



TOWN OF GRAY
GRAY TOWN COUNCIL
AGENDA • JANUARY 17, 2023

**Gray Town
Council Workshop**

Town Council Chambers
24 Main Street, Gray, ME 04039
<https://us06web.zoom.us/j/81907447127>
Phone 646-558-8656 / Meeting ID: 819 0744 7127

5:30 PM

CALL to ORDER

Roll Call

WORKSHOP 5:30 PM - 6:55 PM

- Discuss Water Quality ordinance/standard changes
- Notification Publications

Budget Items:

- Auditing Services contract
- Charles Baker Scholarships Fund
- Educational Funds
- Static list of Towns for data set comparisons

** 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.*

Stand Alone Ord.

CEO 207 894 5960 ext 1

Town of Windham, ME
Friday, December 30, 2022

Chapter 201. Stormwater Management

Article I. Surface Water Protection

John - Director
Riaux
CEO

[Adopted 8-13-2002; amended 12-19-2017 (Ch. 142 of the 1991 Code)]

§ 201-1. Purpose.

email: Jgriaux@windham 207-894-5900
maine.us ext. 6112

The purposes of this article are to prevent and minimize surface water pollution due to phosphorus, contained in stormwater runoff from developed areas; to promote preventive measures to improve surface runoff water quality and lessen degradation to receiving watersheds and bodies of water within the Town of Windham; to prevent and control water pollution caused by soil erosion and sediment transport resulting from soil disturbance associated with building development; to protect and promote safe and healthful conditions for humanity; and to protect fish spawning grounds, aquatic life, and bird and other wildlife habitat in the Town.

§ 201-2. Authority.

[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]

This article has been prepared in accordance with the provisions of 38 M.R.S.A. § 435 et seq.

§ 201-3. Applicability.

This article applies to all activities which involve filling, grading, excavation or other similar activities which result in unstabilized soil conditions, and a permit shall be required and a written soil erosion and sedimentation control plan.

- A. The plan shall be submitted to the permitting authority for approval and shall include, where applicable, provisions for:
 - (1) Mulching and revegetation of disturbed soil.
 - (2) Temporary runoff control features such as hay bales, silt fencing or diversion ditches. Projects within the Limited Residential District, Resource Protection District, General Development District, Stream Protection District, and the Highland Lake watershed must incorporate double temporary erosion control measures at the perimeter of the project.
[Amended 5-25-2021]
 - (3) Permanent stabilization structures such as retaining walls or riprap.
- B. Activities which require site plan approval from the Planning Board are to be prepared in accordance with prevailing best management practices as referenced in the current issue of Maine Erosion and Sediment Control Handbook for Construction: Best Management Practices.
- C. Exempt from the requirements of this article are the following:
 - (1) Activities in the shoreland zone which are governed by Chapter 185, Shoreland Zoning.

- (2) Permit applications in subdivisions which have a Planning Board approved soil erosion and sediment control plan.
- (3) Normal agriculture as defined in Chapter 185, Shoreland Zoning, § 185-17.
- (4) Two hundred square feet or less of net impervious area (footprint).
[Amended effective 4-21-2022 by Order No. 22-048]

D. The maximum amount of soil area to be disturbed shall be based on the slope of the disturbed area, as outlined in Table I.

Table I	
Ground Slope Range	Amount of Soil Disturbance (square feet)
20%	500
10% to 20%	1,000
5% to 10%	2,000
2% to 5%	4,000

§ 201-4. Intent.

In order to create the least potential for erosion, development shall be designed to fit with the topography and soils of the site and control stormwater runoff through the construction phase and strategic placement of structures, roads and driveways. The natural features and drainage patterns of the lot should be preserved using careful site design prior to any clearing or construction. The natural flow of water should be identified and undisturbed buffers protected to minimize off-site transport by stormwater. Areas of steep slopes where high cuts and fills may be required shall be avoided wherever possible, and natural contours shall be followed as closely as possible. The intent of this article is to have a zero off-site impact from any proposed development.

§ 201-5. Exposed ground area.

Any exposed ground area shall be temporarily or permanently stabilized within one week of the time the work was started by use of riprap, sod, seed, and mulch, or other effective measures. In all cases, permanent stabilization shall occur within nine months of the initial date of exposure. In addition:

- A. Where mulch is used, it shall be applied at a rate of a least one bale per 500 square feet and shall be maintained until a catch of vegetation is established.
- B. Anchoring the mulch with netting, peg and twine or other suitable method may be required to maintain the mulch cover (wood chips are acceptable).
- C. Additional measures shall be taken where necessary in order to avoid siltation into the water. Such measures may include the use of staked hay bales and/or silt fences.

§ 201-6. Soils.

[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]

All land uses shall be located on soils in or upon which the proposed uses or structures can be established or maintained without causing adverse environmental impacts, including severe erosion, mass soil movement, improper drainage, and water pollution, whether during or after construction. Proposed uses requiring subsurface waste disposal, and commercial or industrial development and other similar intensive land uses, shall require a soils report based on an on-site investigation and be

prepared by state-certified professionals. Licensed, registered or certified professionals may include Maine certified soil scientists, Maine licensed professional engineers, Maine state-certified geologists and other licensed, registered or certified professionals who have proof of training and experience in the recognition and evaluation of soil properties. The report shall be based upon the analyses of the characteristics of the soil and surrounding land and water areas, maximum groundwater elevation, presence of ledge, drainage conditions, and other pertinent data which the evaluator deems appropriate. The soils report shall include recommendations for a proposed use to counteract soil limitations where they exist. Soil conditions that are inappropriate or uncorrectable in an environmentally acceptable manner shall be sufficient grounds for denial, even though the proposed use is otherwise permitted in that zone.

§ 201-7. Parking areas and driveways.

Parking areas shall be adequately sized for the proposed use and shall be designed to prevent stormwater runoff from flowing directly into a water body and, where feasible, to retain all runoff on-site. Where runoff cannot be retained, on-site licensed professionals in this field shall review and certify, in writing, to assure that the purpose of this article is upheld.

§ 201-8. Roadway drainage.

In order to prevent road surface drainage from directly entering water bodies, roads shall be designed, constructed, and maintained to empty onto an unscarified buffer strip at least 50 feet plus two times the average slope in width between the outflow point of the ditch or culvert and the normal high-water line of a water body, tributary stream, or upland edge of a wetland. Road surface drainage which is directed to an unscarified buffer strip shall be diffused or spread out to promote infiltration of the runoff and to minimize channelized flow of the drainage through the buffer strip.

§ 201-9. Ditching.

Ditch relief (cross drainage) culverts, drainage dips and water turnouts shall be installed in a manner effective in directing drainage onto unscarified buffer strips before the flow in the road or ditches gains sufficient volume or head to erode the road or ditch. To accomplish this, the following shall apply:

- A. Ditch relief culverts, drainage dips and associated water turnouts shall be spaced along the road at intervals no greater than indicated in the following table:

Road Grade	Spacing (in feet)
0% to 2%	250
3% to 5%	200 to 135
6% to 10%	100 to 80
11% to 15%	80 to 60
16% to 20%	60 to 45
21%+	40

- B. Drainage dips may be used in place of ditch relief culverts only where the road grade is 10% or less.
- C. On road sections having slopes greater than 8%, ditch relief culverts shall be placed across the road at approximately a thirty-degree angle down slope from a line perpendicular to the center line of the road.

- D. On slopes of 8% or greater, surface materials shall be bituminous pavement, reclaimed asphalt or well compacted gravel (minimum compaction 95%).
- E. Ditch relief culverts shall be sufficiently sized by a licensed engineer or professional with expertise in hydrology and open channel flows and properly installed in order to allow for effective functioning, and their inlet and outlet ends shall be stabilized with appropriate materials.
[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]

§ 201-10. Maintenance and repair.

Ditches, culverts, bridges, dips, water turnouts and other stormwater runoff control installations associated with roads shall be maintained on a regular basis to assure effective functioning. When maintenance and/or repair is performed, such performance must be in accordance with best management practice.

- A. Duration of plan for temporary measures. Erosion and sedimentation control measures shall apply to all aspects of the proposed project involving land disturbance and shall be in operation during all stages of the activity. The amount of exposed soil at every phase of construction shall be minimized to reduce the potential for erosion.
- B. Duration of plan for permanent measures. Permanent soil erosion and sedimentation control measures, such as, but not limited to, level-lipped spreaders, riprap installation, vegetated buffers, drainage dips and water turnouts, shall be protected with a maintenance agreement.

§ 201-11. Stormwater runoff.

- A. Construction. All construction and development shall minimize stormwater runoff from the site in excess of the natural predevelopment conditions. Where possible, existing natural runoff control features, such as berms, swales, terraces and wooded areas, shall be retained in order to reduce runoff and encourage infiltration of stormwater. Areas of connected impervious surfaces should be minimized to take full advantage of these features. Where runoff cannot be retained on-site, it shall be reviewed by licensed professionals in this field.
 - (1) Buffers (also know as "vegetative filter" or "filter strips"). Within the required setback of the corresponding zone, there shall be a vegetative buffer. Excluded from this requirement are all of the commercial zones. This buffer shall consist of landscaping, to include but not be limited to grass, trees, shrubs, and wood chips. Within this buffer, access to the property can be made for essential services and driveway access.
 - (2) Drainageways. Natural and man-made drainageways and drainage outlets shall be protected from erosion from water flowing through them. Drainageways shall be designed and constructed in order to carry water from a twenty-five-year storm or greater, and shall be stabilized with vegetation or lined with riprap.
- B. Maintenance. Stormwater runoff control systems shall be maintained as necessary to ensure proper functioning.
- C. Plan required. When required by this article, the Code Enforcement Officer or the Planning Board, stormwater management plans shall be designed utilizing the most recent approved version of the Cumberland County Soil and Water Conservation District's and Maine DEP's Maine Erosion and Sediment Control Handbook for Construction: Best Management Practices and the Maine DEP's Stormwater Management for Maine: Best Management Practices. Completed plans, when required above, may be reviewed by the Cumberland County Soil and Water Conservation District or other qualified professional firm, agency, or organization..
- D. General. All activities are expected to employ appropriate stormwater management practices regardless of the zone or district they are located in.

- E. Additional requirements for projects in the Limited Residential District, Resource Protection District, General Development District, Stream Protection District, and the Highland Lake watershed that are not subject to subdivision or site plan review.

[Amended 5-25-2021]

- (1) The Code Enforcement Officer shall issue a stormwater and phosphorus management control permit if the applicant meets or exceeds 50 points based on the following point schedule. The applicant shall submit a sketch plan of the lot showing how each of the following point credits or deductions applies to the proposed development. The sketch plan shall show approximate locations and dimensions of each stormwater BMP, or other measure.

(a) Credits.

- [1] Ten points for correcting an existing erosion problem on the project site, as approved by the Code Enforcement Officer.
 - [a] Installing nonstructural BMP (vegetation, loam and seed, mulch, etc.).
 - [b] Installing a structural BMP (woven geotextile mats and fabric, riprap, etc.).
 - [c] Installing sediment control barriers until Subsection E(1)(a)[1][a] and [b] have been established.
- [2] Twenty points for an impervious area of less than 2,000 square feet.
- [3] Ten points for a clearing limitation of less than 20% of the lot, or 15,000 square feet, whichever is less; or 20 points for a clearing limitation of less than 15% of the lot, or 10,000 square feet, whichever is less.
- [4] Fifteen points for the installation of rock-lined drip edges or other infiltration system to serve no less than 50% of the new impervious area on the site. Test pit information certified by a licensed site evaluator, certified soil scientists (CSS) or certified geologist (CG) must show that three feet of separation exists between the seasonal high groundwater table and the bottom of any proposed infiltration structure. Infiltration systems must be sized to accommodate one inch of runoff from contributing impervious areas within the structure (this will include an assumption of 30% void space in washed stone) and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Protection's Best Management Practices (BMPs).
[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]
- [5] Twenty-five points for the installation of rock-lined drip edges or other infiltration system to serve no less than 75% of the new impervious building area on the site. Test pit information certified by a licensed site evaluator, certified soil scientist (CSS) or certified geologist (CG) must show that three feet of separation exists between the seasonal high-groundwater table and the bottom of any proposed infiltration structure. Soil filtration or infiltration systems must be sized to accommodate one inch of runoff from contributing impervious areas within the structure (this will include an assumption of 30% void space in washed stone) and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMPs).
- [6] Twenty-five points for the installation of rain gardens or a soil filtration system designed to serve no less than 50% of the total new impervious area on the site. Rain gardens and soil filter systems shall be sized to accommodate one inch of runoff from contributing impervious areas, and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMPs).
- [7] Forty points for the installation of rain gardens or a soil filtration system designed to serve no less than 75% of the new impervious area on the site. Rain gardens and soil

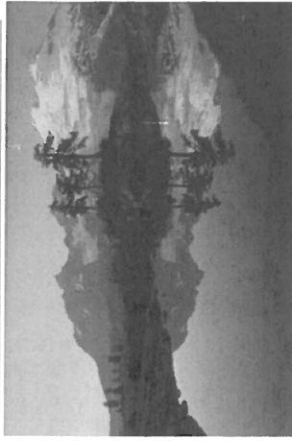
filter systems shall be sized to accommodate one inch of runoff from contributing impervious areas, and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMPs).

- [8] Thirty points for a fifty-foot-wide (no greater than 15% slope) natural wooded buffer strip, or a seventy-five-foot-wide, man-made, vegetated buffer (no greater than 8% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer.
 - [9] Thirty-five points for a seventy-five-foot-wide (no greater than 15% slope) natural wooded buffer strip, or a 100-foot-wide, man-made, vegetated buffer (no greater than 15% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer.
 - [10] Forty points for a 100-foot-wide (no greater than 15% slope) natural wooded buffer strip, or a 150-foot-wide, man-made, vegetated buffer (no greater than 15% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer.
- (b) Deductions.
- [1] Five points deducted for a new structure footprint exceeding 2,000 square feet, and an additional five points deducted for each additional 500 square feet of structure footprint.
 - [2] Five points deducted for clearing more than 50% of the lot.
[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]
- (2) Alternate means of calculation. In those cases where the Code Enforcement Officer determines that use of the points system is inadequate to achieve the purposes of stormwater and phosphorous management control or is otherwise inappropriate because of particular circumstances of the property, the Code Enforcement Officer may assess conformance with this standard based on the following:
- (a) A licensed State of Maine professional engineer or soil evaluator or certified professional in soil and erosion control certifies that the proposed treatment measure matches or exceeds the performance of the treatment measure under the specific point system allowance. It shall be the engineer's responsibility to provide evidence that the measure has been approved by the Maine Department of Environmental Protection or provide other certification into comparable treatment by professional testing results.

§ 201-12. Conditions of permits.

[Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. I)]

Permits granted under this article may be made subject to additional conditions or restrictions to ensure conformity with the purposes and provisions of this article. Each application for a building permit shall be accompanied by the building permit fee set by the Town. Each application to the Code Enforcement Officer for a permit to erect a new building or structure or to enlarge or to move an existing one shall be accompanied by a site plan showing the measurements of the lot and of all buildings, driveways, yards and parking spaces. Drainageways, storm drains, streams existing and proposed, and the intended use of land and buildings shall be indicated clearly. Additional measures may be required in order to comply with this article, such as drainageways and easements, soil erosion control measures, and all features to be installed for compliance with this article. Any other application for a building permit and any application for a permit shall be accompanied by a description of the proposed use and existing use of the land and buildings and such further details as the Code Enforcement Officer may require for a clear understanding of the case.



SURFACE WATER PROTECTION ORDINANCE GUIDE

PURPOSE

The purposes of this Ordinance are to prevent and minimize surface water pollution due to phosphorus contained in stormwater runoff from developed areas, to promote preventive measures to improve surface runoff water quality and lessen degradation to receiving watersheds and bodies of water within the Town of Windham to prevent and control water pollution caused by soil erosion and sediment transport resulting from soil disturbance associated with building development to protect and promote safe and healthful conditions for humanity, and to protect fish spawning grounds, aquatic life, bird and other wildlife habitat in the town.

Brochure created by:

Town of Windham
Community Development Office
8 School Road
Windham, Maine 04062
Telephone: (207) 892-1901
With assistance from:
Portland Water District
and
Cumberland County SWCD

APPLICABILITY

This Ordinance applies to all activities which involve filling, grading, excavation or other similar activities which result in unstabilized soil conditions and a permit shall be required and a written soil erosion and sedimentation control plan. The plan shall be submitted to the permitting authority for approval and shall include, where applicable, provisions for:

1. Mulching and re-vegetation of disturbed soil.
2. Temporary runoff control features such as hay bales, silt fencing or diversion ditches.

Permanent stabilization structures such as retaining walls or riprap.

Activities which require site plan approval from the Planning Board are to be prepared in accordance with prevailing best management practices as referenced in the current issue of Maine Erosion and Sediment Control Handbook for Construction.

Exempt from the requirements of this ordinance are the following:

- A. Activities in the Shoreland Zone which are governed by the Shoreland Zone Ordinance.
- B. Permit applications in subdivisions, which have a Planning Board approved soil erosion and sediment control plan.
- C. Activities wherein none of the area of soil disturbance has a slope steeper than two percent, but it shall be the applicant's responsibility to furnish a topographic survey demonstrating such gradual slope.
- D. Normal Agriculture as defined in the Shoreland Zoning Ordinance Chapter 199-17
- E. Five Hundred (500) square feet or less of net impervious area (foot print)
- F. The maximum amount of soil area to be disturbed shall be based on the slope of the disturbed area, as outlined in Table I.

% Ground Slope Range	Amount of Soil Disturbance (sf)
≥ 20%	500 sf
≥ 10 < 20%	1000 sf
≥ 5 < 10%	2000 sf
≥ 2 < 5%	4000 sf

Soil and Erosion Control Methods

How to Install a Silt Fence

Fence

1. Set the stakes.
2. Excavate a 4"x4" trench upslope along the line of stakes.
3. Staple filter material to stakes and extend it into the trench.
4. Backfill and compact the excavated soil.

How to Install Hay Bales

Bales

1. Excavate a trench 4" deep and the width of a straw bale.
2. Place and stake straw bales, two bales, two stakes per bale.
3. Wedge loose straw between bales to create a continuous barrier.
4. Backfill and compact soil excavated as shown on the uphill side of the barrier to prevent piping.

PHOSPHORUS—A LAKE KILLER

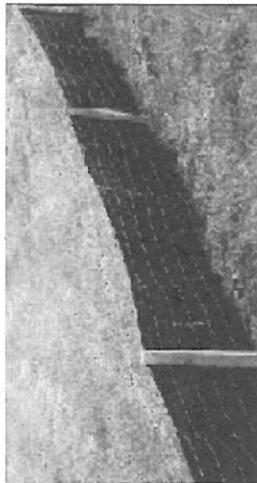
Use phosphorus-free fertilizer. Research shows that rain can wash phosphorus from fertilized lawns into lakes. Since 50% of Maine drains to a lake we can help protect our water sources from phosphorus pollution. Just one pound of phosphorus can produce 10,000 pounds of wet weeds and algae! Too much algae turns lakes green, leaving unsightly, smelly scum and killing the cold water fish. Help stop phosphorus from entering lakes by using phosphorus-free fertilizer. For more information call 207-287-3901 or on the web <http://www.state.me.us/dep/blwq/lake.htm>

For further information contact:

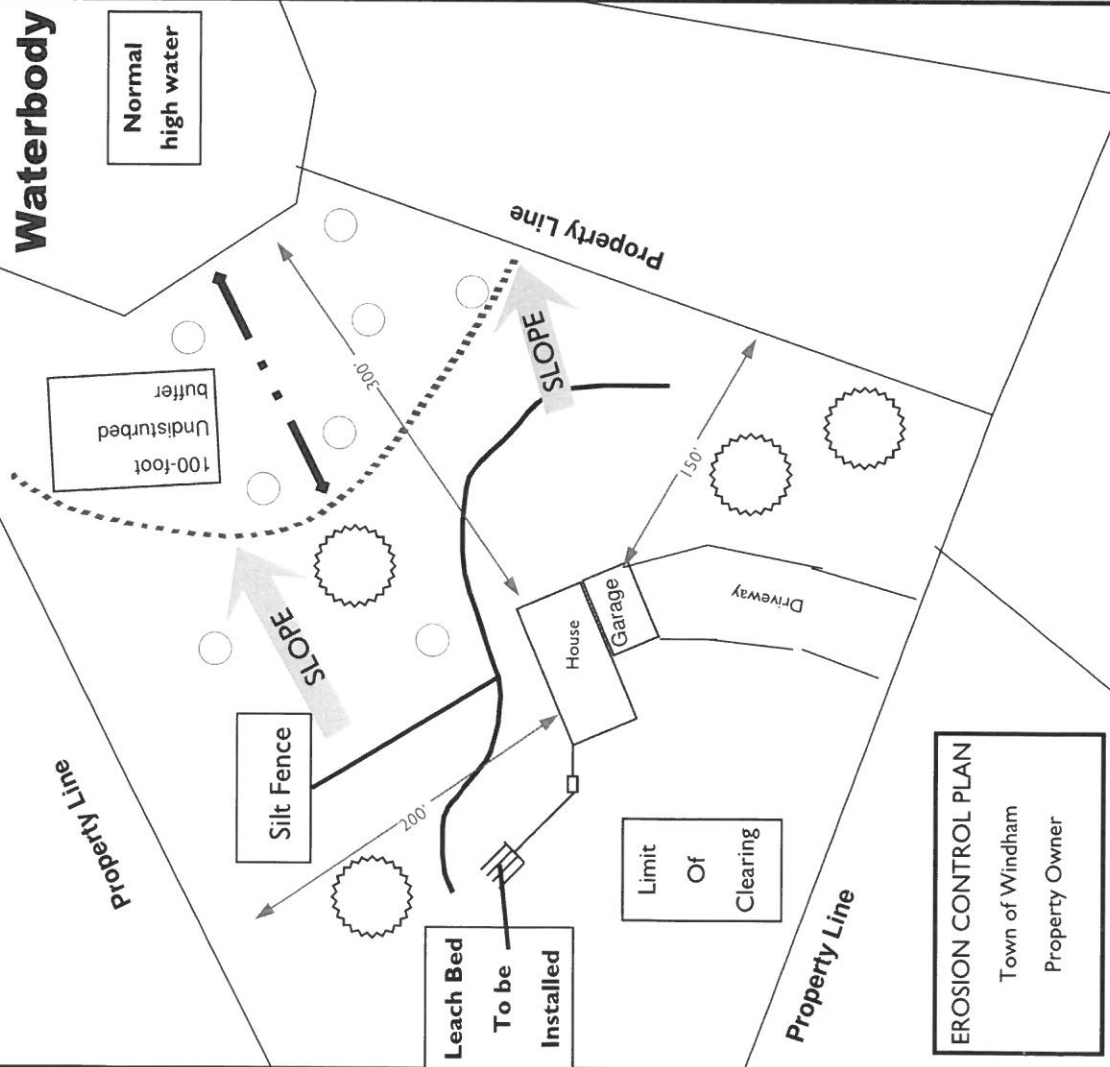
Code Enforcement Officer
Community Development Office
8 School Road
Windham, Maine 04062
(207) 892-1901

New Stormwater Management Law

Effective February 2003, a Construction General Permit from DEP is required for disturbance of soil of one or more acres. Additionally, the Permit by Rule standard is still in effect which is required when you disturb any soil within 75' of any waterbody. Contact the Department of Environmental Protection for these rules and regulations at (207) 822-6300.



Sample Erosion & Sedimentation Control Plan



What is an E&S Plan?

An Erosion and Sedimentation Control Plan (E&S Plan) is a site sketch and description of how you will prevent disturbed soil from your project from washing into an adjacent water body, stream or wetland. It is not complicated or difficult, but it is critical and required by state law and local ordinance.

You can have an E & S Plan prepared by your contractor or other professional.

At a minimum, an E & S Plan includes:

1. A sketch of the property showing:
 - The proposed limits of clearing and distances to property lines.
 - The 100' undisturbed buffer (if applicable)
 - The existing and proposed buildings and driveways.
 - The location of the proposed leach field and tank.
 - The location of any proposed silt barrier (silt fence, hay bales, or erosion control mix).
 - The general slope of the property (direction water flows) indicated with an arrow or arrows.

2. A description of temporary and permanent mulching and seeding plans.

An example: "Areas of exposed soil will be covered with at least 2 inches of hay at the end of each work day. Permanent seed mulching will be completed within three days of the conclusion of the project."

NOTES:

Silt fence will be buried at base and inspected at the end of each day.

Any exposed ground area shall be temporarily or permanently stabilized within one (1) week from the time the work was started, by use of riprap, sod, seed, and mulch, or other effective measures. In all cases permanent stabilization shall occur within nine (9) months of the initial date of exposure. In addition:

- a. Where mulch is used, it shall be applied at a rate of at least one (1) bale per five hundred (500) square feet and shall be maintained until a catch of vegetation is established.
- b. Anchoring the mulch with netting, peg and twine or other suitable method may be required to maintain the mulch cover (wood chips are acceptable).
- c. Additional measures shall be taken where necessary in order to avoid siltation into the water. Such measures may include the use of stake hay bales and/or silt fences.

Permit # _____

Fee _____

TOWN OF FALMOUTH

Codes Enforcement &
Building Inspection Office

271 Falmouth Rd

Falmouth, Maine 04105

Phone # 781-5253

email: cjones@falmouthme.org

Phosphorus Control Permit

Date _____ Map and Lot # _____

Applicant _____ Phone # _____

Property Owner _____

Address _____

This permit application must be submitted with a phosphorus control and sedimentation and erosion control plan as per section 19-22-5

Development type:

Phosphorus Control Design Professional:

New House: _____ Name: _____

Addition(sq ft): _____ Address: _____

Phone #: _____

_____ 50' forest/land buffer as per section 19-22-5.

_____ Other phosphorus control as per section 19-22-5.

_____ Phosphorus control plan as part of a subdivision approved by the planning board.

_____ Amended phosphorus control plan date _____ approved _____

Code Officer

_____ Written notice of registration at Cumberland County Registry of Deeds.

PART II CODE OF ORDINANCES

CH. II-19 ZONING AND FLOODPLAIN MANAGEMENT

FOOTNOTE(S):

--- (1) ---

Editor's note— The zoning, flood prevention and protection and site plan regulations of the town are not printed in this Code, but are on file in the town clerk's office.

Editor's note— At the city's instruction, Ord. of Sept. 24, 2007, Arts. I—XV, set out provisions intended for inclusion with Ch. II-19. For purposes of clarity, and at the editor's discretion, these provisions have been included as Art. II-19-2.

Cross reference— Boundaries of the town, § 2-2; provisions for notices for nuisances, signs, dangerous, unsafe, dilapidated buildings, and any other action the expense of which may be collected from the property owner, § 2-3; board of appeals, § 2-60 et seq.; parks and community programs advisory committee, § 2-85 et seq.; planning board, § 2-95 et seq.; waterfront and harbor committee, § 2-115 et seq.; division of planning, § 2-246; division of code administration functions, § 2-248; animals, Ch. II-3; buildings and building regulations, Ch. II-4; condominium conversion regulations, § 4-100 et seq.; land subdivision, Ch. II-7; licenses, permits and business regulations, Ch. II-8; marine activities, structures and ways, Ch. II-9; junked and abandoned motor vehicles prohibited on public and private property, § 12-3; solid waste regulations, Ch. II-13; swimming pools, Ch. II-15; traffic and motor vehicles, Ch. II-17; utilities, Ch. II-18; certain discharges into the public sewer system prohibited, § 18-190 et seq.

ART. II-19-1. IN GENERAL

Div. II-19-1-3. ESTABLISHMENT OF DISTRICTS

Sec. 19-22 Highland Lake Conservation Overlay District (HLCOD) [Adopted 11/27/00]

Sec. 19-22.1 Purpose

The District is established in order to protect Highland Lake from the phosphorus contained in stormwater runoff from developed areas.

Effective on: 12/9/2013

Sec. 19-22.2 District Boundaries

The boundaries of the District coincide with the watershed of Highland Lake and are depicted on the official Zoning Map of Falmouth.

Effective on: 12/9/2013

Sec. 19-22.3 Requirements

- a. Any project that requires private way, site plan or subdivision approval by the Planning Board shall prepare a phosphorus control plan according the following requirements:
 1. The project shall not export available phosphorus in stormwater runoff at a rate of more than .020 lbs/acre/year. [Amended 05/13/2019]
 2. The phosphorus control plan shall be prepared in accordance with the manual entitled: Phosphorus Control in Lake Watersheds: A Technical Guide to Evaluating New Development, by the Maine Department of Environmental Protection, 1992, or its most recent revision.
 3. The Planning Board shall require the phosphorous control plan to be reviewed by a qualified third party professional in order to determine compliance with the standards of this ordinance. The Planning Board may waive this third party review requirement on projects that are deemed to pose little risk to natural resources due to factors such as the project's size, simplicity, and location. [Adopted 05/13/2019]
- b. The construction of a single family home, the expansion of more than 200 square feet of building footprint on an existing home, or the clearing of trees and moving of soil material for the purpose of building a single family home, requires a phosphorus control permit from the Code Enforcement Officer.
 1. A phosphorus control and sedimentation and erosion control plan that shows how the project shall meet the requirements of this ordinance shall be submitted to the Code Enforcement Officer for approval. The plan shall be prepared by a professional who is qualified for the task as determined by the Code Enforcement Officer. The plan shall show lot boundaries, the limits of the area that will be cleared for development, the direction of stormwater flow, the location of streams, wetlands, and waterbodies, if any, and the location and type of phosphorus control and sedimentation and erosion control measures to be installed and maintained as part of the project.

The plan shall meet the following requirements:

- a. A buffer strip 50 feet wide consisting of natural forestland that meets the requirements of Section 19-22.4 shall be retained along the property boundaries downslope of the developed area of the lot. The buffer strip shall intercept and treat the stormwater runoff from at least 90% of the developed area of the lot, including at least 90% of the area consisting of buildings, driveways, and other impervious surfaces. If lot size, lot shape, existing development on the lot, or topography make a 50 foot buffer impractical, as determined by the Code Enforcement Officer, then a phosphorus control plan shall be prepared and implemented according to Section 19-22.5. If the lot is located in a subdivision with a phosphorus control plan approved by the Planning Board, then a phosphorus control plan shall be submitted that shows what phosphorus control measures, if any, are located on the property and how they shall be maintained.
 - b. Erosion and sedimentation control measures shall be implemented according to the requirements of Section 19-72. [Amended 9/22/03]
2. A written notice that the property is regulated by a phosphorus control permit shall be filed at the Cumberland County Registry of Deeds within ten days of plan approval. A copy of the

notice filed at the Registry shall be submitted to the Code Enforcement Office within this same time period as proof of the filing.

3. A phosphorus control plan may be amended with the approval of the Code Enforcement Officer. The amended plan shall be filed at the Code Enforcement Office.
4. A review fee as established by the Town Council shall accompany applications for phosphorus control permits.[Amended 8-27-07]

Effective on: 5/13/2019

Sec. 19-22.4 Natural Forestland Buffers

A. General Intent

The standards of this section are designed to protect the natural ability of forestland to remove phosphorus from stormwater runoff. For this reason, failure to protect the buffer area according to these standards is a violation of the phosphorus control permit.

B. Measurement of Buffer

Buffers shall consist of upland and run parallel to lot lines. The width of the buffer shall be measured 50 feet horizontally and perpendicular to the lot line. Buffers are not required below portions of the lot that will remain undeveloped. If a wetland lies on the downslope side of the lot in a position where the buffer should be located, the buffer shall be laid out parallel to the upland edge of the wetland rather than the lot boundary.

C. Maintenance Standards

1. Stormwater runoff must enter the buffer as sheet flow. Creating drainage channels through the buffer strip is not permitted.
2. No soil, rock, construction debris, vehicle bodies or parts, pollutants, trash, fill material, or debris may be placed, stored, or dumped in the buffer strip.
3. No trucks, cars, dirt bikes, ATVs, bulldozers, backhoes, or other motorized vehicles may be permitted within the buffer strip.
4. Any level spreader directing flow to the buffer strip must be regularly inspected and adequately maintained to preserve the function of the level spreader.
5. Removal of trees and other vegetation is permitted only if an evenly distributed stand of trees and other vegetation is maintained. The buffer must score a minimum of 12 points in any 25 foot by 25 foot section (625 square feet) as determined by the following rating system:

Diameter of Tree at 4 ½ Feet above Ground Level in Inches	Points
2-4	1
4-12	2
> 12	4

6. Where existing trees and other vegetation result in a rating score less than 12 points, no trees may be cut or sprayed with biocides except for the normal maintenance of dead, windblown, or damaged trees and for pruning of tree branches below a height of 12 feet provided that two thirds of the tree's canopy is maintained.
7. Structures are not permitted within the buffer area, except that signs, fence posts or utility poles that are already located within the area selected as a buffer may remain if the Code Enforcement Officer determines that these structures do not impair the functional value of the buffer for filtering stormwater runoff.

8. No undergrowth, ground cover vegetation, leaf litter, organic duff layer, or mineral soil may be disturbed or removed from the buffer strip.

Effective on: 12/9/2013

Sec. 19-22.5 Phosphorous Control According to Table 1

a. Purpose of the Table

Table 1 provides flexibility for preparing phosphorus control plans on lots where a 50-foot natural forestland buffer is impractical due to site constraints.

b. Scoring the Plan

The plan must score at least 15 points. The points must be earned using one filtering method and three or more treatment areas. The points are added from the filtering method and the treatment areas to achieve the total score. More than one filtering method may be used on the plan in order to treat runoff from the developed area on the lot. However, only the filtering method with the lowest point value can be included in the calculation for phosphorus control. Credit for areas to be treated only includes the developed portions of the property, as shown in the Table. The Other Options section is to be used only if the project cannot score the minimum number of points based solely on the treatment of stormwater runoff. Credit for phosphorus control is only permitted if the stormwater runoff enters buffer strips as sheet flow. Channeling of stormwater flow through buffer strips is not permitted.

Table 1 – Phosphorus Control Options		
BMP	Point Value/BMP	Points
Filtering Method		
A. Natural forestland buffer with intact duff layer and canopy. The buffer must meet the measurement and maintenance requirements of Section 19-22.4.	45' wide = 9 40' wide = 8 35' wide = 7 30' wide = 6 25' wide = 5	
B. Non-wooded buffer consisting of old fields, orchards, and cutover lands where grass and herbs at least 6 inches high are left to grow at ground level.	100' wide = 3 75' wide = 2 50' wide = 1	
C. Landscape buffer consisting of closely spaced trees and shrubs in a prepared planting bed. The topsoil must contain at least 6 inches of sandy loam, unless excavating the plant bed would disturb the roots of existing trees and shrubs within the buffer area. At least two inches of organic mulch such as decomposed bark or wood chips must be maintained on the soil surface. A level spreader may be needed in sloping areas in order to intercept and distribute the runoff into the buffer as sheet flow.	20' wide = 7 15' wide = 5 10' wide = 3	
D. Structural filter bed or phosphorus control pond.	3	
Treatment Areas		
E. Lawn runoff, including tennis courts, basketball courts, and related impervious surfaces used mainly by pedestrians.	90-100% of area = 3 75-89% of area = 2 60-74% of area = 1	
F. Roof runoff, including other impervious surfaces associated with buildings, such as decks, porches,	90-100% of area = 2 75-89% of area = 1	

walkways, and patios.		
G. Driveway runoff, including other impervious surfaces associated with parking, maintenance, and storage of motor vehicles, boats, RVs, and trailers.	90-100% of area = 3 75-89% of area = 2 60-74% of area = 1	
H. Road runoff from public and private ways, exclusive of the areas described in No. 7. Credit may not be obtained for public and private ways that are already managed for phosphorus control under the terms of a private way, subdivision, or site plan permit.	1 pt / 1,000 s.f. of road surface up to a max. of 4 pts.	
Other Options (Extra credit only)		
I. Driveway, parking, and other vehicular access areas are paved, covered with crushed stone, grass pavers, dry laid pavers, or other permanent and nonerodible surfaces. Gravel and stonedust are not considered permanent, nonerodible surfaces.	100% of area = 2 90-99% of area = 1	
J. An unstable and eroding shoreline along the lake or natural stream channel is stabilized. Credit is only allowed if the erosion is the result of factors beyond the control of the property owner.	1 pt. / 50 ft. of shoreline up to a max. of 3 points	
Total Score		

Effective on: 12/9/2013

**Town of Falmouth
Adopted Fee Schedule
Land Use Permits**

Amended through July 12, 2010

Fee	Amount (in \$s) base/per unit fee	unit	Additional fee		
			%	Dollar Amt	
					Increment
1 Conditional Zoning fee	500				
2 Phosphorus control permit	100				
3 Signs					
20 sf or over	50	sign (in addition to site review fees)			
4 Private Way	200	lot			
5 Residential growth permit	100				
6 Subdivision					
preapplication submittal	250				
minor or major preliminary subdivision	600	first three lots		100	additional lot
final	notice fee only				
review escrow account	100	lot			
amendment	250	revision			
re-approval	250	with no changes			
7 ZBA application					
admin appeal	100				
comm, manu, private club cond use	250				
multiplex or congregate care	20	unit			
8 Site Plan review					
pre-application	250				
any development	500			50	1,000 ft of building gross feet or portion thereof
amendment	250				
re-approval	250	with no changes			
review escrow				200	1,000 sf

**INTERLOCAL AGREEMENT BETWEEN
CUMBERLAND COUNTY SOIL & WATER CONSERVATION DISTRICT
AND
TOWN OF GRAY**

This Interlocal Agreement (“Agreement”) is made this ____ day of _____, 20_____, by an among the Cumberland County Soil and Water Conservation District, 35 Main Street, Suite 3, Windham, ME 04061 (the “District”), an agency of the State of Maine, and the Town of Gray, (the “Municipality”), a municipal corporation under the laws of the state of Maine. The forgoing also are referred to herein collectively as the “Parties” or singly as “Party.”

WHEREAS, State law encourages the development of regional coalitions of local governments in order to establish efficient and effective delivery of municipal services and the Municipality wishes to implement conservation practices on Panther Pond as efficiently and cost-effectively as possible with minimal duplication of efforts.

WHEREAS, the District, under 12 M.S.R.A. Chapter 1, is an agency of the State and a public body corporate and politic, exercising public powers including, without limitation, the powers to carry out preventive and control measures and works of improvement for flood prevention, or the conservation, development, utilization and disposal of water within the District, and to cooperate, or enter into agreements, with and within the limits of appropriations or other funds duly made available to it by law, to furnish financial or other aid to any agency, governmental or otherwise, or any occupier of lands within the District, in carrying on or erosion control and prevention operations and works of improvement for flood prevention and the conservation, development, utilization and disposal of water within the District.

WHEREAS, the Municipality, under 30 M.S.R.A. Part 2, is a municipal corporation providing essential services to its citizens including but not limited to road construction and maintenance, land use planning and development, stormwater management, etc...

WHEREAS, The District and the Municipality continue to recognize the need for close working relationships that allow joint “solutions of problems relating to the planning and development of the resources of the Town” as codified in our effective Memorandum of Understanding (“MOU” dated June 15, 1969).

WHEREAS, Maine statute (30-A M.R.S.A §§ 2203 *et. seq.*) clearly states that the Interlocal Cooperation Act is to be “liberally construed” to effectuate “the intent of the Legislature to avoid proliferation of special purpose districts and inflexible laws,” and authorizes the District, as an agency of State Government, to exercise, enjoy and act jointly or cooperatively with any party capable of similar powers, privileges or authority, including the Municipality.

NOW THEREFORE, in consideration of these covenants herein, the Parties do agree to as follows:

- 1) This Agreement is an Interlocal Agreement pursuant to 30-A M.R.S.A. §§ 2203 *et. seq.* for the purpose of providing conservation programs and technical assistance services related to soil and water conservation as determined by the Municipality on the terms and conditions set forth in this Agreement.
- 2) The specific terms and conditions of this Agreement are as follows:

A) Its duration

The term of this agreement shall commence upon execution and shall continue for the duration of five years and shall renew automatically for the term of five years unless a party non-renews or sooner terminates its participation under this Agreement as provided in Section 2.E. below.

B) The precise organization, compensation and nature of any separate entity created by the agreement

No separate entity will be created.

C) Its purpose

The purpose of this agreement is to cooperate in carrying conservation programs and technical assistance services related to soil and water conservation. The District and the Municipality will work collaboratively and cooperatively toward this end.

D) The manner of financing and establishing/maintaining a budget

Collaborative efforts shall be defined through TASK ORDERS prepared and issued to the District by the Municipality that shall be substantially in the form attached as EXHIBIT B. The District will provide a scope of work and budget for each TASK ORDER. Said budget shall not be exceeded unless authorized by the Municipality in the form of an amended, or new TASK ORDER. Adjustments to the TASK ORDER budget shall be accomplished by the Municipality and the District agreeing in writing to amend the TASK ORDER. The Municipality shall compensate the CCSWCD for time spent in the performance of services and for materials provided under this Interlocal Agreement in accordance with the District's Schedule of Fees posted on the District's website; the current Schedule of Fees is attached as EXHIBIT C. Payment shall be made to the District within thirty (30) days of the receipts of an invoice by the Municipality. The District shall not provide services pursuant to this Interlocal Agreement, and the Municipality shall incur no payment obligations to the District, except in accordance with the terms of a specific TASK ORDER.

E) The method to terminate the Agreement and dispose of property upon termination

As Stated in Section 2.A. above, any Party may terminate its participation under this Agreement upon no less than eighteen (18) month's prior written notice provided to each Party. Notwithstanding a Party's termination, terminating Party shall:

- Continue to be liable for its share of all costs incurred hereunder prior to the effective date of the terminating Party's termination until such liabilities are paid in full; and
- The Municipality will become wholly responsible for addressing and implementing all requirements of the Project.

No property is anticipated to be acquired by either Party, therefore, disposal of property upon termination of this Agreement by all Parties is not anticipated at this time. However, in the event that capital equipment or property is acquired, the Parties shall agree upon the disposal of all such property upon termination of this Agreement.

3) This Agreement does not establish a separate legal entity to conduct the joint or cooperative undertaking, the following additional items apply:

A) Administrator or joint board responsible for administering the joint or cooperative undertaking

The Municipality and the District shall each identify a staff person to be the administrator of this agreement.

B) Manner of acquiring, holding, disposing of real and personal property used in the joint or cooperative undertaking

No property is anticipated to be acquired by the Parties, therefore, acquisition, holding and disposal of property is not anticipated at this time. However, in the event that capital equipment or property is acquired, disposal is governed by 2.E. above.



- 4) **Liability and Indemnification.** Each Party shall defend, indemnify and hold each and every other Party hereto harmless from any claim, cause of action, liability or expense, including without limitation, costs and reasonable attorney's fees, arising out of any resulting error, act or omission of the indemnifying Party's officers, agents or employees. This section shall not be interpreted to waive the monetary limits or substantive areas or immunity under the Maine Tort Claims Act (14 M.S.R.A § 1801 *et. seq.*) or any other immunities or defenses under that Act or other applicable law.
- 5) **Entire Agreement, Governing Law of the Agreement.** This Agreement constitutes the entire agreement among the Parties. If any clause, section or provision is held to be invalid or unenforceable, that shall not affect the validity of the remainder of the Agreement and the Parties agree to meet and negotiate a new clause, section or provision. Amendment to this Agreement shall be in writing and executed by all Parties. This Agreement shall be governed by the laws of the State of Maine.
- 6) **Authority.** By executing this Agreement, each Party warrants that the representative signing below has been duly authorized by all appropriate actions of that Party's governing body to enter into and execute this Agreement, and that this Agreement represents a legal, valid and binding obligation to each party enforceable upon it in accordance with its terms and by application of equitable principles if equitable remedies are sought except as enforceability may be limited by applicable bankruptcy or similar laws.
- 7) **Witnesseth, that this Interlocal Agreement is made this _____ day of _____, 20__** by and among the Municipality and the District.

Authorized Representative for Cumberland County Soil & Water Conservation District

Signature: _____

Representative: John T. Flaherty

Title: Chair, Board of Supervisors

Date: _____

Authorized Representative for the Town of Gray

Signature: _____

Representative: _____ (print name of signatory)

Title: _____ (print signatory's title)

Date: _____



EXHIBIT B

FORM OF TASK ORDER

TASK ORDER # ____

ISSUED PURSUANT TO THE INTERLOCAL AGREEMENT

Executed on the ____ day of _____, 20____, by and between the Municipality and the District.

Task Name:		Estimated Budget:	\$
Start Date:		Completion Date:	
Scope of Work:			

Terms and Conditions: All the terms and provisions of the **Interlocal Agreement** are incorporated herein by reference and made a part hereof this TASK ORDER.

CUMBERLAND COUNTY SOIL & WATER
CONSERVATION DISTRICT

Town of Gray

By: _____

By: _____

Date: _____

Date: _____



SCHEDULE OF FEES

Fiscal Year 2019 Interim Rates

PERSONNEL

Hourly rates for each member of our staff are presented below.

Education & Outreach Team		
Education & Outreach Coordinator	Alison Clift	\$55.55
Educator & Technical Specialist	Jenna Martyn-Fisher	\$46.96
Technical Team		
Stormwater Manager/District Engineer	Aubrey Strause	\$114.97
Assistant District Engineer	Adam Sellick	\$68.52
Project Manager	Heather True	\$80.17
Environmental Planner	Damon Yakovleff	\$63.28
Technical Director	Robyn Saunders	\$133.95
Finance & Administration Team		
District Manager	Betty McInnes	\$83.21
Project Administrator	Chris Brewer	\$80.07

DIRECT EXPENSES

At cost (no markup)

TRAVEL/MILEAGE

\$0.52/mile

TERMS

All accounts are net due and payable within 30 days of the invoice date. A service charge of 1.5 percent per month (18% APR) will be charged to all accounts over 30 days.

The fees listed on this schedule are subject to change by the action of the Chair of the Board and/or the Board of Supervisors, changes will be reflected on the Schedule of Fees¹ posted on the District's website.

Make checks payable to:
CCSWCD

¹ <http://cumberlanswcd.org/site/about-us/schedule-of-fees/>



Town of Windham
Surface Water Protection Ordinance
Chapter 142
From the
Code

Of the

Town of Windham
Adopted
8/13/2002

Effective
11/13/2002

Amended
12/19/2017
5/25/2021 (Order 21-101)

County of Cumberland
State of Maine

SURFACE WATER PROTECTION ORDINANCE

A. PURPOSE

The purposes of this Ordinance are to prevent and minimize surface water pollution due to phosphorus contained in stormwater runoff from developed areas, to promote preventive measures to improve surface runoff water quality and lessen degradation to receiving watersheds and bodies of water within the Town of Windham to prevent and control water pollution caused by soil erosion and sediment transport resulting from soil disturbance associated with building development, to protect and promote safe and healthful conditions for humanity, and to protect fish spawning grounds, aquatic life, bird and other wildlife habitat in the town.

B. AUTHORITY

This Ordinance has been prepared in accordance with the provisions of Title 38 S435-449 of the Maine Revised Statutes Annotated (M.R.S.A.).

C. APPLICABILITY

This Ordinance applies to all activities which involve filling, grading, excavation or other similar activities which result in unstabilized soil conditions and a permit shall be required and a written soil erosion and sedimentation control plan. The plan shall be submitted to the permitting authority for approval and shall include, where applicable, provisions for:

1. Mulching and re-vegetation of disturbed soil.
2. Temporary runoff control features such as hay bales, silt fencing or diversion ditches.
 - a. Projects within the Limited Residential District, Resource Protection District, General Development District, Stream Protection District, and the Highland Lake watershed must incorporate double temporary erosion control measures at the perimeter of the project.
3. Permanent stabilization structures such as retaining walls or riprap.
4. Activities which require site plan approval from the Planning Board are to be prepared in accordance with prevailing best management practices as referenced in the current issue of Maine Erosion and Sediment Control Handbook for Construction: Best Management

Exempt from the requirements of this ordinance are the following:

- a. Activities in the Shoreland Zone which are governed by the Shoreland Zone Ordinance.
- b. Permit applications in subdivisions, which have a Planning Board approved soil erosion and sediment control plan.
- d. Normal Agriculture as defined in the Shoreland Zoning Ordinance Chapter 199-17

- e. Five Hundred (500) square feet or less of net impervious area (foot print)
- f. The maximum amount of soil area to be disturbed shall be based on the slope of the disturbed area, as outlined in Table I.

Table I

% Ground Slope Range	Amount of Soil Disturbance (sf)
20%	500 sf
10 20%	1000 sf
5 10%	2000 sf
2 5%	4000 sf

D. INTENT

In order to create the least potential for erosion, development shall be designed to fit with the topography and soils of the site, control stormwater run-off through the construction phase and strategic placement of structures, roads and driveways. The natural features and drainage patterns of the lot should be preserved using careful site design prior to any clearing or construction. The natural flow of water should be identified and undisturbed buffers protected to minimize off site transport by stormwater. Areas of steep slopes where high cuts and fills may be required shall be avoided wherever possible, and natural contours shall be followed as closely as possible. The intent of this ordinance is to have a zero off-site impact from any proposed development

E. EXPOSED GROUND AREA

Any exposed ground area shall be temporarily or permanently stabilized within one (1) week from the time the work was started, by use of riprap, sod, seed, and mulch, or other effective measures. In all cases permanent stabilization shall occur within nine (9) months of the initial date of exposure. In addition:

- a. Where mulch is used, it shall be applied at a rate of a least one (1) bale per five hundred (500) square feet and shall be maintained until a catch of vegetation is established.
- b. Anchoring the mulch with netting, peg and twine or other suitable method may be required to maintain the mulch cover. (wood chips are acceptable)

- c. Additional measures shall be taken where necessary in order to avoid siltation into the water. Such measures may include the use of staked hay bales and/or silt fences.

F. SOILS

All land uses shall be located on soils in or upon which the proposed uses or structures can be established or maintained without causing adverse environmental impacts, including severe erosion, mass soil movement, improper drainage, and water pollution, whether during or after construction. Proposed uses requiring subsurface waste disposal, and commercial or industrial development and other similar intensive land uses, shall require a soils report based on an on-site investigation and be prepared by state certified professionals. Licensed, Registered or Certified Professional may include Maine Certified Soil Scientists, Maine Registered Professional Engineers, Maine State Certified Geologists and other Licensed, Registered or Certified Professionals who have proof of training and experience in the recognition and evaluation of soil properties. The report shall be based upon the analyses of the characteristics of the soil and surrounding land and water areas, maximum ground water elevation, presence of ledge, drainage conditions, and other pertinent data, which the evaluator deems appropriate. The soils report shall include recommendations for a proposed use to counteract soil limitations where they exist. Soil conditions that are inappropriate or uncorrectable in an environmentally acceptable manner shall be sufficient grounds for denial, even though the proposed use is otherwise permitted in that zone.

G. PARKING AREAS & DRIVEWAYS

Parking areas shall be adequately sized for the proposed use and shall be designed to prevent stormwater runoff from flowing directly into a water body, and where feasible, to retain all runoff on-site. Where runoff can not be retained on-site licensed professionals in this field shall review and certify in writing to assure that the purpose of this ordinance is upheld.

H. ROADWAY DRAINAGE

In order to prevent road surface drainage from directly entering water bodies, roads shall be designed, constructed, and maintained to empty onto an unscarified buffer strip at least (50) feet plus two times the average slope, in width between the outflow point of the ditch or culvert and the normal high-water line of a water body, tributary stream, or upland edge of a wetland. Road surface drainage, which is directed to an unscarified buffer strip shall be diffused or spread out to promote infiltration of the runoff and to minimize, channelized flow of the drainage through the buffer strip.

I. DITCHING

Ditch relief (cross drainage) culverts, drainage dips and water turnouts shall be installed in a manner effective in directing drainage onto unscarified buffer strips before the flow

in the road or ditches gains sufficient volume or head to erode the road or ditch. To accomplish this, the following shall apply:

1. Ditch relief culverts, drainage dips and associated water turnouts shall be spaced along the road at intervals no greater than indicated in the following table:

ROAD GRADE (%)	SPACING (in feet)
0-2	250
3-5	200-135
6-10	100-80
11-15	80-60
16-20	60-45
21+	40

2. Drainage dips may be used in place of ditch relief culverts only where the road grade is ten (10) percent or less.
3. On road sections having slopes greater than eight (8) percent, ditch relief culverts shall be placed across the road at approximately a thirty (30) degree angle down slope from a line perpendicular to the centerline of the road.
4. On slopes of eight (8) percent or greater, surface materials shall be bituminous pavement, reclaimed asphalt or well compacted gravel. (Minimum compaction 95%)
5. Ditch relief culverts shall be sufficiently sized by a Registered Engineer or professional with expertise in hydrology and open channel flows and properly installed in order to allow for effective functioning, and their inlet and outlet ends shall be stabilized with appropriate materials.

J. MAINTENANCE AND REPAIR

Ditches, culverts, bridges, dips, water turnouts and other storm water runoff control installations associated with roads shall be maintained on a regular basis to assure effective functioning. When maintenance and/or repair are performed, such performance must be in accordance with Best Management Practice.

1. Duration of plan: for temporary measures
Erosion and sedimentation control measures shall apply to all aspects of the proposed project involving land disturbance, and shall be in operation during all stages of the activity. The amount of exposed soil at every phase of construction, shall be minimized to reduce the potential for erosion.
2. Duration of plan: for permanent measures
Permanent soil erosion and sedimentation control measures such as, but not limited to, level lipped spreaders, rip-rap installation, vegetated buffers, drainage dips and water turnouts shall be protected with a maintenance agreement.

K. STORM WATER RUNOFF

1. Construction:

All construction and development shall minimize stormwater runoff from the site in excess of the natural pre-development conditions. Where possible, existing natural runoff control features, such as berms, swales, terraces and wooded areas shall be retained in order to reduce runoff and encourage infiltration of stormwaters. Areas of connected impervious surfaces should be minimized to take full advantage of these features. Where runoff can not be retained on site it shall be reviewed by licensed professionals in this field.

a. Buffers:

Buffers (also know as vegetative filter or filter strips). Within the required setback of the corresponding zone there shall be a vegetative buffer. Excluded from this requirement are all of the commercial zones. This buffer shall consist of landscaping, to include but not limited to, grass, trees, shrubs, and wood chips. Within this buffer access to the property can be made for essential services and driveway access.

b. Drainage ways:

Natural and man-made drainage ways and drainage outlets shall be protected from erosion from water flowing through them. Drainage ways shall be designed and constructed in order to carry water from a twenty five (25) year storm or greater, and shall be stabilized with vegetation or lined with rip-rap

2. Maintenance:

Stormwater runoff control systems shall be maintained as necessary to ensure proper functioning.

3. Plan Required:

When required by this ordinance, the Code Enforcement Officer or the Planning Board, stormwater management plans shall be designed utilizing the most recent approved version of the Cumberland County Soil and Water Conservation Districts and Maine DEP's "Maine Erosion and Sediment Control Handbook for Construction: Best Management Practices and the Maine DEP's Stormwater Management for Maine: Best Management Practices. Completed plans, when required above, may be reviewed by the Cumberland County Soil and Water Conservation District, or other qualified professional firm, agency, or organization..

4. General:

All activities are expected to employ appropriate stormwater management practices regardless of the zone or district they are located in.

5. Additional requirements for projects in Limited Residential District, Resource Protection District, General Development District, Stream Protection District and the Highland Lake watershed that are not subject to subdivision or site plan review.

- a) The Code Enforcement Officer shall issue a Stormwater and Phosphorus Management Control Permit if the applicant meets or exceeds fifty (50) points based on the following point schedule. The applicant shall submit a Sketch Plan of the lot showing how each of the following point credits or deductions applies to the

proposed development. The Sketch Plan shall show approximate locations and dimensions of each Stormwater BMP, or other measure.

a. Credits

- i. 10 Points for correcting an existing erosion problem on the project site, as approved by the Code Enforcement Officer.
 1. Installing non-structural BMP (vegetation, loam and seed, mulch, etc.)
 2. Installing a structural BMP (woven geotextile mats and fabric, rip rap, etc.)
 3. Installing sediment control barriers until 1 & 2 have been established.
- ii. 20 Points for an impervious area of less than 2,000 square feet
- iii. 10 Points for a clearing limitation of less than 20% of the lot, or 15,000 square feet, whichever is less; or 20 Points for a clearing limitation of less than 15% of the lot, or 10,000 square feet, whichever is less
- iv. 15 Points for the installation of rock-lined drip edges or other infiltration system to serve no less than 50% of the new impervious area on the site. Test pit information certified by a Licensed Site Evaluator, Certified Soil Scientists (CSS) or Certified Geologist (CG) must show that three feet of separation exists between the Seasonal High Groundwater Table and the bottom of any proposed infiltration structure. Infiltration systems must be sized to accommodate one inch of runoff from contributing impervious areas within the structure (this will include an assumption of 30% void space in washed stone) and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMPs)
- v. 25 Points for the installation of rock-lined drip edges or other infiltration system to serve no less than 75% of the new impervious building area on the site. Test pit information certified by a Licensed Site Evaluator, Certified Soil Scientists (CSS) or Certified Geologist (CG) must show that three feet of separation exists between the Seasonal High Groundwater Table and the bottom of any proposed infiltration structure. Soil filtration or infiltration systems must be sized to accommodate one inch of runoff from contributing impervious areas within the structure (this will include an assumption of 30% void space in washed stone) and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMP's)
- vi. 25 Points for the installation of rain gardens or a soil filtration system designed to serve no less than 50% of the total new impervious area on the site. Rain gardens and soil filter systems shall be sized to accommodate one inch of runoff from contributing impervious areas, and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMP's)

- vii. 40 Points for the installation of rain gardens or a soil filtration system designed to serve no less than 75% of the new impervious area on the site. Rain gardens and soil filter systems shall be sized to accommodate one inch of runoff from contributing impervious areas, and designed in accordance with the details following approved engineering practices and techniques as published by the Maine Department of Environmental Best Management Practices (BMP's).
 - viii. 30 Points for a 50 foot wide (no greater than 15% slope) natural wooded buffer strip, or a 75 foot wide manmade vegetated buffer (no greater than 8% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer; or
 - ix. 35 Points for a 75 foot wide (no greater than 15% slope) natural wooded buffer strip, or a 100 foot wide manmade vegetated buffer (no greater than 15% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer; or
 - x. 40 Points for a 100 foot wide (no greater than 15% slope) natural wooded buffer strip, or a 150 foot wide manmade vegetated buffer (no greater than 15% slope) strip located down gradient and adjacent to the developed area, provided there is no channelization within the buffer.
- b. Deductions
- i. 5 Points deducted for a new structure footprint exceeding 2000 square feet, and an additional 5 points deducted for each additional 500 square feet of structure footprint.
 - ii. 5 Points deducted for clearing more than 50% disturbance.
- b) Alternate Means of Calculation. In those cases where the Code Enforcement Officer determines that use of the points system is inadequate to achieve the purposes of storm water and phosphorous management control or is otherwise inappropriate because of particular circumstances of the property, the Code Enforcement Officer may assess conformance with this standard based on the following:
- a. A licensed State of Maine Professional Engineer or Soil Evaluator or Certified Professional in Soil and Erosion Control certifies that the proposed treatment measure matches or exceeds the performance of the treatment measure under the specific point system allowance. It shall be the engineer's responsibility to provide evidence that the measure has been approved by the Maine Department of Environmental Protection or provides other certification into comparable treatment by professional testing results.

L. CONDITIONS OF PERMITS

Permits granted under this section may be made subject to additional conditions or restrictions to ensure conformity with the purposes and provisions of this chapter. Each application for a building permit shall be accompanied by the building permit fee set by the Town. Each application to the Code Enforcement Officer for a permit to erect a new building or structure or to enlarge or to move an existing one shall be

accompanied by a site plan showing the measurements of the lot and of all buildings, driveways, yards and parking spaces, drainage ways, storm drains, streams existing and proposed, the intended use of land and buildings shall be indicated clearly. Additional measures may be required in order to comply with this ordinance, such as, such as drainage ways and easements, soilerosion control measures, and all features to be installed for compliance with this Ordinance. Any other application for a building permit and any application for a permit shall be accompanied by a description of the intended use or use of the land and buildings and such further details as the Code Enforcement Officer may require for a clear understanding of the case.

M. APPEALS

1. Appointment:

There is hereby created a Board of Appeals of the Town of Windham created pursuant to the authority of Title 30-A M.R.S.A. S2691. The members of the Board shall be residents of the town. In accordance with the statutes, the following statues shall apply:

- a. The Board shall consist of five (5) members. In addition, said Board shall have one (1) alternate member, who shall have all the rights of a full member, except that said alternate may vote only in the absence of a full member.
- b. The term of office of members shall be three (3) years, except that initial appointments of members shall be made for one (1) two (2) and three (3) years respectively.
- c. A municipal official or his spouse shall not be a member of the Board.
- d. When there is a vacancy, the municipal officers shall appoint a person to serve for the unexpired term.
- e. The Board shall elect a Chair and Vice Chair from its own membership.
- f. Any question of whether a particular issue involves a conflict of interest sufficient to disqualify a member from voting thereon shall be decided by a majority vote of the members, except the member who is being challenged.
- g. A member of the Board may be dismissed for cause by the municipal officers before the expiration of his term.
- h. A Secretary to the Board shall be appointed by the appropriate town officials.

2. Jurisdiction and Authority:

In addition to the power granted by Title 30-A M.R.S.A. S2691, the Board Appeals shall have the following jurisdiction and authority.

- a. Subject to the provisions of this chapter, to hear and decide appeals from orders, decisions, determinations or interpretations made by the Code Enforcement Officer.
- b. Subject to the provisions of this chapter, to hear and grant or deny application for variances from the terms of the Surface Water Protection Ordinance. A variance can only be granted where undue hardship is proven. "Undue hardship" is defined to mean:
 - i. That the land in question cannot yield a reasonable return unless the variance is granted.
 - ii. That the need for a variance is because of unique circumstances of the

- property such as location of existing structures, topographical features, etc.) and not to the general conditions of the neighborhood.
 - iii. That the granting of a variance will not change the essential character of The locality; and
 - iv. That the hardship is not the result of action taken by the applicant or a prior owner.
 - c. Permitted variances run with the land and thus pass from one owner to the next.
 - d. Attention be given to the following wherever applicable:
 - i. Location, character and natural features.
 - ii. Fencing and screening.
 - iii. Landscaping, topography and natural drainage.
 - iv. Vehicular access, circulation and parking.
 - v. Pedestrian circulation.
 - vi. Signs and lighting.
 - vii. All factors which affect health, welfare and safety.
3. In granting appeals under this section, the Board of Appeals may impose such conditions as it deems necessary in furtherance of the intent and purpose of this chapter.

N. PROCEDURE

1. Meetings:

The Board of appeals shall meet twice each month as called by the Chair. A quorum of the Board necessary to conduct an official Board meeting shall consist of at least three (3) members. A majority vote of the quorum is required for the passage or denial of any appeal.

2. Minutes:

The Secretary shall record a permanent record of all Board meetings. All meeting minutes and all correspondence of the Board shall be maintained in the Town Office. The transcript of testimony, if any, and exhibits, together with all papers and requests filed in the proceeding, shall constitute the record. All decisions shall become a part of the record and shall include a statement of findings and conclusions, as well as the reasons or basis therefor, upon all the material issued of fact, law or discretion

presented and the appropriate order, relief or denial thereof. Notice of any decisions shall be mailed or hand delivered to the petitioner, his representative or his agent and the Department of Environmental Protection.

3. Public Hearing:

For all appeals, the Board shall hold a public hearing as prescribed herein. At least seven (7) days before the hearing, the Code Enforcement Officer or his assistant shall notify by mail the owners of properties abutting the property for which the appeal or application is made. Failure to receive this notice shall not invalidate the proceedings herein prescribed. The owners of properties shall be considered to be the parties listed by the Assessor as those against whom those taxes are assessed. Notice of the hearing shall also be placed at least twice in a newspaper of general circulation at least seven (7) days prior to the hearing. The Code Enforcement Officer or his assistant may attend all hearings and present to the Board all plans, photographs or other factual materials which are appropriate to an understanding of the case.

4. Appeals:

Any person and any municipal official or board of officials aggrieved by a decision of the Code Enforcement Officer or who wishes to request a variance from the Surface Water Protection Ordinance or who wishes a use permit may file an application with the Board of Appeals. An appeal of a decision made by the Code Enforcement Officer must be filed within thirty (30) days of the date of the decision. Application materials submitted to the Board must include a completed application form, including a location and site plan if appropriate, and a fee of two hundred dollars (\$200.00, which must be submitted to the Code Enforcement Officer at the time the appeal request is submitted). All application materials must be submitted for the Boards review at least fourteen (14) days prior to the Board meeting at which the applicant wishes to be heard. All meetings of the Board are public hearings. At the public hearing, the applicant or his representative must appear before the Board to present the proposal and to answer questions. Other interested parties, such as adjacent property owners, will also be permitted to speak for or against the appeal. Written notice of the decision of the Board shall be sent to the appellant within seven (7) days of the date of the decision. Any aggrieved party may appeal from the decision of the Board to the Superior Court within forty-five (45) days of the decision date.

5. Decision:

After a decision has been made by the Board of Appeals, a new appeal of similar import shall not be entertained by the Board until one (1) year shall have elapsed from the date of said decision, except that the Board may entertain a new appeal if the Board believes that, owing to a mistake of law or misunderstanding of fact, an injustice was done or it finds that a change has taken place in some essential aspect of the case sufficient to warrant a reconsideration of the appeal.

6. Reconsideration:

In accordance with Title 30-A M.R.S.A. §2691-3-F, the Board may reconsider any decision reached under this section within thirty (30) days of its prior decision. A vote

to reconsider and the action taken on that reconsideration must occur and be completed within thirty (30) days of the date of the vote on the original decision. The Board may conduct additional hearings and receive additional evidence and testimony as provided in this section.

7. Expiration date:

The right of any variance from the terms of this chapter granted by the Board of Appeals shall expire if the work or change permitted under the variance is not begun within six (6) months or substantially completed within eighteen (18) months of the date of the vote by the Board.

O. ENFORCEMENT

1. Nuisances:

Any violation of this Ordinance shall be deemed to be a nuisance.

2. Code Enforcement Officer.

- a. It shall be the duty of the Code Enforcement Officer to enforce the provisions of this Ordinance. If the Code Enforcement Officer shall find that any provisions of this Ordinance is being violated, he or she shall notify in writing the person responsible for such violation, indication the nature of the violation and ordering the action necessary to such violation, indication the nature of the violation and ordering the action necessary to correct it, including discontinuance of illegal use of land, buildings or structures, or work being done, removal of illegal buildings or structures, and abatement of nuisance conditions. A copy of such notices shall be maintained as a permanent record.
- b. The Code Enforcement Officer shall conduct on-site inspections to insure compliance with all applicable laws and conditions attached to permit approvals. The Code Enforcement Officer shall also investigate all complaints of alleged violations of this Ordinance
- c. The Code Enforcement Officer shall keep a complete record of all essential transactions of the office, including applications submitted, permits granted or denied, variances granted or denied, revocations actions, revocation of permits, appeals, court actions, violations investigated, violations found, and fees collected. On a biennial basis, a summary of this record shall be submitted to the Director of the Bureau of Land Quality Control within the Department of Environmental Protection.

3. Legal Actions.

When the above action does not result in the correction or abatement of the violation or nuisance condition, the Municipal Officers, upon notice from the Code Enforcement

Officer, are hereby directed to institute any and all actions and proceedings, either legal or equitable, including seeking injunctions of violations and the imposition of fines, that may be appropriate or necessary to enforce the provisions of this Ordinance in the name of the municipality. The municipal officers, or their authorized agent, are hereby authorized to enter into administrative consent agreements for the purpose of eliminating violations of this Ordinance and recovering fines without Court action. Such agreements shall not allow an illegal structure or use to continue unless there is clear and convincing evidence that the illegal structure or use was constructed or conducted as a direct result of erroneous advice given by an authorized municipal official and there is no evidence that the owner acted in:

- a. bad faith, or unless the removal of the structure or use will result in a threat or
- d. hazard to public health and safety or will result in substantial environmental damage.

4. Fines.

Any person, including but not limited to a landowner, a landowner's agent or a contractor, who orders or conducts any activity in violation of this Ordinance shall be penalized in accordance with Title 30-A M.R.S.A. §4452. Current penalties include fines of not less than \$100.00 nor more than \$2500.00 per violation for each day that the violation continues.

MEMO

January 9, 2023

TO: Gray Town Council
CC: Manager Nate Rudy
FROM: Kristen Muszynski, community planner
RE: Public notices
ENCL: Public notice invoices for 2022; rate information

Background

For several town business matters, such as Planning Board subdivision reviews and ordinance changes by the Town Council, State law requires public hearings and public notices published in a “newspaper having general circulation in the municipality.” Such publications are defined in MRSA Title 1, Section 601 (full text attached).

For the past 15+ years, the Town of Gray has published public notices in the Lakes Region Weekly, a free weekly paper that is distributed in the area. The LRW is under the helm of Masthead Media, as are all the daily papers in Maine (with the exception of the Bangor Daily News).

The deadline to submit notices to the LRW is the Monday prior to the Friday publication date. With State law requiring that notice is posted 7 or 13 days prior to the hearing (depending on the type of business), this deadline and the weekly publication schedule often puts staff in the position of advertising hearings before being able to confirm if applications are complete or wording is finalized for the respective bodies to review. It also restricts the town’s ability to take quick action, as the deadlines put us in a position to publish our notices at least a week prior to the statutory requirement.

For example, a subdivision going before the Planning Board for public hearing must be advertised twice, with the first ad at least seven days prior to the meeting. Planning Board meets on Thursday, so the previous Friday is only 6 days prior. Thus, the first notice must be published two Fridays prior to the meeting, which means the application must be vetted and the ad prepared by the Monday of that week – 17 days prior to the meeting.

A zoning ordinance change is even further out with the weekly deadlines, with the statutory requirement of publishing the public notice twice, both 12 days prior and then 7 days prior to the hearing.

Information

Per the council’s request following the workshop discussion of December 14, 2022, the Lakes Region Weekly advertising representative, Cyndy Bell, provided these circulation figures:

In the Town of Gray:

- Lakes Region Weekly is 1,000
- Portland Press Herald/Maine Sunday Telegram is 290 Print (189 subscription & 101 Retail); and 137 Digital
Sun Journal 29 Print (11 subscription & 18 Retail)

Ms. Bell also provided the cost differences for advertising in the LRW vs. the two local daily papers; as well as an accounting of our public notice invoices over the past year. (Attached). The accounting shows that in 2022, the town averaged \$1,932 per month in public notice expenses.

Notably, the classified ad (small type in columns of type, which runs in both the Forecaster and LRW) is more expensive than the display ad (an individual box with the advertisement text) in the LRW.

Currently, for planning board applications, the applicant pays \$100 per ad, which typically covers most of the cost of the advertisement. For town council/other town business, such as ordinance changes, the town bears the expense.

Action Items

The council is asked to consider if the town would benefit from using a daily paper for public notices, and if that benefit would offset the additional cost.

Should the town decide to publish its notices in a daily paper, the following questions must also be considered:

- Should they appear in the Sun Journal or Portland Press Herald?
- How will the town notify residents who are accustomed to finding notices in the LRW? (This could consist of one or more notices in the LRW and/or postings to the town website, social media and newsletter as well as public announcements at council and planning board meetings.)
- When will the change occur? Staff suggests at least a month to ensure that residents are aware of the change.

Newspaper public notice rate comparisons

Provided by Cyndy Bell, Advertising Accounts Manager for the Lakes Region Weekly/The Forecaster/ Maine Women Magazine

Note: All of these publications are owned by MASTHEAD MAINE, as are the Sun Journal and Portland Press Herald. (The only daily in Maine that is not owned by Masthead is the Bangor Daily News.)

Rates as of Dec. 7, 2022

Sample size ad measures 5 inches wide by 4 inches tall

To run in the Lakes Region Weekly as a display ad, the cost is \$116.75.

The average per col rate comes to \$14.59 per col inch. This is our 52 week discounted rate for the Lakes Region Weekly deadline is Tues at 10 am.

To run in our classified section of the Forecaster and Lakes Region Weekly, the deadline is Monday at 9 am the ad would run in all 6 of Masthead's local weekly papers.

The size of the width of classified is for a 2 col is 3.25 for example, to run a 2 col by 4 tall ad b/w only in classified would cost \$236.75 (3.25 wide by 4 tall). This rate is \$29.59 per col inch.

To run a classified in the Sun Journal, similar size as above is a 3.75 wide (3 col. Their columns are narrower) by 4 tall cost is \$387.75 Deadline is two days prior to run date. \$32.31 per col inch.

To run same in the PPH classified, same size as the SJ (3.175 wide by 4 inches tall b/w), cost would be \$218.15 weekdays. Sunday would be \$293.15. Rate is \$24.43 per col inch. Deadline is noon, 2 days prior so to run on a Friday needs to be in by noon on Wed.

Of course you might be able to get your copy into smaller sizes than the samples I just mentioned. But I'm giving you apples for apples in size.

SUN JOURNAL | FORECASTER GROUP

Advertiser Democrat | American Journal
 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		04/01/22-04/30/22

INVOICE NUMBER	401070
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TOTAL AMOUNT DUE	\$ 2,091.00
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Net 30 Days

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$1,059.00
04/01/22	0341448	LAKES REGION WEEKLY	ROP Comment: zoning ordinance	2x3.75	\$102.00
04/01/22	0341451	LAKES REGION WEEKLY	ROP Comment: Scott Liberty	2x3.75	\$102.00
04/08/22	0342546	LAKES REGION WEEKLY	ROP Comment: Road discontinuance	2x3.75	\$102.00
04/15/22	0342546	LAKES REGION WEEKLY	ROP Comment: Road discontinuance	2x3.75	\$90.00
04/05/22-04/08/22	0342932	LAKES REGION WEEKLY	ROP Comment: Scott Liberty	2x3.75	\$102.00
04/08/22	0343372	LAKES REGION WEEKLY	ROP Comment: surface water protection	2x3	\$84.00
04/15/22	0344668	LAKES REGION WEEKLY	ROP Comment: License renewal	2x2.75	\$78.00
04/22/22	0344734	LAKES REGION WEEKLY	ROP Comment: second reading Surface Water Protection	2x3	\$84.00
04/22/22	0345895	LAKES REGION WEEKLY	ROP Comment: public hearing may 10	2x4	\$108.00
04/29/22	0345895	LAKES REGION WEEKLY	ROP Comment: public hearing may 10	2x4	\$96.00
04/29/22	0347953	LAKES REGION WEEKLY	ROP Comment: Patricia Kittredge	2x3	\$84.00

TOTAL AMOUNT DUE	\$2,091.00
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Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
1,032.00	1,059.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	04/01/22-04/30/22	\$ 2,091.00	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

SUN JOURNAL | FORECASTER GROUP

Advertiser Democrat | American Journal
 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		08/01/22-08/31/22
INVOICE NUMBER		423602
TOTAL AMOUNT DUE		\$ 175.50
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$639.75
08/05/22	0370223	LAKES REGION WEEKLY	ROP Comment: zoning board appeals	2x3.5	\$99.75
08/26/22	0374977	LAKES REGION WEEKLY	ROP Comment: PN Refuse Hauler	2x2.5	\$75.75
08/16/22	Check/Cash		Comment: Payment - 039803		-\$639.75

TOTAL AMOUNT DUE **\$175.50**

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
175.50	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	08/01/22-08/31/22	\$ 175.50	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

SUN JOURNAL | FORECASTER GROUP

Advertiser Democrat | American Journal
 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		02/01/22-02/28/22
INVOICE NUMBER		391254
TOTAL AMOUNT DUE		\$ 5,463.15
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$4,095.15
02/04/22	0327053	LAKES REGION WEEKLY	ROP Comment: Hearing FEb 10th	2x5	\$165.00
02/04/22	0329509	LAKES REGION WEEKLY	ROP Comment: Emergency mgmt ordinance 1st read	2x4	\$108.00
02/11/22	0329630	LAKES REGION WEEKLY	ROP Comment: ZBA	2x2	\$60.00
02/18/22	0329848	LAKES REGION WEEKLY	ROP Comment: Amend building code ord.	2x6	\$169.00
02/18/22	0329923	LAKES REGION WEEKLY	ROP Comment: senior tax assist first read	2x5	\$132.00
02/18/22	0331590	LAKES REGION WEEKLY	ROP Comment: zoning ordinance	2x5.75	\$163.00
02/25/22	0331590	LAKES REGION WEEKLY	ROP Comment: zoning ordinance	2x5.75	\$138.00
02/18/22	0331805	LAKES REGION WEEKLY	ROP Comment: emergency management ord	2x5	\$132.00
02/18/22	0331905	LAKES REGION WEEKLY	ROP Comment: Nomination papers	2x5	\$132.00
02/18/22	0331934	LAKES REGION WEEKLY	ROP Comment: cable ordinance 1st reading	2x6	\$169.00

TOTAL AMOUNT DUE \$5,463.15

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
1,368.00	717.00	289.00	337.00	2,752.15	0.00

Phone: 1-800-482- [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office		02/01/22-02/28/22	\$ 5,463.15	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

SUN JOURNAL | FORECASTER GROUP

Advertiser Democrat | American Journal
 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		01/01/22-01/31/22
INVOICE NUMBER		386822
TOTAL AMOUNT DUE		\$ 4,095.15
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$3,378.15
01/14/22	0323835	LAKES REGION WEEKLY	ROP Comment: Virtual Public Hearing on Jan 26	2x2.25	\$66.00
01/21/22	0324503	LAKES REGION WEEKLY	ROP Comment: Public Notice town of gray	2x6.5	\$181.00
01/28/22	0324745	LAKES REGION WEEKLY	ROP Comment: Public Notice town of gray 28th	2x6.5	\$181.00
01/28/22	0327053	LAKES REGION WEEKLY	ROP Comment: Hearing FEb 10th	2x5	\$132.00
01/28/22	0327129	LAKES REGION WEEKLY	ROP Comment: Emergency amendment	2x5.5	\$157.00

TOTAL AMOUNT DUE **\$4,095.15**

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
717.00	289.00	337.00	917.00	1,835.15	0.00

Phone: 1-800-482-0753
 FED ██████████

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office		01/01/22-01/31/22	\$ 4,095.15	

Gray Town Office
 24 Main St
 Gray, ME 04039

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

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Livermore Falls Advertiser | Penobscot Times
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Customer	Account	Billing Period
Gray Town Office		07/01/22-07/31/22
INVOICE NUMBER		418024
TOTAL AMOUNT DUE		\$ 639.75
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$2,850.00
07/01/22	0363402	LAKES REGION WEEKLY	ROP Comment: Public Notice	2x4.25	\$122.75
07/08/22	0364462	LAKES REGION WEEKLY	ROP Comment: Notice	2x4.25	\$122.75
07/15/22	0365455	LAKES REGION WEEKLY	ROP Comment: zoning board of appeals	2x2.5	\$75.75
07/15/22	0365691	LAKES REGION WEEKLY	ROP Comment: Village design week	2x6	\$177.75
07/22/22	0367864	LAKES REGION WEEKLY	ROP Comment: short term rental 1st reading	2x5	\$140.75
07/07/22	Check/Cash		Comment: Payment - 39521		-\$2,610.00
07/19/22	Check/Cash		Comment: Payment - 039591		-\$240.00

TOTAL AMOUNT DUE \$639.75

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
639.75	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

Remittance Address:
Sun Journal
PO Box 4400
Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office		07/01/22-07/31/22	\$ 639.75	

Gray Town Office
24 Main St
Gray, ME 04039

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

SUN JOURNAL | FORECASTER GROUP

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 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		06/01/22-06/30/22

INVOICE NUMBER	412180
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TOTAL AMOUNT DUE	\$ 2,850.00
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Net 30 Days

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$2,610.00
06/10/22	0357750	LAKES REGION WEEKLY	ROP Comment: ZBA	2x4	\$108.00
06/24/22	0360497	LAKES REGION WEEKLY	ROP Comment: clerk	2x5	\$132.00

TOTAL AMOUNT DUE	\$2,850.00
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Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
240.00	519.00	1,032.00	1,059.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	06/01/22-06/30/22	\$ 2,850.00	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

SUN JOURNAL | FORECASTER GROUP

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Customer	Account	Billing Period
Gray Town Office		03/01/22-03/31/22

INVOICE NUMBER	395969
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TOTAL AMOUNT DUE	\$ 1,059.00
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Net 30 Days

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$5,463.15
03/04/22	0329853	LAKES REGION WEEKLY	ROP Comment: 2nd reading Building cord ord.	2x6	\$169.00
03/04/22	0329925	LAKES REGION WEEKLY	ROP Comment: senior tax assist 2nd read	2x5	\$132.00
03/04/22	0331936	LAKES REGION WEEKLY	ROP Comment: 2nd read cable tv ordinance Jon	2x6	\$169.00
03/04/22	0334120	LAKES REGION WEEKLY	ROP Comment: agritourism	2x5.5	\$157.00
03/11/22	0336354	LAKES REGION WEEKLY	ROP Comment: ZBA	2x2	\$60.00
03/18/22	0337913	LAKES REGION WEEKLY	ROP Comment: Scott Liberty site walk	2x5	\$132.00
03/25/22	0339782	LAKES REGION WEEKLY	ROP Comment: Zoning ordinance amendments	2x3.75	\$102.00
03/26/22	0340582	PORTLAND PRESS HERALD	Local, ROP Comment: Budget	3x2	\$138.00
03/29/22	Check/Cash		Comment: Payment - 039065		-\$5,463.15
TOTAL AMOUNT DUE					\$1,059.00

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
1,059.00	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	03/01/22-03/31/22	\$ 1,059.00	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

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 Bethel Citizen | Franklin Journal | Lakes Region Weekly
 Livermore Falls Advertiser | Penobscot Times
 Rangeley Highlander | Rumford Falls Times



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Customer	Account	Billing Period
Gray Town Office		05/01/22-05/31/22

INVOICE NUMBER	406589
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TOTAL AMOUNT DUE	\$ 2,610.00
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Net 30 Days

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$2,091.00
05/06/22	0349887	LAKES REGION WEEKLY	ROP Comment: Finance	2x6.5	\$181.00
05/13/22	0351841	LAKES REGION WEEKLY	ROP Comment: ZBA	2x6	\$169.00
05/27/22	0355058	LAKES REGION WEEKLY	ROP Comment: Staff Review Committee	2x6	\$169.00

TOTAL AMOUNT DUE	\$2,610.00
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Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
519.00	1,032.00	1,059.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	05/01/22-05/31/22	\$ 2,610.00	

Gray Town Office
 24 Main St
 Gray, ME 04039

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

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Customer	Account	Billing Period
Gray Town Office		11/01/22-11/30/22
INVOICE NUMBER		439893
TOTAL AMOUNT DUE		\$ 975.87
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$629.63
11/04/22	0387319	LAKES REGION WEEKLY	ROP Comment: Food drive	2x6.5	\$195.37
11/04/22	0390455	LAKES REGION WEEKLY	ROP Comment: public notice	2x5	\$140.75
11/04/22	0391135	LAKES REGION WEEKLY	ROP Comment: Public workshop	2x4	\$116.75
11/04/22	0391544	LAKES REGION WEEKLY	ROP Comment: public notice	2x5	\$140.75
11/18/22	0394038	LAKES REGION WEEKLY	ROP Comment: public notice	2x2.5	\$75.75
11/25/22	0395354	LAKES REGION WEEKLY	ROP Comment: first reading general assistance	2x4	\$116.75
11/25/22	0395360	LAKES REGION WEEKLY	ROP Comment: town of gray	2x6.5	\$189.75
11/21/22	Check/Cash		Comment: Payment - 40386		-\$629.63

TOTAL AMOUNT DUE \$975.87

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
975.87	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482- [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office		11/01/22-11/30/22	\$ 975.87	

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	

Gray Town Office
 24 Main St
 Gray, ME 04039

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Customer	Account	Billing Period
Gray Town Office		10/01/22-10/31/22
INVOICE NUMBER		434506
TOTAL AMOUNT DUE		\$ 629.63
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$675.75
10/07/22	0384003	LAKES REGION WEEKLY	ROP Comment: public notice	2x4	\$116.75
10/07/22	0384709	LAKES REGION WEEKLY	ROP Comment: Town ordinance chapter 298	2x4	\$116.75
10/07/22	0385054	LAKES REGION WEEKLY	ROP Comment: public hearing	2x2	\$60.00
10/28/22	0387319	LAKES REGION WEEKLY	ROP Comment: Food drive	2x6.5	\$195.38
10/28/22	0388277	LAKES REGION WEEKLY	ROP Comment: public notice	2x5	\$140.75
10/13/22	Check/Cash		Comment: Payment - 40196		-\$675.75

TOTAL AMOUNT DUE **\$629.63**

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
629.63	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
 Sun Journal
 PO Box 4400
 Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	10/01/22-10/31/22	\$ 629.63	

Gray Town Office
 24 Main St
 Gray, ME 04039

CREDIT CARD #	
EXPIRATION DATE	
CCV	
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Customer	Account	Billing Period
Gray Town Office		09/01/22-09/30/22
INVOICE NUMBER		429069
TOTAL AMOUNT DUE		\$ 675.75
Net 30 Days		

DATE	AD NUMBER / PO #	PRODUCT	DESCRIPTION	SIZE/UNITS	AMOUNT DUE
			Previous Balance		\$175.50
09/02/22	0376707	LAKES REGION WEEKLY	ROP Comment: Catherine Caswell	2x5	\$140.75
09/16/22	0379929	LAKES REGION WEEKLY	ROP Comment: Zoning board of appeals	2x7	\$201.75
09/16/22-09/23/22	0380238	LAKES REGION WEEKLY	ROP Comment: workshop	2x2	\$75.75
09/23/22	0380288	LAKES REGION WEEKLY	ROP Comment: public hearing	2x5	\$140.75
09/30/22	0383107	LAKES REGION WEEKLY	ROP Comment: public notice Amendment	2x4	\$116.75
09/13/22	Check/Cash		Comment: Payment - 39975		-\$175.50

TOTAL AMOUNT DUE \$675.75

Balances over 30 days accrues finance charge of 1.5% per month

Current Period	30 Days	60 Days	90 Days	120+ Days	Unallocated
675.75	0.00	0.00	0.00	0.00	0.00

Phone: 1-800-482-0753

FED ID: [REDACTED]

Remittance Address:
Sun Journal
PO Box 4400
Lewiston, ME 04243-4400

CUSTOMER	ACCOUNT	BILLING PERIOD	TOTAL AMOUNT DUE	AMOUNT REMITTED
Gray Town Office	[REDACTED]	09/01/22-09/30/22	\$ 675.75	

Gray Town Office
24 Main St
Gray, ME 04039

CREDIT CARD #	
EXPIRATION DATE	
CCV	
SIGNATURE	
CHECK NUMBER	



Proven Expertise and Integrity

September 21, 2017

Ms. Deborah Cabana
Town Manager
Town of Gray
6 Shaker Road
Gray, ME 04039

Dear Ms. Cabana:

We are pleased to confirm our understanding of the services we are to provide the Town of Gray for the years ending June 30, 2018, 2019, 2020, 2021 and 2022 with the option to extend an additional 3 years based on mutually agreed upon terms. We will audit the financial statements of the governmental activities, any business-type activities, any aggregate discretely presented component units, each major fund, and any aggregate remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements of the Town of Gray of and for the year ended June 30, 2018, 2019, 2020, 2021 and 2022 with the option to extend an additional 3 years based on mutually agreed upon terms. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the basic financial statements of the Town of Gray. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. As part of our engagement, we will apply certain limited procedures to the Town of Gray RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

1. Management's Discussion and Analysis

We have also been engaged to report on supplementary information other than RSI that accompanies the Town of Gray's financial statements. We will subject the supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a report combined with our auditor's report on the financial statements.

3 Old Orchard Road, Buxton, Maine 04093
Tel: (800) 300-7708 (207) 929-4606 Fax: (207) 929-4609
www.rhrsmith.com

Audit Objectives

The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of the accounting records of the Town of Gray and other procedures we consider necessary to enable us to express such opinions. We will issue a written report upon completion of our audit of Town of Gray's financial statements. Our report will be addressed to the Town Council of the Town of Gray. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions on the financial statements are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or may withdraw from this engagement.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*. The report on internal control and on compliance and other matters will include a paragraph that states (1) that the purpose of the report is solely to describe the scope of testing of internal control and compliance, and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control on compliance, and (2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The paragraph will also state that the report is not suitable for any other purpose. If during our audit we become aware that Town of Gray is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with U.S. generally accepted auditing standards and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. Our responsibility as auditors is limited

to the period covered by our audit and does not extend to later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Town of Gray's compliance with the provisions of applicable laws, regulations, contracts, agreements, and grants. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

Other Services

We will also assist the Town of Gray in: preparing draft financial statements that are based on management's chart of accounts and trial balance and any adjusting, correcting, and closing entries that have been approved by management; preparing draft Management's Discussion and Analysis and notes to the financial statements based on information determined and approved by management; maintaining depreciation schedules for which management has determined the method of depreciation, rate of depreciation, and salvage value of the asset, all in conformity with U.S. generally accepted accounting principles, permissible nonattest services under the AICPA Code of Conduct and nonaudit services under *Government Auditing Standards* for attest/audit engagements. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. Management responsibilities for these services are listed below.

We will perform the nonattest/nonaudit services in accordance with applicable professional standards, including the Code of Conduct issued by the American Institute of Certified Public Accountants. These

services are limited to the financial statements and depreciation schedule services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

Management Responsibilities

Management is responsible for establishing and maintaining effective internal controls, including evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met; following laws and regulations; and ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles, for the preparation and fair presentation of the financial statements and all accompanying information in conformity with U.S. generally accepted accounting principles, and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants and for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, and contracts or grant agreements, or abuse that we report.

You are responsible for the preparation of the supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits or other studies related to the objectives

discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or other studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements and related notes and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements and related notes and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

Audit Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, or other confirmations we request and will locate any documents selected by us for testing.

We will provide copies of our reports to oversight agencies; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of RHR Smith & Company and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to an oversight agency or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of RHR Smith & Company personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by an oversight agency. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party (ies) contesting the audit finding for guidance prior to destroying the audit documentation.

Ronald H.R. Smith is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them. Our fee for these services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.) except that we agree that our gross fee, including expenses, will not exceed \$9,000, broken down as follows:

June 30, 2018, 2019, 2020, 2021 and 2022 \$9,000

Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes 30 days or more overdue and may not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report(s). You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

You may request that we perform additional services not addressed in this engagement letter. If this occurs, we will communicate with you regarding the scope of the additional services and the estimated fees. We also may issue a separate engagement letter covering the additional services. In the absence of any other written communication from us documenting such additional services, our services will continue to be governed by the terms of this engagement letter.

We appreciate the opportunity to be of service to the Town of Gray and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very Best,

RHR Smith & Company

RHR Smith & Company, CPAs
RHRS/17

RESPONSE:

This letter correctly sets forth the understanding of the Town of Gray.

Management signature: Deborah Cabana

Title: Town Manager

Date: November 15, 2014

**CHARLES W BARKER SCHOLARSHIP FUND
NONSPENDABLE BALANCE RECONCILIATION**

Year	Annual Income	1/2 Interest Income*	Nonspendable	
			\$ 12,901.43	Original Principal
1983	\$ 539.73	\$ 269.87	\$ 13,171.30	
1984	\$ 1,294.03	\$ 647.02	\$ 13,818.31	
1985	\$ 1,413.91	\$ 706.96	\$ 14,525.27	
1986	\$ 1,025.84	\$ 512.92	\$ 15,038.19	
1987	\$ 949.84	\$ 474.92	\$ 15,513.11	
1988		\$ -	\$ 15,513.11	Unable to get information from Financial Statements
1989		\$ -	\$ 15,513.11	Unable to get information from Financial Statements
1990		\$ -	\$ 15,513.11	Unable to get information from Financial Statements
1991	\$ 670.00	\$ 335.00	\$ 15,848.11	
1992	\$ 1,150.00	\$ 575.00	\$ 16,423.11	
1993	\$ 794.00	\$ 397.00	\$ 16,820.11	
1994	\$ 993.00	\$ 496.50	\$ 17,316.61	
1995	\$ 235.00	\$ 117.50	\$ 17,434.11	
1996	\$ 1,139.00	\$ 569.50	\$ 18,003.61	
1997	\$ 748.00	\$ 374.00	\$ 18,377.61	
1998	\$ 963.00	\$ 481.50	\$ 18,859.11	
1999	\$ 896.00	\$ 448.00	\$ 19,307.11	
2000	\$ 836.00	\$ 418.00	\$ 19,725.11	
2001	\$ 1,493.00	\$ 746.50	\$ 20,471.61	
2002	\$ 1,389.00	\$ 694.50	\$ 21,166.11	
2003	\$ 390.00	\$ 195.00	\$ 21,361.11	
2004	\$ 424.00	\$ 212.00	\$ 21,573.11	
2005	\$ 553.00	\$ 276.50	\$ 21,849.61	
2006	\$ 1,279.00	\$ 639.50	\$ 22,489.11	
2007	\$ 297.00	\$ 148.50	\$ 22,637.61	
2008	\$ 957.00	\$ 478.50	\$ 23,116.11	
2009	\$ 776.00	\$ 388.00	\$ 23,504.11	
2010	\$ 363.00	\$ 181.50	\$ 23,685.61	
2011	\$ 94.00	\$ 47.00	\$ 23,732.61	
2012	\$ 77.00	\$ 38.50	\$ 23,771.11	
2013	\$ 42.00	\$ 21.00	\$ 23,792.11	
2014	\$ 34.00	\$ 17.00	\$ 23,809.11	
2015	\$ 33.00	\$ 16.50	\$ 23,825.61	
2016	\$ 33.00	\$ 16.50	\$ 23,842.11	
2017	\$ 59.00	\$ 29.50	\$ 23,871.61	
2018	\$ 100.00	\$ 50.00	\$ 23,921.61	
2019	\$ 148.00	\$ 74.00	\$ 23,995.61	
2020	\$ 162.00	\$ 81.00	\$ 24,076.61	
2021	\$ 102.00	\$ 51.00	\$ 24,127.61	

22567.1 Actual balance = \$1560.51 difference

* In accordance with the Last Will and Testament, 1/2 of the annual income is to be added to the principal, with the remaining balance being spendable for stated purpose.

Jonathan Hartt

From: Nathaniel Rudy
Sent: Thursday, January 12, 2023 2:54 PM
To: Sandy Carder
Cc: Jonathan Hartt
Subject: Request for Educational funds

Hello Councilor Carder,

I am writing to submit my request for use of the Town's educational support funds, to attend an online class entitled "Public Narrative: Leadership, Storytelling, and Action", hosted by the Harvard Kennedy School of Government. This course should complete my requirement to earn an Executive Certificate in Public Leadership, which I started working on by taking the "Senior Executives in State and Local Government" in 2019, and am continuing to work on with the course "Negotiation Strategies: Building Agreement Across Boundaries" which I intend to complete this spring. The program cost is \$2900, and the class will be offered in the summer/fall of 2023. I have attached materials about the course and about the executive certificate program.

Thank you,

Nate Rudy

Town Manager

Town of Gray

24 Main Street, Gray, ME 04039

phone: (207) 657-3339 x. 5

fax: (207) 657-2852

www.graymaine.org

(he/him)

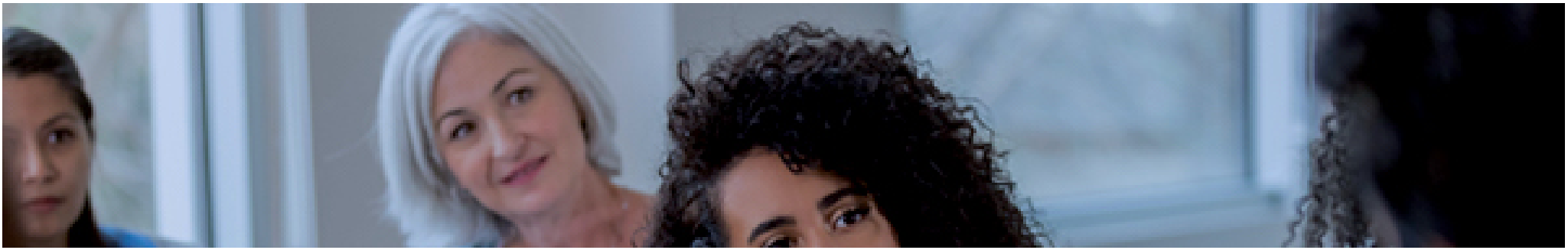
"Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in."

~ Sue Premo, Volunteer Coordinator, Green Bay, WI



This electronic mail message and any attachments hereto, as well as any electronic mail message(s) that may be sent in response to it, may be considered public records, and may therefore be subject to public record requests for review and copying under Maine's Right to Know Law (Title 1, 401-521 of the Maine Revised Statutes).

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Public Narrative: Leadership, Storytelling, and Action

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[APPLY \(HTTPS://HKS-EXECUTIVE-EDUCATION.FORCE.COM/ONLINEAPP/TX_SITELOGIN?STARTURL=/ONLINEAPP/TARGETX_BASE_PORTAL\)](https://hks-executive-education.force.com/onlineapp/tx_sitelogin?starturl=/onlineapp/targetx_base_portal)

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Online

Session Date:

August 28, 2023 -
December 15, 2023

Application Deadline:

Program Fee:

\$2,900

Faculty Chair:

Marshall Ganz (</faculty/marshall-ganz>)

Program Director:

James Brockman
(mailto:james_brockman@hks.harvard.edu)

REQUES
([HTTPS://WWW.HKS.HARVARD.EDU/EDUCATIONAL-PROGRAMS/EXECUTIVE-EDUCATION-PROGRAM-BROCHUREFORM?PGMID=AIR6A000001JMSA](https://www.hks.harvard.edu/educational-programs/executive-education-program-brochureform?PGMID=AIR6A000001JMSA))

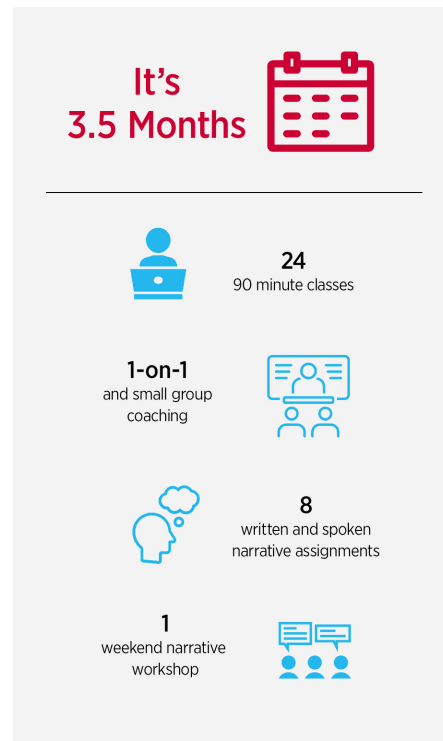
Executive Certificate: This program is part of the Nonprofit Leadership and Public Leadership Executive Certificate (<https://www.hks.harvard.edu/education/executive-education/admissions-fees/executive-certificates>) series.

Executive Core Qualifications (ECQs): This program aligns with one or more Executive Core Qualifications (<https://www.hks.harvard.edu/education/executive-education/admissions-fees/executive-core-qualifications>).

Program Overview

Stories enable us to communicate our values as lived experiences rather than abstract principles. They have the power to move people and inspire change by evoking shared values that motivate others to action. You may think that your personal story does not matter or that people are not interested. However, if you are engaged in public work or are leading an organization, you have the responsibility, to offer an account of who you are, why you do what you do, and where you hope to lead. If you do not author your own story, others likely will, and it may not be as you wish.

Public Narrative: Leadership, Storytelling, and Action is a transformative online program through which you can strengthen your capacity to lead. You learn how to tell a story of self that enables others to "get you"; a story of us that enables your community to "get each other"; and a story of now that turns the present moment into one of challenge, hope, and action. It is a groundbreaking practice that for years has proven an invaluable tool for senior public leaders, community organizers, students, and leaders across a range of organizations.



PROGRAM CURRICULUM

Public Narrative is comprised of live lectures by Harvard Professor Marshall Ganz, peer-learning sessions led by skilled facilitators, and one-on-one coaching sessions with public narrative experts.

In the first seven sessions of the program, you will learn to craft your own public narrative and coach others to help craft theirs. You will then learn how to use public narrative to create an empathetic bridge that enables others to respond to urgent challenges of loss, difference, power and change in your organization, your community, or among your constituency.

LEARNING OBJECTIVES

During *Public Narrative* you will gain skills that include:

- How to craft your public narrative
- How to connect your story to that of your community to motivate commitment to a shared purpose and call to action
- How to analyze the role of narrative in moments of critical change and use tools to enable others' agency
- How to increase your capacity to lead others using the public narrative framework

Application Information

- + Recommended Applicants
- + Sample Schedule

WHAT PARTICIPANTS ARE SAYING

“Public Narrative is essential learning for anyone seeking to make a difference in this world. The program offering is very rich, and Professor Ganz is an inspirational, wise, and expert teacher. This program changed my life.”

TOBY LEAVITT, SAN FRANCISCO SHAKESPEARE FESTIVAL



[Hear from Professor Marshall Ganz \(https://youtu.be/MBWa-2PNJOg\)](https://youtu.be/MBWa-2PNJOg)

Professor Marshall Ganz discusses his online program, *Public Narrative: Leadership, Storytelling, and Action*



Faculty & Research

- + Faculty Chair
- + Related Research

“Many insights have emerged from my personal experiences of learning, utilizing, and teaching others Public Narrative as part of my research. Great questions and insights surfaced - especially on the value Public Narrative can add as a ‘leadership practice for leading change through action’ within communities such as mine (African) that have a very deep and rich tradition of storytelling.

If you are passionate about leading change by inspiring others to cultivate the courage to enable change through action, this course is for you.”

- Kerubo Abuya, PhD

Activist & Change Leadership Scholar-Practitioner

Story of Self Across Cultures (<https://youtu.be/lSdL-dse3FM>)

Professor Marshall Ganz explores the power and perception of the “story of self” across cultures.



REQUEST MORE INFORMATION

Access brochure and receive more information about the program

[ACCESS \(HTTPS://WWW.HKS.HARVARD.EDU/EDUCATIONAL-PROGRAMS/EXECUTIVE-EDUCATION/EXECUTIVE-EDUCATION-PROGRAM/BROCHUREFORM?PGMID=A1R6A000001JMSA\)](https://www.hks.harvard.edu/educational-programs/executive-education/executive-education-program/brochureform?pgmid=A1R6A000001JMSA)

APPLY

Start your application and take the next step in your learning journey.

[APPLY \(HTTPS://HKS-EXECUTIVE-EDUCATION.FORCE.COM/ONLINEAPP/TX_SITELOGIN?STARTURL=/ONLINEAPP/TARGETX_BASE_POR](https://hks-executive-education.force.com/onlineapp/tx_sitelogin?starturl=/onlineapp/targetx_base_por)

RELATED RESOURCES

Executive Education Admissions

(/educational-programs/executive-education/admissions-fees)

Read more about the HKS Executive Education admissions process and related fees.

How to Apply

(/educational-programs/executive-education/admissions-fees/how-apply)

Learn how to apply to a Harvard Kennedy School executive program.

Contact Executive Education

(/educational-programs/executive-education/contact-us)

exed@hks.harvard.edu +1-617-496-9000



HARVARD Kennedy School [\(https://www.hks.harvard.edu/\)](https://www.hks.harvard.edu/)
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

79 John F. Kennedy Street
Cambridge, MA 02138
617-495-1100

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Certificate**

**Nonprofit Leadership
Certificate**

**Public Leadership
Certificate**

**Public Policy
Certificate**

Harvard Kennedy School Executive Education offers Executive Certificates in four concentration areas — Economic Development, Nonprofit Leadership, Public Leadership, and Public Policy.

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To earn your certificate, complete three programs in your chosen concentration within six years. A discount based on the cost of your lowest tuition will be applied to your final program.

To learn more about eligible programs and how to apply, please visit WWW.HKS.HARVARD.EDU/EE/CERTIFICATE





**Economic Development
Certificate Programs**

This concentration is for leaders focused on improving the economic, political, and social well-being of their nation.

**Nonprofit Leadership
Certificate Programs**

This concentration focuses on the special concerns for those at the helm of nonprofit organizations.

**Public Leadership
Certificate Programs**

This concentration helps to advance leadership excellence in the public sector

**Public Policy
Certificate Programs**

This concentration provides leaders with a principled guide to action in public policy.

“Harvard Kennedy School Executive Education helped me develop broader perspective on public service and leadership strategies that could take me to new places. After completing my certificate in public leadership, I was driven to take responsibility for things larger than myself and collaborate with others to build capacity and support.”

DR. MICHELLE DORSEY, Senior Clinical Advisor, U.S. Department of Veterans Affairs, Washington, D.C.

TO LEARN MORE ABOUT HOW TO EARN YOUR EXECUTIVE CERTIFICATE, PLEASE VISIT

WWW.HKS.HARVARD.EDU/EE/CERTIFICATE

Town of Gray
Educational Reimbursement Policy
Adopted 09/18/2018

In order to encourage employees to better prepare themselves to fulfill the duties and responsibilities of their positions, the Town agrees to reimburse employees for up to eight (8) course credits in one semester, or \$5,250.00 worth of credits in one year. The Town will only reimburse 100% of eligible expenses for a grade of A; and 75% for a grade of B. Reimbursement does not include the cost of any tools, supplies, transportation or meals of the participant. This program covers only costs not recoverable against the “GI Bill Benefits” or other scholarships. The Town will not provide “double coverage” if you are receiving assistance under the GI Bill or from any other source.”

“Regular full-time employees” who have been employed by the Town for at least six (6) months are eligible to participate in this program. In order to participate in the program, the employee must obtain the approval of his-her Department Head prior to the commencement of the course or training program. The employee must then seek the approval of the Town Manager who will certify that the degree program is duly qualified for the Town’s educational reimbursement program and that funds are available. It shall be the responsibility of the employee to demonstrate that the course or program for which he or she is seeking reimbursement is directly related to his or her job responsibilities.

Applications should be submitted at least 30 days prior to the course commencement date. If possible, employees should submit a notice of intent to utilize this benefit prior to January 15th in preparation for the next fiscal year budget. Applications will be considered on a first come first serve basis. Said reimbursement is subject to the appropriation and availability of funds within the designated account.

Employees will be reimbursed for courses upon submission of the following to The Town Manager: a form approving the individual courses, a receipt from the institution, school or college showing amount and payment of tuition and a transcript showing the grade obtained in the course. Reimbursement will not be paid unless submission of all information is received within three months from completion of the course.

Any employee that leaves employment with the Town for any reason, including voluntary resignation, termination, or retirement, within two (2) years of receiving an educational reimbursement for tuition shall reimburse the Town the prorated share of the educational reimbursement paid to the employee in proportion to the number of months left in that two-year period from the date of the educational reimbursement.

Muni Name	County	Municipality Valuation	% Valuation	Population	% Population
South Berwick	York	\$723,400,000	70.3%	7,587	92.7%
Brewer	Penobscot	\$732,700,000	71.2%	9,134	111.6%
Waterboro	York	\$778,250,000	75.6%	8,131	99.4%
Rockland	Knox	\$789,050,000	76.6%	7,205	88.1%
Buxton	York	\$821,300,000	79.8%	8,279	101.2%
Topsham	Sagadahoc	\$937,550,000	91.1%	8,768	107.2%
Bath	Sagadahoc	\$981,150,000	95.3%	8,340	101.9%
Skowhegan	Somerset	\$993,050,000	96.5%	8,258	100.9%
Gray	Cumberland	\$1,029,500,000	100.0%	8,181	100.0%
Ellsworth	Hancock	\$1,075,400,000	104.5%	7,964	97.3%
Standish	Cumberland	\$1,103,700,000	107.2%	10,504	128.4%
Bridgton	Cumberland	\$1,106,700,000	107.5%	5,271	64.4%
Raymond	Cumberland	\$1,150,200,000	111.7%	4,606	56.3%
Cumberland	Cumberland	\$1,328,750,000	129.1%	8,054	98.4%
Yarmouth	Cumberland	\$1,711,350,000	166.2%	8,404	102.7%
Freeport	Cumberland	\$1,739,650,000	169.0%	8,448	103.3%
Old Orchard Beach	York	\$1,750,600,000	170.0%	8,710	106.5%
Not comparable in size or valuation					
Westbrook	Cumberland	\$2,144,350,000	208.3%	18,619	227.6%
Brunswick	Cumberland	\$2,319,900,000	225.3%	20,814	254.4%
Falmouth	Cumberland	\$2,532,600,000	246.0%	11,685	142.8%
South Portland	Cumberland	\$4,308,100,000	418.5%	25,927	316.9%
Scarborough	Cumberland	\$4,313,600,000	419.0%	19,361	236.7%
Portland	Cumberland	\$9,687,850,000	941.0%	67,434	824.3%
	Same	+/-	5% +/-		5%
	Adjacent	+/-	10% +/-		10%
	Second Adj	+/-	30% +/-		20%
	Not Adj	+/-	over 30% +/-		over 20%

From: Maine Municipal Salary & Benefits Report, 2021