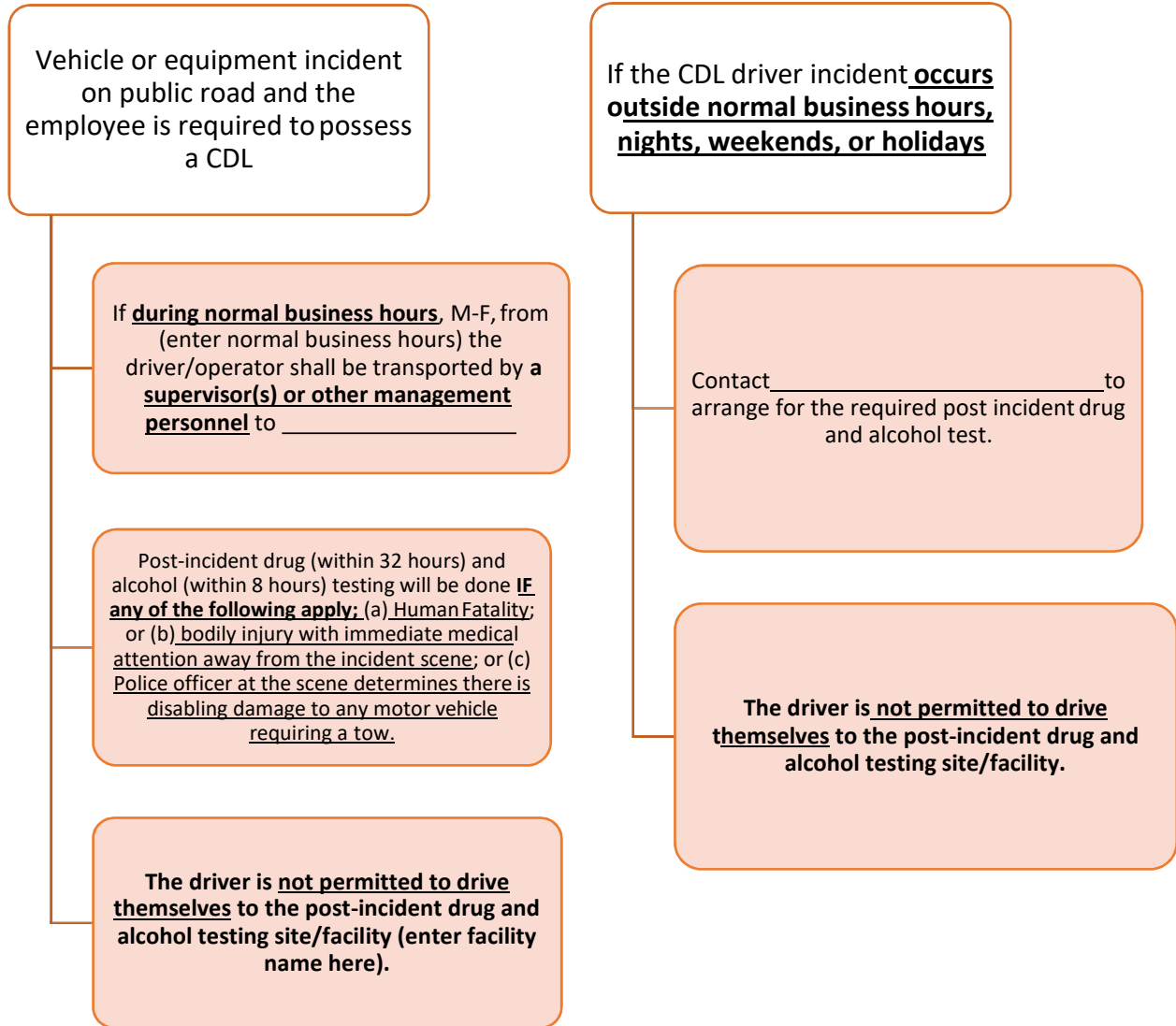
**Incident Flow Chart**

Occupational Incident, Injury & Near Miss Management  
 Emergency Care, Reporting, Post Incident Testing and Reviews  
**Procedural Steps**

**Employee Injury**

If an employee sustains an occupational incident or injury, immediately send injured employee for medical treatment or follow the below guidelines:





**Follow the below steps ONLY AFTER** emergency needs are met, injured employees or members of the public have been transported for medical treatment, incident and/or injury site has been secured, and employees have been transported to (enter facility here) or other identified location for mandated post-incident drug and alcohol testing for CDL licensed drivers/equipment operators.

1. Supervisor or Manager completely fills out Incident/Injury/Near Miss Report as soon as is practicable.
2. **FORWARD** the completed Incident/Injury/Near Miss Report to \_\_\_\_\_ within 24 hours of occurrence, or as soon as is practicable, **and** send a copy to Department Head and Department Safety Committee Chairperson.

3. Supervisor, Department Head, Safety Coordinator and Human Resources will determine the need for an **Incident Review**, and who will conduct the review, based on a number of factors, including but not limited to; the severity of the incident, any lost time, medical treatment, and/or information obtained from other sources/witnesses, including the police report (vehicle incident).
4. **Incident Investigators** shall follow practices identified in Supervisor Incident Review Training and use the Incident Analysis form to aid in the review process to identify why the incident occurred and what changes to procedures, policies, equipment or training is needed to be implemented to reduce the chance of a recurrence.
5. The results of the incident review, recommendations to prevent recurrence, and actions/controls taken will be reviewed and discussed at Department Safety Committee meeting(s) for follow-up action as necessary.
6. Corrective actions implemented, new work procedures and new PPE, etc. shall be communicated to employees, and appropriate training provided.
7. **(name of entity) Safety Committee** will report on the incident or injury, review findings and corrective measures implemented to the **Executive Safety Committee** at the next scheduled quarterly meeting.
8. As a reminder, all Public Sector employers are required to report as soon as possible to the Maine Department of Labor all work related fatalities or injuries/illnesses when one or more employees are admitted to a medical facility overnight. At a minimum, **all fatalities must be reported within 8 hours, and hospitalizations must be reported within 24 hours.** The Emergency Notification Phone Number is (207) 592-4501, or [incident.bls@maine.gov](mailto:incident.bls@maine.gov).
9. **Questions?** Contact \_\_\_\_\_

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## Sample Safety Committee Plan

### Why a Safety Committee?

At first glance, a Safety Committee might seem an extravagant use of time, people and resources. However, if effectively formed and utilized, a Safety Committee will more than make up for the effort needed to create and maintain it. It has been well established that organizations with an effective Safety Committee have fewer accidents and lower workers compensation costs. A good Safety Committee will foster a safety consciousness throughout your organization, reducing accidents, injuries, equipment damage and costs. Safety Committees are more successful when they are given broad responsibility and authority to effect change quickly and directly. It is essential to:

- Have the support of management. Absent management support, Safety Committees invariably fail.
- Gain the support of employees and participants
- Clearly state the role, goals and objectives of the Safety Committee
- Organize the Safety Committee and decide who will serve
- Clearly communicate the Safety Committee's mission and objectives

Management will set challenging, measurable but realistic goals for the safety program. If top management chooses to be a member of the Committee, then encourage all member's involvement and input. Management also must assume it will adopt some of the Safety Committee's recommendations. Any Safety Committee that has suggestions constantly ignored will fail. Resources and materials must be committed. This means financial and time commitments for safety equipment, training and inspections as well as space to conduct training. If top management elects not to be a member of the Safety Committee, periodic attendance by management will reinforce support and commitment.

Supervisors may need to release people for Safety Committee meetings, training, maintenance, cleanup, inspections and hazard mitigation.

Employees must be kept informed of safety plans and their input sought. Demonstrate that management and supervisors are committed and employees are also an important part of the effort. Employees need to have confidence that safety is more important than productivity.

If your organization is a union shop, unions must be part of the process. If unions do not feel they are participants in the process, they may pose obstacles to implementation even if they essentially agree with the objectives. If the purpose of the Safety Program and/or Safety Committee is not placed in the collective bargaining agreement, it is a good idea to do so, or at least establish it in a written policy.

**Mission Statement:**

A safety mission statement should be drafted. Typically this would include:

- The desire to unite all members of the organization to promote safety and health
- To do this in a cooperative and collaborative manner
- Management commitment to making it happen

The mission statement must be crafted in conjunction with the powers of the Safety Committee. The powers vested in the Safety Committee give it the authority to execute the mission.

**Some things to consider:**

- Will the Committee's role be strictly advisory, or will it have decision making power?
- If the Committee is empowered to make decisions, will the Committee execute those actions, or report decisions to someone else for implementation?
- Will the committee take a preventative approach to accidents, hazards or complaints, or will the committee only respond as these arise? A proactive approach is preferable.
- What will be the Committee's role in your organizations overall safety and health program?

**How should our Safety Committee work?**

It is helpful to state the purpose and role of the committee, which is to improve safety and health at your organization. This could include the following points:

- To promote and maintain the interest of employees in health and safety issues
- To educate managers, supervisors and employees by awareness and training activities that they are primarily responsible for the prevention of workplace accidents
- To make health and safety activities an integral part of the organization's operating procedures, culture and programs
- To provide opportunity for free discussion of health and safety problems and possible solutions
- To inform and educate employees and supervisors about health and safety issues, new standards, research findings, etc.
- To help reduce the risk of workplace injuries and illnesses
- To help insure compliance with federal and state health and safety standards

**How does an effective Safety Committee do this?**

An effective Safety Committee works as a team to:

- Develop, review and maintain written safety programs, policies and procedures
- Conduct internal workplace inspections and identify hazards
- Conduct periodic departmental or system wide safety audits
- Develop and facilitate safety training
- Investigate accidents to identify root cause
- Communicate safety issues to employees and management

- Organize and conduct safety meetings

Once the Committee's role is defined, it should be determined who will serve on the committee. For most organizations, a Committee of five to ten people will be large enough to enable broad representation throughout the organization and to allow delegation of particular responsibilities, but will not be too large to conduct effective meetings or coordinate activities. Ideally the Committee should be an equal mix of employee and management representatives. Members selected to serve of the committee should:

- Have broad contact with your organization's operations and areas of high risk and/or with large numbers of employees
- Have genuine interest and concern with workplace safety
- Have good communication skills
- Have safety and health knowledge or experience.

The objective is to have a group that can work together as a team in an atmosphere where issues can be freely raised and discussed. It is important to designate alternates for each member of the committee so all aspects of your organization are represented and to ensure that meetings are not frequently cancelled because an individual could not be present. If possible, at least one member should have budgetary authority. If your organization has them, safety officers, facilities managers and education/training managers could participate as members or on an ad hoc basis. If the Committee is empowered with decision making authority, members should be vested with authority to implement decisions made by the committee. Whatever the structure, the Committee must have sufficient power and authority to carry out its mission. Once formed, the Committee should determine who will chair the meetings. If your organization is sufficiently large, consider terms of service and rotating the chair periodically so that all areas of the organization will have an opportunity to participate and fresh perspectives can be brought to the group. It is understood this setup may not be possible for smaller organizations.

For small organizations a monthly or (at minimum) quarterly safety meeting involving all employees could be done. As these meetings, safety issue issues and concerns are discussed and recent incidents (including "near misses"), and injuries are reviewed. Some smaller organizations may decide to have a designated group, such as department heads fulfill the functions of the Safety Committee. This can work as long as meetings are held on a regular periodic basis and employee input is encouraged and solicited.

When the Committee is being organized, keep your organization informed. Let everyone know and ask for input. When the committee's role and initial goals are established, publish a newsletter. When the Committee is about to start operation, publish the names of the committee members, and let everyone know how they can participate.

### Empowering the Safety Committee

Meetings should be conducted on paid time, not as an extra after work commitment without pay. Committee members should have access and authority to execute any duties associated with the safety committee such as:

- Access to the entire facility for inspections, accident investigation, or investigations of complaints
- Review and comment on plans for acquisition or purchase of new equipment, including Personal Protective Equipment
- Review and input on management and/or union plans to rectify workplace hazards
- Access to records on planning, finance and new technology
- A budget of its own

### Operating the Committee:

The Committee should elect or designate a Chair and Secretary. This provides a focal point for communication as well as responsibility for conducting meetings and taking minutes. **Regular meetings are essential.** This cannot be emphasized enough. Meetings conducted at irregular intervals or that are postponed frequently will result in the Committee fizzling out altogether. Regularly scheduled meetings make everyone aware of the required time commitment and enables everyone to adjust their schedules and plan on attending. Generally the Committee should meet once or twice a month.

Meetings that take place on less than a quarterly basis are seldom productive.

### Conducting Safety Committee Meetings:

An agenda should be drafted and distributed to participants before a meeting. Publishing and using an agenda will allow members to prepare for the meeting, help keep discussion on track, make sure important issues are not forgotten and provide written documentation of the Committee's efforts.

Short overviews or summaries of safety training topics can and should be brought to Safety committee meetings. Topics are determined by the Committee and assigned to different members who are given considerable discretion on how they wish to present the topic. However, highly technical and time consuming training should be conducted separately.

Minutes are another essential. The Committee secretary should format minutes to reflect the agenda and include

- Attendee names
- Accidents reported and Accident Reviews done since last meeting
- Completed and Uncompleted recommendations
- Summary of safety efforts
- Safety training activities (pending and completed)
- Summary of outstanding items for discussion at the next meeting. New tasks or responsibilities assigned, timing and cost for execution.

Management may wish to add other information or reports for management use or general distribution. This may include status reports on goals, trending on accidents reported, highlights on safety efforts and/or recognition of individual or team efforts.

### Periodic Review

Operation of the Safety Committee should be reviewed annually at a minimum, and more frequent review may be warranted depending on the size and operations of your organization. The original mission statement should be reviewed along with goals and objectives, accomplishments and challenges remaining. Serious gaps or problems may become evident, especially in the first year. This is an opportunity to review operation of the Committee and make adjustments. After three months use a meeting to review the Committee's structure, mission and meetings. Make any adjustments agreed upon by the Committee. At the six month point, review the Committee's responsibilities, management support and workforce involvement, and make any adjustments agreed upon by the Committee.

Another possibility is to use the same checklists and have management and labor complete responses separately. If there appears to be a disconnection in perceptions on how the Committee is functioning, try to determine why these differences exist.

At the end of the first year, review the Committees results. Check the OSHA 300 logs. Are reported accidents increasing or declining? Were there any severe accidents? Was appropriate Accident Investigation done for each, and root cause established? Look at inspection reports and committee meetings. It is possible reported injuries and hazards will actually go up in the first year due to heightened awareness and more accurate reporting. This is not necessarily a bad thing as it means the Safety Committee is detecting the issues and can now work to address them.

Finally, share the results with the workforce and include a specific plan to address issues. This demonstrates management's commitment to the safety effort.

After the first year, operation will likely be more routine, however regular reviews are still essential to make sure the Committee is keeping on track and the overall safety effort is moving in the right direction.

### Common Pitfalls

- No mission statement or no clearly defined role for the committee's existence. (Why are we here?)
- Much talk, but no decisions and no action. The Committee must have realistic objectives, a plan for achieving them, decision making authority and a means of implementing decisions made.
- Meetings are not intended to be gripe sessions. Discussion should focus on legitimate safety issues.
- Appointed committee members who are not experienced, interested, or see the committee participation as just an additional burden.
- No plan, no schedule, no agenda. Meeting times should be clearly communicated in advance so participants can plan their schedules accordingly. Agendas should be also communicated in advance of meetings (preferably along with the meeting announcement) so agenda topics can be researched or investigated and additional items brought up if necessary.
- One voice dominates all discussion, other members are discouraged from participating or providing input.

- No minutes are taken. What was discussed? What did the Committee decide? Who is going to implement the decision and how? Minutes should be distributed within a week after the meeting.

#### Safety Committee Planning Guide

##### General Organization of Safety Committees

- Management/the board of selectmen/the town council should announce the formation of the Safety Committee officially. This should include a brief description of the committee's function, current membership, and should solicit cooperation from all departments.
- The safety committee should have the full backing of management if they are to function effectively. Management should monitor the committee to ensure that it is meeting its objectives.
- Safety committees should have access to and communication with top management through direct reporting or via distribution of the minutes to all key management officers and department heads.
- The committee membership should have knowledge of their work area, interest in supporting safety, and have the support of their peers.

##### Typical Duties of a Committee

- Clearly define the duties and responsibilities of the Safety Committee officers and members.
- Investigate and review serious injuries as soon as possible to determine root cause and prevent recurrence.
- Review incidents, near misses, Accident Investigation Reports, claim summaries and loss trending on a periodic basis.
- Organize and/or perform periodic facility safety inspections and audits, report unsafe conditions and suggest corrective actions. Inspections should be cooperative in nature and include employee and management representatives. Note not just the negative but the positive conditions in the workplace. Consider rewards for a good inspection outcome.
- Develop, implement, and review written safety programs, safety procedures and checklists.
- Direct involvement with organizational wide safety training.
- Contribute ideas and suggestions for improvements in safety.
- Publicly acknowledge and recognize accomplishments; build enthusiasm for safety programs. Broadcasting success makes others want to be part of the safety effort.
- Publicize committee activities. E-mail or post minutes or notices, put articles in bulletin boards, newsletters. Solicit participation and input!
- Sponsor and coordinate contests, poster programs, safety drives; etc., and supply other informational materials which can help to promote safer operations.

##### Setting Goals

- Goals should be measurable and achievable.
- Goals should be designated as short term, 1-6 months and long term, greater than 6 months.

- Goals should be reviewed periodically to determine the effectiveness of the committee and to reset or restate goal targets.

#### Safety Committee Meeting Agenda

Committee Chairman/Safety Manager should call the meeting to order, the secretary should take minutes of the meeting, if the secretary is not present, the chair should designate a member to take minutes and proceed with business. The following is a possible example:

#### Call to Order

- Call meeting to order, introduce any guests, speakers, agenda changes, etc.
- Read minutes of previous meeting. Note corrections or changes.

#### Old Business

- Discuss status of previously submitted recommendations.
- Request status report on any other pending old business.
- Set target dates for completion of recommendations and other pending items.
- Status report of goals and objectives.

#### Accident Review

- Brief summary of number and type of incidents reported since last meeting.
- Discuss severe or potentially severe cases including action to be taken or suggested to eliminate or minimize recurrence.
- Brief summary of number and type of accidents for the year to date. Discuss any negative trends.
- Evaluate effectiveness of accident investigation/prevention efforts. Are accident investigations appropriately done and root cause identified? If not, is more training on accident investigation needed?

#### Inspection Reports

- Report findings of safety inspections made by the committee members or others. Department operations should be inspected on a rotating basis.
- Discuss and decide on action to be recommended as a result of reports. Identify who will be responsible and establish time frame for action.

#### New Business

- Request committee members to submit safety suggestions (collaborate).
- Comment on new safety procedures, equipment, etc., of interest to the committee.
- Plan and schedule safety-training programs.
- Other new business
- Set time and date for next meeting (if not already scheduled)

\*The Maine Department of Labor - Safety Works also has useful information on establishing an effective safety culture.

Please visit their site at: [http://www.maine.gov/labor/workplace\\_safety/index.html](http://www.maine.gov/labor/workplace_safety/index.html)

**Town of Gray**  
**Preferred Care Medical Provider Policy**  
**Light or Alternative Duty Policy**

It is the policy of the Town of Gray that all accidents be reported to the department supervisor immediately. The Employer's First Report of Injury and Incident Investigation report must be promptly completed. Forms are located \_\_\_\_\_.

For the first ten days after a workplace injury has occurred, that is not life threatening, injured employees will seek medical attention at \_\_\_\_\_ preferred care medical provider. See the attached list for the preferred medical provider options. We have a few locations where no preferred medical provider is available. Only in these cases, or in serious emergency situations, should an employee be sent to the local hospital emergency room. When that situation occurs, the Emergency Room information form should be sent with the employee to the ER and returned to us.

The Town of Gray has established a list of transitional return to work job descriptions that include the physical requirements for use with this policy. Please contact the Human Resources Administrator, in the Town Manager's office if you need a transitional work job description.

After the medical provider examines the employee, they will evaluate the capabilities of the injured worker to determine their restrictions and how the Town of Gray can accommodate the injured employee based on their restrictions. **It is our policy that we will provide light-duty or alternative duty work.** All preferred medical providers should be made aware of this policy.

After seeking medical attention the injured worker is required to return to work with written information pertaining to their transitional return to work restrictions. Extenuating circumstances that make it impractical for a \_\_\_\_\_ to provide light-duty or alternative duty work must be discussed with the Town Manager or the Human Resources Administrator. It is our goal to avoid lost-time injuries.

Prior to starting transitional work, supervisors will review the return to work restrictions with the injured employee and work with the injured employee to make sure they work within their restrictions.

If an employee is involved in a non-work-related injury the Town of Gray may ask the employee to be evaluated at the \_\_\_\_\_ medical provider prior to returning to work. The Town of Gray will be responsible for the cost of the evaluation.

If an injury requires emergency room care, the Town of Gray may ask the employee to have a follow-up visit at our preferred medical provider prior to returning to work. The Town of Gray will be responsible for the cost to the evaluation.

Questions about this policy should be directed to the Town Manager or the Human Resources Administrator.

## **Gray Community Media Gray Community Television (“GCTV2”) Policies**

**Overview:** Pursuant to Sections 24 and 25 of the cable franchise agreement between Time Warner Entertainment Company LP (“TWC”) and the Town of Gray, as well as the Cable Communications Policy Act of 1984, TWC provides one “access channel” for uses designated by the Town of Gray (the “Access Channel”). The Town has assigned and designated editorial and oversight responsibilities for this Access Channel to GCTV2. Use of the access channel is subject to the direction of GCTV2, as further defined in the following guidelines. Notwithstanding the foregoing, TWC remains the owner of the public access channel and is ultimately responsible for its content. Consistent with the United States Supreme Court’s decision in *Manhattan Cmty. Access Corp. v. Halleck*, 139 S. Ct. 1921 (2019), both TWC and GCTV2 are, in their operation of the Access Channel, “private actors” (and not “state actors”), whose editorial decisions relating to content broadcast on the Access Channel are not subject to the First Amendment of the United States Constitution.

### **1.0 Definitions**

**1.1 PEG Access:** The terms “Public, Educational, and Government” (PEG) Access. ~~r~~Refers to three distinct groups of content producers within a community. These terms were used to establish both federal, and state, regulations regarding the use of local cable television channels (or other forms of local media distribution, such as web video).

**1.2 Public Access:** For use by the general public. ~~The Town of Gray~~GCTV2 designates a block of programming specifically for use by the residents of the Town of Gray. Residents using this block agree to the policies for Public Access programming, as further defined herein.

**1.3 Education Access:** Used by local educational institutions. ~~The Town of Gray~~GCTV2 designates a block of programming specifically for use by the Gray education community. This programming block is only available to local educational institutions who will be solely responsible for the programming.

**1.4 Government Access:** ~~Used for programming by the Town of Gray and its staff. Gray Community Television~~GCTV2 designates a block of programming specifically for use of the Town of Gray local government. This programming block is designated for public meetings, or programming originating from within the town’s official departmental jurisdiction.

**1.5 GCTV2:** The ~~Town of Gray’s~~ PEG Channel set aside on the local cable television system as part of the local cable television franchise agreement between Time Warner Cable and the Town of Gray, which is managed by GCTV2. GCTV2 also programs a companion web site with a live feed of the cable channel.

**1.6 Non-Commercial Content:** Content that does not contain advertising to promote the sale of commercial products or services. Any solicitation of funds or advertising of material designed to promote the sale of commercial products or services, or any performance or promotion of a lottery of any kind.

### **2.2 Membership**

1.7 **FCC Definition of Obscenity:** For content to be ruled obscene, it must meet a three-pronged test established by the [United States](#) Supreme Court:

It must appeal to an average person's prurient interest; depict or describe sexual conduct in a "patently offensive" way; and, taken as a whole, lack serious literary, artistic, political or scientific value. [See Miller v. California, 413 U.S. 15 \(1973\).](#)

1.8 **FCC Definition of Indecent Content** Portrays sexual or excretory organs or activities in a way that is patently offensive but does not meet the three-prong test for obscenity.

## **~~Gray Community Media Policies~~**

### **2.0 COMMUNITY TELEVISION AND COMMUNICATIONS ADVISORY COMMITTEE**

2.1 The Community Television and Communication Advisory Committee [\(the "Committee"\)](#) was created March 24, 2020 by the Gray Town Council.

## 2.2 Membership

The Committee shall consist of seven (7) members, four (4) of whom shall be residents of the Town of Gray. Other members may include representatives of MSAD15, a private school from either Gray or New Gloucester, the Gray/New Gloucester Development Corporation or a non-profit organization from Gray.

## 2.3 Duties

1. The Community Television Advisory Committee shall meet no less than once each quarter of the year; and may schedule additional meetings as needed.

2. ~~The Committee~~ shall be responsible for keeping the Gray Town Council informed of Public, Educational and Government related matters as they relate to:

a) Recommending improvements in Public, Educations and Government programming to ~~the Town Manager and Station Manager~~GCTV2.

b) Making recommendations regarding relevant emerging technologies and other broadcast options to ~~the Town Manager and Station Manager~~GCTV2.

c) Promoting and developing optimal utilization of the PEG system;

d) Promoting community outreach and providing a forum for citizen recommendations and concerns regarding the use of equipment, facilities, programming and other related issues.

e) Promoting support for quality community television in Gray.

3. ~~The Committee shall e~~Explore and cultivate available programming sources.

4. ~~The Committee shall e~~Examine emerging technologies and other telecast or online streaming options for public, educational and governmental content.

## ~~Gray Community Media Policies~~

### **3.0 Guidelines for use of Public Access Programming Block**

3.1 ~~Public access p~~Programs, as defined herein, must be sponsored by a Gray Resident, or a representative of a Gray organization, or business. All programs must be submitted with a signed "Public Access Application Form".

3.1 Programs aired ~~ion the Gray p~~Public aAccess cChannel bBlock shall be non-commercial.

3.2 ~~Public access p~~Programming shall not contain obscene, seditious, or unlawful materials as defined under municipal, state, or federal law.

3.3 Any use of ~~Gray the~~ Public Access Programming Block shall be by application to ~~the Gray~~  
~~Community Media Manager~~GCTV2 Station Manager, or ~~a designee appointment by the~~  
~~manager~~their designee. All programming will

be scheduled on a first come, first served basis.

3.4 All programming must contain an identifying graphic on the screen for at least five seconds before, and after each unique program. The graphic should read as follows: "The following/preceding program is/was sponsored by Gray Resident [Producer's Name] who accepts full responsibility for the content. Application form on record."

3.5 Public access programming produced by and individual or entity that is not a Gray resident, outside of the Gray community must be sponsored by a Gray resident.

3.6 Live or otherwise original (i.e., previously unaired) programming will be given scheduling priority over programs that have already played on the channel.

3.7 Series programming can be scheduled once the producer has accumulated at least two episodes (submitted). Series scheduling blocks will be held for a total of no more than ten episodes. Producers May thereafter request additional ten episode blocks. Priority will be given to original, or live, content produced locally within the Town of Gray, produced by a Gray resident, or produced by an entity that is controlled by one or multiple Gray residents.

## **Gray Community Media Policies**

### **4.0 Guidelines for Underwriting**

4.1 Gray Community Media GCTV2 encourages local producers to solicit underwriting support in order to help stimulate the highest quality programs possible. Gray Community Television GCTV2 will permit program funding providers, or underwriters, to receive acknowledgment of their support of non-commercial cable programming on local access channel(s).

4.2 An access-public access programming producer may give credit to an individual, company, or organization that underwrites any of the program's production costs. The **credit** for any one underwriter may not exceed 15 seconds in an underwriting **credits sequence**. The **credits sequence** for all underwriters of a program may not exceed 60 seconds. An underwriting credits sequence may appear during the opening and closing credits of any program.

The following on-air production elements of underwriting support credit **are acceptable** :

- Name, address, and phone number, web site, and/or e-mail address of company or organization or generic reference to area served
- Name mention of one product, brand name or service (see #1 below)
- One company logo and/or company slogan

- Business exteriors that represent the underwriter's product/services (e.g., bank or hospital).

## Gray Community Media Policies

### 5.0 Political Use of Public Access Block on GCTV2

5.1 The following guidelines specifically apply to political campaign messages on the ~~Gray P.E.G. Channel~~GCTV2. Political campaign messages for cablecast will be accepted only from: (1) bona fide candidates for elected public office or of their campaign organizations, where the candidate or referendum question-s has qualified for placement (i.e., collected and submitted the required number of verified signatures to the Gray Town Clerk) name will

~~appear~~ on a ballot in Gray for national, State, County or local office, and (2) from legitimate nonprofit entities or Political Action Committees that are properly registered with the State of Maine or other appropriate entity, who have with a stated opinion regarding an election, an initiative or a referendum which will appear on a ballot within the Town of Gray, or on a ballot distributed to Gray voters by the State of Maine or Cumberland County, as allowed.

5.2 The sponsor's name and/or organization must appear within the political campaign message. Political campaign messages may not include direct solicitation of funds or contributions to a candidate, a political campaign or a political organization. Political campaign messages must be no more than five (5) minutes in length and must be submitted ready for broadcast. Technical specifications are available from the ~~GCTV2 Cable TV Manager~~Station Manager. Taped political campaign messages will be accepted for broadcast only within the same period before an election as the Political Campaign Sign ordinance (Gray Zoning Ordinance §604.8) in the Town of Gray, which is currently 60 days prior to an election. Political campaign messages will not be cablecast outside the time period indicated herewith and will not be accepted for cablecast on the ~~P.E.G. Channel~~GCTV2 'Bulletin Board'. In addition to the guidelines in this paragraph, all other guidelines in this document apply to all political campaign messages.

5.3. All political use of the Public Access Block on GCTV2 shall comply with all campaign finance statutes and regulations as enacted by the Federal Election Commission, the Maine Bureau of Corporations, Elections & Commissions, or any other local, state, or federal entity, with jurisdiction or regulatory control over such matters. GCTV2 explicitly disclaims any

responsibility or liability associated with the violation of such statutes, rules, or regulations, by a political candidate or other entity who submits political advertising for broadcast on GCTV/2.

## **6.0 Dispute Resolution**

Any dispute of the application of these policies will first be reviewed by the Town Manager. If the complainant is not satisfied with the decision of the Town Manager, the challenged material will be referred to the Gray Town Council which will review the dispute, consult with the Station Manager, and then come to a decision regarding the challenged material.

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**2.1** The Community Television and Communication Advisory Committee (the "Committee") was created March 24, 2020 by the Gray Town Council.

## 2.2 Membership

The Committee shall consist of seven (7) members, four (4) of whom shall be residents of the Town of Gray. Other members may include representatives of MSAD15, a private school from either Gray or New Gloucester, the Gray/New Gloucester Development Corporation or a non-profit organization from Gray.

## 2.3 Duties

1. The Community Television Advisory Committee shall meet no less than once each quarter of the year; and may schedule additional meetings as needed.
2. The Committee shall be responsible for keeping the Gray Town Council informed of Public, Educational and Government related matters as they relate to:
  - a) Recommending improvements in Public, Educations and Government programming to GCTV2.
  - b) Making recommendations regarding relevant emerging technologies and other broadcast options to GCTV2.
  - c) Promoting and developing optimal utilization of the PEG system;
  - d) Promoting community outreach and providing a forum for citizen recommendations and concerns regarding the use of equipment, facilities, programming and other related issues.
  - e) Promoting support for quality community television in Gray.
3. The Committee shall explore and cultivate available programming sources.
4. The Committee shall examine emerging technologies and other telecast or online streaming options for public, educational and governmental content.

## 3.0 Guidelines for use of Public Access Programming Block

- 3.1 Public access programs, as defined herein, must be sponsored by a Gray Resident, or a representative of a Gray organization, or business. All programs must be submitted with a signed "Public Access Application Form."
- 3.1 Programs aired in the public access channel block shall be non-commercial.
- 3.2 Public access programming shall not contain obscene, seditious, or unlawful materials as defined under municipal, state, or federal law.
- 3.3 Any use of the Public Access Programming Block shall be by application to GCTV2 Station Manager, or their designee. All programming will

be scheduled on a first come, first served basis.

3.4 All programming must contain an identifying graphic on the screen for at least five seconds before, and after each unique program. The graphic should read as follows: "The following/preceding program is/was sponsored by Gray Resident [Producer's Name] who accepts full responsibility for the content. Application form on record."

3.5 Public access programming produced by and individual or entity that is not a Gray resident, must be sponsored by a Gray resident.

3.6 Live or otherwise original (*i.e.*, previously unaired) programming will be given scheduling priority over programs that have already played on the channel.

3.7 Series programming can be scheduled once the producer has accumulated at least two episodes (submitted). Series scheduling blocks will be held for a total of no more than ten episodes. Producers May thereafter request additional ten episode blocks. Priority will be given to original, or live, content produced within the Town of Gray, produced by a Gray resident, or produced by an entity that is controlled by one or multiple Gray residents.

#### **4.0 Guidelines for Underwriting**

4.1 GCTV2 encourages local producers to solicit underwriting support in order to help stimulate the highest quality programs possible. GCTV2 will permit program funding providers, or underwriters, to receive acknowledgment of their support of non-commercial cable programming on local access channel(s).

4.2 A public access programming producer may give credit to an individual, company, or organization that underwrites any of the program's production costs. The **credit** for any one underwriter may not exceed 15 seconds in an underwriting **credits sequence** . The **credits sequence** for all underwriters of a program may not exceed 60 seconds. An underwriting credits sequence may appear during the opening and closing credits of any program.

The following on-air production elements of underwriting support credit **are acceptable** :

- Name, address, and phone number, web site, and/or e-mail address of company or organization or generic reference to area served
- Name mention of one product, brand name or service (see #1 below)
- One company logo and/or company slogan
- Business exteriors that represent the underwriter's product/services (e.g., bank or hospital).

## **5.0 Political Use of Public Access Block on GCTV2**

5.1 The following guidelines specifically apply to political campaign messages on the GCTV2. Political campaign messages for cablecast will be accepted only from: (1) candidates for elected public office or their campaign organizations, where the candidate or referendum question has qualified for placement (*i.e.*, collected and submitted the required number of verified signatures to the Gray Town Clerk) on a ballot in Gray for national, State, County or local office, and (2) from nonprofit entities or Political Action Committees that are properly registered with the State of Maine or other appropriate entity, who have a stated opinion regarding an election, an initiative or a referendum which will appear on a ballot within the Town of Gray, or on a ballot distributed to Gray voters by the State of Maine or Cumberland County, as allowed.

5.2 The sponsor's name and/or organization must appear within the political campaign message. Political campaign messages may not include direct solicitation of funds or contributions to a candidate, a political campaign or a political organization. Political campaign messages must be no more than five (5) minutes in length and must be submitted ready for broadcast. Technical specifications are available from the GCTV2 Station Manager. Taped political campaign messages will be accepted for broadcast only within the same period before an election as the Political Campaign Sign ordinance (Gray Zoning Ordinance §604.8) in the Town of Gray, which is currently 60 days prior to an election. Political campaign messages will not be cablecast outside the time period indicated herewith and will not be accepted for cablecast on the GCTV2 'Bulletin Board'. In addition to the guidelines in this paragraph, all other guidelines in this document apply to all political campaign messages.

5.3. All political use of the Public Access Block on GCTV2 shall comply with all campaign finance statutes and regulations as enacted by the Federal Election Commission, the Maine Bureau of Corporations, Elections & Commissions, or any other local, state, or federal entity, with jurisdiction or regulatory control over such matters. GCTV2 explicitly disclaims any responsibility or liability associated with the violation of such statutes, rules, or regulations, by a political candidate or other entity who submits political advertising for broadcast on GCTV2.

## **6.0 Dispute Resolution**

Any dispute of the application of these policies will first be reviewed by the Town Manager. If the complainant is not satisfied with the decision of the Town Manager, the challenged material will be referred to the Gray Town Council which will review the dispute, consult with the Station Manager, and then come to a decision regarding the challenged material.



## BOARD/COMMITTEE APPLICATION TOWN OF GRAY MAINE

**For Office Use Only**

Date Received: \_\_\_\_\_

Received by: \_\_\_\_\_

CONTACT INFORMATION			
Name	ADRIENNE NARDI	E-Mail Address	age_nardi76@yahoo.com
Street Address	16 WILDWOOD LN	City/State/Zip	GRAY, ME 04039
Phone Number	207-332-2150 (C)	Work Phone	207-846-3984
Gray Resident?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		

EMPLOYMENT	
Occupation	EXECUTIVE DIRECTOR
Employer	YARMOUTH CHAMBER OF COMMERCE
Employer Phone	207-846-3984

BOARDS & COMMITTEES			
On which board/committee would you like to serve?			
<input type="checkbox"/>	Blueberry Festival Committee	<input type="checkbox"/>	Open Space Committee
<input type="checkbox"/>	Board of Assessment Review	<input type="checkbox"/>	Planning Board
<input type="checkbox"/>	Community Economic Development Committee	<input type="checkbox"/>	Public Safety Committee
<input type="checkbox"/>	Community Television & Communication Advisory Committee	<input checked="" type="checkbox"/>	Recreation & Conservation Committee
<input checked="" type="checkbox"/>	Dry Mills Schoolhouse Committee	<input type="checkbox"/>	Recycling Committee
<input type="checkbox"/>	Finance Committee	<input type="checkbox"/>	Zoning Board of Appeals
<input checked="" type="checkbox"/>	Library Board of Trustees	<input type="checkbox"/>	Other (please specify)

Reason for selecting particular board/committee:

HELLO! I MOVED TO GRAY IN AUGUST 2020. I AM THE EXEC. DIR. FOR THE YARMOUTH CHAMBER WHICH ALLOWS ME TO BE INVOLVED IN THE YARMOUTH COMMUNITY BUT NOT INVOLVED AS A RESIDENT. I WOULD GREATLY AND MOST ENTHUSIASTICALLY LOVE TO APPLY MY CAREER EXPERIENCE TO ONE OF THE ABOVE SELECTED COMMITTEES AND BE A PART OF THE FUTURE OF GRAY!

I INCLUDED MY RESUME AND WELCOME AN OPPORTUNITY TO TALK FURTHER.

MANY THANKS!  
ADRIENNE

## SPECIAL SKILLS OR QUALIFICATIONS

What kind of contribution and benefit can you bring to the Town of Gray?

A STRONG PASSION FOR FURTHERING THE VILLAGE FEEL OF OUR COMMUNITY. ALSO HAVE EXTENSIVE BACK GROUND IN PROJECT MANAGEMENT, COMMUNITY OUTREACH & NON-PROFIT WORK.

What talents and skills would you bring to this position?

POLICY & PROCEDURE - WRITING & IMPLEMENTATION  
COMMUNITY ENGAGEMENT  
FUNDRAISING  
BUDGET PLANNING

What do you feel is the responsibility of the Board and/or Committee you have chosen?

I SELECTED THREE, ALL WITH THE ROLE OF BEING A CARE TAKER OF A LOCAL RESOURCE THAT SUPPORTS OUR COMMUNITY AS WELL AS MAKING GRAY A UNIQUE PLACE TO LIVE OR VISIT.

What Municipal Boards, Volunteer Organizations or Community Service Groups/Committees have you worked on in the past, and for what length of time?

- I AM AN EX-OFFICIO MEMBER OF THE YARMOUTH ECONOMIC ADVISORY BOARD (2017-CURRENT)
- TREASURE OF THE YARMOUTH ARTS ALLIANCE (MEMBER 2017-CURRENT)
- MEMBER & BOARD MEMBER OF THE YARMOUTH LONG CLUB (2018-CURRENT)

Will your schedule allow you to attend meetings on a regular basis? (\* I AM ALSO DIRECTOR OF THE CLAM FEST SO JUNE/JULY DATES WOULD/MAY BE A CHALLENGE)  YES  NO

Are you familiar with the "Comprehensive Plan" adopted by the Town of Gray?  YES  NO

Comment on any consideration or aspect of your interest to a board/committee that will directly benefit the overall advancement of the Town of Gray.

AS A FIRST TIME HOME BUYER WITH EXPERIENCE IN COMMUNITY PLANNING & OUT REACH I FEEL I COULD BE A GREAT ASSET TO A TOWN COMMITTEE. THOUGH I AM NOT A LONG TERM RESIDENT OF GRAY I GREW UP IN & HAVE A STRONG APPRECIATION OF STRONG SMALL COMMUNITIES.

## ACKNOWLEDGEMENTS / SIGNATURE

YES  NO

I understand that Town of Gray board/committee members or their appointed chairperson(s) are required to provide a meeting agenda for publication on the Town of Gray website at least seven (7) days in advance of each regular monthly meeting, workshop, or special meeting.

YES  NO

I understand that Town of Gray board/committee members or their appointed chairperson(s) are required to provide follow up notes/minutes for publication on the Town of Gray website within forty-five (45) days following each regular monthly meeting, workshop, or special meeting when appropriate.

YES  NO

I understand that Town of Gray board/committee members or their appointed chairperson(s) are required to provide an Annual Report for inclusion in each Town of Gray Annual Report. Said annual report must be submitted no later than August 1 of each year and should address:

- Accomplishments for the period from Jul 1 – Jun 30 of the immediately preceding fiscal year;
- Board/committee goals for the current fiscal year from Jul 1 – Jun 30;
- Forseeable obstacles to attaining said goals;
- Fiscal resources anticipated in order to meet said goals;
- Council support / action anticipated in order to meet said goals;
- Any additional board/committee activity during the period of particular interest to the Gray community.

YES  NO

I understand that upon appointment to a Town of Gray Board or Committee, I will be issued a Town of Gray email account for use with all board/committee communications in order to facilitate potential FOIA requests. Further, I understand that it is my responsibility to ensure that all Town of Gray communications are restricted to this account and no other.

Date 5/28/2021

Signature



# ADRIENNE A. NARDI

16 Wildwood Lane, Gray, ME 04039 • [age\\_nardi76@yahoo.com](mailto:age_nardi76@yahoo.com) or [anardi@yarmouthmaine.org](mailto:anardi@yarmouthmaine.org) • 207-332-2150

## SUMMARY

Executive director with a comprehensive understanding of project management, event production and community/stakeholder integration. Successful in developing strong professional networks, specializing in strategic growth and development.

### *Additional key competencies:*

- Budgetary/Fiscal Forecasting
- Implementing Policies & Procedures
- Contract Negotiations
- Customer/Vendor Relations
- Facility/ Logistics Management
- Membership/Retention
- Project Development
- Staff Recruiting & Training
- Fundraising

## EXPERIENCE

### **YARMOUTH CHAMBER OF COMMERCE/CLAM FESTIVAL: Yarmouth, Maine**

**2016-Present**

#### *Executive Director*

Responsible for the leadership and management of a Chamber of Commerce in accordance with bylaws and policies and under the direction of the Chamber Board of Directors. Position fosters and contributes to the year-round vitality and reputation of Yarmouth as a great place to own a business, work, and live.

- Administer an effective personnel program to include performance appraisals and salary administration.
  - *Increased volunteer program and reintroduced Ambassador Program to support Chamber activities.*
- Management, organization, and creation of a range of events and meetings to include the Yarmouth Clam Festival, one of the oldest and largest festivals in Maine drawing over 85,000 attendees annually.
  - *Furthered mission of the Yarmouth Clam Festival by increasing number of local nonprofits served.*
- Oversee Chamber/Festival finances and budgets, including reports and long-range forecasts of needs.
  - *Authored and implemented Financial Policies Handbook and designed new QuickBooks online setup.*
- Develop/conduct programs to advance professional, technical, and managerial skills of membership.
  - *Responsible for a 35% membership increase since 2017.*

### **NATIONAL BASKETBALL ASSOCIATION: Secaucus, New Jersey**

**2013-2014**

#### *Senior Manager, Events*

Complete management and implementation of event production and transportation for the National Basketball Association which included the NBA, WNBA and D-League. This position focused on project management and operations at arenas, hotels, practice facilities, airports, and social function sites for both domestic and international events.

- International/domestic charter flight coordination and management for team, staff and media.
- Worked with NBA Security as well as city and state agencies to develop emergency and security plans.
- Budget management and projection planning along with extensive work on Request for Proposals.
- State and local government permitting and general filing requirements.

### **TRANSPORTATION MANAGEMENT SERVICES (TMS): Sandy Spring, Maryland**

**2008-2013**

#### *Senior Project Manager*

Specialized in the design, planning, operations and project management of transportation solutions for complex events nationally and globally. Through secondment agreements, was placed directly with organizing committees and project management teams, becoming an integrated staff member. Required an excellent ability to build strong relationships with stakeholders and clients within a brief period of time.

- Expanded business by developing new Middle East projects in Abu Dhabi and Dubai.
- Was responsible for P&L for each individual event managed with budgets ranging from \$500k to \$25 Million.
- Proposal and bid writing as well as operational plans, policies and service level agreements.

### **GLASGOW 2014 COMMONWEALTH GAMES: Scotland, United Kingdom (Under TMS Employment)**

#### *General Manager/Head of Transport*

- Responsible for foundation planning of a sustainable and user-friendly transportation system that would overlay the third-oldest underground metro system in the world.
- Key liaison between the Organizing Committee and internal/external stakeholders and developed integrated City and Games program plans.
- Responsible for Transport budget totaling over £16 Million (approx. \$25.4 Million).
- Establishment of governance forums, including key external stakeholder working groups, which ensured alignment of venue transport planning.

**LONDON 2012 OLYMPIC AND PARALYMPIC GAMES: England, United Kingdom** *(Under TMS Employment)**Senior Project Manager, Athlete Transport Systems*

- Responsible for the development of the Athlete & Technical Official transport plan for the 2012 London Olympics.
- Worked closely with London Police, Transport for London, the Olympic Delivery Authority, and International/National Olympic Committees (IOC/NOC) for the full development of system services.
- Designed network operations and service planning for the development of the 'Games Family' bus systems.
- Service Level Agreement development with sport competition managers in coordination with the IOC.

**FLORIDA CITRUS SPORTS: Orlando, Florida****2005-2007***Special Events Manager*

Managed event operations for Florida Citrus Sports/FCS Foundation. As a member based, non-profit company; job required membership retention experience to foster brand loyalty and to promote Orlando as a premier college bowl-game destination.

- Developed event operating budgets totaling \$350k+, events included luncheons, golf tournaments and fundraisers.
- Raised over \$100k in proceeds for the Florida Citrus Sports Foundation in 2005 with the All-American Team Celebration silent auction accounting for 80% of proceeds.
- Effective membership retention through event programs, mailings and in person communications.
- Corresponded with collegiate and pro-team level celebrities for appearances at events.
- Solicitation/stewardship of sponsorships through board and member associations, enhancing development efforts.

**GAMEDAY MANAGEMENT GROUP: Orlando, Florida****2003-2008***Administration/Project Manager 2003-2005**Independent Contractor 2005-2008*

Supported company operational functions including bookkeeping, bill payment, financial reporting, human resources, central records, policy development, strategic planning and information technology.

- Managed policy and procedure requirements for a full-time staff of ten and event-time staff of 100+.
- Project management for major events, to include 2003 – 2006 Super Bowls and the 2004 G8 Summit.

**ORGANIZING COMMITTEE, 2002 WINTER GAMES: Salt Lake City, Utah****2001-2002***Venue Transportation Manager for the 2002 Winter Olympic and 2002 Winter Paralympic Games*

Accountable for venue transportation operations as they relate to Olympic Transportation Plan and was selected as a Transportation Manager for the 2001 Special Olympics Winter Games in Anchorage, AK. Developed and maintained daily service to over 20,000 spectators, staff, volunteers, and athletes.

**U.S. ART COMPANY, INC.: Randolph, Massachusetts****2000-2001****GALLERY ASSOCIATION OF NEW YORK STATE: Hamilton, New York****1998-1999***Fine Art Logistics/Transportation Specialist*

Client service management, requiring knowledge of art forms, oversaw insurance preparation on items up to \$55 Million.

**MUNSON WILLIAMS PROCTOR ARTS INSTITUTE: Utica, New York****1999-2000***Assistant Registrar/Acting Registrar*

Routine inventory and appraisals for the entirety of museum's collection. Maintained insurance records for travelling exhibits.

**EDUCATION, RECOGNITION & DEVELOPMENT****STATE UNIVERSITY OF NEW YORK AT CORTLAND: Cortland, New York****1994-1998***Bachelor of Arts Degree: Art History Major, History Minor*

- 2015 – Inducted, Hamilton Central School Hall of Honor
- 1998 – Scholars Day Presenter, SUNY Cortland
- 1997 & 1998 – Excellence in Art History Award, SUNY Cortland

**PROFESSIONAL DEVELOPMENT****2013-2016**

- 2016 Leading and Facilitating Exceptional Teams: Univ. of Southern Maine, Portland, ME
- 2016 Organizational Development, Impacting Business Culture: Univ. of Southern Maine, Portland, ME
- 2014 Professional Development Courses in Communications and Networking: NBA-U, New York, NY
- 2013 Protocol and Executive Etiquette Seminar: Protocol Partners-Washington Center for Protocol, Washington, DC

## TRAIL USE PERMIT

This permit, is granted on this **15th** day of **July**, 2021  
by First Congregational Church of Gray to Town of Gray  
Permittor Permittor

The First Congregational Church of Gray grants this permit over and upon the following described premises situated in the County of Cumberland, town of Gray in the State of Maine for the period of time from: **July 1, 2021** to: **June 30, 2026**.

- The segment of trail from Cumberland Farms, across the Parish House parking lot and following a path from the start of the Parish House ramp to the Brown Street sidewalk.
1. The following uses shall be allowed on the trail: walking, non-motorized bikes (with an exception for motorized wheelchairs), running, dog walking. A sign will be posted that describes appropriate uses of the trail.
  2. The trail will be ADA accessible.
  3. The trail will have designed objects to promote the safe use of the trail.
  4. This permit shall terminate upon sale of the land, or upon notification in writing to the Permittor(s) thirty (30) days prior to termination by the Permittor(s).
  5. The said trail shall be open to the general public without charge for user purposes only.
  6. The Permittor(s) or their authorized representatives shall at all times have the right to enter upon said trail for any purpose necessary to carry out their powers and duties.
  7. The permit is for a six foot width route over the lands to be used as depicted on the attached map.
  8. It is understood that neither the Permittor(s) nor the Town of Gray, its officers, agents or employees assumes any liability for injuries and damages that may be suffered on said trail in accordance with Maine statute, Title 14 M.R.S.A. Section 159-A AS LONG AS THE PERMITTOR(S) DOES NOT CHARGE FOR THE TRAIL USE.

<hr/> <p style="text-align: center;"><b>Date</b></p>	<hr/> <p style="text-align: center;"><b>First Congregational Church of Gray</b> <b>Moderator or Trustee Chair</b></p>
<hr/> <p style="text-align: center;"><b>Date</b></p>	<hr/> <p style="text-align: center;"><b>Gray Town Manager Signature</b></p>

# TOWN COUNCIL COMMITTEES & AFFILIATIONS POLICY TOWN OF GRAY, MAINE

*Extracted from Town Council Rules, August 1, 2017*

*Amended November 14, 2017*

*Amended October 16, 2018*

*Amended October 1, 2019*

*Amended November 12, 2019*

*Amended December 17, 2019*

*Amended March 10, 2020*

*Amended March 24, 2020*

*Amended September 15, 2020*

*Amended December 15, 2020*

## TOWN COUNCIL COMMITTEES

The Town Council has the authority to create standing or special (ad hoc) committees to assist the Council in its work. Some committees; the Board of Assessment Review, the Finance Committee, the Planning Board and the Zoning Board of Appeals are required by State Statute and/or Town Charter. All committees consist of members appointed by the Town Council. At the commencement of the municipal year, or as soon thereafter as possible, there shall be chosen the following standing committees:

- Blueberry Festival Committee
- Board of Assessment Review
- Community Economic Development Committee (CEDC)
- Community Television & Communication Advisory Committee (CTCAC)
- Dry Mills Schoolhouse Museum Committee
- Finance Committee
- General Assistance Fair Hearing Authority
- Library Board of Trustees
- Ordinance Advisory Committee (OAC)
- Open Space Committee
- Planning Board
- Public Safety Committee
- Recreation & Conservation Committee
- Recycling Committee
- Zoning Board of Appeals (ZBA)

## **TOWN COUNCIL COMMITTEES & AFFILIATIONS POLICY TOWN OF GRAY, MAINE**

Unless dictated by State Statute or the Town's Charter, all committees are subject to the rules listed below. Town Council may depart from the rules listed below as appropriate for the mission of any special committee.

The Town Council may, whenever it deems necessary, assign additional duties to Town Council committees.

### **TOWN COUNCIL AFFILIATIONS**

- A. The Town Council maintains working relationships with a wide variety of public, private and civic organizations. These organizations are involved in a wide variety of activities. Some develop and maintain cultural and recreational opportunities. Others are interested in protecting the natural habitat of our community or curating its history. There are civic minded organizations looking to help those that are less fortunate than themselves and all of them contribute to our community in positive ways. Some organizations, like the Maine Municipal Association (MMA) or the Greater Portland Council of Governments (GPCOG) are voluntary associations the Town belongs to. Our affiliation with these groups helps the Town Council, Town Manager and Staff further Gray's interests on the regional and state level.
- B. The Council has not created these groups and is not responsible for overseeing their operations, their finances or in most instances selecting their members.
- C. No Town Council Committee or affiliated organization can claim to be working on the Town Council's behalf without first seeking permission from the Council to do so.
- D. If the Council provides an affiliated group with funding, the group shall issue a report on the status of the group's work at a time determined by the Council.
- E. This policy is not intended to be a complete list of the organizations the Town Council is affiliated with, but to define the Council's relationship with them.
- F. The Council reserves the right to create additional conditions or expectations as needed and end its relationship with any affiliated group at any time.

### **COUNCILOR LIAISON APPOINTMENTS**

The members of the Town Council shall serve as liaisons on Town Council Committees and may serve on Affiliated organizations. Councilors;

- A. Shall be chosen as Liaisons by a majority vote of the Town Council.
- B. May be the liaison for more than one committee.
- C. Shall serve in a non-voting, ex-officio capacity.
- D. Shall have the right to speak, ask questions and participate in COMMITTEE deliberations. A Council Liaison to the Planning Board, Board of Assessment Review or Zoning Board of Appeals shall be permitted to speak in support of or opposition to an application and participate in deliberations only to the extent otherwise permitted for all members of the public and shall do so in the same manner as permitted for members of the public. To the extent a Council Liaison has an actual or perceived conflict of interest with regard to an application before the Board of Assessment Review, Zoning Board of Appeals or Planning Board, he or she must disclose said conflict prior to speaking on or participating in any deliberations of such bodies.
- E. Liaisons are expected to attend their committee meetings.

**TOWN COUNCIL  
COMMITTEES & AFFILIATIONS POLICY  
TOWN OF GRAY, MAINE**

**COMMITTEE MEMBER APPOINTMENTS**

At the first Town Council meeting in August, or as soon thereafter as possible, the Town Council shall make appointments to Town Council Committees.

**The following rules shall apply to all committee member appointments:**

- A. In general a committee applicant shall be a resident of the Town of Gray throughout their term. When a committee partners with other towns or regional groups to solve problems or provide services the Town Council may choose to appoint non-residents to the committee. For example, the Recreation and Conservation Committee may also include residents of New Gloucester. The majority of the members on any Town Council committee must be residents of the Town of Gray. Applicants must be eighteen (18) years of age unless exempted by the Town Council.
- B. Citizens applying or reapplying for committee membership must submit an application.
- C. Committee appointments are for three (3) year terms to end on August 31st of the designated year.
- D. The terms of committee members shall be staggered so not more than one third (1/3<sup>rd</sup>) (approximately) of the committee's appointments end in the same year.
- E. Committee members shall serve without compensation.
- F. Appointees may only serve on one (1) of the following committees at a time; Planning Board, Zoning Board of Appeals, Finance Committee and Board of Assessment Review.
- G. No more than one (1) member of an immediate family shall serve on the same committee at the same time.
- H. Any committee member can be removed for cause after due notice and hearing by the Town Council.
- I. Committee members may be compensated as a consultant for the Town provided that the Town Council approves the contract for services to be provided and the committee on which the individual is currently serving is not responsible for supervising the services to be provided during the contract term or for 30 days after the individual's service on that committee is terminated.
- J. In the event a committee member has an actual or perceived conflict of interest with regard to a matter before the committee on which he or she serves, including, but not limited to the fact that the committee member has entered into a contract with the Town to provide services related to the committee's work or scope of review, he or she must disclose said conflict prior to speaking on or participating in any deliberations of the committee related to the matter for which the conflict exists. Following disclosure of the conflict, the remainder of the committee shall vote on whether the disclosing committee member can participate in discussions or decisions regarding the matter in an impartial manner.

**TOWN COUNCIL  
COMMITTEES & AFFILIATIONS POLICY  
TOWN OF GRAY, MAINE**

**TOWN COUNCIL COMMITTEES RULES**

All committees shall:

- A. Elect a Chairperson who is responsible for implementing this Town Council Committee Policy.
- B. Use the same parliamentary procedures as those adopted by the Town Council.
- C. Committee members will include the Town Council Liaison in all committee correspondence and comply with the State of Maine's Freedom of Access Act (FOAA).
- D. Submit meeting times, dates, locations and agendas seven (7) days in advance to the Town Manager or their designee.
- E. Committees without a quorum (a majority of members present) may continue to plan, meet and discuss their work. Except to schedule future meetings, no decisions or recommendations can be made by a committee without a quorum.
- F. Create meeting minutes which shall include;
- G. A list of members in attendance or absent.
- H. The date, time and location of the meeting.
- I. A summary of the committee's work.
- J. A record of any votes taken during the meeting.
- K. Record the meeting minutes. The committee may elect a secretary to record their minutes if the committee wishes to do so.
- L. Send meeting minutes to the Town Manager or their designees within seven (7) days of the meeting date.
- M. Submit an Annual Report of the committee's work at the end of each fiscal year. The Annual Report must be completed and sent to the Town Manager by the date requested. The Council may ask the committee to present its report at a Council meeting.
- N. If for any reason, the Chairperson is unable to implement this policy, they are to inform the Town Council Liaison and/or the Town Manager as soon as possible.

The Town Manager, or their designee, shall be responsible for posting committee documents on the Town's website and providing Town Councilors with committee agendas, meeting minutes and annual reports.

**TOWN COUNCIL COMMITTEES**

**BLUEBERRY FESTIVAL COMMITTEE**

- A. Established:
  - 1. The End of Summer Fest Committee was created on December 6, 2016. The committee was re-named the Gray Blueberry Festival Committee on May 2, 2017.
- B. Membership:
  - 1. The Blueberry Festival Committee shall consist of five (5) members and one alternate.

**TOWN COUNCIL  
COMMITTEES & AFFILIATIONS POLICY  
TOWN OF GRAY, MAINE**

C. Duties:

1. Celebrate and promote the Town of Gray, including local businesses, community and school organizations, and Pennell Complex;
2. Build on existing, and foster new, collaborative efforts in town;
3. Create ‘new childhood’ memories with this event and revive the ‘old childhood’ memories of Gray’s Old Home Days;
4. Educate attendees by offering interactive booth demonstrations and exhibits.

**BOARD OF ASSESSMENT REVIEW**

A. Membership:

1. The Board of Assessment Review shall consist of three (3) members.

B. Duties:

The Board of Assessment Review shall have the power to;

1. Review any tax assessment complaint of property owners, and revise assessments for the purpose of taxation of real and personal property within the Town limits made by the Assessor.
2. Administer oaths.
3. Take testimony.
4. Hold hearings.
5. Adopt regulations regarding the procedure of assessment review not otherwise inconsistent with State or local law.

**COMMUNITY ECONOMIC DEVELOPMENT COMMITTEE (CEDC)**

A. Membership:

1. There shall be a Community Economic Development Committee consisting of five (5) members, and one alternate.
2. In addition, the Town Planner; a designated member of the Planning Board, and a designated member of the Town Council shall be ex-officio members who shall be non-voting members of the Committee.

B. Duties:

1. The CEDC shall promote and/or participate in initiatives that will:
  1. **Cultivate** community and cultural connections in Gray.
  2. **Revitalize and preserve** the charm of the Village.
  3. **Support** improvement, responsible expansion, and retention of established businesses in the Town of Gray.

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4. **Stimulate** the establishment of new businesses that will diversify the tax base and align with the goals of the Comprehensive Plan of the Town of Gray.
5. **Promote** opportunities for local citizens who desire to open businesses or cottage industries.

2. The CEDC shall cooperate with other community, region, state organizations and agencies to promote, assist, encourage and develop the community and economic climate of the Town of Gray.

**COMMUNITY TELEVISION & COMMUNICATION ADVISORY COMMITTEE (CTCAC)**

A. Established:

1. The Community Television and Communication Advisory Committee was created March 24, 2020.

B. Membership:

1. The Committee shall consist of seven (7) members, four (4) of whom shall be residents of the Town of Gray. Other members may include representatives of MSAD15, a private school from either Gray or New Gloucester, the Gray/New Gloucester Development Corporation or a non-profit organization from Gray.

C. Duties:

1. The Community Television Advisory Committee shall meet no less than once each quarter of the year; and may schedule additional meetings as needed.
2. It shall be responsible for keeping the Gray Town Council informed of Public, Educational and Government related matters as they relate to:
  - a) Recommending improvements in Public, Educations and Government programming to the Town Manager and Station Manager.
  - b) Making recommendations regarding relevant emerging technologies and other broadcast options to the Town Manager and Station Manager.
  - c) Promoting and developing optimal utilization of the PEG system;
  - d) Promoting community outreach and providing a forum for citizen recommendations and concerns regarding the use of equipment, facilities, programming and other related issues.
  - e) Promoting support for quality community television in Gray.
3. Explore and cultivate available programming sources.
4. Examine emerging technologies and other telecast or online streaming options for public, educational and governmental meetings.

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**DRY MILLS SCHOOLHOUSE MUSEUM COMMITTEE**

A. Membership:

1. The Dry Mills Schoolhouse Museum Committee shall consist of five (5) members, and one alternate.

B. Duties:

1. The mission of the Dry Mills Schoolhouse Museum located adjacent to the Maine Wildlife Park's campus in Gray, Maine, is to offer a venue for locals and visitors to take a step back in history for an experiential visit in a mid-1800's schoolroom.
2. The restored, one-room schoolhouse displays old photographs, hands-on items, and period books, including a copy of one of the century's teacher journals.
3. We strive to fully restore and secure the Dry Mills Schoolhouse for posterity, to preserve its rich history, to open and present it to the public on a regular basis, to allow Gray residents, individual visitors, and student groups direct access to an educational immersion experience, and to provide a preserve for inter-mutual community and celebratory events.
4. The Dry Mills Schoolhouse: Preservation of our Past and Pathway to our Future.

**FINANCE COMMITTEE**

A. Membership:

1. The membership of the Finance Committee shall consist of three (3) members, at least one (1) member shall be a Town Councilor.
2. All other members shall be chosen from among the citizens duly registered to vote in Gray.
3. The Council member(s) shall be appointed annually following the municipal election.

B. Duties:

1. The Finance Committee's role shall be advisory only, except for those duties and responsibilities specified to them by the Town Charter or by ordinance. Some of the responsibilities include but are not limited to:
2. Any time this committee schedules to meet, it shall properly notice the public in accordance with the Town Charter and State law.
3. All committee votes are advisory and shall be reported to the Council as a whole for final disposition.
4. Review the monthly financial reports of the Town, including the Town's investments and policy and report the results to the Council as a whole.
5. Develop and review biannually, the investment policies of the Town, assuring that all assets of the Town have been properly protected and invested in compliance with State and Federal laws and regulations.
6. Meet with the auditors annually and report their findings to the Council.
7. If so authorized, the Committee may recommend additional procurement policy items in accordance with the Charter that may be recommended to the management of the Town.

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8. Make recommendations to the Council.

**GENERAL ASSISTANCE FAIR HEARING AUTHORITY**

A. Established:

1. The Committee is established and governed by the Chapter 601 General Assistance Ordinance.
2. Membership:
3. The Committee shall consist of three (3) Town Councilors.

B. Duties:

1. The Committee shall be responsible for implementing “Section 7.3 The Hearing Procedure” as well as any other requirements found in the Chapter 601 General Assistance Ordinance.

**LIBRARY BOARD OF TRUSTEES**

A. Membership:

1. The Library Board of Trustees shall consist of seven (7) members.
2. The Library Director shall be appointed by the Town Manager, upon recommendation of the Library Board of Trustees.

B. Duties:

1. The Library Board of Trustees shall adopt policies relating to the operation and planning of the Library.
2. Board of Trustees shall establish rules and policies to guide the Library Director, subject; however, in both instances to the provisions of the Town Charter, Town Ordinances and Town’s Personnel Policy.
3. The Library Director shall be responsible to the Town Manager for following the guidelines set forth by the Board of Trustees.
4. All expenditures of library funds shall be made by the Town Treasurer upon request of the Board, or in cases where the Librarian is authorized by the Board, upon request of the Librarian.
5. The Library Trustees shall have the authority to use the Library Reserve funds for purchases or services pertaining to the Library.
6. Purchases made from the Library Reserve must be maintained only with funds from the Library Reserve Fund.
7. The Library Reserve Fund shall consist of gifts or donations to the Gray Public Library, and any interest generated by these funds.
8. The use of such funds shall be approved by a majority vote of the Library Board of Trustees, and the Library Director.
9. A purchase order signed by the Library Director and the Chair of the Trustees shall be submitted to the Town Treasurer, no further approval shall be required.

**OPEN SPACE COMMITTEE**

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A: Established: This committee was created on September 17, 2019

B. Membership:

1. The membership of the Open Space Committee shall consist of three (7) members,

C: Duties:

1. To inventory public and conservation lands, habitat protection, recreational areas, and possible greenbelt areas. To coordinate with the Comprehensive Plan Committee and Facilitator to gather data and collect survey information from the community. To identify existing and proposed areas for future Open Space planning. To create a vision for Open Space in Gray and to form a Statement of Purpose for an Open Space plan coordinating with the Comprehensive Plan Committee.
2. To engage in discussions with landowners and regional land trusts and make recommendations to the Town Council in order to help secure access to land/corridors through acquisitions, easements, land swaps, and other forms of agreements.
3. To assist with fundraising for land/corridor acquisition from private and public sources.

**ORDINANCE ADVISORY COMMITTEE (OAC)**

A. Established:

1. This committee was created on November 12, 2013.

B. Membership:

1. The membership of the Ordinance Advisory Committee shall consist of at least three (3) members and include a member of the Community Development Department.
2. In addition, a staff member of the Community Planning Department shall be a non-voting ex-officio member of the committee.

C. Duties:

1. The committee shall function as a sounding board for the Town Council and Community Development staff.
2. The committee shall review and comment on changes to the Town's existing Zoning Ordinances as well as assist in creating new zoning ordinances, districts, and standards.

**PLANNING BOARD**

A. Membership:

1. The Planning Board shall consist of five (5) members and two (2) alternates.

B. Duties:

The Board shall;

1. Be responsible for reviewing and approving, when in order, subdivision plans, site plans, conditional uses, and Shoreland Zoning applications in accordance with State Statutes and Town Ordinances.
2. Be responsible for the constant supervision of the Zoning and Subdivision of the Zoning and Subdivision Ordinances and for recommendations to the Town Council for changes in each.

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3. Perform such duties and exercise such powers as are provided by the Town Ordinances and the laws of the State of Maine.
4. Offer advice and assistance, and make recommendations to the Town Council, Town Manager and other Town committees and staff as needed or requested.

**RECREATION AND CONSERVATION COMMITTEE**

A. Established:

1. The Committee shall be responsible for performing and carrying out its duties in accordance with the rules, regulations, and guidelines set forth in the Gray Land Bank Ordinance adopted September 6, 1988, as amended.

B. Membership:

1. The Recreation and Conservation Committee shall consist of five (5) members.
2. In addition, a staff member of the Recreation Department shall be a non-voting ex-officio member of the committee.

C. Duties:

1. The Committee shall advise and recommend to the Town Council on recreational and public parks matters, such as: programs, policies, development, planning, or leisure time activities.
2. In cooperation with the Town Manager and the Parks and Recreation Director the Committee shall assist in initiating and maintaining progressive programs and activities.
3. The Committee shall advise and recommend to the Town Council, public and private committees, and the general public as to the protection, research, development and use of the natural resources located within the territorial limits of the Town.
4. The Committee shall recommend to the Town Council the purchase, the gift or other acquisition of land, easements or interest in land; in order to maintain and manage it in a manner which allows for public use and enjoyment consistent with the natural, historic and scenic resources of the land.
5. The Committee shall, prior to making any recommendations pursuant to this section, submit its recommendations to the Planning Board at least thirty (30) days in advance.
6. The Committee shall be responsible for developing and maintaining an open space, public access, and outdoor recreation plan which shall be consistent with the Town's Comprehensive Plan and with any regional plan.
7. The Committee shall prepare and maintain an index of all open areas, publicly or privately owned, within the Town and including but not limited to open marsh lands, swamps, and wetlands to assimilate and retain information pertinent to the proper utilization, protection and potential development or use of such open areas.

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**RECYCLING COMMITTEE**

A. Membership:

1. The Recycling Committee shall consist of five (5) regular members and one (1) alternate member.
2. In addition, a staff member of the Recycling and Solid Waste Department shall be a non-voting ex-officio member of the committee.

B. Duties:

The committee shall:

1. Make recommendations as appropriate to modify Gray's current policies.
2. Work with the Town Council and Town staff to develop changes to our recycling and solid waste program as necessary.
3. Work with the Solid Waste Director to promote budgetary items to the Town Council that will enhance and/or reduce cost of the operation.
4. Promote and publicize recycling and waste reduction.
5. Encourage Town businesses to bring their recyclables to our recycling center.
6. Encourage, and work with other recycling committees, to identify and develop local, regional, and national markets to deal with recyclable materials.

**ZONING BOARD OF APPEALS (ZBA)**

A. Membership:

1. The Zoning Board of Appeals shall consist of five (5) members.

B. Duties:

The board:

1. Shall hear and decide administrative appeals where it is alleged there is an error in any order, requirement, decision, or determination by the Code Enforcement Officer in the enforcement of the Zoning Ordinance.
2. Shall hear and decide variance appeals in specific cases where a relaxation of the terms of the Zoning Ordinance would not be contrary to the public interest and where owing to conditions peculiar to the property and not the result of the actions of the applicant, a literal enforcement of the Zoning Ordinance would result in unnecessary or undue hardship, all as provided by State law and the terms of the Zoning Ordinance.
3. May grant a disability variance to a property owner for the purpose of making that property accessible to a person with a disability who is living on the property, in accordance with State law.
4. Shall perform its duties and be governed by Title 30-A M.R.S.A. Section 2691, as amended, and the Zoning Ordinance, Section 402.32.

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**RETIRED TOWN COUNCIL COMMITTEES**

**CHARLES BARKER SCHOLARSHIP COMMITTEE**

A. Membership:

1. The Charles Barker Scholarship Committee shall consist of four (4) members, of which no member shall be a member of the School Board.
2. In accordance with the terms and conditions of the Charles Baker Scholarship Fund, “Such committee members shall serve until a similar committee shall have been appointed or reappointed after the next selection of a Board of Selectmen (Town Council) of said Town.”

B. Duties:

1. The Committee shall be responsible for determining the allocation of scholarship funds to worthy students of Gray Schools for the purpose of assisting with expenses for higher education and post-secondary schools.

The Committee’s responsibility shall be carried out in accordance with the terms and conditions of the will dated December 17, 1969, set forth by the late Charles W. Barker.

**GRANGE NO. 41 SCHOLARSHIP FUND COMMITTEE**

A. Established:

1. The Committee’s responsibilities shall be carried out in accordance with the terms and conditions of the Gray Grange No. 41 Scholarship Fund formally accepted by the Gray Town Council on May 7, 1991, and signed by Gordon Kimball, Sr. Treasurer of Gray Grange No. 41 on July 25, 1991

B. Membership:

1. Gray Grange No. 41 Scholarship Fund Committee shall consist of three (3) members.
2. The three (3) members shall consist of the Principal of the Gray-New Gloucester High School, one (1) person appointed by the Town Council, and one (1) resident of Gray who initially shall be or was a former member of Gray Grange No. 41.
3. Committee members shall be appointed by the Town Council, in accordance with the terms and conditions of the Gray Grange No. 41 Scholarship Fund.

C. Duties:

1. The Committee shall be responsible for the Gray Grange No. 41 Scholarship Fund for postsecondary education. Selected recipients must be residents of the Town of Gray, pursuing postsecondary education.

**LADDER TRUCK COMMITTEE**

A. Established:

1. Per June 13, 2017 Town of Gray municipal election results, the Town Council shall appoint a citizens ad hoc committee. The Ladder Truck Committee was created on June 13, 2017.

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**B. Membership:**

1. The Ladder Truck Committee shall consist of seven (7) members.
2. Five (5) shall be citizens of Gray.
3. Two (2) shall be non-voting ex-officio members:
4. One (1) shall be the Director of Public Safety.
5. One (1) shall be a Town Counselor.

**C. Duties:**

1. The Committee shall to hold one or more public hearings in the fall/winter of 2017/2018 to study whether the Public Safety needs of the Town require the replacement of the current ladder truck.
2. If the committee decides to recommend the purchase of a new ladder truck, the committee must make its final recommendation in time for the Council to include the proposal on the 2018 Town meeting warrant.

**PUBLIC SAFETY COMMITTEE**

**A. Membership:**

1. The Committee shall consist of nine (9) members.
2. Two (2) members from the Public Safety Department.
3. Three (3) Gray residents who are not employees of the Town or affiliated with any law enforcement agency.
4. Four (4) non-voting ex-officio members of which;
5. One (1) a member of the Maine State Police.
6. One (1) a member of the Cumberland County Sheriff's Department.
7. One (1) the Town of Gray Public Safety Director.
8. One (1) member of the Gray Town Council.

**B. Duties:**

The committee shall;

1. Be concerned with various matters of community safety as they relate to law enforcement, fire protection, traffic, and the transportation systems that support traffic. Including both vehicle and pedestrian and those issues outside of Gray that have impacts within the community such as regional transportation corridors and projects.
2. Work towards developing the necessary plans and recommendations that shall achieve improved community safety.
3. Advise the Public Safety Director in areas of community and building safety issues, making recommendations where appropriate.

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4. Work with the Maine Department of Transportation, Maine Turnpike Authority, the Maine State Police and the Cumberland County Sheriff's Department in matters of traffic and safety issues.
5. May work with and assist other standing committees and, where appropriate, special committees of the Town.

**COMPREHENSIVE PLAN STEERING COMMITTEE**

A. Established:

1. The Comprehensive Plan Steering Committee was created on May 7, 2019.

B. Membership:

1. The Comprehensive Plan Steering Committee shall consist of a minimum of nine (9) and a maximum of eleven (11) members and two (2) alternates.

C. Duties are to oversee:

1. The compilation of a Comprehensive Plan to replace the current 15+ year old Plan.
2. That the Plan incorporates input from a cross-section of the Town residents and represents the majority of Gray residents, property owners, and businesses through extensive public outreach.
3. To create a viable and implementable Future Land Use Plan designed to accommodate anticipated residential and commercial growth over the next 10 to 20 years.
4. The final plan should include sufficient measures to be deemed consistent with the Growth Management Act by the State.

J. In the event a committee member determines that they have an actual or perceived conflict of interest, as that term is defined in the Town of Gray Conflict of Interest Policy, as may be amended, with regard to a matter before the committee on which they serve, including, but not limited to the fact that the committee member has entered into a contract with the Town to provide services related to the committee's work or scope of review, they must disclose said conflict in public prior to speaking on or participating in any deliberations of the committee related to the matter for which the conflict exists. Following disclosure of the conflict, that committee member shall recuse themselves from further consideration of that matter, or in the alternative, shall state on the record that notwithstanding the potential conflict of interest that they feel that they can fairly and impartially decide the matter before the committee. Should the committee member choose not to recuse themselves, the remainder of the committee (with the potentially conflicted committee member not participating and not voting) shall discuss and vote on whether the committee feels that a conflict of interest exists such that the disclosing committee member may not participate in discussions or decisions regarding the matter in an impartial manner.

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**Town of Gray Conflict of Interest Policy**  
**Submitted to the Town Council on June 1, 2021**

**I. Overview**

a. **Purpose.** It is in the best interest of the Town of Gray to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest. The purpose of this Conflict of Interest Policy (the “Policy”) is to clarify state law regarding conflicts of interest as it pertains to Town councilors and other Town board or committee members, clarify the obligations of Town councilors and other board or committee members to disclose and otherwise avoid such conflicts of interest, and to otherwise protect the Town’s interests when it is considering taking an action or entering into a transaction that may be influenced or otherwise tainted by a conflict of interest. This policy is also designed to help Town councilors and other Town board or committee members identify situations that present potential conflicts of interest, and to provide the Town of Gray with a procedure to appropriately manage conflicts in accordance with legal requirements and the goals of accountability and transparency.

b. **Definitions**

(1) Conflict of Interest. A conflict of interest within the context of this Policy refers to any of the following:

- i. Where a Town councilor, or other board or committee member is an officer, director, partner, associate, employee, or stockholder of a private business corporation or other economic entity which is the subject of an issue or application before the Town Council or a board or committee *and* that Town councilor, or other board or committee member, is either directly or indirectly the owner of at least 10% of the stock of a private corporation or owns at least a 10% interest in a business or economic entity (*see* 30-A M.R.S. § 2605, as amended);
- ii. Where a Town councilor, or other board or committee member is placed in a situation where they are tempted to serve their own personal pecuniary interest in lieu of the interests of the Town;
- iii. Where the Family Member of a Town councilor, or other board or committee member is seeking to contract or otherwise do business with the Town, or where such Family Member is the applicant for a license, permit, or other municipal approval before the board, committee, or other body upon which that Town councilor or board or committee member sits; or
- iv. Any other situation where a Town councilor, or other board or committee member’s participation in the consideration and decision on a particular matter would cause even the appearance of a conflict of interest or other impropriety.

- (2) A "Family Member" is a spouse, parent, grandparent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of a person subject to this Policy.

## II. Procedures

- a. **Annual Disclosure Form Required:** By July 1 of each year, every Town councilor and every board or committee member shall complete a disclosure form identifying any relationships, positions or circumstances in which they are involved that they believe could contribute to a conflict of interest. Newly elected Town councilors or newly appointed board or committee members must complete this disclosure form prior to being sworn in. Disclosure forms will be provided and maintained by the Town Clerk.
- b. **Independent Contractors:** All service agreements or other contracts entered into between the Town and any independent contractor performing services for or on behalf of the Town shall include language requiring that independent contractor to certify that neither it, nor any of its directors or employees, have a conflict of interest as defined in this Policy.
- c. **Procedures for Addressing a Conflict of Interest or Appearance of Conflict of Interest**
  - (1) When a Town councilor or a board or committee member believes that they have a conflict of interest, as defined in this Policy, with regard to a matter of business that is before, or may come before the Town Council, or the board or committee of which that person is a member, they shall immediately contact the Town Manager (or if a member of the Council, the Council Chair) to discuss the context of this potential conflict of interest.
  - (2) If the purported conflict of interest involves a councilor or board/committee member's holding of stock or ownership interest in a particular entity, as outlined in Section I(b)(1)(i) of this Policy, that member should, prior the Town Council or board/committee's deliberation, make a full disclosure of said conflict of interest and recuse themselves from further involvement. Once recused, that councilor or board/committee member should leave the dais until such deliberations have concluded.
  - (3) For all other purported conflicts of interest, the following procedures should be followed:
    - i. The Town councilor or board/committee member shall, prior to the Council or that board/committee's deliberations, make a full public disclosure of the purported conflict of interest.
    - ii. The Town councilor or board/committee member shall then publically announce either: (a) that they will recuse themselves from all further

deliberation of that particular agenda item, or (b) state on the record that notwithstanding the potential conflict of interest, that they feel they can fairly and impartially decide the matter in front of the Council or the board/committee.

- iii. Should a Town councilor or a board/committee member choose not to recuse themselves from a particular matter, the Town Council or board/committee shall vote on whether it believes that the Town councilor or board/committee member has a conflict of interest. Upon a majority vote of those present and voting (excluding the potentially conflicted councilor or board or committee member, who must abstain from such a vote) the affected Town councilor or board/committee member shall recuse themselves from further involvement in a particular matter.

**III. Confidentiality; No Personal Use.** Each town councilor and board or committee member of the Town shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might be adverse to the interests of Town of Gray. Furthermore, no Town councilor or board or committee member shall disclose or use information relating to the business of Town of Gray for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

This policy shall be reviewed and revised as deemed necessary by the Town Council. Any changes to the policy shall be communicated to all Town officials, and board or committee members. This policy is governed by the Town of Gray Charter Amended July 14, 2020, Article 2, Section 4.E.

# Pivot

\*O/F/C (All)

OPEN

Count of Description	Column Labels			
Row Labels	H	L	M	Grand Total
Administrative	2	3	3	8
Budget / Audit		1		1
Committee			1	1
Comp. Plan Implementation	1			1
Economic Development		1		1
Infrastructure / Village TIF Goals	2			2
Open Space / Conservation Plan	2			2
Ordinance	1	1	14	16
Policy			2	2
Public Safety			1	1
Recreation			1	1
Residential		1		1
TIF Goal / Budget	1			1
Traffic	1		2	3
Budget		1		1
<b>Grand Total</b>	<b>10</b>	<b>8</b>	<b>24</b>	<b>42</b>

\*O/F/C (All)

CLOSED

Count of Description	Column Labels				
Row Labels	-	H	L	M	Grand Total
Administrative		4	3	5	12
Budget		1		2	3
Comp. Plan Update		1			1
Comp. Plan Update - breakout of tasks for Item 11		3			3
Comp. Plan Update/ Conservation Plan		1			1
Joint Leaders		1		2	3
Ordinance	1	6	1	13	21
TIF Goal / Budget		2			2
Traffic		1			1
Traffic - MDOT - break out tasks from item 24A				1	1
Traffic - MTA				1	1
Traffic - MTA - break out tasks for Item 24B				1	1
<b>Grand Total</b>	<b>1</b>	<b>20</b>	<b>4</b>	<b>25</b>	<b>50</b>

Open

*Status: O = Open C = Closed F = Future												
No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub by:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
Priority: **H = 1-3 months M = 4-9 months L = 10+ months - Guideline												
Last Update: 06/01/21												
27	Open Space / Conservation Plan	O	H	1	04/01/21	During the Libby Hill Trails clean-up after the October storm, the Community Endowment communicated concerns regarding the longevity of the current ad hoc agreements used to create Libby Hill Trails. Council agreed a full review and updates are needed to protect this asset as part of Open Space Plan.	Sandy Carder	Nate Rudy	Nate Rudy	03/20/18	05/18/21	TC discussed at 3/20 meeting based on feedback received from Community Endowment. Deb advised the agreements just "came together" and are in need of review/update. Deed research - who has access to which pieces of land, how large of an geographic area is involved, how deep does the research need to go, consultation from a conservation expert - will all be needed and cost money. Council agreed to log with a target of year end, for Staff to review & determine what is needed with an estimated cost, for consideration in next year's budget. Carl Holmquist is willing to provide some names of conservation experts who can assist the Town. (12/20) Issue came up in Open Space Staff meeting - Deb working on pulling together cost estimate for budget meetings. (2/5) TC agreed to move up & tie to H2.1 Open Space. (3/21) est provided at budget meeting. Council agreed to add to budget. (6/11) Residents approved budget. (10/15) Community Endowment has requested an info sharing meeting with Town Staff, 1 Councilor and an MSAD representative to start process of long term maintenance agreement. Council appointed Dan to attend. (11/12) 1st meeting went very well - 3 parties agreed preserving is paramount. (12/3) Council agreed to add annual maintenance to budget spreadsheet. (12/17) 2nd meet focused on budget - MSAD 15 conducting full audit of usage to determine impact - some easement discussion. (1/21) Deb followed up with MSAD15. No update. (2/4) Carl present to School board this week, Craig has some initial data on usage (3/10) Meet held to continue discussion - working through maintenance/budget needs. Council agreed to add the Homestead Acres issues submitted by residents on this private road - to ensure we keep them in the loop as the agreement moves forward. (6/16) Deb will check with Dr. King on next meeting after the election. (8/4) Dan adv MSAD15 lawyer provided framework agreement for review. (10/6) Dan shared a worksheet created to gather input from stakeholders. Council provided gen feedback on form. (10/20) Council prov feedback on worksheet (10/22) Meeting held to compile worksheet info. (1/19) Dan provided summary of MSAD analysis of agreement & advised Attorney is working on drafting an agreement. (2/16) Dan prov an update. Deb adv sub group has met to discuss maint/budg agree <b>Next Step: Awaiting draft agreement from Aga. Joint lead set for 6/17 - Nate to follow up then.</b>
88	Infrastructure / Village TIF Goals	O	H	2	10/01/21	Infrastructure - Shaker Rd Stormwater/Sidewalk - Project	Town Council	Nate Rudy	Will Haskell /Alec Dodd	02/22/18	04/20/21	Steve/Will pres results of video work. Report was rev with MDDOT Dale Dougherty, Kyle Hall, Deb & the Council (5/15) Steve adv full width paving was plan for some of Rt 26. Dale confirm catch basin upg will be done for some. Sched a walkth/meet w MDDOT/Staff to rev of Rt 26 Vill to (1) id what is ind in the upcom overlay (2) dev a plan for the rest of the proj. Sub items: (a) G-P to prov key to their-fair, poor, good categ (b) Town to prov plans for swalks/sign. Based on MTA track reg bridge swalk/bike lane rtdck-look at mak sure plans (if not fund/prior immed) at least ind an ext of ped/bike lane down Skr to Skr Bridge. It is the route to the MS/HS from the village. Results to be rev for budg imp by Council/Staff to create agree plan. Steve pres PW prior at 9/10 TIF Wksp includ this item. Council await more infor on Main St proj for next steps. (11/28) Council disc possibly add sidewalk from Russell to Shaker Rd into eng of this proj and/or work with MSAD15 for poss trail thru their prop to sidewalk. May qualior MDDOT sidewalk fund. Eng for proj in budget CIP-Council to disc 2/11 (2/19) Council agreed this is the top pri for fund. (6/11) Residents app budget-engin underway. (9/17) Will prov an update on engr. issues & Council prov feedback. (10/15) Will/Steve met with DOT will update council at 10/28 workshop. (10/28) Upd prov-council agreed to submit MPI appl. (11/12) Council disc Gray Park sidewalk alt & agreed due to cost. It is not feasible. MPI should ind sidewalk on Gray Park Emerson side. Resol for park spaces impner. (2/4) Council held exe session-no act taken. (3/10) MPI appn by MDOT. (4/21) Council has agreed to use \$100k from TIF + \$652k from Bond - ques to be put to residents. Public Forum to be held on actual project once feasible (covid-19). (4/28) rev warrant art. (6/2) Council appr warrant art - go before voters 7/14/20. (7/21) Voters approved fund. Council to set up public forums. (9/1) Council set 9/29 for Public Forum - virtual meeting. Pre-planning meeting will need to be set up. (10/6) Sandy prov update from Public Forum. Alec/Will working on next steps. (11/17) Alec/Will will provide update 12/1 (12/1) Update prov - timeline apprv - outstanding items ident - advertise by 12/11. (1/5) Out to bid. (2/16) Bid app (3/16) Council dis stripping - Alec to prov costs. Trees will be replaced via a change order once construction is underway. (4/20) Council app assessments for project. <b>Next Steps: Construction underway</b>

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84	Comp. Plan Implementation	O	H	3	<a href="#">Detail Tab</a>		Identify steps/ create plan to implement newly approved <b>Comprehensive plan. SEE SEPARATE TAB - FOR DETAILS</b>	Council	Council	Council	12/01/20	05/18/21	(12/1) Council agreed to close old item and create new implementation plan. Detailed tasks will be logged on detail tab pending schedule workshop to review them and come up with timeline/prioritization. Council agreed with Dan's suggestion to ask each Committee to review CP to ID what would inform their work, how they can support implem, what roadblocks exist, what resources will be needed, etc. with a one page summary due by 2/8 for Council reviewed at 2/16 meeting. <a href="#">See Detail tab for updates.</a> <b>Next Steps:</b> Nate to meet with Dept heads to review in May. WS will be scheduled after.
34	TIF Goal / Budget	O	H	4	<a href="#">Detail Tab</a>		Work on <b>planning</b> associated with new <b>Village TIF. SEE SEPARATE TAB FOR DETAILS</b>	Council	Nate Rudy	Doug Webster	08/07/18	02/16/21	Councilors agreed to close 'TIF creation' task as it is now in approved. This new item will capture the planning and additional work associated with administering the new TIF. Project was discussed during 9/10 workshop & Mr. Lavallee advised video work was still outstanding, but felt he would be able to present at 2nd Oct meeting. 9/18 Deb advised that there was still one piece left to complete. Review of MDOT/Town video work & analysis to be presented at Dec 4th meeting (as presentation was delayed from 11/13 meeting). (11/28) Council reviewed updated info on projects with Steve, as well as his priorities. Mixed Use options were discussed at length. (12/4) Will Haskell & MDOT provided updated info on Main Str Project. (2/5) & (2/19) See new detail tab H3. MDOT has advised change in Main Str project timeline. (7/2) Workshop held (8/6) 7/1 Workshop minutes approved. (10/15) Council agreed time to set up another brainstorming session - likely on Route 115 road - agreed to wait until 10/28 workshop to schedule so Bruce would be included. (10/28) Public forum set 12/5. (11/12) Dan will facilitate - Council agreed to set up/format. <a href="#">See detail tab for updates.</a> <b>Next Step:</b> Doug to work up proposal on Zoning once time allows. Council discussion funding options.
66	Administrative	O	H	5	06/01/21		Determine if "No Thru Trucks" restriction should be placed on a section of <b>Mayvill Rd</b>	Dan Maguire	Council	Nate Rudy	11/12/19	<a href="#">06/02/21</a>	Back in June, Kathy Taylor (Mayvill Rd resident) had reached out to all Councilors regarding the state of her road and the heavy truck traffic. Dan spoke to her directly and agreed to manage the request. This road was set to be paved, but dropped from PW scribed due to paving costs being substantially higher than anticipated. It will be at top of the list next cycle. Deb did some initial feedback - as this section of road is being considered for "state aid" designation (Depot Rd is a state aid road). This impacts cost sharing/responsibility with MDOT vs. Local. MDOT was conducting vehicle counts for the road (or Deb/Steve had req). Dan also advised Ms. Taylor that talking to her neighbors on the road to determine the level of support for posting "no thru trucks" would be helpful. (11/7) Dan rec'd an official petition signed by 24 Mayvill Rd residents. (11/12) Council agreed to add to tracking spreadsheet - it was set to be discussed at 12/3 Council meeting already. (12/3) Sandy provided more info on options incl. weight limits. Deb advised of possible "state aid" classification. (12/17) Deb provided proposal from G&P - \$1,000 to determine if Mayvill/Weymouth would even qualify - Council expressed concerns on impacts to road maintenance and residents. (1/21) After rev expenses & discuss control concerns, Council agreed NOT to pursue state aid status on either road. Can't revisit at later date. Discussed possibly just putting up signs, but felt more info was needed & did not want to set up false sense of enforcement. (2/4) Dan notified resident & adv. it would take time before a workshop could be sched. Council agreed to send feedback on LD1498 in support of MMA testimony against bill to eliminate weight limits on rural roads. (2/18) Council app letter. (4/28) Dan adv Resident checked in again, but understood delay. (6/16) Dan req Council consider posting signs again (7/21) Council discussed & agreed need to pull in Depot Rd residents. (9/1) Council set 10/6 for workshop prior to TC meeting. (10/6) Public forum held with info sharing (10/20) Council disc options (12/1) Dan has done some research to share with Sandy. MDOT has approved the 4 way stop. (12/15) Dan & Sandy held discussion. Dan updated Council. (1/5) Dan adv MDOT has sample ord see #77. (2/2) Dan has draft ord/letter. (3/16) Council prov feedback to Dan to update Ord. He will coordinate with Nate to submit to legal. (5/4) Dan req an update on status. (5/18) Legal has rev with feedback. (6/2) Council provided feedback. <b>Next Step:</b> Dan will work with Nate to finalize the letter and Nate will have staff send it out with a 3 week feedback deadline.

Last Update: 06/01/21

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75	Administrative	O	H	6	10/01/21	Address <b>ATV access</b> issue on <b>Long Hill Road</b>	Deb Cabana	Anne Gass	Council	05/05/20	05/18/21	<p>(5/5): Council designated Long Hill Road as a 1 year temporary ATV access road in Sept, 2018. Residents submitted complaints about the usage starting in Aug, 2019. Council rec'd additional feedback from residents at various meetings including the suggestion to reclaim an old ATV connection trail as a replacement to the LH use. The ATV club presented the Council with their plan of action to mitigate the issues brought forward by the residents on 3/10/2020. Council discussed at the 4/28 meeting and agreed to log at 5/5 meeting. General consensus is a temporary access will be granted again while Councilor Gass works with the ATV Club to develop a plan to reclaim the old ATV trail and funding options. (5/19) Council agreed to temporary access with mitigating measures, develop of long term trail solution and monitoring of complaints. Anne agreed to take the lead to work with the Club to apply for a grant. (6/16) Anne adv that the grant program is the same that was used to build the tennis courts at the HS. Those courts were not maintained &amp; eventually removed for add'l parking. The Town has been working to provide a comparable recreation facility to replace the tennis courts - but each has fallen through. The alternative is to pay back the original grant. The grant program is off limits to the Town until this is resolved. (8/4) Kathy T discussed status with State. Anne adv there is an outside chance some work in NG may help. She also adv there is another grant but not until Spring. Jon provided update from ATV - no new complaints. Council extended access through the end of the season. (11/17) Council disc with Doug Beck (1/5) Anne has found alt grants - Apr/May deadline. (1/19) Anne adv she hopes to have a draft by the 2nd meeting in April. (4/20) Anne prov update on status of grant (await State update) and work done to date. (5/4) Anne adv new rules out &amp; deadline is 5/31. (5/18) Council rev - Sharon had ques regard contract - ownership &amp; liability. Council approved. <b>Next Steps: Anne to finalize &amp; submit to State. She will check into questions.</b></p> <p>(5/18/2021) Nate requested a moratorium effective 4/6/2021 (180 days) on single family and dual family housing in the Village and Village Center zones to give Staff time to create new Village standards that are in line with the new Comprehensive Plan goals. In addition, work is underway to pull together all the various past "studies/plans" done within the Village to create a "master" Village Plan. This is also tied into the effort to purchase and control development on the Hamilton Property which is before the voters now. Council approved the moratorium. The focus is on duplex standards and single family standards, but will encompass all facets. This work will be used as a base for both (1) ordinance updates in all zones and (2) development of a growth management plan. <b>Next Step: Staff to draft proposed standard/changes and bring to the Council as soon as feasible.</b></p>
95	Ordinance	O	H	7	10/01/21	Create new <b>Standards</b> for the <b>Village and Village Center Zones</b>	Nate Rudy	Nate Rudy	Doug Webster	05/18/21	05/18/21	

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												Last Update: 06/01/21
4	Traffic	O	H	8	<a href="#">Details</a>	Work to develop long term changes needed to address traffic, drainage, road conditions, pedestrian & cyclist safety and speed along <b>Route 115 entering Gray from the hill thru connection to Brown Street.</b>	Nate Rudy	Council	Council	01/02/18	05/18/21	During the June Council meeting, Town Staff advised they would be pursuing a MPI grant for reconstruction of this stretch of road in collaboration with the MDOT. It was advised it would likely be a 2 year process with updates provided to the Council. Deb Cabana noted that this would be a 50/50 split for costs (not 25/75 Town/MDOT as previously stated) and includes replacement of the water main. Therefore, it may be included in the upcoming TIF creation, thus it should remain active (rather than 2 year target). Reference material: Pavement Conditions Study - Dec 2017. Project discussed in 9/10 & 11/28 TIF workshops, as well as in T meetings- (12/4) TC would like to see a review of intersections done prior to committing to a 115 solution or as part of the engineering of that project - to ensure project does not hamstring options: (5/7) Deb advised several communications received regarding pedestrian fatality on Rt 115 requesting sidewalks. (9/3) Sandy adv of outstanding question - need for possible budget consideration (9/17) Deb verified with Will that MPI does not require engineering completion - however - Ann verified the Town's piece of the budget must be approved & set aside to apply. Dan also advised a 50+ sub division (apartment buildings) is before the PB for this road & stormwater/sidewalks are being discussed (10/15) Deb adv Steve/Will met with DOT & have more info. (10/28) Council set up public forum 12/5. (11/12) Dan will facilitate & council discussed format. (12/5) Public forum held. (12/17) Council agreed 1st forum very successful, data compiled, next step is to work out starting point on proj. (1/21) Council held workshop with Water Distr about Route 100 TIF and this proj was select by both grps as the best proj. (2/4) Deb adv Alyssa said it is possible to amend rt 100 TIF for this proj but needs to talk details with us. (3/10) Council & WD agreed to amend TIF to incl this proj (4/28) Council rev warrant art (6/2) Council held public hearing & voted to approval TIF amend (7/21) Voters approved revision. (10/6) State submission done. (12/1) TIF amend app. (1/19) Council agreed with Water Disty/Will on first tasks to start process. (3/2) Will prov est.. <a href="#">See Detail Tab for updates. Next Step: MDOT will attend 6/15 Workshop.</a>
89	Infrastructure / Village TIF Goals	O	H	9	10/01/21	Analyze future needs for Village <b>Main Street</b> to coordinate with MDOT project	Council	Council	Council	02/19/19	05/04/21	MDOT has agree to cov the upgrade of stormwater & catch basins Main Street & down 202 towards the Cemetery. They adv the plan will likely come up in the next 5-7 years. Town needs to id any other chges- increas water line size, increas stormwater line size, add conduit for underground utilities, add piping for natural gas so funding can be budg & all items add at the same time (rip the road up once). (4/2) Doug prov 8-12 year window for work on Main as guide for Council meaning analysis & plan should be done well beforehand. (4/16) MDOT adv the timeline for this proj is being moved up. Council agr to move up in priority at 5/7 meet & set a stand alone TIF workshop. Workshop held 7/2. (8/6) Min from 7/2 workshop appr. Council to set up another TIF workshop. (7/21) Council had workshop with MDOT & learned portion of road may be worked on in separate project for which engineering is underway. Await more info from MDOT. (9/1) Village walkabout was done with Patrick Adams MDOT, Water District, and others to identify issues/solutions. Rob Betz is coordinating with Ernie Harris on current project from Town line to Cunby's. Council followed up to determine scope of 2nd project from MTA interchange to Brown Street? Can orphan piece be added to that project? (2/16) Council agr to move to open list. (4/6) Nate & Alec had a walk thru with Rob where he adv phase 1 is moving forward, but phase 2 will now only include stormwater NOT a reconstruction of the road. Alec adv that the road is in terrible condition which cannot be addressed with an overlay. Council met with Water District and agreed Village TIF fund needs to be avail in coming year for planning. (5/4) Council incl \$75K TIF funds in budget <b>Next Steps: Need to set up WS with MDOT incl WD, Legislative team (if needed)</b>

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92	Open Space / Conservation Plan	O	H	10	TBD	Resolve State Land for Maine's Future Grant Conversion issue created by the Tennis Courts	Council	Nate Rudy	Nate Rudy	04/06/21	06/01/21	(4/6/21) Tennis Courts were built at the GING HS back using a Land for Maine's Future Grant. Back in 2006, MSAD15 removed the tennis courts (after notifying the Town) to expand their parking lot. This was a violation of the grant program which requires the recreational space created remain conserved forever. Until the space is 'converted' into another space, the Town cannot accept or apply for additional grant funding. This grant program is the primary program in the State for purchasing and conserving open space. The Council has approved a Contract Zone Agreement for Stillwater Subdivision located on Woodcock which includes the donation of 12.9 acres of land to be used as recreational space. Doug Beck, who is handling the conversion issue, advised this would be a qualifying property. The process to approve the conversion requires the Federal Gov and can take up to 3 years. Doug B adv once the Town demonstrates a real effort towards the conversion, he can release the hold on the grant program. <b>Next Step: Nate is scheduling a call with Doug B to discuss starting process.</b>
24A	Traffic	O	M	1.1	<a href="#">Detail Tab</a>	Based on TC meeting with State Representatives and Senator, identify action items to pursue both short term & long term. We will keep NG informed of our meetings/progress so they may attend, if they chose. <b>MDOT Portion.</b> <b>SEE SEPARATE TAB - FOR DETAILS</b>	Council	Council	Sandy Carder	02/22/18	05/18/21	Councilor Carder created meeting notes from Workshop (1/29). Councilor Foshay pulled action items to create list. Logging working list item to capture review/prioritization effort by Council. New individual items will be logged as needed. Council discussed at 3/6 meeting & agreed to set up separate meetings with MTA/MDOT - with a target date of end of April/beginning of May -MTA - set up workshop in May - Peter Mills, Bruce Van Note - to open discussions based on Bruce's list. Added Dan's items - revenue sharing, gifting property & dual access curf cuts. Meeting held Mary 24th. See separate tab for details. Deb requested update and MTA has sent back initial feedback. Council discussed feedback & add'l info from Deb. Discussed <b>possibly sending official letters to individual trucking companies</b> regarding avoiding Village rt26 concerns from MTA about trucks not seeing closure signs and diversion study next steps. Councilor Maguire suggested inviting a MTA planner to future meetings. (12/4) MTA provided info on diversion study (5/4) Nate spoke to Mr. Mills & Erin at MTA <b>Next Step: Awaiting guidance from Legislative team.</b> See detail tab for more info.
24B	Traffic	O	M	1.2	<a href="#">Detail Tab</a>	Based on TC meeting with State Representatives and Senator, identify action items to pursue both short term & long term. We will keep NG informed of our meetings/progress so they may attend, if they chose. <b>MTA Portion.</b> <b>SEE SEPARATE TAB - FOR DETAILS</b>	Council	Council	Sandy Carder	02/22/18	05/18/21	

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Priority: **H = 1-3 months M = 4-9 months L = 10+ months - Guideline												
Last Update: 06/01/21												
46	Ordinance	O	M	2	06/01/21	Develop <b>Growth Management</b> strategy - as part of Comprehensive Planning & to allow needed time for Open Space Planning	Sandy Carder	Nate Rudy	Nate Rudy	02/05/19	05/18/21	(1/22) Dan adv PD does not feel any addl action is need at this time. Growth Cap was disc & Staff will look into with OAC and bring forw when ready. A growth cap has been disc in var meet for the last yr. Not hav a robust growth plan and/or cap was 1 primary reason the original Comp Plan was not appr. (1/30) During the Open Space forum, Alan & Lucky both strongly encour a growth cap be disc/imple as soon as possible to provide Gray with more time to dev an Open Space plan. In add, issues with current residential Sub-division ord, duplex allow, and limited safeguards against a large scale dev need to be addr. Kathy adv. Staff have crunch annual data & Doug adv dev one would be rather straightforward & would be padded to avoid impact wanted eco & resid dev. (2/19) Council agreed this is a top priority now. (3/5) Doug rev steps (1) Verify current comp plan (2) check with legal ord (3) imple verifying data supports number selected & Council pro direction. (6/4) Doug prov some data and Arunudi ord (eff in 1977). Council agreed to proceed cautiously. (9/3) Doug adv best 1st step would to discuss possible 'cap' number and process to apply caps. (10/1) Council WS held - guidance prov to Doug. (1/21) Council would like to have some info to discuss by the 2/18 meet given the push on larger devel & Comp Plan process. (2/4) OAC looked at & were not in support - worried about admin of the process impact staff (2/18) Council disc changing approach to be more comp to focus on Growth MANAGEMENT vs just a cap. Need to coordinate with the comp plan timeline as an appr plan is required to enforce growth permit systems. (3/10) OAC began work on this item.(5/5) OAC wants to coord with Comp Plan so work will not start now, however, due to the need for Council work as well, draft options still to be deliv by end of summer to stay in line with CP. (8/4) Council disc at 8/4 WS to confirm a full WS for this along with the duplex/OAC ord list can be disc (9/1) Council disc OAC doc cover duplexes, multi unit housing, growth & comp plan info. -agreed addt'l WS to create workplan to complete all the work needed. (2/16) Sandy adv Windham has robust grow permit prog that was 1st step after their comp plan. (4/6) Council dis as part of TM goals (5/18) Council/Staff dis in WS - Staff sug step approach to create <b>Next Step: Nate/Sandy to rev outstanding list to create categories of work and propose plan with targets to Council.</b>
77	Ordinance	O	M	3	06/01/21	Create a <b>Traffic Ordinance</b> to comply with MDOT standard for local signage	Sandy Carder	Council	Nate Rudy	05/05/20	05/18/21	(5/5) In reviewing the MDOT policy for posting local roads with weight limits or 'no thru truck' signs, one requirement is to have a Traffic Ordinance on the books. Council agreed to log and prioritize once more information is collected under item #66 (12/15) Dan has volunteered to draft an ordinance to help move short Mayall Rd situation forward. (1/5) Dan adv MDOT has model ordinance. (2/16) Dan has provided draft ordinance to Council (3/16) Council prov feedback on ord for Dan to update. He will coordinate with Nate to submit to legal. (5/4) Dan req an update on the status expressing frustration that this is not moving quick enough. (5/18) <b>Legal has rev &amp; provided changes. Next Step: Council to review changes at 6/1 meeting.</b>
74	Administrative	O	M	4	05/01/21	Update <b>Gray Historical Society</b> lease with Town	Sandy Carder	Nate Rudy	Nate Rudy	02/18/20	06/01/21	(2/18) Sandy explained the Gray Historical Society would like to update the lease they hold with the Town. They are looking for the Town to assume utility expenses directly to allow them to do more robust fundraising/grant applications to focus on their historical work and to address more maintenance on the building itself. Right now, they are reimbursed up to \$6,000 annually - but have to pay monthly bills. (1/5) Sandy advise Galen is working on with Debi. (1/19) Galen has provided proposed new lease. (2/2) Council reviewed proposal but questioned why the building is not in the Town's CIP for the larger ticket items (like the roof, heating system, alarm, etc.). Majority of Council was open to extend length of contract & picking up utilities. Questions were raised about reimbursement amount. (3/16) Sandy pointed out the GHS budget line shows the reduction to offset the Town taking over the utilities. Nate needs to check on status of negotiations. If new lease will not be done in next 2 weeks, then the line should be reset to previous years at \$6,000. (5/18) Nate met with Galen/Mo. Mo adv the Facilities study will be done soon, it will include this building. (6/1) <b>Council agreed to add GHS build to "condition" portion of upcoming facilities study. Next Step: Once study complete, Staff can review to propose what will go in CIP and what can be done by GHS as ongoing maintenance in exchange for utilities being paid by Town. Council also identified that the contract itself needs to be revamped by legal once a new framework is approved.</b>

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No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub by:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
83	Committee	O	M	5	07/01/21	Discuss <b>additional requirements</b> for quasi-judicial Boards - <b>Planning and ZBA</b>	Council	Council	Nate Rudy	09/15/20	<a href="#">06/01/21</a>	(9/15) Council discussed the need to ensure long term viability of quasi-judicial boards and ensure opportunities for new applicants - via new requirements which may or may not include term limits, application wait periods, chair rotation, mandatory MMA training, pre-training options for those thinking about joining, mentoring, rotation of alternates etc. There was also discussion related to possible changes in Council Rules once quasi-judicial rules are set. (1/19) Sandy advised that she has been talking to GPCOG about a facilitated training session to address the issues and update the expectations/roles. She has discussed with Kathy/Dan who agreed it was a good approach. Council also agreed. Kathy advised that there is money avail for PB training. (3/2/21) Sandy adv results of her meeting - workshop will be set for 1st week in May. (3/16) Sandy adv draft framework rec'd - meeting with Kathy/Nate/Sandy set up before respond to GPCOG. (4/6) With the goal of attend the BUILD MLE seminars, Sandy has ask Tony to coordinate with the topics being offered to ensure best results from both efforts. (5/18) Given the resignation of Kathy, Nate is proposing the hire of a new Planner before proceeding. This will mean the Build MLE seminars will happen first. Then, the new training session, then the in person meeting between the entities. <a href="#">(6/1) Nate provided new proposal from GPCOG which includes assistance with ordinance/zoning review to help create outline of change from Comp Plan &amp; it includes this training. Funds from State agency will cover the costs. Next Step: Awaiting Build MLE seminars.</a>
49	Ordinance	O	M	6	06/01/21	Review current <b>ordinances and zoning</b> to determine if changes are needed for <b>Duplexes</b>	Dan Maguire	Dan Maguire	Doug Webster	02/19/19	<a href="#">05/18/21</a>	Dan asked the Council to consider making changes to Duplexes to address sprawl growth and other unintended impacts to density bonus of allowing a duplex in lieu of a single unit of housing. Doug advised this issue has been researched in the past. Dan needs to talk to Kathy and then work through reviewing current ordinances. Then, bring to the OAC for possible proposal to the Council. (12/17) Deb advised of resident e-mail regarding the number of duplexes being built in Gray - Planning Board has also recently discussed. Council agreed this issue needs to be moved up in the priority list. (6/2) Council reviewed questions from OAC & provided direction. Generally speaking, there was support to make it more restrictive in certain zones and encourage them in others by making it less restrictive. It was agreed this is one tool in the growth mgmt plan. (8/4) Doug provided memo detailing OAC ques/disc points along with the growth plan disc and Comp Plan review. Council agreed a full workshop is needed to review. (9/1) Council disc OAC document cover duplexes, multi unit housing, growth & comp plan into - agreed add'l workshop to create workplan to complete all the work needed. (5/18) Council approved a moratorium in the Village on single family and dual family housing to allow for the creation of new standards and requirements in those zones (see item #94) <b>Next Step: Staff to bring proposed changes to Council. New changes will be used as base for updating standards in all zones.</b>

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69	Recreation	O	M	Z	10/01/21	Create a <b>Pocket Park</b> including Historical Marker at 5 Yarmouth Rd property	CEDC	Nate Rudy	Nate Rudy	12/17/19	<a href="#">06/01/21</a>	(12/17) CEDC representative Rachel Runson presented plans for a new Pocket Park on the 5 Yarmouth Rd municipal property which would include a Historic Marker as part of a Historical Trail - which was presented by Galen Morrison. Council provided some initial feedback. Kathy Tombarrelli advised there was a possible grant that may assist with phase 1 of the project - earthwork. (1/7) Kathy provided a draft grant application at meeting and Council provided feedback. Council agreed to add to tracking list as project is ongoing and will involve Town Staff and funding. (1/21) Council approved CDG8 application. (3/10) Kathy advised the grant was recommended for funding & is moving onto the next phase. (4/21) Kathy will follow up on status of process. (7/21) Planning board reviewed & were very supportive. Abutter meeting held with great feedback. Council approved Rachel Runson as agent for Planning board work. Due to LDI failure, grant funding now on hold. (9/1) Council discussed changes to Committee policy to address consultant work. (9/15) Council approved consultant changes to Committee rules (11/17) Council approved exchange on site to clarify property line. (1/5) RFP has been posted. (1/19) Council approved 1 proposal rec'd. (2/2) Bruce adv a public forum was held to obtain Community Input. (3/2/21) Bruce adv CEDC is working on name and bird house project and planning for Spring work. Alec adv he did some earth work in the fall and is set to do add'l work in the Spring. The project did receive preliminary approval contingent on one sign off. (4/6) Council approved wood donation from Maschino's Lumber. (4/20) Council app picnic table donations from Acoma Joe's. Kathy adv park has PE appor (5/18) Permbalitz was held & work session to lay brick. <a href="#">6/1) CEDC prov update presentation and recommended name which Council approved. Next Step: More work sessions to be planned.</a>
37	Ordinance	O	M	8	07/01/21	<b>Discrepancies</b> between the existing <b>Shoreland Ordinances</b> and current State of Maine requirements/statuses have been identified and require updates.	Doug Webster	Nate Rudy	Doug Webster	09/04/18	05/18/21	Town Staff has identified several areas (1) DEP Bi-annual report is no longer required (2) functional needed structures are not compliant with current ordinances (3) existing set backs have some challenges. Ordinances need to be updated and brought before the Council. (4/21) Sandy advised several residents are asking the council to consider adopting the 2016 State Shoreland zoning statute (vs the existing 2005 and 1989 standards. Sandy advised Council will see on the 5/5 meeting for consideration. (4/28) Council discussed in some detail working this item in conjunction with the review of options related to the fact that Gray is currently working with the 1989 Shoreland Zoning - while 2005 & 2016 amendments have been created at the State level. Code is required to review all three, in some instances, to determine which one is most strict & apply accordingly. There are pros/cons related to all three - incl the 2005 is better for new builds, whereas teh 2016 is better for remodels/expansions. Doug also pointed out this work is the most time consuming for code enforcement & there may be a need to limit the number of applications in a given period of time to ensure resource availability. Much more work is needed. OAC to provide reprioritizing recommendations at the 5/5 meeting. (10/6) Scott D prov add'l info on differences and DEP recommendation to adopt 2015 standards. Doug adv will require some ordinance updates to implement and recommends DEP review. Council agreed to move up on priority list. (2/16) Deb adv she has sign a contract to have Mike Morse draft updates. (3/2/21) Doug adv that Mike is about 1/2 way through - met with Staff/Code to identify ques/areas of concern. (4/20) Doug adv proposed changes are ready & submitted to State. (5/4) Council held 1st read/public hearing & provided feedback. Sharon brought up mooring ordinance issue which will be handled as a separate item. (5/18) 2nd public hear/2nd read held 5/18. Council approved pending State approval. <b>Next Step: Will take effect in 30 days with caveat "pending state approval" - awaiting DEP approval.</b>

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91	Policy	O	M	9	05/18/21	Create <b>Public Use &amp; Content Policy</b> for Town's Station/Media platforms	Anne Gass	Council	Anne Gass	03/16/21	<a href="#">06/01/21</a>	(3/16/21) Anne adv the new Communications Committee is working on a formal policy for the public Access channel/media platforms hosted by the Town. The Committee is working on the draft and due to the 1st amendment implications, it is likely it will need legal review. (4/20) Randy Viser presented GC/TV policy to Council who provided feedback. (5/4) Anne adv legal review done but not in time for Committee to review. <a href="#">(6/1) Committee has add'l questions for Alyssa, Nate/Anne working on discussion with her to resolve. Next Steps: Council tabled until 6/15 meeting.</a>
18A	Ordinance	O	M	10	07/01/21	Update Current Zoning/Uses to allow <b>Solar Arrays on Municipal property and land between by-pass and turnpike. See 188 under Medium for companion item.</b>	Dan Maguire	Deb Cabana	Doug Webster	01/22/18	<a href="#">03/02/21</a>	Several serious issues exist - traffic (MDOT major movement permit required at 100 peak hour vehicles & they have advised they will not grant) and environmental (increase costs substantially). Doug advised current tenants = 20-30 peak hour trips. After many discussion of possible options - recreational fields, self storage - no 'goof fits' were identified (6/4) May be part of future community solar project discussion? (10/15) Town has rec'd req from commercial solar array company to use the property. (11/12) ISM Solar (Greg Lucini) presented his proposed 5MW solar array project to Council with tech support from Chris Byers & Dale Knapp. CMP permit submitted, purchase agreements in place with both MDOT & private property owners, DEP IW&F and Gray Water Dept already brought into discussion. Issue is commercial array not permitted under current zoning/ordinances. Council recognized long term, we need a solar ordinance, but do not want to delay this project. Strong unanimous support for project from Council. Mr. Lucini is willing to work with Town on any issues - including setting up an escrow account to guard against issues with decommissioning. (12/3) Kathy presented options of an overlay & Council discussed in comparison to CZA. (1/7) Kathy presented changes related to a new overlay for council feedback. (1/21) Council provided feedback on overlay proposal from Kathy/Doug. (2/4) Pin Bd has reviewed & was in support. OAC rev & had issue with set backs but was in support. Deb adv they were changed to 25 feet. Assessor will be attending day long training to obtain instructions on how to do valuations on commercial solar arrays. Deb also adv we rec'd notification of another commercial array on rt 100. (2/18) 1st Reading held. (3/24) 2nd read & public hearing held and voted as passed. (4/28) Kathy adv app rec'd and it looked almost fully completed. (5/19) Pre app appr 5/14 (8/4) Council agreed since overlay is done - now medium priority as it works through PB/State. Item 188 policies & ordinances for solar arrays may need to move up as right now - they are not permitted anywhere outside overlay. (11/17) Kathy adv nego underway on easement - complicated. (3/2) Kathy adv the dev shared info with PB & is researching costs to put utilities underground. They did obtain their permit. <b>Next Step: Final application to PB</b>
55	Administrative	O	M	11	Ongoing	Review current legal agreement between MDOT, Water District and Town regarding the Route 26A <b>winter maintenance and wellhead monitoring</b>	Deb Cabana	Nate Rudy	Council	04/16/19	<a href="#">03/16/21</a>	The MDOT has advised they intent to "NOT" renew the legal contract binding them to provide winter maintenance and wellhead monitoring on the Route 26A and wish to turn those responsibilities to the Town. Deb also advised that the last round of MDOT testing found elevated salt level in the testing wells. The current agreement clearly states the MDOT is responsible for addressing those elevated levels; however, they are disputing the cause. (9/3) Executive session held (12/17) add'l Executive session held - Council took no action. (2/17) Council discussed in Ex. Session (3/9) Water Conditions study request submitted via budget process. <b>Next Steps: No Council action scheduled.</b>
70	Ordinance	O	M	12	<a href="#">Done</a>	Review current <b>residential Subdivision Ordinance</b> for necessary changes in Open Space	Doug Webster	Nate Rudy	Doug Webster	02/04/20	<a href="#">02/04/20</a>	(2/5) Doug advised there were some critical issues that needed review within the current residential Subdivision ordinance (3/5) OAC provided priority order of outstanding items & this was included. Also, identified "Fire Protection" adjustments and Open Space standards as items to be worked on. (7/2) OAC set for 7/10 & this is on agenda. (2/4) Originally logged as item 40 - Council agreed to split out the OPEN SPACE portion of the subdivision ordinance as a higher priority. Currently, developers are able to ID & use 'unusable' property as open space to meet the standard to obtain the density bonuses. Ordinance needs to be updated to require the space meet OS standards to count towards density. <b>Next Step: OAC/Staff will provide suggested changes to Council.</b>

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93	Public Safety	O	M	13	TBD	Address dilapidated Vacant Buildings around Shaker Rd/No. Raymond Rd Intersection	Council	Nate Rudy	Nate Rudy	09/01/20	05/18/21	(9/1/20) Council identified dilapidated vacant buildings around Shaker Rd/No. Raymond Rd need to be addressed as the MDOT will not be taking the structures done. (1/5/21) Deb/PD Staff reached out to the property owners. They recognized something needs to be done with the structures and property. They are wondering if zoning changes may be allowed to assist them with redeveloping the properties. PD Staff strongly encouraged new surveys be done first. (5/18) Sandy rec'd complaint from resident on status. <b>Next Step: Awaiting survey information from property owners.</b>	
52	Ordinance	O	M	14	<a href="#">Contract</a>	Develop local level Sidewalk Construction standards	Dan Maguire	Dan Maguire	Doug Webster	03/05/19	09/01/20	Dan brought up the possible need for local level construction standards for sidewalks after various discussions about status of existing or proposed sidewalks in budget & council meetings. (9/1) Anne provided Council with a "Green Streets Guide" shared by Lauren Meeks (Resident - MDOT engineer) who suggested it be considered when creating our sidewalk standards and during our infrastructure project planning. Dan suggested Lauren attend an OAC meeting in the future. <b>Next Step: Dan to bring to OAC for discussion - once OAC resources become available.</b>	
76	Ordinance	O	M	15	<a href="#">Done</a>	Amend Subdivision Ordinance to strengthen Buffer Zone requirements & provide more autonomy to PB relating to Internal roads	Dan Maguire	Nate Rudy	Dan Maguire	05/05/20	05/05/20	(5/5) Based on feedback from the Planning Board regarding the current Buffer Zone requirement being reduced from the 50 foot mandate due to the location of houses and other issues, they are asking the Council to strengthen the language in the ordinance. In addition, they would like more autonomy related to mandating internal roads vs shared driveways to reduce curbcuts and assist with the buffer zone issue. Council agreed to log. <b>Next Step: Dan to bring to the OAC for discussion.</b>	
82	Policy	O	M	16	07/01/21	Need to review & update Town's Fiscal Policy in area of CIP funding	Dan Maguire	Council	Council	09/15/20	05/18/21	(4/9/20) Dan proposed we review & update the Town's fiscal policy to change CIP funding to include a bonding option for larger more long tail items (like the ladder truck) rather than attempt to include in annual payments to CIP - as long term - we will never be able to fund appropriately, nor does it make sense to pay cash for such large items. Council agreed. Needs to be brought to a Council meeting & logged on active list - after budget season. (12/15) Council discussed budget planning at workshop. (1/12/21) Council discussed an agreed that adding additional language to the CIP bonding section was appropriate - to ensure Residents have a better understanding that bonding will need to be used for certain items (bridges, ladder truck, etc.) while still maintaining the goal to use bonds sparingly to ensure financial responsibility. It was also agreed looking at other Town's policies would be beneficial. (3/2/21) Sandy adv during the Chair's in a Circle training on budgets, she surveyed the participants and every Town represented uses ladder bonding as a fiscal tool. Basically when one bond comes due, they take out another. This stabilizes the Mill rate from up/down fluctuations and is used for only things that outlast the bond (bridges, fire trucks, land acquisition, etc.). They all felt was a critical tool - the question is to determine what level of 'debt' is right for each Town - based on finances/needs. (4/6) Sharon adv Committee is collecting info & will be prepared to present to the Council at the 5/18 meet. (5/18) Finance Committee presented data they have collected along with recommendations. <b>Next Step: Council to discuss data and start work on changes - at meeting TBD.</b>	
78	Ordinance	O	M	17	<a href="#">Contract</a>	Create Stormwater Standards for Watersheds	Doug Webster	Nate Rudy	Doug Webster	06/02/20	06/02/20	(6/2) Council agreed to log new item to create Stormwater standards for watersheds which will consist of (1) obtaining assistance from Cumberland County Soil & Water Conservation District (2) consideration of watershed overlay to zoning map (3) setting up add'l peer reviews for PB applications (4) creating ongoing stormwater maintenance inspections/verifications (5) creating procedure to document agreements to bind future owners to maintaining stormwater plans. <b>Next Step: OAC to provide target date and work on as resources become available.</b>	

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Last Update: 06/01/21												
22	Ordinance	O	M	18	<a href="#">Contract</a>	Review current <b>ordinance governing stormwater drainage measurements</b> to determine if updates are needed. Update ordinance to include <b>licensing fee or other fee structure</b> if business wants access to stormwater system.	Council	Nate Rudy	Doug Webster	02/09/18	03/12/20	During the CZA process with Cumberland Farms, much discussion was centered around "peak flow" vs. "volume" of stormwater drainage & about possibly updating the existing ordinance to cover both measurements. TC discussed and need Staff direction on item, as well as priority/timeline. Doug Webster made presentation (3/6) of feedback from Town Engineer. Recommendation is update ordinance to specify licensing or fee structure to account for any future requests to hook up to Town's stormwater system. (2/5) Council discussed need to move this up to ensure work is done before MDOT comes to redo Main Str and to ensure used in future development proposals. Doug also pointed out that results of Watershed study may impact regulations as stricter state statutes come into play. Study is awaiting Spring field work & will include detail to help. (3/5) OAC provided priority order of outstanding items & this was included. (5/21) OAC had prelim discussion at May meeting. (7/2) OAC started review - will continue at 7/10 meeting. (3/12) Staff recommend stormwater modeling be done to understand current infrastructure and recommendation for future - to anticipate add'l devel. That would inform the ordinance/fee work. <b>Next Step: OAC/Town Staff will provide suggested changes to Council.</b>
60	Ordinance	O	M	19	<a href="#">Contract</a>	Review current <b>Kenel related ordinances</b> , identify needed changes & update accordingly.	Deb Cabana	Nate Rudy	Doug Webster	06/04/19	12/03/19	(5/21) Council was made aware of issue via OAC meeting update. New Dog Officer has advised of conflicts between current ordinances and general residential practices. Gray also has existing Kenel businesses. There is also a State Statute involved. Everyone agreed identifying fixes to coincide with new licenses would be best way to communicate any changes. (6/4) Council agreed to move down the priority list - using license timeline as guide. (9/3) Dan advised being moved up due to timing for Dog Officer and Dog licenses. (10/1) Dan advised this one is almost complete. (12/3) Sandy suggested the OAC meet without Doug and work on what they can. Council & Deb discussed and agreed to give this approach a try with Doug reviewing work as needed. <b>Next Step: This one may be a good item for the OAC to test out new approach.</b>
94	Ordinance	O	M	20	<a href="#">Doug</a>	Update Town's <b>Ordinance</b> to reflect long term <b>Solar Array</b> policies for residential, all sizes.	Deb Cabana	Nate Rudy	TBD	04/20/21	04/20/21	(4/20/2021) Council finalized latest update to the Commercial Solar Overlay District Ordinance. This item is being logged to track the work needed on Residential Solar Array. <b>Next Step: Awaiting resources.</b>
25	Ordinance	O	M	21	<a href="#">Contract</a>	Review current <b>ordinance governing stormwater drainage measurements</b> to determine if updates are needed. Create <b>stormwater performance standards</b> for future development in Village and/or for businesses wishing to access Town's stormwater system.	Doug Webster	Nate Rudy	Doug Webster	03/06/18	02/04/20	During the CZA process with Cumberland Farms, much discussion was centered around "peak flow" vs. "volume" of stormwater drainage & about possibly updating the existing ordinance to cover both measurements. TC discussed and need Staff direction on item, as well as priority/timeline. Doug Webster made presentation (3/6) of feedback from Town Engineer. Recommendation is to memorialize Cumberland Farms discussions/approach to be used as a 'performance standard' in conjunction with ordinance for future development. (2/5) Council discussed need to move this up to ensure work is done before MDOT comes to redo Main Str and to ensure used in future development proposals. (10/1) Dan advised OAC felt this one was easy to complete - moved up in priority. (2/4) Dan confirmed the OAC is back to meeting & has agreed to meet every other week to try to catch up. He advised they looked at Solar Overlay & Growth Cap and Duplex but need more guidance on the last. Priorities except for open space were unchanged. <b>Next Step: OAC to work on next.</b>
44	Ordinance	O	M	22	<a href="#">Doug</a>	Review current <b>residential Subdivision Ordinance</b> for necessary changes <b>all other areas (besides Open Space - see item 70)</b>	Doug Webster	Nate Rudy	Doug Webster	02/05/19	02/04/20	(2/5) Doug advised there were some critical issues that needed review within the current residential Subdivision ordinance. (3/5) OAC provided priority order of outstanding items & this was included. Also, identified "Fire Protection" adjustments and Open Space standards as items to be worked on. (7/2) OAC set for 7/10 & this is on agenda. (2/4) Council agreed to split out Open Space (see item 70) to make a higher priority from other changes needed in ordinance. <b>Next Step: OAC/Staff will provide suggested changes to Council.</b>

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36	Administrative	O	M	23	22	Review the current process for "Planned Unit Development" commercial subdivision to determine if routing the review & approval of commercial uses on lots in a <b>PUD subdivision to the Staff Review Committee</b> in lieu of the Planning Board.	Kathy Tombarrell	Nate Rudy	Doug Webster	09/04/18	01/22/18	This item was brought up & discussed in the TC 8/7/18 meeting. Town Councilors agreed to consider the proposal, but could not determine whether support would be granted until some draft language was provided. Councilors expressed various concerns about the process which they would like addressed in that language. The Planning Board has also expressed some concerns with the change given PUDs are relatively new. (1/22) Dan advised Planning Bd is okay with change as Planning Bd Chair sits on Staff Review Committee. <b>Next Step: Town Staff to draft language.</b>
90	Budget / Audit	O	L	1	TBD	Review and update <b>Sick Time carryover and/or payout provision</b>	Dan Maguire	Council	Council	02/16/21	02/16/21	(2/16/21) This item has been discussed under the Budget tab startin in last year's cycle. Auditors have identified unfunded liability of close to \$400,000 for accumulated vacation, personal and sick time. Council requested add'l info on benefits in other Towns. Right now, there is no cap to sick time carryover and up to 50% of 90 days of time is paid out to employees when they separate from the Town. This seems out of line with other Towns. Council to consider a carryover cap and/or possible change in pay out provision. <b>Next Step: Prioritize work on this time.</b>
96	Budget	O	L	2	TBD	Analyze Resources & Responsibilities within Planning Department	Dan Maguire	Council	Nate Rudy	06/01/21	06/01/21	(6/1/21) Dan asked to log this on the workplan. It is something the Council has discussed the last 2 budget cycles, but have not changed anything - mostly due to new code software being implemented, staff turnover, etc. Before next cycle, a full review of the department should be done to identify improvements to assist with economic development, and staff efficiency. <b>Next Step: Will discuss when time allows.</b>
87	Administrative	O	L	3	05/01/21	Review current <b>Fee policy</b> for MSAD15, Gray and NG to determine if there is a better reciprocal approach	Sandy Carder	Sandy Carder	Sandy Carder	02/02/21	05/04/21	(2/2) Sandy advised that this issue had been brought up at the last Joint Leaders meeting. A follow up meeting was held on 1/25 with Craig/Diane/Sam of MSAD15. There is a need to track costs and fees by all three entities. MSAD15 also has financial responsibilities that impact both Gray & NG. The issue is front line workers are left dealing with trying to apply fees when working with coaches, residents, staff, etc. which creates conflict as the taxpayers pay all three budgets. There was agreement there may be a better way to deal with fees. (5/4) Sandy adv next joint leaders meeting set for 6/17 & will follow up on status then. <b>Next Step: Diane will set up a meeting with Katy and NG representative to start by reviewing current processes - it was noted due to budget season, this would likely not take place until April.</b>
67	Residential	O	L	4	06/01/21	To review the status <b>Deer Acres</b> property (private road)	Residents	Council	Council	12/03/19	10/06/20	(11/12) A group of residents gave a presentation to the Council regarding the current state of their private road - Deer Acres. The road is not actually a deeded private road, but private property with easements. The residents feel the road has been severely impacted by the status of Gore Rd, and the fact that it is used as a connector between Gore Rd and Lyons Point Rd. They are seeking a workshop with the Council to discuss further and develop possible options for solutions. (12/3) The Council expressed serious concerns with taking over a private road, but felt there could be other solutions and they needed more information. They agree to a workshop. (12/17) Bruce advised residents will not be ready to talk until at least April when seasonal residents arrive back in State. (10/6) Council recognized that the residents may be leaving for their winter homes and will push this forward until next spring. <b>Next Step: Bruce will let the residents know.</b>
81	Ordinance	O	L	5	Contract	Need to create a <b>Water Extraction Ordinance</b>	Sandy Carder	Nate Rudy	TBD	07/21/20	04/20/21	(7/21) Council was approached by Crystal Lake residents regarding many commercial vehicles from out of Town companies parking vehicles on the public boat ramp for long periods of time to extract water (pool, landscaping companies). Council discussed safety, access and water quality issues and agreed the activity should be prohibited. Deb spoke to the State and they advised we can put up signs right away - ordered. An ordinance should be created to ensure enforcement can be done properly. (4/20) Sandy adv a resident follow up on the signs which do not appear to have been installed at Wilkes beach. Nate will check into - Sandy let them know the ordinance change is still on our list. <b>Next Step: DAC to work time permitting.</b>

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Last Update: 06/01/21												
39a	Administrative	O	L	5	12/31/21	Need to review/renegotiate <b>Cable TV Contract</b> sometime in 2019-2021.	Deb Cabana	Nate Rudy	Nate Rudy	09/18/18	02/16/21	Deb advised she has asked Alissa Tibbetts, Town Attorney, to begin some research & that process can take up to 1 year. She also advised there is at least one resident willing to serve on a Cable TV Committee, if the Council chooses to go that route. Council discussed briefly and confirmed either route will require legal review. Dan asked if there was a way for Alissa to provide a synopsis of the process/issues for council to better understand task. Deb advised significant changes have been made at the Federal level which will require more analysis before approach can be determined. (1/8 & 1/22) Feedback presented on item 42 Cable TV ordinance actually fit into the "contract" between parties. Will keep in mind for this item. (6/4) Legislature passed bill to roll back some of the changes (such as channel location, HD broadcast requirement, etc.) Deb advised GPCOG has sent out an RFP for the negotiator for the Towns involved. There was no interest in a pre-contract meeting. (8/6) Deb advised GPCOG is preparing contract with law firm (only one rec'd but highly qualified). (10/15) Deb/Brad provided updates from the negotiation meeting with GPCOG attorney. (1/7) Council agreed to separate contract and committee into two action items. (9/15) Audit by consultant resulted in identifying monies owed (\$18K+) to Gray. GPCOG est negotiations will begin in the fall. (2/16) Deb adv target for contract is June. Spectrum disputing owed fees. <b>Next Step: Randy/Brad to continue to work with GPCOG hired firm with regards to the negotiations.</b>
50	Economic Development	O	L	Z	11/01/21	Work with the <b>Narrow Gauge Railroad</b> to review current situation and develop new plan.	Council	Nate Rudy	Nate Rudy	03/05/19	10/06/20	NGRR Board members made a presentation at the 3/5TC meeting to update Council on recent events (loss of lease - deadline end of Oct and relocation of museum pieces on temporary basis to another location). Council/NGRR agreed a more detailed meeting was in order to determine what options remain for relocation to Gray, what resources would be needed - monetary/human, and the associated timelines. (4/16) Deb advised Doug had a meeting with NGRR Board and they are open to discussion, but cannot do at this time due to pending move. (8/6) Portland Press Herald reported the NGRR has withdrawn their plans to move to Gray and NGRR has removed trains & sign from Plaza. Council discussed how frustrating it is to find out via paper especially given this is the 2nd time and during the last visit by NGRR, the organization insisted they were still partnering with Gray. (9/3) Deb adv no response from e-mails - phone tag with Mr. Heinz - NGRR has engaged a broker to sell property. (9/17) Council discussed approaching NGRR to open discussion about donating the easement rights to the tracks to Gray - as a way to address those who contributed to NGRR relocation - both with time & money. (10/15) NGRR has responded. (12/23) Sharon wished to send an editorial letter to the paper regarding this item, but was willing to wait to see if the meeting is set after the Polar Express is done. Council felt current course was correct one.(1/7) Now that the Polar Express season has ended, Deb will follow up on meeting. (1/21) NGRR said they would get back to her (2/18) NGRR advised they are seeking professional assistance to deal with unraveling Gray issues. (9/15) NGRR sold a portion of the ROW to a private developer without notifying the Town or updating Deb as they said they would. Anne also adv NGRR will be just sitting on their property until values increase to allow them to break even with mortgage. Council is frustrated but since it is a private deal & does not involve Town, there is no legal leverage. (10/6) Council rev & app letter to be sent to NGRR. <b>Next Step: Moved lower on tracking spread to await NGRR putting property on market and/or contacting Town.</b>
86	Administrative	O	L	8	11/09/21	Create <b>Charter Amendment</b> to address (1) <b>Town Manager job description</b> changes (2) <b>Audit date</b> from 9/30 to 12/31	Council	Nate Rudy	Nate Rudy	01/19/21	01/19/21	(1/19) Council discussed need to create amendment. Deb pointed out that we will need a total participation rate equal to 30% of the last gubernatorial election. She does not believe we will reach that mark with a June election. Council agreed better to plan for the Nov election. <b>Next Step: When time allows, draft Charter changes to submit to legal.</b>

# H4 Comp Plan

*Status: O = Open C = Closed F = Future												
Priority: **H = 1-3 months M = 4-9 months L = 10+ months												
No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub by:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
A	Comp Plan Imp - break out Item 84	O	H	4	02/08/21	Committee review of Comp Plan	Dan Maguire	Council	Bruce/Dan	12/01/20	03/16/21	(12/1/20) Dan suggested each Committee review CP to ID what would inform their work, how they can support implem, what roadblocks exist, what resources will be needed, etc. with a one page summary due by 2/8 for Council to review at 2/16 meeting. (2/16) Council rev summaries provided. For PB, agreed the comp plan implementation should be part of upcoming joint training workshop facilitated by GPCOG. (3/16) Dan adv PB is working on their review. Bruce will discuss. Sharon discussed with ZBA and they have provided their summary to the Council. <b>Next Steps:</b> Dan/Bruce to work with remaining Committees to obtain summaries.
B	Comp Plan Imp - break out Item 84	O	H	4	TBD	Consider <b>New Committee</b> to monitor, supervise, ensure <b>Comp Plan</b> implementation proceeds	Council	Council	Council	12/01/20	02/16/21	(12/1) Council agreed current Committee should be retired as their charge is complete. Will send Thank You letters to Members and advise Council is considering a new Committee to assist with implementation - asking them to advise if they are interested in continuing on. New Committee needs further discussion. (2/16) Sandy provided info from Windham Committee - hybrid structure. Generally, there was agreement that is the better model than all volunteer. It will be important to have people with know/expert on the committee. Should not set up until Council can give clear charge and goals to committee. Nate wants a chance to talk through options with Planning Dept as they will take leading role. Sandy also adv Windham hired a consultant to assist them. <b>Next Steps:</b> Awaiting Nate's review with Dept Heads and follow-up workshop for further discussion.
C	Comp Plan Imp - break out Item 84	O	H	4	TBD	<b>Department Heads review of Comp Plan</b>	Anne Gass	Council	Nate Rudy	12/01/20	05/18/21	(12/1) Anne suggested we either include Dept Heads on the Implementation Committee or at least ask them to review plan to create their own plans to help implement. Needs further discussion in context with new Committee. (2/16) Council discussed and Nate agreed to integrate this into his individual meetings with Dept heads. (4/20) Nate adv meetings set for May. (5/18) Nate has rev with Dept heads. <b>Next Steps:</b> Nate working with Staff to create plans on how they can assist with implementation.
D	Comp Plan Imp - break out Item 84	O	H	4	02/16/21	Obtain information from Windham Town Council on their implementation plans	Sharon Young	Council	Sandy Carder	12/01/20	02/16/21	(12/1) Sharon noted that Windham has a implementation committee set up to assist with their newly approved plan and suggested we find out what steps they took to get from approved plan to where they are, how the Council is involved, etc. Sandy advised that the Windham Chair is on the GPCOG Executive Committee and she can reach out to him for information. (1/5) Sandy has sent a note to Jarod Maxfield 12/18. (1/19) Sandy reported that she has spoken to Jarod and shared general information - and will share more at the 2/16 workshop. (2/16) Sandy shared info on Committee, Growth Permit Program, Consultant, etc. from initial discussion with Jarod. <b>Next Steps:</b> Utilize Windham information as process progresses.
E	Comp Plan Imp - break out Item 84	O	H	4	TBD	Create plan/timeline for Zoning changes & ordinance changes	Council	Council	Council	12/01/20	05/18/21	(12/1) Council needs to discuss/create a plan/timeline to update Zoning to reflect zones in new plan and determine prioritization to ensure development adheres to new plan. Will be related to Item 46 (Growth Plan) and Item 49 (Duplex changes) for which initial discussions were held, but placed on hold pending Comp Plan approval. (5/18) Council approved moratorium (4/6 eff - 180 days) to allow time for Staff to update Standards/ordinances within the Village and Village Center zones. <b>Next Steps:</b> Staff to bring proposed changes to Council for discussion.

Last Update: 05/18/2021

H5 TIF

\*Status: O = Open C = Closed F = Future Priority: \*\*H = 1-3 months M = 4-9 months L = 10+ months

Last Update: 02/16/21

No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
A	TIF Goal / Budget - break out tasks from Item 34	O	H	5	03/01/20	TIF - Mixed Use Zoning Discussion	Town Council	Town Council	Doug Webster	01/22/18	02/19/19	(11/28) Mixed Use options were discussed at length. Next workshop set for 2/19 6-7pm prior to scheduled TC Meeting. (2/19) Council discussed options and agreed having some type of proposed changes to consider would be helpful. Should focus on Village, but also on large undeveloped piece abutting Northbrook as owners req. inclusion to help develop. Doug will work on.
B	TIF Goal / Budget - break out tasks from Item 34	O	H	5	TBD	TIF - Center Rd / Bridge Redesign	Town Council	Town Council	Town Council	02/18/18	02/19/19	Town to evaluate possible changes to bridge and/or reconfiguration and/or completion of Turnpike Acres - to address Center Rd outlet just below 5 Rd intersection/left turn issues for tractor trailers in Village (possibly part of TIF workshop to determine plans/priorities for Village infrastructure upgrades). MTA advised that Bridge was recently refurbished & widened so there are no immediate plans for more work; however, they remain open to discussion a realignment (12/4) part of solution to address tractor trailers in the Village is to address inability to make right hand turn from 202 onto route 100 - which includes alternate route - maybe via turnpike acres/center rd bridge. (2/5) TC moving to TIF Planning umbrella (2/19) Deb to find out replacement year from MTA.
C	TIF Goal / Budget - break out tasks from Item 34	O	H	5	TBD	TIF - Rt 100/115/202 Intersection - related to Item 4 - Traffic - Low priority - Route 115 entering Gray from the hill thru connection to Brown Street	Town Council	Town Council	Town Council	02/05/19	10/15/19	Steve L is working on creating a project scope & plan for reconstruction of Route 115 leading into the Village with Will Haskell to submit to MDOT - in hopes of qualifying for 50/50 funding split (up to \$500,000). Council needs to develop options for the multi-road intersection in the Village to ensure whatever future configuration needs are considered in the Rt 115 project and the Rt 115 project helps facilitate the preferred future configuration. (2/19) Deb to find out if Haskell is working on any planning to prepare for proposal to MDOT - is engineering covered or will it need to be paid for - up front. (10/15) Will/Stevie have more info from DOT & will update Council at 10/28 workshop.
D	TIF Goal / Budget - break out tasks from Item 34	O	H	5	TBD	TIF - Evaluation of possible Sewer/Water treatment option for Village	Town Council	Town Council	Town Council	02/05/19	02/19/19	During TIF public forums, a specific piece of property (22 acres) was added to the map as it was considered a good candidate for a future water treatment / sewer facility - due to the soils and location (gravity may eliminate need for pumps). (2/19) Deb confirmed TIF funding can be used to purchase property; however, it can only be done once a full blown plan is created for usage. TIF funds cannot be used to buy property for recreation purposes. Council to discuss land acquisition CIP at 2/21 budget meeting. Council has agreed to set up a separate question on the warrant articles & will approve those articles at 5/7 meeting.
7	TIF Goal / Budget - break out tasks from Item 34	O	H	5	TBD	Develop possible Special Assessment Fees - handling as part of TIF discussions	Town Council	Deb Cabana	Town Council	01/22/18	02/05/19	The Planning staff provided high level information regarding possible use of a developed Special Assessment Fees which would be collected as part of new development to offset various costs. Council agreed they should be added to the tool box and requested more detailed information be pulled together for consideration. May be handled in conjunction with In Lieu Fees. 9/18 Council discussed reprioritizing, but decided to leave as is. Dan suggested that we identify other Towns using these fees and use their language as a base. (2/5) Council agreed to handle as part of TIF planning. <b>Next Step: Determine when Staff has capacity to work on.</b>
8	TIF Goal / Budget - break out tasks from Item 34	O	H	5	TBD	Develop possible In Lieu Fees - handling as part of TIF discussions	Town Council	Deb Cabana	Town Council	01/22/18	02/05/19	The Planning staff provided high level information regarding possible use of a developed In Lieu Fees which would be collected as part of new development to offset various costs. Council agreed they should be added to the tool box and requested more detailed information be pulled together for consideration. May be handled in conjunction with Special Assessment Fees. (2/5) Council agreed to handle as part of TIF planning. <b>Next Step: Determine when Staff has capacity to work on.</b>

H9 - Rte 115

* Status: O = Open C = Closed F = Future												
Priority: **H = 1-3 months M = 4-9 months L = 10+ months												
No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
A	Route 115 - break out tasks from Item 4	O	H	9	TBD	Obtain <b>Ledge Map</b> for scope of project	Council	Nate Rudy	Will Haskell	02/16/21	04/06/21	(2/16) Council agreed to split out tab & tasks from 1/19 workshop. Due to the ledge present on the hill, it was agreed a ledge map using radar was needed. (3/2/21) Will has provided est to Nate. (3/9) Council rev with Will. Doug ask that add'l boring on the slope of the road to ensure the ledge is fully identified. Will will update the proposal. (4/6) Will provided update & Council agreed <b>Next Steps: TIF funds will be designated as part of budget vote.</b>
B	Route 115 - break out tasks from Item 4	O	H	9	TBD	Obtain updated <b>full Survey</b> for scope of project	Council	Nate Rudy	Will Haskell	02/16/21	04/06/21	(2/16) Council agreed to split out tab & tasks from 1/19 workshop. Given there are no easements on this road, it was agreed an updated survey is needed from Main Street to 59 Yarmouth Road. (3/9/21) Will has provided est to Nate & Council reviewed. There were questions about who would conduct the ROW work - see new item MDOT meeting. (4/6) Will provided update & Council agreed <b>Next Steps: TIF funds will be designated as part of budget vote.</b>
C	Route 115 - break out tasks from Item 4	O	H	9	TBD	Draft a <b>High Level Engineering Plan</b> for scope of project	Council	Nate Rudy	Will Haskell	02/16/21	04/06/21	(2/16) Council agreed to split out tab & tasks from 1/19 workshop. Council has asked Will to create a high level "starting" engineered plan to help facilitate next set of workshops. This plan should include ALL possible options - which can later be dropped depending on scope/costs - such as adding underground stormwater, sidewalks on both sides, Brown street intersection reconfiguration, traffic calming measures, parking on either Yarmouth or Brown (depending on if Brown is made one way or not), Bike lanes, etc. (3/9/21) Will has provided est to Nate and Council discussed. Council agreed to include 2nd sidewalk in plan, but decision on whether to build will be determined on feasibility and costs. Also agreed to remove "full time inspector" costs until later in the project. The decision on part time vs full time will be easier to make once the project scope/complexity is identified. (4/6) Will provided update & Council agreed <b>Next Steps: TIF funds will be designated as part of budget vote.</b>
D	Route 115 - break out tasks from Item 4	O	H	9	TBD	Provide past <b>Traffic Study for Brown Street</b>	Council	Nate Rudy	Will Haskell	02/16/21	02/16/21	(2/16) Council discussed past reviews of making Brown St one way. Will/Kathy/Doug indicated this issue has been looked at a couple times in the past. Will thinks he can dig up the past reports. Consideration is traffic pooling on Route 115, but also ability to prevent large commercial vehicles from using Brown to get to short Shaker (weight limit being pursued). <b>Next Steps: Will to research further.</b>
E	Route 115 - break out tasks from Item 4	O	H	9	TBD	Set up <b>Joint Meeting with MDOT</b>	Council	Nate Rudy	Nate Rudy	03/09/21	05/18/21	(3/9/21) Will recommended we hold a meeting with MDOT as soon as possible in the process. Several items were identified for discussion (1) possible use of Federal funding (2) MP/ funding formula for project (3) ROW work responsibilities - if DOT does or Town (would have to hire specialist to handle). Meeting will include Will so proposal needs to be updated. (5/4) Nate has req a meeting & follow-up - looking for 5/18 workshop but no response to date. <b>Next Steps: Meeting set for 6/15 workshop.</b>
F	Route 115 - break out tasks from Item 4	O	H	9	TBD	Set up <b>Meeting with Water Department</b>	Council	Nate Rudy	Will Haskell	03/09/21	04/20/21	(3/9/21) Sandy requested that a meeting with the Water District be added to proposal and done early in the process to identify their scope/timeline to allow for coordination. The TIF defines \$495,000 for their water line work in the project. (4/6) Council met with WD to discuss timeline. WD will provide an estimate of the money they will need in the coming 12 months to begin their engineering/planning. Sandy did adv the information is needed in time for the 4/20 warrant article vote. (4/20) Nate prov updated info from WD - Council agreed the WD req for Route 100 TIF funds was fine (under the \$495K) - subsequent discussions will be needed for coverage and for the other TIF fund projects. <b>Next Steps: Will to update proposal to resubmit &amp; Will to set up as part of the work.</b>
G	Route 115 - break out tasks from Item 4	O	H	9	TBD	Set up <b>Discussion with First Congregational Church</b>	Council	Nate Rudy	Will Haskell	03/09/21	03/09/21	(3/9/21) Ame pointed out there needs to be open discussion with the First Congregational Church on the reconfiguration of Brown Street intersection. We need to ensure they are aware of the proposals and are invited to the meetings. <b>Next Steps: Bruce to let Church know the process is beginning. Will will be reaching out to them as part of the work for the plan.</b>

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No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments	
H	Route 115 - break out tasks from Item 4	O	H	9	TBD	Identify <b>Blasting Impacts</b> from project	Council	Nate Rudy	Will Haskell	03/09/21	03/09/21	(3/9/21) Anne pointed out if there is any blasting involved in this project, the Town will need to work with residents to minimize impacts and ensure damage is not done to their foundations. Will adv whether blasting will be needed is unknown at this point. <b>Next Steps: Blasting will be identified, if applicable, once more work is done on the planning.</b>	

# M1.1 DOT

\*Status: O = Open C = Closed F = Future

Priority: \*\*H = 1-3 months M = 4-9 months L = 10+ months

Last Update: 05/18/21

No	Goal/Category	*O/ F/C	** Pty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
A	Traffic - MDOT - break out tasks from item 24A	O	M	1.1	06/01/21	Signage - Route 26 vs. Route 26A	Council	Nate Rudy	Nate Rudy	02/22/18	05/18/21	Village diversion/misdirection. Looking into eliminating/renaming route 26/26A to prevent Trucks from going the wrong way through the village. MTA committed to helping push for changes with MDOT at last night's meeting & advised a suggestion to remove Route 26 starting at Washington Ave (Portland) through to merge with 26A has been suggested in the past. Route 26A would just become Route 26. Also, Jason suggested using the Town sign by the Transfer station or other electronic signs. Note: Cathy Breen had offered to check in with Garmin to obtain more information on GPS algorithms/process - follow-up? MTA will be closing bridge in summer 2019 - good time to coordinate removing "route 26" designation from Washington Ave to bridge. Keeping it from interchange - by-pass - north only. Deb is sending note 9/4, (12/4) MTA pointed out MDOT is not in agreement with full closure of the bridge due to lack of ability for rigs to turnaround if they miss detour signs. Also, not committed to changing route signs at this time - more discussion to follow. (9/17) Sandy advised she mentioned this issue to Rep Moriarty and he advised he would be willing to look into it to determine next steps on a formal request. (10/15) Rep Moriarty has established communication with DOT legislative liaison and they are willing to set up a meeting with DOT Staff that handle routes. Council discussed having pre-meeting but feel Rep Austin & Sen Breen are up to speed - Sandy will advise Rep Moriarty. (11/12) Sandy advised a meeting is set. (12/3) Sandy reviewed results of meeting & weight limit options. MDOT to provide info on costs for signs to change designation for just in Gray. Council agreed to coordinate weight limit with sidewalk project meeting & attempt to obtain approval. (1/21) Sandy sent follow-up on sign count/costs and asked for more info on weight limit process. (2/4) Sandy adv MDOT adv they were looking into (3/10) Sandy will follow up (8/4) Follow up done MDOT still needs to discuss before getting back to us. Council to set up public forums in Sept. (9/1) Public Forum set 9/29 - Sandy to follow up again. (9/29) MDOT sent resp hours before public forum. (11/17) Sandy will draft resp to MDOT letter. (12/15) Council approved response letter to be sent with alternate proposal to remove 26 & add to 26a while 26a remains. Weight limit work will continue via communication with residents/businesses. (1/5) Letter sent. (4/6) MDOT resp - sugg 'truck route' signs, not budging on sign replacement. (5/4) Nate & Sandy meet with Sen Breen staff 5/5 & submitted historical info on issues.
B	Traffic - MDOT - break out tasks from item 24A	O	M	1.1	04/01/21	Signage/Bollard Posts - Village Island	Sandy Carder	Nate Rudy	MDOT	02/22/18	06/04/19	MDOT will look at what they can do to make the island at the 5 lane intersection stand out so vehicles do not go the wrong way into head on traffic. Only current sign is "ENTER" provided by MTA. New striping is planned, but no response otherwise (9/4), 9/18 Council asked Deb to follow up with MDOT on their review - she advised she has meeting with MDOT on Wed 10/10. (12/4) Sandy asked MDOT at meeting about options. MDOT said they may have some flexible bollard type posts to try - will check their inventory. Steve noted it does make plowing more difficult. MDOT also may look at new signage - but that will require a full re-engineering of electric/posts at the intersection - see rt 115 listing on task list.(4/2) Dan advised at seeing another person drive into head on traffic in the wrong lane around the village island. (4/16) Deb advised MDOT is not willing to spend on permanent bollard due to history of destruction & costs. (6/4) Deb confirmed striping cannot be done before 7/1 (budget). Sandy asked if "ENTER" could be added to striping - may not be visible. <b>Awaiting alternatives from MDOT.</b>

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Last Update: 05/18/21

No	Goal/Category	*O/ **C	** Pty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
A	Traffic - MTA - break out tasks for Item 248	O	M	1.2	12/31/20	Diversion Study	Town Council	Nate Rudy	Nate Rudy	02/22/18	05/18/21	Town to define goals-study/parkings/data set to cap as much data/results as poss rel to exist prior traffic issues. need to deter int partners-NG,Poland,Cunber,Auburn,Wirndham? MTA ind poss prov 80+% of fund, but sugg Muni commit would prov more control over study/ensure buy-in. Partners could share the costs of the 15+%. 6 fig likely need more data added to study = high costs. Deb adv MTA is work on poss optns, costs and part comm & hopes to pres at Oct TC meet. (12/4) MTA pres new data capture/purchasept that will incr data while drop costs. Scope disc ensued w Councc need to send addtl feedback to Deb-digs may incr costs-but MTA comm to a good study rather than just a 'cheap one. MTA will reach out to NG next to deter if they will part. (1/8) Deb will reach out to MTA to obtain new cont.(Bruce Van Note has been appt to head the MDOT). (2/5) Mr. Mills resp, but prov no name. (2/19) Mt Mills is taking a diff appro than Mr. Van Note-he is propo MTA buy subscr at March meet. (3/5) NG is not inter in part.(4/2) Sandy prov PHH article ind MTA, MDOT, PACTS and Port Transp grp have agrd to grp subscr to software. Await addtl feedback from Mr. Mills. Res appor budget. Deb sent e-mail to Mr. Mills. (9/3) Mr. Mills adv they are still work on it. (9/17) Sandy adv COG has access to data & sent mat to S Carver as they were inter to see if there was a role for COG to play. (11/12) Steph adv COG can prov info.Sandy to ob more info. (12/3) Sandy prov upd - GPCCOG to take leave & prov prop for full councc to cons. (1/7) Sandy pres propos scope from COG-Counc req optns for MTA buy-in, but maj agreed to mov forw. Sandy will fol-up with Steph. Coun will vote on engage letter at 1/21 meet. (1/21) Coun voted to approve engag letter. (2/4) Sandy recapp cont call with COG-ok with digs-will look into poss ph 2 study to capture 'avoid' vs. 'divers' traffic with MDOT fund? (3/10) Sandy will follow up - Steph Carver is leaving GPCCOG. Sen. Ned Claxton ask for info as his constituents in NG view this as a top issue. Sandy shared. (5/19) Study due end of June. (7/21) Delay but COG will add 'avoidance' analysis at no charge - target is Sept (9/1) Sandy adv draft report is done final report should be rec'd in a couple weeks. (9/15) Sandy adv final report has been rec'd - will send to Council & set up discussion when time allows. (10/6) MTA/MDOT have prov feedback to GPCCOG. They resp to MTA, incorporating changes for MDOT. NG has ask for copy. Deb to talk to NG Mgr. (11/17) GPCCOG resp to MDOT & are work on updating. (12/15) Sandy has rec'd updated study - will pull together all the material & send to Council. Will be placed on a future workshop agenda. (1/5) Diversion info shared (3/16) Council disc resp (1) to MTA (2) meet with Leg team + transp committee members (3) integrate in convo with MDOT on Route 100 projects (4) req mor info on LOS study costs/timelines. (5/4) Nate & Sandy meet with Sen Breen staff 5/5 & submitted historical info on issues.
B	Traffic - MTA - break out tasks for Item 248	O	M	1.2	06/01/21	MTA Data - cash collection (vs EZPASS)	Town Council	Sandy Carder	Sandy Carder	02/22/18	05/04/21	MTA will prov data for cash (vs EZPASS) from the regl booths-Gray,NG,Fain - to better deter funds being collect by high tolls. Ident collect funds will prov base to deter alter in toll location prices. Toll Data was prov, but Sandy asked if classes could be split out (12/4) Some minor toll disc occurred at meet with MTA confir they can prov addtl info. (2/19) Council disc optns for toll chgs and agreed to send letter to MTA with recomn/feedback. (4/16) Sandy & appr letter at 5/21 meet. Deb has sent. (8/6) Deb to follow up. Council agreed needed to follow-up before pull in Reprs and/or Governor's office. (9/3) Mr. Mills resp as he has in the past. (9/17) Sandy met with Rep Moriarity & he agreed next step is a letter to Rep/Breen and Governor and perhaps they can meet to see what add pressure they can apply-inc the issue of complete street policy. (10/15) Sandy proposed alter approach of asking Leg. Reprs to submit the issue to the Governor's Blue Ribbon Commis for consid as severel fund pieces related to both toll inequity and diversion. Dan pointed out use of 295 (or 95 north of Augusta) by commut vs those forced to use 95 (south) is an issue as well. Council agreed and also want to focus on ask Leg. Reprs to consider a bill that would put more teeth in the MTA complete street policy and give muni more say. Sandy will draft for Council rev at 11/12 meet. (11/12) Letter rev with feed prov. Sharon expressed concerns with tone of letter. Maj of Council felt it needed to be strongly worded esp given news story where Mr. Mills was dismissive of issues. Sandy remind that it is to the legis team, not the MTA directy. Sandy to update and send. (12/3) Council approved letter. (2/4) Sandy adv committee contin work - follow up after session (2/18) Sandy prov update on status of comm and council agreed we should follow up now. (3/10) Sandy shared with Sen. Ned Claxton upon request (3/16/21) See above Diversion (5/4) Nate & Sandy meet with Sen Breen 5/5

# Future

*Status: O = Open C = Closed F = Future										Priority: **H = 1-3 months M = 4-9 months L = 10+ months		
No	Goal/Category	*O/ F/C	** Prty	P No.	Target Date	Description	Sub By:	Owner:	Assigned to:	Dated Logged	Last Update	Comments
10	Administrative	F				Develop process to review status of Paper Streets	Town Council	N/A	N/A	01/22/18	01/16/18	During the Council discussion related to approving an extension to ROW access to 'paper streets', the Council inquired if there was a long term goal to create a process to review/identify streets which should be removed from the list. Resources/funding were discussed as hindrances. Council set this activity to "future" given the renewal timeframe of 20 years has been reset. Future items will be reviewed annually, at a minimum.
21	Administrative	F				Develop a method to analyze & potentially rank Committee Volunteer applications when more than one received for one spot.	Dan Maguire	N/A	N/A	02/09/18		During a workshop discussion on Jan. 8th, the Council agreed there could be situations where a formal review/ranking system may be appropriate, but it is unlikely one needs to be used in most situations. The Council reviewed a variety of options, ideas, etc., but decided to table this issue for a later date. Will be considered a 'future' item.
31	Ordinance	F				Review the issues and options surrounding Dock Lighting / Light pollution.	Deb Cabana	N/A	N/A	04/17/18	06/05/18	Town Staff has received a complaint/inquiry surrounding light pollution issues related to new LED dock lighting equipment. Given Councilor Foshay was absent at the Apr. 17th meeting, Council agreed to log (as it will be covered regardless - in closed, future or open), but to hold off discussion & prioritization until May 1st meeting review. Council discussed at June 5th meeting agreeing this would be considered a future item based on lack of available information. Possible OAC research item.
17	Economic Development / Budget	F				Research and compile data and options for a possible Community Center in Gray.	Town Council	N/A	N/A	01/22/18	05/07/19	During a Sept. TC Workshop discussing goals, the Recreation Dept. provided a proposal to realign funds collected by the Rec. programs under the Rec. Dept for use in maintaining/expanding programs. One major challenge identified was the lack of space to expand programs which create revenue streams for the Town. A new space (Community Center) was identified as a possible solution which could be paid for with current revenue streams. TC expressed support to obtain more information. Next Step: Rec. Dept. Staff will begin work to outline plan to obtain additional information. Council agreed this will be considered a "closed" Council item until the Rec. Dept. brings forth additional information. With availability of some land around the by-pass, this was discussed in 9/4 TC meeting. Deb stated \$62,000 is in the current fund. (11/13) Council agreed to move to future list as the item continues to come up in discussions. (5/7) Concerns regarding current status vs. best practices were discussed during the 4/16 meeting - confirming programs exceed capacity at the Town facilities. See Closed item #57. Manager advised it was Administrative and under her purview, council agreed to add to this item & close #57 with Manager bringing forward any necessary policy issues.
23	Ordinance	F				Review current ordinance governing noise for updates and research possible odor ordinance.	Town Council	Deb Cabana	Doug Webster	02/09/18	10/01/19	During the special amusement license renewal of the American Legion Hall, much discussion was centered around the current decibel restrictions for noise in the existing ordinance was set at a reasonable level, existing activities that may be above that level, how the level would be measured (by whom), and how complaints/enforcement would be handled. Doug Webster made presentation (3/6) of review/recommendations from Town Staff - raise limit to 60. TC discussed pros & cons of setting an actual decibel limit & enforcement. TC agreed to raise to 60, but also to add specific types of businesses/activities that would trigger limit. The Mfg. Overlay/BD1/BD2 already have some type of noise restriction. Need to determine how complaints would be handled. (2/19) Council agreed to add "odor" to this item. (10/1) OAC feels due to lack of technology, other priorities and inability to enforce, this item should be moved to the future list. Council agreed.
80	Ordinance	F				To create rules for Chickens in the various zones in Gray	Ame Gass	TBD		07/21/20		(7/21) A couple issues have arisen regarding Chickens and understanding what is and is not allowed. No real defined information in Town ordinances. Should be addressed at some point.
83	Infrastructure	F				Identify Orelco Poles to be removed on short Shaker Road	Alec Dodd	TBD		12/01/20		(12/1) As part of the pole analysis done for the short Shaker Rd 2021 Spring stormwater/sidewalk project, Alec talked to Orelco. Several poles only support old copper wire services. Once all users are transitioned to Fiber services, those poles can be removed altogether.

Last Update: 12/01/20

# Budget 21-22

No	Items Label	Cost Est.	Task No.	Description	Comments
1	Pocket Park	(2020) Grant +\$2,175 + \$3,300 in Public Works Dept	#69 M10	Gray Historical Society has a long term vision of creating a <b>Historic Walk</b> with the Pennell House Memorial (re: Cumberland Farms donation/ easement) kicking off the effort. GHS would like to discuss the <b>Town Owned Property at 5 Yarmouth Rd</b> as a <b>possible mini-park</b>	GHS in planning stages with more information will likely be available in January. Goal is to have full trail mapped out to identify specific locations as historically important for consideration when future development is planned. (10/28) Council needs more info, GHS/CEDC both have some ideas for the space, Council has RT115 project review starting, there is some thought to put up guardrails to prevent in appropriate vehicular traffic, Anne mentioned there could be grant money avail to help with developing a plan. Council agreed to keep on list pending presentation from GHS/CEDC in near future. (12/17) GHS/CEDC presented to Council & advised of possible Grant applications for funding which will be presented at the 1/7 meeting. (1/21) Council voted to approve grant application with direct \$2,175 match & \$3,300 of public works time/costs (3/2) Alec adv they have expanded about 1/2 of the grant 'in kind' total & will complete add'l work in the spring.
2	Education Funds	\$5,250 per semester - \$0 in 2020	N/A	New <b>continuing education fund policy</b> was approved allowing for up to \$5,250 per semester in reimbursements per qualified employee studies. Benefit is dependent on available funds.	Policy includes request for submissions to allow for proper budgeting. Deb advised deadline for submissions is January. She will provide info on any budget requirements. <b>Employees had until Jan 19th - request included in individual budgets.</b> (10/28) Deb advised no employees have submitted request - thus no funds needed this year. (1/19) Deb verified there are no requests for this cycle.
3	Employee Vacation/ <b>Sick Fund</b>	(2020) \$35,000 (2021) \$25,000	N/A	As of June 30, 2017 the <b>Town's Liability for compensated absences</b> - this is an unfunded liability and comes into play when an employee retires or leaves and requires a payout of <b>accumulated vacation/sick time</b> .	There is no designated fund for total \$245,419. Deb advised Town spent \$18,000 on retirements last year (unfunded). Council discussed setting aside 10% (\$25k) or 15% (\$37k) annually to start. Council is looking at \$25,000 Manager Contingency fund as first step in this funding. (10/28/19) Council agreed further payments to close gap should be considered. (2/18) Deb advised she is seeking \$25,000 for this fund - separately from the Contingency fund as with pending retirements, it is likely the \$25,000 will be exceeded. (2/28) Katy advised she added another \$10,000 and stated we cannot reduce as it will all be spent next year plus likely the contingency fund. (12/15) Council wants to review & possibly update sick time accumulation policy - currently unlimited. (1/19) Katy confirmed there are anticipated retirements & Council agreed for this cycle, the focus will be funding to cover. The goal long term is to build up the fund. Deb will provide summary of benefit packages in other Towns - Council will review a possible change in 'pay out' cap which may include a change in carry forward policy. (2/11) Katy adv there are no known planned retirements this year, thus the reduction in amount to \$25k. If that holds, we will be able to establish a separate account to offset the liability. Sandy also adv she will be recommending that the Council log the policy discussion on the master list at the next TC meeting. (3/22) Katy has asked Alyssa if we need to have a separate warrant article to establish this fund. (3/24) Katy has verified this will need a separate question but is below the LD1 limit.

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4	CIP Payment	\$1,750,000	N/A	<p>2018 CIP Bond package was put together to allow Town to make <b>payments to the CIP fund</b> over a 5 year period. The \$100,000 remaining outstanding from the 3/12ths rainy day fund is being logged separately - see below.</p>	<p>Need to determine the status of the \$500,000 repayment to rainy day fund. Need to determine what the annual payment is based on CIP 15 year projections over the 5 year period. Deb will have more info on repayment after new year. Council identified as top priority &amp; Sandy expressed desire to ensure CIP has everything included before the calculated payment is worked on. Mo advised there was some equipment missing which has now been added. Discussed approaches to payment calculation including using an inflation rate of 4%. Council identified the possible \$100K gained from resale of old ladder truck as CIP payment - as voted on by residents. In addition, Council agreed to move \$100K into CIP from the \$500K payment into the 3/12ths - to use projected overage next year to finalize the \$500K re-payment. (10/28) Old ladder truck is now for sale. Council agreed to ask Finance Committee to come up with "fully funded" number to better understand the gap between current \$100K - for discussion purposes. (12/17) Deb adv \$85,000 rec'd from sale of old ladder truck and \$10,000 rec'd for sale of retired equip for total of \$95,000 for CIP fund. (2/13) Deb &amp; Katy provided updated CIP information to Council. (4/2) Council agreed need to review/update fiscal policy after budget season to look at bonding larger, long term equipment items - will change CIP funding. \$42,570 interest going into CIP from bond, but will be used for paving. Agreed to keep funding at 1,850,000 with final review after final numbers provided. (4/28) Sandy re-raised the option presented by Deb/Katy to reduce the CIP payment by the \$42k interest payment as a way to reduce the overall increase on the operations side. The addtl paving could be pushed off or could be done with the result being the CIP end balance would be reduced by \$42k. Majority of Council wanted to stay the course &amp; not pursue this option. (3/24) Katy prov 3 scenarios with payments - Council agreed to lower payment based on target to stay "neutral" with starting balance. Katy adv approx \$250K will flow into the debt serv payment from bond savings even after appr proposed usage. This will bring us up over 'neutral'. Council to make final adjs at 4/12 meeting.</p>

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5	Watershed Plans	\$18,000 (2018) \$5,000 (2019) \$7,000 (2020)	N/A	\$12k for Thayer Brook & \$6k for Cole Brook were approved in last year's budget. Cumberland County Soil & Water Conservation District has identified other watersheds that need surveys and/or protection plans.	Doug advised contracts have been signed & surveys will be underway shortly. Some discussion was made about what other watersheds need attention. Doug will reach out to CCS&WC to ask for input and estimated costs for next steps. Awaiting report back from initial watershed study for next steps and costs. (8/6/19) CCS&W will be doing a presentation in Sept to provide an update & next steps. (10/28) Presentation has been pushed to December. Council asked if CCS&W would provide feedback on other necessary watershed studies and estimates - in addition to any monetary impacts from completed studies. (12/17) CCSWD presented results of study to Council along with recommendations. Council asked for est. for each task (ballpark), as well as, ISWG fees. (12/18) Katy provided the Watershed estimate document to the Council which is set to discuss it at the 3/26 workshop. (3/26/20) Council reviewed and would like Doug & CCS&WC to prioritize top tasks & resubmit lower budget. (4/2) Doug provided update - split in two pieces with each about \$13k. Council would like tasks (1) from each proposal for this year & then the rest for next year to balance addressing current water quality issues and preparing for future impacts - revised cost \$7,200. (4/9) Kathy advised after re-reading proposals she better understands why Heather is recommending items 1-3 first before doing ordinance work. Will get clarification & bring to 4/16 meeting. No impact to bottom line as part of CIP. (4/21) Kathy rev with Council, and Council agreed to go back to the original 2 tasks - but only do task #1. With the grant funding the remaining tasks would be done the following year & after Task #1 is complete, the Council will have a better handle on when task #2 should be done. (3/9/21) Doug adv that the reg grant requires \$10k commitment, but will be split over 2 years (\$5k each). There is also another request for 2 monitoring stations for \$2k this year & \$1k annually.
6	Sidewalks - Libby Hill	\$115,000 plus - 20% of total? GPCOG Grant?	N/A	MSAD15 has expressed interest in a joint effort in developing project plans for new sidewalks between Middle & High Schools on Libby Hill Road for possible grant application/approval for outside funding.	Council discussing top priorities from Public Works, included in Bike/Ped Plan and from MSAD15 standpoint. State grant programs require an approved project plan and as specific % of the funding approved & set aside before applying for remainder of funding. Joint leaders meeting with MSAD15 being worked on again. Steve included the Russell School piece in his engineering request for Shaker Rd (see item 25B). Dan also recommended a 'standard' be derived for all future sidewalks - covering things like width, grade, ADA requirements, etc. Steve advised he could work with Will to create a standard. Council will budget for engineering & roll this into the Shaker Rd project - see 25B below. 20% of funding would be considered in future budget once total cost is known. (10/28/19) Council asked to have Will provide estimate for engineering costs. (03/12/20) Council agreed because we are expending substantial funds for the Shaker Rd sidewalk project, this one will need to be deferred. Alec also advised the existing sidewalk would need to be redone as it is not ADA compliant. (3/2/21) Council combined this item with the sidewalk ext from Hannaford to Spruce, paving LH road, add a crosswalk to the new possible emergency exit from school - into one project and submit to GPCOG as a shovel ready project for possible state/fed funding. Will not know if there is funding until likely April/May.

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7	Public Facilities Study	100000 (2) at \$50k each (Bond)	N/A	\$23,000 was approved in 2018 budget to conduct a Public Facilities Study on current capacity and projected capacity needs. (Public Safety Study)	Mo used Windham's recent study and did a rough draft to obtain quotes, a larger sum (\$56k) will be needed to complete this & the study was not as detailed as needed. Staff recommends breaking this into two pieces - Public Safety & All Other. Public Safety piece may require a specialty consultant. Staff will do more work to present options to Council. \$23k has NOT been spent and could be rolled over & added to - to cover options. Council cut this from the budget - anticipating doing it next budget. (10/28) Deb advised she engaged with a contractor to complete the Public Safety piece in this year's budget and will provide an updated estimate for other departments. (3/26) Council agreed that this should be pushed off 1 year so the new Manager can participate. (2/11) Kathy give a heads up that there is a 2 part study included in Mo's budget as a result of the Town Office issues. (2/18) Mo rev the proposed studies & recommends Property Condition Assess be done first - followed by Space Needs Analysis & Facilities assessment. Windham completed theirs in 2013 and it was critical to better planning. Mo also cited the recent issues at Pennell as a reason - he does not have the capacity or expertise to evaluate the build/equip at the same level as engineers. He pointed out there are hidden items - like the Pennel Septic - that are not on the radar yet & should be. Dan asked if there would be cost savings if we did them together. Mo was not sure as different firms handled the Windham studies. (3/15) Katy adv bond savings can be used to cover these.
8	Broadband Partnership		N/A	Lakes Region Broadband Partnership along with Cumberland County are working on the <b>Connect Cumberland project to extend broadband</b> through major corridors. Updating this to possible funding needed related to Grant being pursued with Windham.	A presentation was made to the Council during the July 3rd, 2018 meeting. Costs are unknown at this time, but goal was to have more information by year end for budget planning. No update on costs at this time. (10/28) Deb advised the group was having difficulty finding a contractor to do the work and thus will not be included this year. (1/19) Deb adv she does anticipate a request for some funding - matches for grants and/or other funding avenues. (3/22) Nate has some inquiries out and Ahne adv that Otelco is nearing completion on a plan to build out Gray. There is also going to be federal money available for this work in the coming 2 years. (3/24) Nate has no further information - Council agreed to not put money in the budget. It is possible the federal money avail in the coming year will allow for grant applications for broadband work.
9	Skateboard Park	(2020) \$15,000	N/A	A GNG student reached out to the Town asking for consideration of a <b>Community Skateboard Park</b> . Partner with school?	Dean was working on pulling together information from other Towns with skateboard parks to provide cost estimates. May be funded by the recreational enterprise fund. Dan advised Mike L. at HS has a group of students working on this and he has given them the timeline for budget season. He expects they will reach out after the new year to come in for a presentation. \$25,000 estimate provided - but could be more - Council agreed need more advance work, possible Community group & fundraising before included in Town's budget. (10/28/19) Dan advised this is still be worked on. Council agreed until they are ready to present a plan both for the park and the fundraising piece, this will not be considered. (1/21) Officer Chadler will present at the 2/4 Council meeting. (2/4) Presentation made to Council, majority supports project, requested a full blown proposal with estimated budget before next steps could be determine. The funding will need to be grants, fundraising & the Town. Location will be critical. (2/27) Rec dept is requesting \$15,000 (out of estimated \$125,000-130,000) to start the ball rolling on planning & fundraising. (2/18) Brought Nate up to speed, Dean was unsure if there was any recent activity on community side. (3/22) Sandy suggested we maintain the \$15k fund established last year, but forgo adding an add'l \$15k this year - due to lack of activity on the project. This will give Community effort time to regroup after covid and we can consider next year. Council agreed.

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10	Land Acquisition Fund	(2019) \$50,000 (2020) \$50,000	N/A	A <b>Community Center</b> has been discussed in various meetings and may be related to the above (13) Public Facilities Study - as far as next step planning.	May be funded by the recreational enterprise fund. Recently notified of 2 residents (Carrie Carter & Steve Morse) who have obtained a license from the state and are looking at setting up a Committee. This is tied to both the Comprehensive Plan and Item 13B as a review & input from residents in needed to determine need, size, location, priority, etc. Deb did advise that Newbegin is in need of substantial upgrades to make it more efficient and capacity has been breached. See 32 below - would roll into Land Acquisition fund. (8/6/18) The Council asked Deb to reach out to the owner of the Hamilton property to inquire about options for the Town - whether that is a community center with municipal parking, fields, or housing - or a combination of them - is unknown at this point & will require further discussion. (10/28) Council has this on their workshop list. (3/12/19) Council has set a workshop on 3/31 to discuss the status of the Hamilton Property and Land Acquisition funding. (3/31) Council discussed and agreed it is a great opportunity and Town should move to engage owners in an option contract to give us time to collaborate with GNGLL, Royal River, etc. to develop plan, seek resident input & approval and create a funding plan. (4/2) Council was provided with valuation info & will discuss land acquisition fund at 4/9 meeting. (4/9) Council discussed tentative steps for Hamilton property is to identify funding in this year's budget, then between now & possibly Nov election, working on more details for concept plans and identify funding options which could be used to seek residents feed and a vote with Nov election. Council agreed to set \$50,000 again as separate question. (4/28/20) Council agreed to reduce to \$25k and to list as part of the CIP warrant article. (3/9/21) Council will start with \$50k to see impact before making full decision.
11	Dog Park		N/A	A suggestion was received to establish a <b>Town Dog Park</b> on the capped land fill. After some discussion, it was determined it was not a good fit, however, another location may work, if there is support.	Council agreed this is not something that will be pursued in this year's budget. (10/28) The land fill is no longer an option due to the pending solar array. No further requests have been made, thus it will not be considered this year. (1/19) Council agreed to close this one permanently until such time the issue resurfaces.

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12	Speed Signs	\$8,600 speed sign \$15,500 for text & speed combo sign	N/A	The Town owns one speed sign. Discussions about purchasing others - that mount to utility poles with flashing lights and "slow down" with the speed have been discussed.	The one sign Gray owns was obtained via a grant. Steve can obtain some costs estimates for a similar one and/or those mounted on utility poles. Also, Deb advised deputies have asked the Town to look into School flashing lights for Shaker Rd as it is difficult for them to enforce without them. MDOT has said we can install. Steve will obtain prices. Dan suggested we also calculate what % of time is dedicated to speeding & provide more information to residents. Steve did advise the sign does record & the data is given to the Sheriff's office. Signs for school zone on hold pending Fiddleheads status - others will need to wait for future budget. (10/28/19) Steve advised he found a different vendor - same sign - mount on trailer version which is in the \$3-4K range. He feels these are more effective than the pole mounted ones as people get used to those. The current sign has been damaged and will likely not be repaired until spring. (2/4) Fiddlehead's charter school is not relocating - they are buying the building & the center will be relocating. Council will need to discuss school signs again. (3/12) Alec advised the cost is closer to \$5,500 to purchase a new hybrid sign that has radar measured capacity as well as construction messaging capacity. He advised it does track data - but the computer it is using is very old. Council would like data at least reported out after each usage. Alec advised it is shared with the Sheriff but they do not maintain the data. (3/26) Alec provided \$8325 price for speed sign only or \$15250 for construction type sign with speed & text. Council believes the multipurpose sign is a better value - but may want to wait until next year. Council will consider once Shaker Rd project costs known. (4/9) Majority felt there is likely value in having add'l sign, but majority also felt it could wait given the existing sign is now fixed & ready for use again and we are purchasing a radar gun for the deputies. (3/2/21) Council rev & do not see a need for another sign this year.

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13	Planning /Engineering	Route 100 South TIF Funds - \$176k appx + \$240k for Water District	#4 M3	TIF Projects (Main Street, Village Shaker Rd, <b>Route 115</b> ), Sidewalk projects, and other projects (Wilkie's Beach) require <b>engineering work to develop plans</b> before funding can be sought (or to have more pull with MDOT/MTA).	Steve projected \$75K for engineering work for the Route 115 project, but will advised that the engineering costs need to be included into the project request - if we go with MPI program - where MDOT would pick up 50% of costs - up to \$500k. Project is estimated at 1 million. Therefore, no budget impact for this fiscal year. Gorrill Palmer provided \$91,000 design fee & \$62,000 full time construction inspection fee as estimates - but would provide a new proposal when the Town decides to proceed. Given item 25B will likely use up TIF funds for this year, this will be considered in a future budget (with evaluating the intersection at the same time). (12/17/19) Public forum held on 12/5 - Council to set workshop. (3/26/20) Council is working to amend Route 100 South TIF to allow for funds to be used on this project. (4/21) Council set public hearing for 6/2 to put out to voters at 7/14 election. (1/19/21) Workshop held with Staff/Water District/Engineer to create general plan for starting this project. Route 100 South TIF funds are available - with expiration of 2028. Will work on providing estimates for (1) complete 'ledge' profile of road using ground penetrating radar (2) updating and completing full survey of area - Main street to 59 Yarmouth Rd (3) create a high level plan to include parameters agreed to in workshop - working with the Water District to include their piece and including Brown Street reconfiguration/parking analysis. The goal will be to use the starting plan to schedule more public forums and have some idea of overall costs as we progress. (3/9/21) Will rev proposal for services. Council asked that (1) meet with Water District (1) meet with MDOT be added, Doug asked that add'l boaring be added to ensure ledge identified properly on slope, Council adv Church needs to be pulled into discussion on Brown Street intersection, and agreed to remove "inspection/post project" services be removed for now as those decisions will be made at a later date, but we have an estimate of \$101,590 for full time inspection services. (4/12) WD submitted est for rt 115 which is over the \$495,000 total. \$40k is needed in coming year for engineering/legal. Further disc is needed on total cost. Nate will verify number. <a href="#">(5/4) WD req more funds for materials.</a>
14	Construction Costs	\$88,400 / GPCOG grant?	N/A	Extending sidewalk from <b>Hannaford - Spruce Street - Sidewalk projects</b> , and other projects (Wilkie's Beach) require <b>engineering work to develop plans</b> before funding can be sought (or to have more pull with MDOT/MTA).	Steve is requesting \$13,770 for construction costs to extend the sidewalk from Hannaford to Spruce street (engineering has already been done). (2/13) Alec provided estimate which includes engineering, construction, crosswalk from Spruce to School walking path, tree removal/stonewall relocation & possibly drywell = \$88,400. Council set to discuss at 3/12 workshop. (03/12) Council agreed because we are expending substantial funds for the Shaker Rd sidewalk project, this one will need to be deferred. Alec also advised the existing sidewalk would need to be redone as it is not ADA compliant. Alec also advised work new the pathway would like need to be added to this project due to stormwater issues. (3/2) Council discussed this in Council meetings as GPCOG was seeking shovel ready/worthy project to use to obtain grant funding from State/Federal programs. Council agreed to roll this into Libby Hill paving, LH sidewalks reconstruction & extension and a crosswalk to the MSAD15 ROW path which may become an emergency 2nd exit for the schools. Alec/Deb submitted to GPCOG.

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15	Contingency Fund	Manager \$25,000 Build/Grds \$15,000	N/A	Many Towns (and most companies) incorporate a <b>Contingency Fund</b> into their budget planning to cover unforeseen expenses.	Deb provided (2) examples - \$18k for unfunded vacation/sick time for retirees and \$10k for the stormwater video work on Main Street. She has to cut from other parts of the budget which means other tasks go undone & must be refunded in subsequent budgets. Many municipalities have these funds to address unexpected or emergency situation. Another one is storm clean up for Public Works. Council discussed between \$20-30k. Council agreed to tentative \$25,000 amount to cover projected retirement and have some left over. (10/28/19) Council funded this as a combination of employee time & contingency - agreed we need to continue working on this fund. (2/18/20) Deb advised she is requested \$25,000 for this fund separate from vacation/sick time outstanding liability. (2/27) Katy advised we will likely spend this to supplement the vaca/sick time fund. (4/2) Deb advised it could cost up to \$10k for an add'l election if we miss the 6/9 election. Katy advised the money in this year's budget for that election would flow into the unassigned but would not be accessible until the following year's budget cycle after the audit was completed. Council needs to consider adding \$10k to contingency. Katy advised that contingency is set aside to help with transition to new Manager. (4/9) Governor will be moving election to July 14th - we will move local to coincide. Ballot printing, machine programming will be in current budget, there may be some money needed for staff time. Council agreed to keep contingency fund at \$25,000. Election change is another example of why a contingency fund is needed. (2/11) Deb adv that this was sufficient. (2/18) Council discussed need for fund for buildings & grounds. Will have follow-up discussion on amount & how to set up. (3/22) Council disc separate funds vs. one fund & opted for one fund; however, Katy pointed out moving it out from B&G will impact the total amount towards LD1 - Council may reconsider. (4/12) Council discussed again & agreed to move to CIP & increase CIP payment by equal \$15k to keep neutral on LD1/CIP reserve. This will make the use clearly & will allow it to roll over.

No	Items Label	Cost Est.	Task No.	Description	Comments
16	Senior Tax Relief Program	\$25,000	#53 H8.1 ⊙	There was limited discussion about a possible <b>Senior Tax Relief program</b> for the elderly property owners.	Sharon proposed a \$25,000 starting fund, but Council wanted to work out details of program before considering as a budget item. (4/4/19) Council discussed again with increase to \$50,000 proposed by Sharon. Council did not agree to add to the budget as increase is already large & would like better handle on sustainability/costs (Cape - \$75k, Cumberland \$65K). Council could not identify items to scratch from budget to compensate for needed funding. (8/6) Workshop held. (10/28) Council has another workshop to determine if consensus can be reached on program parameters. (12/17) final changes discussed - 1st reading set for 1/7. Approved at 1/21 meeting. (3/26) Sharon is req \$30k for this fund. Sandy/Dan want to delay. Bruce/Anne want to reserve decision until final number crunching. (4/16/20) Majority of Council felt this new service should not be added this year given the current situation and strain on other taxpayers - not on a fixed income - who may be losing their jobs, etc. A request was made to put it on the ballot as a separate question, but only 2 Councilors supported. (3/15) Council discussed - Dan is not in favor, Sandy/Anne are undecided, but willing to look at figures incl \$25k - Bruce was willing to look at figures incl \$35 which is what Sharon req. Agreed \$25k to run numbers with final decision to be made next workshop. Anne also suggested if we proceed that we clearly communicate this is a pilot program and may not continue after the initial test period. Sandy was concerned with the ballooning costs in Yarmouth (from \$25k to \$90k). Sharon will obtain some est. hours of impact on staff time & provide to Nate. Nate will talk to Katy/Lauren to discuss est impact & costs for administering the program. (3/22) Sharon prov feedback from Cape - subs yrs is low impact on single staff person plus financial director mailing checks - did not have hours or initial year impacts. Nate is reaching out to OOB which handles it a bit differently - upfront - discounting the bill instead of rebates which allows for better budgetting. not sure if it is more/less admin time. (3/24) Council agreed to proceed with \$25k as separate question. Katy adv this is over the LD1 limit & will need a companion question.
17	Paving	(2020) \$469,250 (2021) \$449,225	N/A	Need to review <b>Paving budget</b> process to ensure projected & actual are closer	Paving has been increasing in costs the last several years with 'asphalt escalation fees' built into the contracts. This means projected jobs (4 roads) may not match what actually is paved (3 roads) as money runs out during the season. Either need to increase paving budget or need to identify 'definite' vs. 'maybe' roads in the process or select fewer roads. Need to keep engineering report in mind to ensure Town stays ahead of falling road projections. (10/28/19) Steve will adjust request - to ensure we get 'caught up' on our paving - as a starting point. (2/27/20) Figure excludes \$13,500 being requested for pavement condition study. (3/12) Council discussed request for study. There is no industry standard - and last study was done 2017. Alec said roads that have been paved in last 3 years would need a study to determine their updated status. Council asked for est to do just those roads vs. a full study. (3/26) Alec checked into reducing study & only option is to break down into districts to do one each year - but that will likely cost more overall. Council agreed it needs to be done by next year at latest, but need to push this year. (3/2/2021) Alec adv only one overlay was done last fall after the budget vote, but he felt the 2020 paving would be done before June. Confirmed that at \$500k a year could clear the backlog in 8 years. This does include parking lots, but not sidewalks.

21-22 Budget Items

Last Updated: 05/04/2021

No	Items Label	Cost Est.	Task No.	Description	Comments
18	Libby Hill	(2020) \$13,579	#27 H1.2	Need to determine long term obligation and budget funding for <b>Libby Hill maintenance</b> for Town's portion of acreage	Work has begun on the Libby Hill deed review. That will include work on a maintenance agreement between the Town, MSAD15 and the Community Endowment. An informational meeting between the 3 parties is being scheduled. Need to determine how much annual funding will be needed for Town piece and what changes need to be made to CIP schedule. (10/28) Dan was assigned as liaison and the first meeting is set to work on identifying the costs. (12/3) Council discussed again & agreed should be on list. (2/27) Increased by \$2,527 for total of \$4,027 plus tractor in Mo's budget to assist. (3/12) \$4752 winter operations plus \$4800 spring operations = \$9,552. Requested Pavillion budgeting will likely be deferred until MSAD15 identifies their funding. (2/18/21) With reorganization of Rec Build/Grounds under Maintenance - per diem for LH was moved as well. Amount based on projected figures available.
19	Rainy Day Fund	(2020) \$25,000 (2021) \$75,000	N/A	Need to <b>repay 3/12's fund</b> to make it whole	(10/28) \$500,000 was taken from the 3/12's fund to help purchase the new ladder truck. \$400,000 was paid back in 19-20 budget cycle. \$100,000 remains outstanding and needs to be paid back - within the next 4 years. (4/2) In our 3rd year to pay back over the 5 years total - Council agreed to only pay \$25k this year and look to pay remaining \$75k next year once more is known about the economic downturn. (2/11) Deb adv we have this year & next to pay back the \$75k. Council agreed to leave full remaining payment in budget. Sandy will log as a follow-up and it could change once we get through the rest of the budget. (3/15) Council would like to clear this debt - will run numbers with \$75k. (4/12) Council agreed to repay full amount.
20	Traffic Calming Measures	??	N/A	Add <b>traffic calming measures</b> as part of the project planning & designs	(10/28/19) Bicycle Coalition of Maine provides these items free of charge for testing; however, if Gray does decide to proceed with formal measures, equipment and/or construction costs may be incurred. (3/12/20) Anne advised it will take through the summer to set up tests and to identify what, if any, traffic calming measures will be recommended and then to determine costs. Will be considered in next year's budget. (3/2/21) Council agrees there are many options and there are many areas that could use them. Would like to engage organizations that can help us test lost cost or no cost options. Need to engage residents and MDOT as we move forward. (3/16) Council agreed to add add'l striping to Village Shaker Rd - sharrow and more narrow lanes to test out the results. Alec to provide add'l costs. (3/23) Nate spoke with Patrick Adam (MDOT) and they will donate the signs. He provided requirements for sharrow and he will make sure Alec provides increased striping line to Katy. (3/24) Alec adv sharrow will not work on Shaker due to MDOT stand. Council agreed to hold off on add funds and will pull this into the Route 100 discussion.
21	Library Heating System	\$28,500 (bond)	N/A	<b>Library Heating System</b> may need to be replaced in 5 years	(2/27) Mo advised increasing maintenance costs are being experienced with the Library boiler which should last another 5 years and recommends a future replacement to a version that has fared better in the other public buildings and is less costly to maintain - at a cost of around \$20,000. We are/will spend \$5,000 a year during the 5 years. Discussed the option of just replacing now - Mo clarified system is more complex and has more splits because of the layout (original building & addition). Council wants to make sure future update/conversion is covered in CIP. (2/18) Mo is recommended a full replacement of the Boiler - this would be covered by 2018 bond funds.

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22	Automatic Fuel Shutoff	?	N/A	Should <b>Segall Drive</b> systems be <b>upgraded to automatic shutoff</b> options	(2/27) Dan reminded Council that during the CZA process with Cumberland Farms an automatic fuel shutoff system was discussed (more costly) vs. having personnel being responsible for quickly (and correctly) shutting down systems to prevent a spill or minimize one. More research needed to determine costs/viability vs. benefit. (2/18) Dan clarified this is in regards to the tanks at Seagull Drive given the location near the waterhead. This may be an issue that would be analyzed in the proposed Property Condition Assessment. Need more information - will move to next budget cycle.
23	Fencing	?	N/A	Need to <b>add Fencing to CIP schedule</b> - applicable departments	(4/9) Dan pointed out that existing Town owned fencing does not appear to be included in any of the CIP department schedules. Council agreed it should be added before next budget cycle. (1/19) Katy advised this may be split between budgets (Build/grounds & Rec), but they will work to pick up the fencing for future planning. (2/18) Mo adv he is in the process of collecting data - Pennel & Library fencing has been measured. They will be measure Transfer Station fencing (which is substantial around the landfill) next. Once the dimensions are cataloged, the next step will be to grade the condition of the fencing & set up replacement schedule in CIP. Target to complete for next budget cycle.
24	Existing Sidewalks	\$4,400 (condition study)	N/A	Need to <b>add all Existing Sidewalks to CIP schedules</b>	(4/9/20) Sandy pointed out that existing sidewalks are also not listed in the CIP schedule for maintenance/reconstruction work. Town has been only addressing when applicable roads come up for paving - usually nothing is done when overlay paving is done - creating a situation where they are only being addressed when a road is reconstructed. By that time, sidewalks are in bad shape and add considerable costs to the road budget. Need to put money aside to ensure existing sidewalks are maintained and funded when reconstruction is needed. (1/19/21) Alec updated the council on this as part of the paving catch up plan. He will be asking for the road study again this year. He is working to pick up the existing sidewalks and parking lots. Pending the study and updated information, he feels if we maintain our current \$450k annual paving budget, we could be caught up in about 7 years without accounting for sidewalks/parking lots which may then need attention. He is working with data from Stevie & his own to compile a list/conditions. We also need to make sure we understand any 'new' sidewalks being built need to be added (extension on Shaker Rd - planned Rt 115 sidewalks). (3/2) Council has asked Alec to obtain cost est to add sidewalks to paving condition study (3/15) Alec adv add'l \$4,400 is needed to add sidewalks to condition study. He also clarified that "maintenance" is not the same for sidewalks - there is limited options because of curbing, ramps, landings, etc. It is more about tracking for full replacement.
25	Paving Plan	?	N/A	Create a <b>long term Paving Plan</b> to "catch up" with recommended schedule	(4/28/20) Dan suggested that between now & next budget, the Council ask Alec to create a long term paving plan - through 2035 perhaps - to identify a route to catch up on the backlog of paving. This could be used in conjunction with the planned road study (next budget cycle) to ensure progress is made each year. (1/19/21) See above sidewalks note.
26	Livelong Living	?	N/A	Placeholder for 21-22 FY Budget - <b>Senior Programs</b>	(8/4) Logging as a placeholder pending presentation from Lifelong Living Committee in Fall/Winter (1/19) Sharon advised there will not be any request in the upcoming cycle as they are still collecting data and planning. Some items may be addressed through donations or non-profits as well.

No	Items Label	Cost Est.	Task No.	Description	Comments
27	LD1	N/A	N/A	Discuss impacts of LD1	(9/15/20) Council agreed to log to ensure discussion on how to mitigate issues with LD1. (3/23/21) Katy advised that we are currently \$4,500 over LD1, but with some of the changes requested that number will go up. Council agreed we MUST come in below LD1 this year. Discussions on how to accomplish that will be held at 3/24 WS. Katy pointed out that separate questions would be outside the LD1 for operations/CIP. But then would require individual LD1 questions to go with them (ie Senior Tax Rebate - IF Council proceeds or accrued time off fund). (3/24) After the changes made - the budget is \$1,502 under LD1 incl employee accrued time fund. The Senior Tax rebate will be over the limit & set up as a separate question.
28	Enterprise Fund/ Sub D	EF \$157,000 SD \$95,000	N/A	Need to evaluate impact of Covid on Enterprise Fund & Sub D Fund	(9/15/20) Deb has advised current projections have fund just breaking even or with a small revenue amount. (3/1/21) Katy clarified that Enterprise Fund is revenue from Rec Dept programs & Sub D is revenue from Development Fees. Sub D is generally used to expand or upgrade Recreational activities where Enterprise Fund is used to fund the Recreation Staff and operations. There is \$107k in EF with a projection of \$50k this year total of \$157k. Sub D is at \$95k now. But if the Rec Director position is filled, that may impact the EF total. Nat to talk to staff and determine timeline on new hire. (3/9) Katy adv that Nellie & her are working on identifying what in Rec budget can come out of Sub D. Extension of path from Cumberland Farms to Brown Street - through 1st Congregational Church property could be funded by Sub D - if grant & in kind is not enough. (3/23) Katy checking to see if removal of NewBeginn stage can come out of Sub D fund in lieu of bond savings. She will also move the \$6k for concrete play area to Sub D. (3/24) Katy adv Sub D can be used, majority of Council agreed to keep in CIP bond savings as it involves multiple depts - maintenance, elections & recreation. (4/12) Council moved CL ramp match & concrete game area to Sub D - also suggested a list of "agreed upon projects" be maintained to ensure they are moved forward. Katy adv in the past many times the project will not move forward as there is no 'setting aside' money within Sub D. The CL ramp grant is being applied for so that will move forward. The Concrete game area needs more discussion in context of the Village master plan - Pennell footprint planning. Struck the ice skating line as \$ not needed if we try again at Pennell one more year. Agreed to leave the basketball lights in CIP to ensure money is set aside & lights are installed once funding goal reached.
29	Communications	\$18,910 in owed fees / \$102,000 in annual fees	N/A	Consider proposal from Community Communications Committee to use Franchise Fees for Equipment	(10/6) Anne advised the new Committee would like to see the newly discovered underpayment of franchise fees (\$18,910 for 2 years - more to follow?) put towards purchasing new/more equipment to improve the use of the Community Television Station and other platforms. (2/11) Council agreed until this money is rec'd, it will not be considered. There was a good conversation about how best to utilize the funding with everyone agreeing in increasing communication was a high priority & it would be helpful for the Committee to make a proposal for specific needs/equipment/plans which require funding. Council could then consider best approach. Deb adv current revenue is estimated at \$102,000 and that the new contract will not be done until at least June. Spectrum is currently disputing the 'unpaid' past fees. No timeline on when that issue will be resolved.

No	Items Label	Cost Est.	Task No.	Description	Comments
30	Public Safety Study	\$28,550 for generator (bond)	N/A	Review <b>Public Safety Report</b> to determine funding needs for changes	(10/6) Deb shared the report created from the Public Safety Facilities study which contains many recommendations. Some will flow through department budget process, but others may require Council action with possible funding implications. (3/2) The Asst Chief position was budgeted for last year - but not filled as of yet. Kurt is working with Nate on next steps. Another recommendation was the replacement of the generator which Mo has included in this year's budget, but will be covered by the bond savings. Kurt and Nate will have further discussions on the report for future proposed changes which may or may not impact the budget.
31	Striping	\$300	N/A	<b>Shaker Rd Project</b> - new <b>striping</b> - increase to annual budget	(10/6/20) As part of the Shaker Rd Stormwater/sidewalk project, new striping was discussed - reducing lane size to create official bike line with proper striping, crosswalk addition, additional traffic calming - will add to existing striping on the road. (3/2/21) Council needs to decide what they would like to see as "extra" so Alec can adj his budget. Making more narrow lanes is no impact, but adding graphics for the bike lane or stripes across the bridge for to slow traffic & increase safety. Council also wants to loop back to MDOT to update striping on bridge to match what we decide to do on the road. Alec did state the add'l striping in Spring worked out well last year. Dan asked that the new striping around No Raymond/Shaker Rd intersection should be added to the touch up list. There was also a discussion that the bike coalition can provide temporary striping for us to test on roads (like Hancock Street) but if we want to make it permanent - it does increase our budget. (3/15) Randy will need more striping. Alec adv add'l \$300 needed. He will provide est. cost for add'l striping on Shaker Rd (Village) (3/23) See above re Shaker Rd Project - Alec to prov add'l increase to Katy.
32	Electric Charging Station	\$5,000	N/A	Consider installing an <b>electric charging station</b>	(12/1) Sandy advised she would be bringing this forward given the new solar array will be going online. Long term, if Town buys the array, converting as many vehicles as possible to electric will save more costs. First step would be installing a charging station - may be grants or other funds available to assist with cost. (3/23) Council disc options: There will be more money available for this type of work in coming year. Tentative agreement that putting away some money (\$5,000) for 1 level 2 charger at the first parking spot at Pennell is a good way to start. Then, in coming year, work with MTA (park & ride) and Emerson (Northbrook) to see if add'l level 3 chargers can be installed. Another location may be the municipal parking lot next to the new pocket park - people could stop & charge & visit park. Would need a level 3 to reduce time - Mo pointed out that the substantial increase in costs is due to the fact that they need a dedicated line and transformer so not all locations are feasible. (4/12) Council agreed to leave money in CIP rather than use bond savings to ensure this goes through (bond savings 8/31/2021 timeline may not be met with CMP schedules).

No	Items Label	Cost Est.	Task No.	Description	Comments
33	Electric Vehicle Transition	?	N/A	Transition Municipal vehicles to electric versions	<p>(12/1) Sandy advised she would be bringing this forward given the new solar array will be going online. Long term, if Town buys the array, converting as many vehicles as possible to electric will save more costs. (3/23) Council discussed plan for this - GPCOG has a loaner available for Towns to try out - Kathy adv they have used it before. Staff feels that having one 'shared' EV car would be beneficial - could be used by Code Assessor, Admin, Planning, etc. and would charge overnight so the level 2 would work. Nate pointed out the question is which vehicle would it replace? Trucks make up more of our fleet and availability is an issue right now. Council asked if we could use the add'l bond savings to transition to one EV vehicle in the coming year. Of course, the EV charging station would to be installed &amp; wonder if we can use bond savings for that work? All would need to be done by Aug 31st. (3/24) Katy verified bond savings can be used. (4/12) Council agreed we need to more analysis on which vehicle makes sense to convert and options (lease, rebates, group purchases, grants, etc.). Highly unlikely this could be pulled together in time for the bond savings deadline, but Nate has the option to bring this before the Council, if it does work out. Otherwise, it will flow into next year's budget discussion.</p>
34	Trees	\$2,000	N/A	Shaker Rd Project - new canopy trees	<p>(12/1/20) Council discussed plan for tree canopy on Shaker Rd. Several trees are being taken down for the project. Kathy was going to pull a canopy inventory and then complete an analysis of which trees are slated to come down to help identify where new trees may be needed. The species also needs to be identified. Council discussed putting the costs in the project itself or potentially handling outside the project after completion. This is being logged as a placeholder. (3/2/21) Council/Nate needs to follow up with Kathy &amp; decide on replacement trees as bid came in lower than expected and Alec confirmed we could use the "add on" provision to add them to the bid. (3/15) Council agreed to replace trees to restore the canopy impacts. Alec adv submitting a "change order" before construction is complete is the correct route. There is bond savings available to cover the costs and Alec confirmed that because the MDOT portion has not hit the \$500k limit yet, the costs would be split with MDOT. Nate will work with Staff to evaluate the canopy once the old trees are removed to ID replacement locations and then work with property owners, if applicable. Overhead utilities should be considered when selecting locations. (3/23) Alec adv that approx 5 trees are recommended. Kathy working with HORT resources (local wholesaler) for prices and species. Dan pointed out we can process changer order, but MDOT may not agree to pay their 50% on that piece. We just need to make sure enough bond savings is available to cover full costs - but request the 50% match. (3/24) Due to the 8/31 deadline and need to maybe wait until Spring 2022 to plant - \$2,000 was added to Alec's budget as a safeguard.</p>

No	Items Label	Cost Est.	Task No.	Description	Comments
35	Signs - Libby Hill	?	N/A	Update "No Public Access" sign - Libby Hill	(12/15/20) Sandy pointed out that the current sign (unknown if it is the Town's sign or home association sign) at the start of the private road which states "no public access" is hard to read and to verbose. Homestead Acres Assoc has complained about people parking on the road to access the Town's LH trails. Consider updating the sign to be more clear or adding "use trail heads" signs or "no Parking" signs. (3/2/21) Alec believes the sign was paid for by the home association, but installed by the Town. He did price out a sign and it would be around \$750. Council agreed this should be rolled into the larger work on the maintenance agreement as signage should be part of that plan. Sandy advised the signage needs improvement on the trails as well.
36	Illumination Tool	\$2,000 (bond)	N/A	Purchase <b>illumination measurement device</b> for code enforcement	(12/15) With new sign ordinance illumination restrictions, Code Enforcement will need equipment to ensure compliance. (1/5) Dan believes the tool will be about \$2,000 (4/12) Council agreed to move this to bond savings to allow purchase now to help move sign ordinance forward.
37	Grant match	? \$ - In kind	#75 H7	Fund <b>grant match</b> for Long Hill ATV trail	(1/5) Anne advised that she is pursuing other grants for the ATV trail rehab on Long Hill Road. The grants will require a 20% Municipal match - which can be met with "in kind" donations and the ATV Club may be able to provide that match via labor/equipment. The timeline is April/May deadline. (2/18) Anne is awaiting data from ATV club. Right now, it is likely there will be 'cash' match needed. The Town will need to manage the grant - Katy for financial disbursements and Mo as the "supervisor" of the work - however, the ATV/Snowshoe members will likely do all the work. More info should be available in April.
38	TIF Funds	\$365,147 / \$75,000 (2021)	N/A	Determine available <b>funds</b> from <b>Village TIF</b>	(3/9/21) Katy advised \$365,147 is currently in the Village TIF fund. (4/12) Council agreed to pull \$75,000 forward to have available in next year for planning work on Main St / Route 100 MDOT project and Village master plan planning. Verified that Nate will bring forward any spending to the Council before money is actually expended. If no money is pulled forward, if there is a need, then a special Town meeting would need to be set up. The voters have already approved the use of this TIF funding for this type of work.
39	Septic System	\$5,000 (2020) plus \$5,000 (2021)	N/A	Create <b>replacement plan</b> for <b>Pennell septic system</b>	(2/18/21) Mo identified the Pennell Septic system as an example of a pending critical issue that is not included in any planning/budgeting for the proposed Buildings Condition Assessment. There are currently 4 systems - Pennell ('58), Gym ('32), Maintenance ('52) and Science (?) which are extremely old. Combining and replacing the systems, as well as, addressing the status of the fields (reclaiming/reconstructing) should be done - sooner rather than later as there is no way to know if/when one or more would fail. Council agreed we need to log and add to CIP planning. (3/22) Sandy brought up this issue to ask Council if we want to start putting some money away. Anne suggested at least money to do some testing/engineering on a replacement system so we have a figure we can budget towards. More to be discussed at 3/24 WS. (4/12) Council rec'd feedback from Dean/Mo related to the "reclaim fields" CIP item - which was originally set to redo the fields at Pennell - may no longer be as critical because the soccer organization is no longer using the field and the field will need to be ripped up to deal with the septic so any redoing of the field will be tied to that project. Based on that, Council will rename this fund to the "Pennell Septic Fund" to allow Mo access to \$10k in funds to hire someone to analyze and come up with costs to address replacement. This will allow the Council to add the project to the CIP.

No	Items Label	Cost Est.	Task No.	Description	Comments
40	Telephone	\$6,000+ increase	N/A	Review current <b>Telephone</b> set up VOI vs. hard lines	(3/2) Dan noted that there was a substantial increase in the telephone charges across departments. Katy explained that the transition to voice over internet did not include fax or security lines which Otisco was not willing to budget on. Nate pointed out that having hard lines with plug in phones for each building is critical in emergency response planning. Nate will review in more detail with Katy/Mo and Staff to determine if changes are warranted.
41	Boat Ramp	\$62,000 total @ 25% = \$15,500 - \$2,000 leftover = \$13,500 for this year	N/A	Determine if <b>Grant funding</b> is available for <b>Boat Ramp</b> replacement	(2/18/21) Last year's grant fund was frozen due to COVID. Sandy to reach out to State to find out if there will be funding this year. Last year, State provided some concrete planks to assist with repairs in lieu of grant funding. (3/2) Tom Linscott (Director of Boat Ramp Facilities) advised they do not have funding as of right now, but are hopeful that will change shortly. Forwarded note to Heather Seiders who manages the grant fund. Sandy will tag for follow-up. (3/9) Mo adv that further repairs will require professional services and a DEP permit. Nate to work with Staff to determine if ramp can go another year or not. Town would prefer to apply for grant but may not be able to wait if grant funding is not available in the coming year. Sandy to follow up with Heather on grant status. (3/22) Mo adv the ramp should last 1 more season - because it has to - there is no way to do add'l repairs. Dean has sub pre-application for the grant money which is available this year. A site walk is planned in April and the hope is the water line is low enough to see full condition. Mo adv that standards are 12 feet - the ramp is 10 feet - Dan pointed out we may not want to increase width given CL is very small - it would allow for larger boats which could be a problem. Doug asked if add'l riprap could be provided to prevent boats from damaging area at end of ramp. Planks are around \$205 each and at least 20-25 will be needed - so that alone is \$5,100. Town must budget for 25% - State pays for 75% up to \$15,000. If the total cost of the replacement is higher - then the Town needs to budget more. Nate/Mo/Dean will work to obtain a better estimate for a total replacement. This will also need to go into the CIP for future maintenance and replacement. It is unlikely we can use bond savings as the work will need to be done by end of Aug - and Mo is advising we put 'cash' in for the 25% match not 'in kind' as the work is specialized. (3/24) Mo verified it is up to a \$150k match & est is \$62,000 for a 10 ft ramp - 25% would be \$15,500 - Katy adv \$2,000 is leftover from last year for repairs & will add \$13,500 to budget. (4/12) Council agreed to move match to Sub D.
42	Striping Bid	N/A	N/A	Determine if it is possible to <b>allow HOA to participate</b> in Town <b>Striping Bid</b>	(3/2/21) Dan asked if it would be possible to allow HOA to jump on the Town's striping bid to reduce overall costs and ensure regular striping. Katy pointed out there may be an issue because the Town is tax exempt and HOA are not. Further research is needed.
43	Trail Extension	?	N/A	Create a <b>trail extension</b> from <b>Cumberland Farms to Brown Street</b>	(3/2/21) The First Congregational Church is now willing to allow the Town public easement over their property to complete the trail that ends behind Cumberland Farms. This trail is part of the VALT plan and would connect to Brown Street sidewalk system allowing people to get to the Library and Plaza safely. The Rec Dept would use it regularly for summer camp activities and childcare activities. Church has no money. Alec has advised public works could remove the jersey barriers and repurpose them, if allowed. Katy is working the project and there needs to be conversation with abutters. The current path is gravel and would need to be upgraded to allow for winter snow clearing. An Eagle Scout is willing to make L shaped planters for the project to help slow cyclists. (3/9) Kathy provide more info on status. Anne adv if we can lift conversion issue we could apply for grant money (possibly). Katy believes we could use Sub D funds as well.

No	Items Label	Cost Est.	Task No.	Description	Comments
44	Planning Dept Staff	?	N/A	Add <b>Staff Position to Planning Department</b>	(3/9/21) Council received suggestion from resident who is also a member of the PB to consider adding an "economic development director" to the Planning Department. Council/Staff had robust conversation with many options (1) contract services via GPCOG rather than hiring part time person (2) creating 'matchmaker' position to help match available property to 'specific' businesses needed in the Town (3) make add'l zoning changes to help create more options for commercial businesses (4) create "helper" position to assist developers navigate the Town's process/forms, requirements, etc. (5) hire a Planner Assistant to handle administrative tasks for Kathy like application/packets/PB agendas, etc. to free up her time (6) grant writer to assist with finding more opportunities for funding to accomplish larger 'planning' goals. Council agreed more work is needed to determine what really is needed, what makes the most sense & adds the most value. Nate will work with Staff in the coming year to do a more robust analysis in order to bring forward a proposal for next year's budget. Sandy will respond to Dan Cobb.
45	Committee Budgets	\$1,000 + \$500	N/A	Move <b>Committee budgets to separate tab</b>	(3/15/2021) Dan suggested Committee budgets be shown as a separate tab - some are included in Council/Committees, others have their own tabs (PB/ZBA) and some are incorporated in dept budgets. Katy agreed and said she could move things over. Council requested the CEDC's request for Slido software (\$150) be reviewed by I/T and potentially placed in that budget to allow access for more users and to ensure compliance with security protocols (on software). Dan would also like to know if the ROI is on the CEDC request for the cable show and MaineBiz Ad. Katy to add \$1,000 marketing for open space committee (4/12) Nate added \$500 for BUILD Maine next year (this year - coming out of PB training budget). Council agreed rather than house this under "community" it should be moved to "councils/committees".
46	Town Brand	?	N/A	Create a <b>Town Brand for Communications</b>	(3/15/2021) Council has made a substantial effort to increase communications with residents, we have a new Communications Committee and various Committees are communicating directly to residents. It was agreed the Town should create a "Town brand" to be used in all communications, along with a protocol and maybe a checklist to ensure consistency of messaging.
47	MyRec Software	?	N/A	Explore possible <b>Collaborative Use of MyRec Software</b> with NG	(3/15/2021) Nate advise in discussions with NG, a request was made for Gray to consider sharing the MyRec Software to help increase efficiency and save both Town's money. There are some issues with separating payments in the background, but many programs are shared by the two Towns. Nate will work with Staff to evaluate to determine the cost/benefit to making a change.
48	Contingency Fund	N/A	N/A	Create <b>Parameters/Policy for Contingency Fund</b> usage	(3/16/21) During the TC meeting, the use of the contingency fund was brought up specific to an agenda item. Council agreed a new policy should be created to provide guidance on when/how that fund should be used as the definition of 'unplanned' expense can be broad and/or different people can have different definitions. Will work on in the coming year prior to next year's budget cycle.
49	State Revenue Sharing	N/A	N/A	Move <b>State Revenue Sharing figures outside of Budget</b> for voters	(3/24) Dan proposed we move State Revenue Sharing out of the budget we present to Residents. This year, it would look like an 'increase' but going forward, it could make it easier for them to see year over year totals without the volatility of Revenue Sharing changes at the State level. Concerns with the LD1 question situation last year, and misunderstanding that taxes make up just a portion of revenues to cover expenses were discussed as well as not having enough time to explain the change to residents. The Council agreed it may be valuable to do, but need more time to discuss and figure out communication strategy to Residents.

21-22 Budget Items

Last Updated: 05/04/2021

No	Items Label	Cost Est.	Task No.	Description	Comments
50	Library Fees	?	N/A	Eliminate Late Book Fees for Library	(4/12) Library Trustees have discussed & voted to propose the elimination of the late book fees from the Library as other communities are doing this. The costs of tracking & collecting do not seem to warrant the revenue. Josh has \$3,000 in revenue in his budget for these fees. Council did not want to remove revenue without corresponding cuts in expenses. Josh felt he could absorb, but was okay with pushing for a year to collect more data on impact and costs for administering. IF they do want to pursue this year, they could do a pilot, track changes & find other revenue offsets.
51	School Timeline	N/A	N/A	Work with School to account for absentee ballots timeline	(4/12) Each year the Council needs approve the School Warrant. In the past, there has been no dollar amount so they have been able to submit for consideration prior to their final budget vote. However, due to CARES act funding, they have been required to include a figure last year AND this year. Their budget vote is not set until 4/28 with their warrant article vote not set until 5/3 so the earliest agenda Council can take up action is 5/18. Absentee ballots can be requested starting at the beginning of May - thus Town needs to mail out municipal with note saying school will be available later and then track as a separate election. This increases costs for the Town and is inefficient for voters. There appears to be no statute requiring the School meet the absentee ballot schedule (as there is for Towns with referendum votes). Need to add this as a topic for the Joint Leaders meeting to resolve next year.