



**Selectboard Regular Meeting Agenda  
August 20, 2024  
Executive Session @ 5:30 PM  
Regular Meeting @ 6:00 PM  
Casco Community Center  
Amended 08-20-2024**

**Executive Session**

1. Executive Session pursuant to 1 M.R.S.A.405(6)(E) Consultation with legal counsel.

**Regular Meeting**

2. Review and approval of the meeting agenda
3. Approval of bills and signing and approval of all open warrants
4. Approval of Minutes: August 6, 2024
5. Public Participation for non-Agenda items
6. Manager's Update

**Workshop**

7. The Selectboard will conduct a joint workshop with the Casco Public Library Board of Directors regarding property lines, deeds, and other land-related discrepancies.

**Old Business**

8. The Selectboard will consider a request from Robert Morton to re-acquire foreclosed property located at 21 Graffam Road
9. The Selectboard will consider updates to the "Selectboard's Rules and Procedures" policy
10. The Selectboard will discuss Selectboard's goals

**New Business**

11. The Selectboard will consider Animal Control Interlocal Agreement with Naples, Raymond and Casco
12. The Selectboard will consider quotes for plowing gear for F600.
13. Selectboard Comments
14. Adjournment

**Reminders to the Attending Public:** Selectboard meetings are open to the public, but the public may not speak unless recognized by the Board Chair or Vice Chair in their absence. Except during a public hearing, comment time is limited to 2 minutes per speaker during public participation or on agenda items. Matters related to personnel will not be heard.

**Future meeting dates (subject to change)**

August 29 @ 6:00 PM Casco Naples Transfer Station Council (Casco Community Center)

August 29 @ 6:30 PM Comp Plan Implementation Committee Meeting

September 3 @ 6:00 PM Selectboard Regular Meeting

September 9 @ 6:30 PM Planning Board Meeting

September 17 @ 6:00 PM Selectboard Regular Meeting

September 26 @ 6:30 PM Comprehensive Plan Implementation Committee Meeting

**TOWN OF CASCO**

635 Meadow Road • Casco, ME 04015 • 207-627-4515

[www.cascomaine.org](http://www.cascomaine.org)



## Town of Casco Selectboard Regular Meeting Minutes

August 06, 2024 at 6:00 PM

Casco Community Center

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### Regular Meeting

1. Review and approval of the meeting agenda

The Selectboard moved and seconded to approve the meeting agenda.

Motion made by Avery, Seconded by Plummer.

Voting Yea: Avery, Connolly, MacDonald, Plummer

2. Approval of bills and signing and approval of all open warrants

The Selectboard moved and seconded to approve all bills and signing of all open warrants

Motion made by MacDonald, Seconded by Avery.

Voting Yea: Avery, Connolly, MacDonald, Plummer

3. Approval of Minutes: July 23, 2024

The Selectboard moved and seconded to approve the minutes from July 23, 2024 as presented.

Motion made by Avery, Seconded by MacDonald.

Voting Yea: Avery, Connolly, MacDonald, Plummer

4. Public Participation for non-Agenda items

David O'Connor and Nancy Libby-Maynard both spoke regarding the upcoming taxes. They would like further clarification from the board regarding the upcoming increases.

Rob Sutherland, Assessor, spoke regarding the revaluation and its effect on property taxes.

Sam Brown displayed the trophy that the Friends and Family Safe Streets Initiative won at Casco Days. Sam spoke about the resiliency effort and survey. He passed out cards to everyone with information about how to participate in the survey.

## 5. Manager's Update

- A. The Transfer Station/Bulky Waste project is beginning on September 16<sup>th</sup> with the Transfer Station portion expected to be completed by October 25<sup>th</sup>. During that duration, the hopper will be open for municipal solid waste, but no recycling materials will be accepted. Also, during that period, a vast majority of the transfer station will be a construction zone with no resident access. We anticipate substantial disruption to the operation, but this is the only manner of keeping the transfer station open during construction. We anticipate the Transfer Station being closed on October 23<sup>rd</sup> for paving (weather permitting) . We anticipate the Bulky Waste access road to also be closed during this period for base paving.

We anticipate the Bulky Waste facility being closed from October 28<sup>th</sup> through January 10, 2025. During this time, no bulky waste material will be accepted, and the facility closed to the public. The paving of the entrance to Bulky Waste will not occur until the spring of 2025.

Included in your packet are three documents related to this project. Naples and Casco are coordinating the communication related to this project to ensure a consistent message. Besides being posted on social media and websites, we are communicating via our newsletter. We are additionally in the process of leasing message boards to be placed at both facilities advising our residents.

- B. The Transfer Station Council is scheduled to meet on August 29<sup>th</sup> at 6:00pm to receive any updates from Sebago Technics relating to the above project.
- C. Glidden Excavation is planning to begin their paving projects on August 22<sup>nd</sup>. We will be posting these tentative dates and will further communicate with the public as the paving dates are finalized.
- D. The Concert Series in Casco Day Park begins this Thursday with Fanfare Concert Band playing for the next 4 Thursdays and Heather Keast playing the next 4 Fridays.
- E. I will be attending Maine Town City Managers Association Training at Sunday River from August 14<sup>th</sup> through 16<sup>th</sup>. I will be available via text or cell phone if needed.

## New Business

6. The Selectboard will discuss FY25 Tax Commitment.  
Discussion only. No action was taken.
7. The Selectbaord will discuss the Cumberland County Finance Committee Caucus.  
Discussion only. No action was taken.

8. The Selectboard will discuss purchasing a Ford 650 for Public Works from Rowe Ford.  
The Selectboard moved and seconded to purchase a Ford 650 for Public Works from Rowe Ford in the amount of \$90,660.00.  
Motion made by MacDonald, Seconded by Avery.  
Voting Yea: Avery, Connolly, MacDonald, Plummer
9. The Selectboard will consider the June 5, 2024 Town Meeting minutes.  
The Selectboard moved and seconded to accept the minutes of the June 5, 2024 Town Meeting.  
Motion made by Avery, Seconded by Plummer.  
Voting Yea: Avery, Connolly, MacDonald, Plummer
10. The Selectboard will discuss a Senior Tax Credit ordinance.  
Discussion only. No action was taken.

### Old Business

11. The Selectboard will discuss Selectboard goals.  
Discussion only. No action was taken.
12. The Selectboard will discuss the Town's resiliency commitment.  
Discussion only. No action was taken.
13. Selectboard Comments  
Scott Avery reported he has had quite a few "tough" conversations regarding the speed bumps on Mayberry Hill Road. Scott also encouraged attendance at the concerts taking place at Casco Day Park.  
Bob McDonald wants to keep moving on the Selectboard goals.  
Grant Plummer wants to figure out Fall plans for Public Works. Also would like communication on where Public Works is and when.  
Gene Connolly updated everyone with upcoming meetings:  
July 31 @ 6:30 PM Comprehensive Plan Implementation Committee  
August 6 @ 6:00 PM Regular Selectboard Meeting  
August 12 @ 6:30 PM Regular Planning Board Meeting

**Executive Session**

14. Executive Session to discuss Concealed Weapons Permits per Title 25, Part 5, Chapter 252, Section 2006 for applications 08/06/2024A & 08/06/2024B,

The Selectboard moved and seconded to enter Executive Session to discuss Concealed Weapons Permits per Title 25, Part 5, Chapter 252, Section 2006 for applications 08/06/2024A & 08/06/2024B at 7:14 pm

Motion made by Plummer, Seconded by Avery.

Voting Yea: Avery, Connolly, MacDonald, Plummer

The Selectboard moved and seconded to exit Executive Session at 7:30 pm

Motion made by Avery, Seconded by MacDonald.

Voting Yea: Avery, Connolly, MacDonald, Plummer

15. Adjournment

The Selectboard moved and seconded to adjourn at 7:31 pm.

Motion made by MacDonald, Seconded by Plummer.

Voting Yea: Avery, Connolly, MacDonald, Plummer

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**Future meeting dates (subject to change)**

*Month DD, YYYY at HH:MM PM Meeting Name*



To: Selectboard  
From: Tony Ward, Town Manager  
Date: 08-13-2024  
Re: Selectboard meeting 08-20-2024

Below are notes for agenda items for the August 20<sup>th</sup> meeting

### **8. Managers Update**

- A. Included in your packet is an award letter from Maine Department of Transportation relating to their culvert stream grant. The Town received an award of \$200,000 towards replacing the culverts on Edward's Road near Davis Brook Road. The \$200,000 is the maximum award provided and this will cover approximately 50% of this project. I would anticipate this project being in the FY26 budget under road capital projects.
- B. I am scheduled to meet with Mike Morse of Archipelago on Thursday to discuss both the Pleasant Lake project and opportunities on Town property located on Parker Pond.
- C. Included in your packet is year-to-date financials. It is too early in budget season to observe any trends, but I will continue providing this information every few months.
- D. I am meeting with Sebago Fiber and Naples Town Manager to discuss FY 26, 27 & 28 opportunities for a municipal/private partnership relating to fiber optic internet services in the two communities. Sebago and Raymond are substantially further along in this process. Sebago already received a substantial grant for their project because of the percentage of unserved residents in their community. Raymond voters authorized approximately \$667,000 for their initial investment in this project. Future Capital Improvement Plans or strategic discussion will need to focus on the 302 corridor or Poland Springs road from the Naples to Pikes corner and then north on Meadow Road until the Community Center. Each of these projects would cost a similar amount and Sebago fiber business model would fund other portions of the circuit.
- E. Included in your packet is a Capital Improvement Plan document authored by Greater Portland Council of Governments that may assist in future goals setting discussions.

- F. Town Tax Bills will be mailed out later this week and the digital copies should be available by tomorrow, at the latest. The bills show that 59.18% of the mill rate goes towards the schools, 35.85% towards municipal service and 4.97% towards county services. In another format of this information with a mill rate of \$9.77: \$5.78 is raised for schools, \$3.50 for municipal services and \$0.49 for county services.

### Workshop

- 9. The Selectboard will conduct a joint workshop with the Casco Public Library Board of Directors regarding property lines, deeds, and other land-related discrepancies.**

### Old Business

- 10. The Selectboard will consider a request from Robert Morton to re-acquire foreclosed property located at 21 Graffam Road.**

The Selectboard first discussed this request at your July 9<sup>th</sup> meeting.

Include in your packet is a request from Salvatore Reale on behalf of Robert Morton to sell his foreclosed property back to Mr. Morton. The Town foreclosed on this property on February 18, 2024, and staff are additionally concerned about the current condition of the building.

The amount of back taxes, interest and fees is currently \$2,191.04.

- 11. The Selectboard will consider updates to the "Selectboard's Rules and Procedures" policy**

Included in your packet is the current Selectboard Rules and Procedures along with addendum A (Code of Ethics). Also included in your packet is potential language for updating the Rules and Procedures and the Code of Ethics. Obviously, additional changes can and should occur after the Board's discussion.

- 12. The Selectboard will discuss Selectboard's goals.**

Continued discussion about the overall Selectboard goals.

### New Business

- 13. The Selectboard will consider Animal Control Interlocal Agreement with Naples and Casco.**

Included in your packet is an Interlocal Agreement for Animal Control services between the Town's Casco, Naples and Raymond. The Agreement had not been updated since 2019 and needed updates. This agreement includes the interlocal agreement, job description for the Animal Control Officer and policy relating to off duty animal control complaints.



**14. The Selectboard will consider quotes for plowing gear for F600.**

Included in your packet are the three bids for plow equipment for the new F600. The three bids are from Allied Equipment, HP Fairfield, & Viking Cives and they were:

- Allied Equipment @ \$62,950
- HP Fairfield @ \$83,265
- Viking Cives @ \$57,736

Town staff and I are recommending that the Town award the purchase to Allied Equipment even though their quote is \$5,214 more than Viking Cives. The reason for this recommendation is for multiple reasons.

- A. The equipment bids slightly differ with the Allied Equipment quote including commercial grade sander and fenders added to the truck.
- B. Allied Equipment was the sole vendor that came to our Town to examine the truck and confirm the precise equipment design preferred.
- C. Area municipalities had problems with Viking Cives equipment and are changing to Allied Equipment due to these problems
- D. Allied Equipment stated they would have the equipment installed by the 1<sup>st</sup> week of October. Viking Cives stated they have 60 to 65 installs scheduled and they would anticipate installation occurring the first week of January.
- E. The installation timeline of Viking Cives creates concerns about product availability with 60 to 65 scheduled installations.



STATE OF MAINE  
DEPARTMENT OF TRANSPORTATION  
16 STATE HOUSE STATION  
AUGUSTA, MAINE 04333-0016

Item 7.#

Janet T. Mills  
GOVERNOR

Bruce A. Van Note  
COMMISSIONER

August 8, 2024

Anthony Ward

Town of Casco

Dear Anthony Ward,

We are pleased to announce that the Maine Department of Transportation (MaineDOT) has selected the Town of Casco for a Municipal Stream Crossing Grant in the amount of \$200,000. This grant is to improve community, economic, and environmental benefits at the stream crossing on Edwards Road.

Your match is \$25,000. Please note that costs incurred prior to the execution of the grant agreement will not be considered as part of the match requirement. If you applied for funding for multiple projects, please note that this letter only pertains to the project listed above.

More details will follow. MaineDOT will be in touch in the coming weeks to prepare and execute a grant agreement. If you have questions in the meantime, please contact MaineDOT's grant team, [MunicipalStreamCrossing.MDOT@maine.gov](mailto:MunicipalStreamCrossing.MDOT@maine.gov).

MaineDOT is excited to be a part of your effort to create infrastructure that is resilient to future climate conditions and improves community safety.

Sincerely,

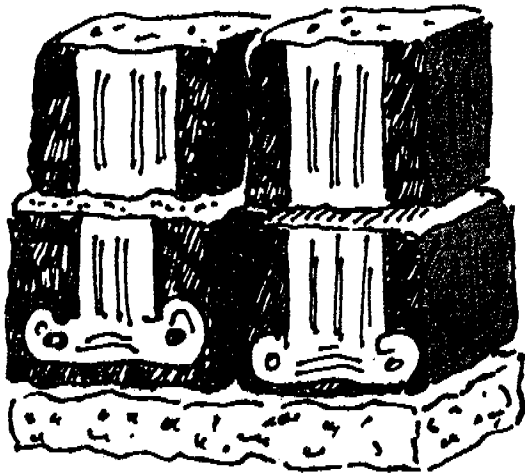
Handwritten signature of Joyce Noel Taylor in cursive.

Joyce Noel Taylor P.E.  
Chief Engineer  
Maine Department of Transportation

Developing a

# CAPITAL IMPROVEMENTS PROGRAM

PROPERTY OF  
State Planning Office  
38 State House Station  
Augusta, ME 04333  
(207) 287-3261



01609  
GRE

*Prepared by the  
Greater Portland Council of Governments*



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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

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*We wish to thank the following persons for their contribution to this document through their review and comments:*

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**Michael Thorne, Harrison Town Manager**

**Joseph Ziepniewski, Scarborough Town Planner**

**Rick Seeley, GPCOG Senior Planner**

**John Bubier, GPCOG Executive Director**

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Office of Community Development

Appropriation # 010 19A 1044 042



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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

*As a public official, you are the steward of the assets of your town or city. You set policy which determines the benefits derived from your schools, roads, bridges, parks, municipal buildings, utilities and numerous pieces of equipment. Your effective planning for the use and future replacement of publicly owned property avoids crises and unforeseen major replacement costs. Foresight in anticipating future needs may save precious dollars in the long run. Your job is demanding, and it is hoped that this manual will make your work easier and your planning more productive by outlining a process for Capital Improvements Programming.*

### WHY

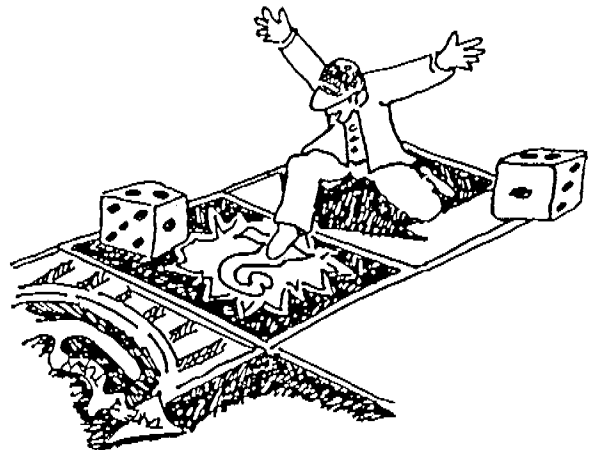
#### Plan for Capital Improvements?

Most communities need more capital improvements than they can afford at one time. Construction of new facilities and rebuilding of old ones usually have to be spread out over a period of years. In part, capital improvements construction is spread out over time so that the future population which benefits from the facilities will help pay for them.

Capital Improvements Programming is a prime way of implementing community planning. The advantages of this approach are many. Specifically, some of the major advantages are:

\* *To Help Focus Attention on Community Goals -*

The community can thoughtfully determine its priorities in the expenditures of public funds and use of bonding for capital facilities. Capital projects should be tied to goals contained in the community's comprehensive plan, and therefore be brought into line with community objectives, anticipated growth and financial capabilities. The CIP helps to implement a comprehensive approach to meeting overall community needs and discourages uncoordinated, piecemeal approaches to solving community problems. A better balance in the kinds of projects undertaken will likely result.



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**DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM****\* *To Stabilize Financial Programs -***

With a Capital Improvement Program, there is greater opportunity to achieve effective use of all financial resources. High and low points in tax rates can be partially avoided since programmed expenditures should provide for smooth, efficient use of financial resources. It also permits the forecasting of the need, and making a schedule for issuing bonds or raising capital funds through "pay as you go" or other financing measures.

**\* *To Increase Capability to Utilize Various Funding Programs -***

Many alternative sources of funding require long waiting periods before funds become available or require early action by the local government. A long-range program provides a framework for maximum utilization of matching funds.

**\* *To Encourage Citizen Interest and Participation -***

Capital improvements programming, once accepted, provides a formalized way in which individual citizens, clubs, trade associations, and neighborhoods can explain their views, desires and needs. In addition, an orderly procedure presents a more business-like image of the community to its citizens.

**\* *To Inform Interested Groups -***

A long-range Capital Improvement Program informs private utilities, investors, developers, economic development agencies and other community development groups of the town's construction agenda and allows them to plan accordingly.

**\* *To Improve Departmental Administration -***

A CIP requires departments to analyze and forecast their future needs. A byproduct of this activity is much closer coordination of interdepartmental programs. For example, it would be important to coordinate scheduling for road paving with plans to install utility lines, so that all road work can happen at the same time.

**\* *To Improve Project Implementation -***

A formalized Capital Improvement Program and budget will require more accurate scheduling, cost estimating and use of financial resources. A more orderly system for debt administration should result, and large tax rate fluctuations should be reduced.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

Advance scheduling of construction permits engineering design to be carried out on an orderly basis. Work forecasting allows equipment to be scheduled to eliminate conflicting demands. A CIP may show that the acquisition of special equipment can be justified because it can be put to continuous use on several projects in sequence. Programming of projects may also allow a smaller staff to carry out the projects because the work load is equally scheduled over a longer period, instead of intermittent rush periods followed by slack time.

\* *To Improve Basis for Intergovernmental Cooperation -*

A CIP informs local governments of one another's intentions. Too frequently, needed public facilities are constructed without consideration of the service programs of other governments. For example, knowing about an adjoining town's plans for a new fire station might lead to a consideration to share fire protection services rather than build two fire stations in close proximity. Taxpayers may be inclined to vote down seemingly uncoordinated bond issues.

## WHAT

### Is a Capital Improvement?

A capital improvement is a major project acquisition and/or construction that requires expenditure of funds from sources other than normal operating expenses. Capital improvements usually:

- are relatively expensive (for example, an acquisition cost of \$5,000 or more).
- don't recur annually.
- last a long time (for example, at least 3 years).
- result in fixed assets.

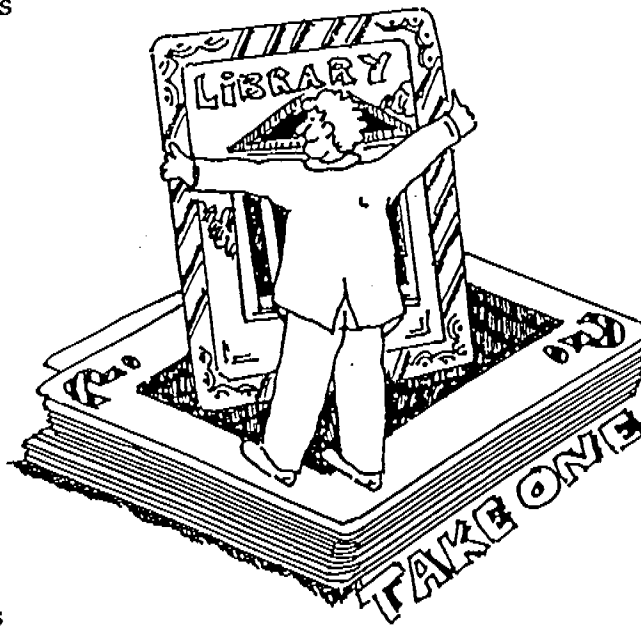
## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### EXAMPLES OF CAPITAL PROJECTS

- New and expanded physical facilities for the town which are relatively large and expensive.
- Large scale rehabilitation or replacement of existing facilities.
- Major pieces of equipment which are expensive and have a relatively long period of usefulness.
- Purchase of equipment for any public improvements when first erected or acquired.
- The cost of engineering or architectural studies and services relative to a public improvement.
- The acquisition of land for a community facility such as a park, street, sewer line, etc.

Capital facilities and equipment range from A to Z. Examples of capital facilities and improvements found in a town are listed below.

Airport  
 Cemeteries  
 Community Buildings  
 Computer  
 Fire Engine  
 Firehouse  
 Library  
 Parks  
 Playgrounds  
 Police Stations  
 School Buildings  
 Sewer Lines  
 Sidewalks  
 Streets & Curbs  
 Street Lights  
 Storm Drains  
 Swimming Pools  
 Town Hall  
 Treatment Plants  
 Waste Disposal Sites  
 Water Lines  
 Zoo



## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

If your community has not defined the kinds of expenditures which should be included in your CIP, use of this form may be helpful. The form may be amended in any way to best fit the community's needs.

### CRITERIA FOR DEFINING CAPITAL IMPROVEMENTS

In our community, we define a capital improvement as follows:

Minimum Cost: \$ \_\_\_\_\_

Useful Life: \_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Examples of capital improvements in our community include:

Equipment

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Property

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Facilities

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### **WHAT**

#### **Is a Capital Improvements Program?**

In its final form, the Capital Improvements Program is a document which presents the priority list of capital improvements for the community over a five or six year period, with the first year shown as the current year's capital budget. By approving a CIP, the legislative body is not committing the town to the entire plan over the specified period; rather, it is approving an official statement of objectives. Like any long-range plan, it is subject to re-evaluation and change.

The CIP is a plan to authorize, acquire and/or construct a number of capital improvements. It distinguishes public works improvements from the routine operation and maintenance expenditures for public services. The five- or six-year period is not fixed by any hard and fast rule and can be adjusted to meet a particular community's requirements when necessary. It should list for each improvement project a description, statement of need (priority), expected cost, financing plan, tentative construction or acquisition dates and any other data thought to be helpful.

As mentioned previously, the CIP should be based upon the town's comprehensive plan. It is one of the most significant tools for translating the comprehensive plan into reality. If a comprehensive plan is not in effect, then the CIP should be based upon community needs and goals as gathered through a formalized process of public input and participation.

The nature of a CIP's development is straightforward and uncomplicated. In its simplest form, a CIP is a five-part effort:

- *Development of an Inventory of Existing Facilities and Equipment and Probable Acquisitions* required to serve the needs and desires of the community.
- *Establishment of Cost Estimates and Relationships* to other projects and desired timing.
- *Evaluation of the Funding Available*, both current and future, for making improvements.

## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

- *Establishment of Priorities* among competing projects.
- *Preparation of a Program for Improvements*, with the first year firmly decided upon as the annual budget. The remaining years are to be considered as subject to annual review, alteration and supplementation.

The Program can then be adopted as the town's official statement of objectives for its annual program of acquisitions and improvements. The governing body approves the Program. The first year of the Capital Improvements Program becomes the capital budget when it is adopted along with the town's annual operating budget.

### WHO

#### Does the Planning?

Several kinds of perspectives are needed to prepare a Capital Improvements Program and budget. The first of these is general citizen commentary. The second is that view expressed by the people responsible for the operation of the town's individual programs — the code enforcement officer, road commissioner, public works director, town planner, police chief, fire chief, etc. The third is the insight held by those responsible for an overview of the community's operation - the town administrator or town manager, select persons/councilors, the mayor, and other appropriate staff members.

The capital program should be based upon a thorough review of the community's economic base, the desires of its citizens and the needs of the town's departments. Much of these data are available from the existing comprehensive plan, which should contain information on needed improvements, when these improvements are needed, and who is responsible for implementing them. The files of various offices and organizations are also important sources of information. The following paragraphs discuss the suggested roles for the citizen, the operations staff and the administrator in Capital Improvements Programming and budget preparation. Each has an important contribution to make in the development of a successful local government program for improvement of community facilities.

#### \* *Citizen Participation.*

There are several ways that citizens can be brought into the long-range capital improvement planning process. One is the holding of public hearings - preferably even before project lists are made. The hearings should be held at convenient times and locations and

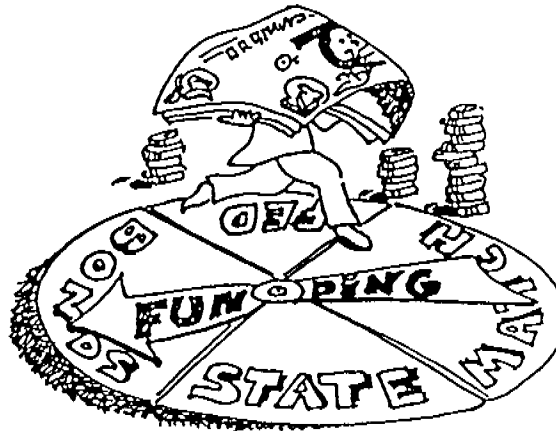
## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

should provide for meaningful communication between town officials and citizens. Another method is to mail or hand out questionnaires to individual citizens and/or local organizations. The questionnaires give citizens an opportunity to indicate preferences and priorities for the kinds of improvement projects. Another method of getting citizen participation in the planning process is to conduct personal interviews in a selected sample portion of the community.

### \* *Operations Staff*

The town's operations staff should be asked to review their service programs. Following stated or understood local objectives, they should list their anticipated capital improvement needs for the next several (usually five to six) years. A simple form should be used and contain the following information when completed:

- ✓ Project Description
- ✓ Justification (limit to 50 words or fewer)
- ✓ Approximate Cost
- ✓ Financing recommendation, if appropriate
- ✓ Associated operating costs
- ✓ Operating revenues, if any
- ✓ Year Needed and Priority
- ✓ Alternatives to requested project, if any



### \* *Administrators and Elected Officials*

Both the town's administrators and elected officials help provide consensus and interpretation. The role of the town's staff (town manager, clerk, etc.) will vary from community to community. The major contribution of the administrator will be gathering and analyzing information and recommending alternative approaches. The elected officials (selectpersons, councilors, mayor) may be involved in these activities but usually are not. The elected official's role is final determination of what will be done, when, and how it is to be funded, and the bringing about of public consensus.

There are many possible ways to organize the CIP process. In all cases, however, it is important to coordinate all activities at a single focal point. This includes overseeing the day-to-day tasks associated with bringing the CIP to fruition. In communities managed by a town or city manager, the lead responsibility might be given directly to the manager, an



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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

assistant, or the budget officer. If there is a planning office, the town or city planner might serve as the coordinator. This approach may not work in smaller communities which have limited full-time staff. In these communities, it may be more practical to form a CIP committee. The committee might consist of:

- members of the Board of Selectpersons;
- key department heads;
- members of the Budget Committee;
- members of the Planning Board;
- school officials;
- leaders of the business community;
- civic and neighborhood leaders;
- citizens with special skills — engineers, bankers, contractors; and,
- the general public.

A committee of five to ten persons is desirable. One person on the committee should be responsible for coordinating committee tasks and responsibilities.

From time to time, it may be beneficial to obtain assistance from outside experts. These people may be helpful in providing cost estimates, identifying technical problems, or supplying specialized information which may not otherwise be available. For example, the regional planning agency or council of governments can provide you with data relative to your capital needs and assist you in putting together the CIP. These persons should provide needed guidance, but not replace community preparation of the CIP.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### WHEN

#### Is the CIP and Budget Prepared?

The preparation of the initial Capital Improvement Program may begin at any time. As the initial CIP takes definite form, it should be tied into the community's normal schedule of budget review.

The Capital Improvements Program for the current year — which becomes the capital improvements budget — should be closely coordinated with the operating budget preparation schedule. Generally the preparation of the CIP budget should precede preparation of the operating budget. To the greatest extent possible, tentative decisions on projects to appear in the annual capital improvements budget should be made before the operating budget is prepared. This should be done for two reasons:

- So that the amount of money allocated for capital purposes can be fairly well calculated, and;
- So that the necessary operating costs resulting from capital improvements can be adequately considered in the operating budget preparation process.

The exact calendar for preparation of the capital improvements budget for the ensuing year will depend a great deal on the size of your town. A few weeks before the start of operating budget preparation may be sufficient, or several months may be required. The length of time needed is dependent upon several factors including the size of your community, complexity of the program, financing methods considered and program review requirements.

**DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM**

**CIP CALENDAR OF EVENTS\***

MONTH

ACTIVITY

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

- Initiate Process
- Identify Selection Criteria
- Prepare CIP "Package" for gathering information
- Distribute CIP Package
- Initiate Public Participation: hearings; questionnaires; personal interviews
- Inventory Existing Facilities
- Submission of Project Requests
- Project Request Review
- Prepare Preliminary CIP
- Review Preliminary CIP
- Prepare Final CIP
- Submit CIP to Legislative Body
- Public Hearing
- CIP Adoption

In completing your CIP Calendar, allow time to complete each phase of the process. The first year will be the most difficult to get through. Don't establish unreasonable deadlines.

\*Please note that some municipalities require a referendum for items costing over a certain amount.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### HOW

#### Is the List of Improvement Projects Developed?

Your list of projects will include the rebuilding or replacement of existing capital inventory (see Worksheet #1), capital projects already approved (see Worksheet #2), and new projects which are needed or desired over the next fifteen-to-twenty-year period (Worksheet #3).

A common procedure is to ask each department head to make a list of equipment, facilities, etc. needed or desired during the planning period. Hopefully, the response will be neither short-sighted, nor will "ask for the moon." Each department head should be asked which projects are most essential and why, the year in which the project should be built, the estimated cost, and the likely increase or decrease in annual operating budget costs as a result of the improvement. Worksheet #4 poses some questions for department heads to help them develop a rationale for a request. These same considerations are reflected in Worksheet #5, which will help town administrators rank projects in terms of priority.

Citizen surveys, minutes from public hearings, etc. should be consulted for a list of suggested improvements.

A major source of suggested improvements should be the comprehensive plan. Particularly, consult the Public Facilities, Transportation and General Recommendations sections of the plan. Future land use maps in the comprehensive plan, and the town's current land use and zoning maps, if applicable, should be consulted to determine where new growth is likely to occur, so that major public services and facilities can be anticipated in the long run.

A project list may then be developed from these many suggestions — some feasible, some infeasible. At this stage, it is not a program; it is more like a grocery list — somewhat chaotic and almost certain to require more funds than are available.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

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### HOW

#### Should Priorities be Set?

It can safely be assumed that requests for improvements will exceed the available dollars. Therefore, setting priorities is a necessity. An effective Capital Improvements Program must be based on well-thought-out priorities. A way to determine priorities is to have some criteria for evaluating each proposal and to determine the funds available to pay for capital improvements and their operating and maintenance costs for later years.

Avoid the technique of trying to satisfy everyone by giving each department head, each area of the community and each interest group a little bit the first year and putting their other projects into the next five to twenty years. This method fails to consider any of the justifications for projects and neglects the overall and long-term needs of the community.

The first claim on revenue must be for current operating and maintenance expenses, of which salaries are a major part. These needs, particularly adequate salaries that will attract and hold competent public officials, should not be subordinated to capital needs.

One possible ranking method is to classify projects as being either immediate, short term, long term, or "on the wish list." This method of ranking also implies the degree of urgency attached to the project:

- *Immediate (Urgent/Mandatory) Needs* - are those capital outlays that must be made to match population increases or outward physical expansion, so that public health and safety are protected. They are calculated on a more or less mathematical basis, i.e., as so many additional people or "customers" are added. Such projects also result from mandates from other levels of government, such as the need to build a transfer station after the mandated closing of a local landfill .
- *Short term (Necessary) Needs* - are those which, although absolutely essential, can vary greatly in nature and extent according to public policy. These might typically include streets, sewers, or equipment.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

- *Long term (Optional) Expenditures* - sometimes referred to as deferrable - include those which at any particular time or any particular period do not have to be made at all, although they may be regarded as highly desirable. These might include an auditorium, a park, or neighborhood improvements.
- *Wish list* - no current or apparent need (but it would be nice to have); more study needed.

After the above analysis is made, certain situations may still exist which could serve to move a given project up or down the priority list. These factors can include:

- A number of differing types of projects may be targeted to improve a specific area of town;
- A lower priority water line project may be timed to be undertaken before a higher priority street repavement project which is focused in the same area;
- A lower priority project may be necessary to attract a particular industry or developer;
- The availability of outside funding for specific activities.

The community must make a decision as to whether its limited funds will be spend for improvements that are economic in nature or for those which are social in nature. Most communities attempt to achieve some reasonable balance between the two so that neither the cultural nor the economic aspects of community life will be ignored. If improvements are needed to develop the community's economic potential, a major part of available funds will likely be spent for the improvement of the economic base. From economic growth will flow the funds that make additional improvements in social and cultural facilities possible. It is also true that a community with desirable social and cultural amenities attracts economic growth.

Worksheet #5 provides a form for ranking projects from the input gathered from all participants — citizens, department heads, town administrators, elected officials.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

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### HOW

#### Do You Know How Much You Can Spend?

A realistic view of what the community can afford in capital improvements can be obtained by making a revenue plan — a forecast of what the financial resources of the community are likely to be for at least the next ten years.

It will be helpful first, however, to conduct a survey of the community's past revenue and expenditure history. Going back ten years and studying the pattern of revenues and expenditures, and the rates of change, will give you valuable insight into what the community can expect in the future. Worksheets 6 and 7 provide you with categories for recording this information.

In analyzing past trends, care must be taken to account for such variables as: changes in assessed valuation and/or tax rate; a cap imposed on property tax; population growth or decline; inflation; changes in the local job market; and, any other factor which may have affected past trends. Helpful questions to ask are:

- Are the revenue sources which are linked directly to the growth and population of the community increasing each year (licenses and fees, for example)?
- Are large increases for a particular revenue source related to a rate change, new billing and collection practices, new assessing practices, improved cash management, or other procedure which would account for an appearance of growth?



## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

After compiling historical data, assumptions are made about the rate of change of the various sources of revenue or expenditure items, and forecasts are made. You want to ensure that the assumptions are reasonable in view of likely future events. This includes adjusting the forecast to reflect anticipated population, residential, commercial and industrial growth or decline. Several alternative projection methods may be used:

| Method                                      | Assumption   |
|---|--|
| <i>No change</i>                            | Assumes the present level of revenues and expenditures will continue. Historic trends indicate little change, and there is no reason to expect any changes in the pattern (e.g., assume we will spend about as much as last year).   |
| <i>Change by Constant Dollar Amounts</i>    | Assumes early changes will be by constant dollar amounts. Historic trends indicate that fairly equal amounts of change have occurred each year (e.g., if the average yearly increase in property tax revenue was \$20,000, this amount is added to the current property tax revenue to obtain next year's projected revenue; or, if the average annual increase in the public works budget has been \$10,000, project this amount for each of the upcoming years). This approach should allow for anticipated future changes, such as wage or benefit increases, which are not reflected in past trends. |
| <i>Change at a Constant Percentage Rate</i> | Assumes yearly changes at a constant percentage rate. Historic trends indicate although annual dollar changes have been greater each year, the yearly percentage change has been about the same. The "percentage change" selected (1%, 4%, etc.) is multiplied by the current year amount to derive the program's first year projection. The same procedure is then applied to the first year's projection to obtain the second year's projection, and so forth. This method should allow for anticipated future changes which are not reflected in past trends.   |

Making a revenue forecast should start with the present assessed valuation and an attempt to estimate what that valuation will be for the next ten years. Tax rate should also be estimated by reviewing the history of taxation levels in the community and making an attempt to predict what can be borne in the way of property taxes during the next ten years. Using the information gained in your revenue history worksheet about past trends, forecast your revenue over the next ten years.



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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

New revenue sources should also be considered. An investigation should be made of the wider range of bonds that might be issued for various purposes (see *The Maine Municipal Bond Bank*, page 26). You may also want to do a "debt limit analysis," to look at the town's current level of debt and make a policy decision as to whether an increased level of debt is acceptable. Municipal borrowing of up to 5% of total valuation is considered financially sound by lending institutions. The State-mandated limit on municipal debt is 15% of valuation. It may be that increasing the town's debt at critical times to acquire a significant piece of equipment at a good price, or to take advantage of a matching program, for example, will save the money in the long run.

Innovative funding methods should be considered (see *Finding New Sources of Revenue*, page 23). The impact of new funding should be estimated in terms of its availability in the periods when additional funds will be needed the most. The community should keep in mind that a small increase in local revenue can often be used as a local match requirement for grants from other levels of government.

Next, forecast your expenditures in a similar fashion, using the information from your expenditure history worksheet. Again, ask yourself if there are particular factors affecting changes in expenditures, such as: new employees added to the workforce, salary or benefit increases, terms of the bonds included in debt services, and others. If your town currently has a CIP, you may want to put in actual dollars for capital expenditures as they appear in your existing CIP, or you may try deleting capital expenditures from your expenditure forecast altogether, in order to see the total amount which might be available for capital items over the next ten years. In this way you have a chance to reprioritize your capital spending.

Your forecasted "revenues minus expenditures" will give you an idea as to what monies are available for capital expenditures, either over and above the level of spending which has occurred in previous years, or total funds available, as described in the preceding paragraph.

All of these facts on dollars available or committed, plus an evaluation of what is politically possible in the form of raising revenues, should be blended into a plan for revenue that will give the local legislative body in the community knowledge of not only its financial limitations but also financial possibilities — the opportunities that can be realized to meet the needs of the town.

Worksheet #8 provides a model for forecasting your revenues and expenditures into a "Revenue Plan."

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### HOW

#### To Create the Document

Once priorities have been determined for each department, a Capital Improvement Summary by department should be prepared listing the project, its relative priority, its estimated total cost and cost by fiscal years, as well as its purpose. Worksheet #9 provides a model of a departmental summary sheet. These summaries, when taken together, become the Capital Improvements Program for the community.

The plan should reflect capital expenditures for the next five years, with year one being the current year. Adoption of the CIP is not a commitment to finance the approved projects. As mentioned earlier, actual budget commitments are made for the first year of the Program when the annual budget is approved. Each year, the Program will be reevaluated and extended another year. Worksheet #10 provides a form for presenting the community's approved Capital Improvements Program.

To assist all those involved in planning for the coming year, it will be necessary for each department to begin keeping a Capital Improvements Evaluation Form. This form will keep track of each improvement and will provide invaluable information at the beginning of each planning cycle. Worksheet #11 is an example of such a form.

### COMMON

#### (And Fatal) Mistakes in Programming

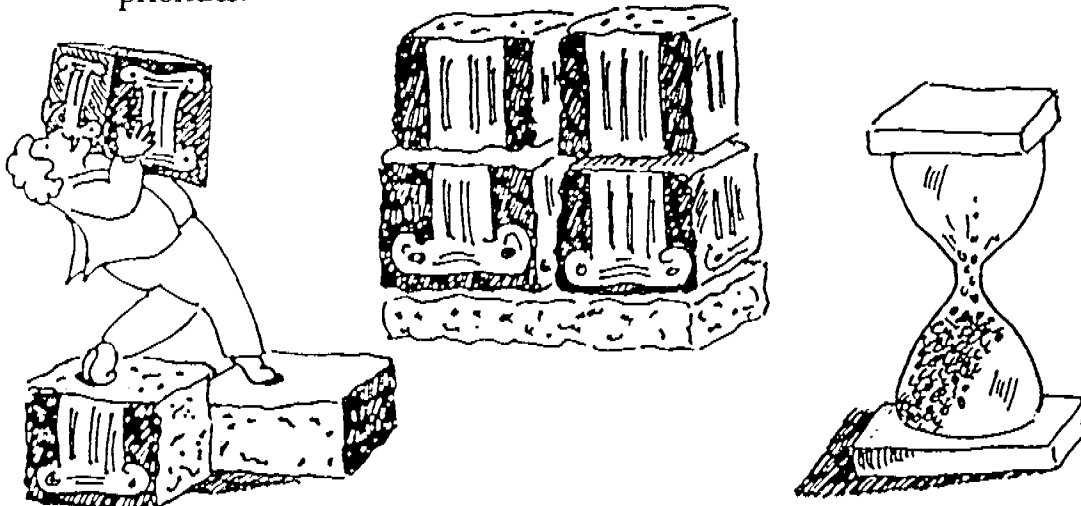
By way of summary, below are some temptations to avoid:

- Putting a project into the "future" years of the CIP without adequate justification, leading to eventual funding without an adequate need being proven.

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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

- Not reviewing the justification for projects that were in last year's CIP, when circumstances could have changed significantly meaning modification or elimination of the project.
- Inadequate commitment and review of projects not included in the current fiscal year appropriation.
- "Biting off more than you can chew" by failing to give adequate attention to the need for staff support to plan and supervise proposed projects.
- Major projects frequently going directly into the proposed budget year without ever having been in the CIP before.
- Projects just drifting in the CIP from year-to-year but never getting funded even for study or design phases.
- Not providing or having the seed money needed for feasibility and planning activities in the years before permanent funding is arranged.
- Failure to analyze and plan for operating program requirements and cost associated with construction or utilization of new capital items.
- Not allowing sufficient flexibility for unforeseen circumstances or construction cost changes that increase a project's total budget requirements.
- Basing choices on easily available funding rather than local priorities.





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## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### HOW to Find New Sources of Revenue

We asked local officials, the Department of Economic and Community Development, and the Maine Municipal Association for ideas on finding new sources of revenue. Following is an annotated list, ranging from the simple decision to raise fees for a particular service, to creating a "tax increment financing district". See also the following section on the Maine Municipal Bond Bank. For more information on any of these ideas, please contact the Greater Portland Council of Governments.

\* *Volunteered Labor and Materials*

Not to be overlooked is the value of local residents and businesses volunteering time and materials. One recent success story comes from the Town of Harrison, where they have built a new Fire Barn valued at \$500,000 for a cost of \$200,000. The difference was supplied by community volunteer help and the donation of materials valued in excess of \$50,000. The Town Manager reports that the new structure, which includes a community meeting room, is not only well-used but is a source of community pride. (He also cautions that, in the interest of good will, this is a method to be used infrequently in any given town).

\* *Providing Municipal Services to Other Towns*

In return for providing services to other towns such as fire protection, ambulance service or landfill services, an availability or usage fee can be charged.

\* *Landfill permit fees*

Similar to the above notion, fees can be charged for the town's own residents and businesses for landfill use.

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**DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM**

\* *Other fees for specific services*

e.g., snow removal, sidewalk maintenance, litter control.

\* *Equipment, labor and other rentals*

For example: As distinct from an "availability fee" (mentioned above), which only insures that a particular service such as fire protection is available, this is a rental fee to cover the actual cost of delivering a service when needed, such as rental on a fire truck which is called to a scene. "Rental" can also be charged for each firefighter needed. Other ideas for rental: town office space, or community meeting space or recreational space on an as-needed basis.

\* *Development Fees*

Site plan and subdivision review ordinances can be amended to increase application fees, supplemental review fees and code enforcement fees. These fees can be used to provide additional planning staff assistance, more enforcement help from the Code Enforcement Officer and outside professional consultant services, such as from an engineer or attorney.

\* *Printing Charges*

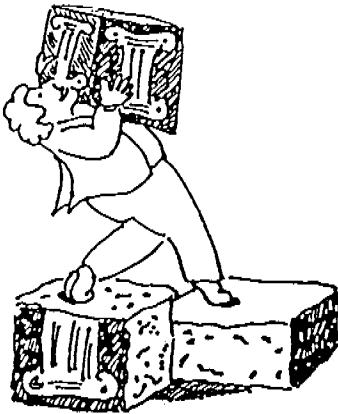
You may wish to charge the public for use of the town's copying machine, and decide to sell copies of town ordinances and regulations, rather than giving them away. This is a policy decision which must be weighed against the desire for maximum public access to information.

\* *Sewer Impact Fees*

These are charges for connecting into the municipal sewer system. These can take the form of a cash payment, or a developer might opt to construct new replacement lines in lieu of cash.

\* *Other Sewer Charges*

Examples: sewer connection inspection fee; rental of the town's sewer rodder (which includes labor cost and a septage receiving charge for non-residents).



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**FINDING**  
**NEW SOURCES OF REVENUE**

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\* *Permits and Licenses*

Examples: street opening permit; floodplain permit; special amusement permit.

\* *Ambulance Service*

One idea is to operate an ambulance service as an enterprise, such that services are paid for from user fees from neighboring towns, payments from private insurance companies, medicaid and medicare, as well as from property taxes. The idea is to decrease the dependence on taxpayers' support.

\* *Road and Street Reconstruction*

Here you may be able to negotiate with developers for some reconstruction costs. This is particularly important on secondary town roads which may be neglected due to budgetary constraints.

\* *Impact Fees*

These are fees assessed on developers for the specific impacts a development will have on a community's roads, sewers, landfill, public safety, etc. An impact fee is levied according to criteria contained in an impact fee ordinance. As stated earlier, such an ordinance must be tied to schedules for improvement contained in the town's comprehensive plan and CIP. Contact GPCOG, the Maine Municipal Association, or the Office of Comprehensive Planning for more information on implementing impact fees.

\* *Tax Increment Financing*

This technique allows a municipality to retain all or a portion of the increased tax revenues generated by a specific new development (new business) in the community in order to pay for public improvements needed to accommodate that development. The public improvements may be needed prior to the establishment of the business, for example, and TIF allows the community to finance these improvements, while dedicating the resulting property tax revenues to retire the debt. In order to initiate this process, a Tax Increment Financing District, with specific criteria, must be established. Guidelines for this process may be obtained from the Maine Department of Economic and Community Development. Contact DECD or GPCOG for more information.

*We welcome additional ideas for sources of revenue. These ideas can be shared with other communities and incorporated into future editions of this manual.*

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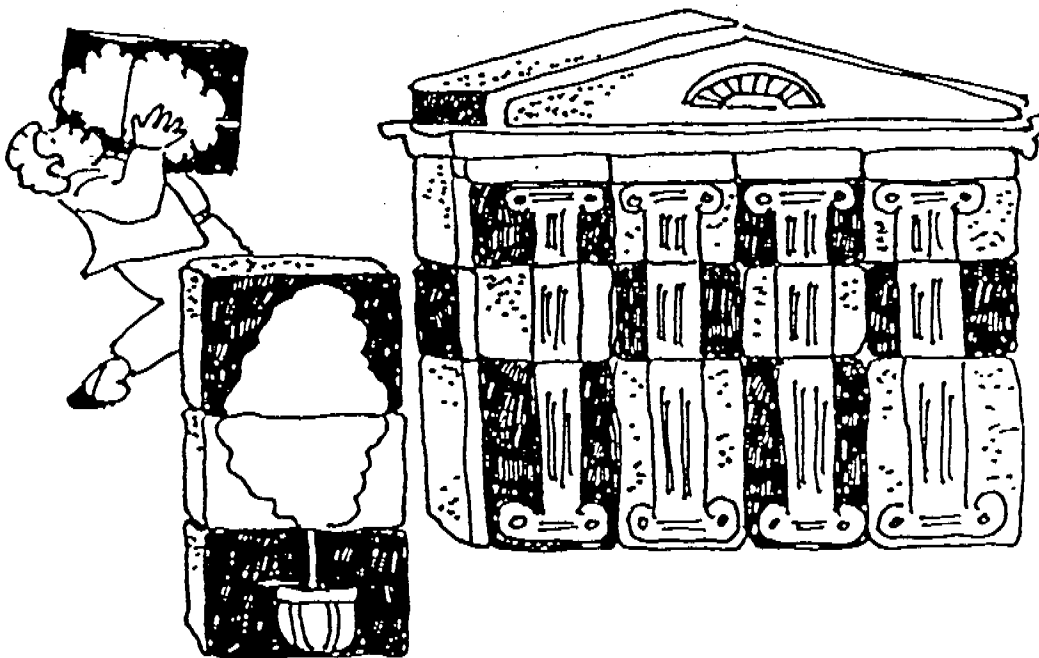
## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### WHAT IS

### The Maine Municipal Bond Bank?

Any Maine town, county, school system, special district or other governmental unit is eligible for bond financing through the Maine Municipal Bond Bank. Once a unit receives authorization from its governing body (Town Meeting, Council, etc.) for a project, an application may be sent to the MMBB for processing. Twice a year, the Bond Bank consolidates approved applications and issues bonds in one sale. Investors then purchase the bond, which is a portfolio of the bonds of governmental units. By pooling smaller loans in this way, the MMBB can offer towns lower interest rates and lower processing costs. A schedule of MMBB's fees and charges follow.

More information on the Maine Municipal Bond Bank is available from: MMBB, 45 University Drive, P.O. Box 2268, Augusta, Maine 04338; (207) 622-9386.



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 DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM
 

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MAINE MUNICIPAL BOND BANK

286 Water Street • P.O. Box 2268 • Augusta, Maine 04338 • Telephone (207) 622-9386

FEES AND CHARGES ASSOCIATED WITH THE SALE OF TAX-EXEMPT,  
GENERAL OBLIGATION OR REVENUE BONDS BY A MUNICIPALITY

| SERVICE                                 | BOND BANK FEE                           |
|---|---|
| Financial Advisor                       | No Charge                               |
| Structuring Fee                         | No Charge                               |
| Printing of Documents                   | No Charge                               |
| Rating Agencies                         | No Charge                               |
| Underwriters Discount(Sales Commission) | Based on Bid for<br>Bonds: \$5-\$9/1000 |
| Underwriter Risk Fee                    | No Charge                               |
| Advertising                             | No Charge                               |
| Expenses (Mailing, Postage, Phone etc)  | No Charge                               |
| Local Counsel/Local Bond Counsel        | Paid by Municipality                    |
| National Bond/Tax Counsel               | No Charge                               |
| Underwriter Counsel                     | No Charge                               |
| Trustee Acceptance Fee                  | No Charge                               |
| Trustee Annual Fee (for life of bonds)  | No Charge                               |
| Trustee Counsel Fee                     | No Charge                               |
| Pay Agent Fee                           | No Charge                               |
| Clearing Charge                         | No Charge                               |
| DTC Acceptance Fee                      | No Charge                               |
| DTC Annual Fee                          | No Charge                               |
| CUSIP Identification Number Fee         | No Charge                               |
| MSRB Assessment                         | No Charge                               |
| Bond Insurance                          | No Charge                               |
| Transfer, Check, Wire Transfer Fees     | No Charge                               |

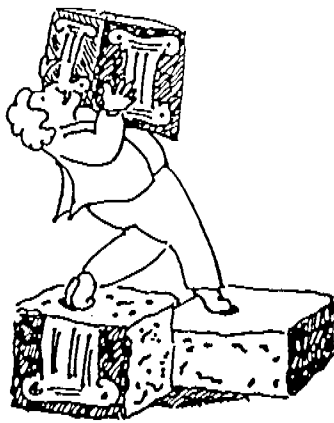
The Maine Municipal Bond Bank provides to any participant in one of its bond sales all of the services listed except for the local bond counsel. An issuer selects its own bond counsel from a list of approved counsel.

The Bond Bank automatically passes through to each participant in one of its bond sales the benefit of the lower interest rate available from the Bank's AA/AA rating from Moody's and Standard and Poor, Corp., regardless of the individual rating of the unit.



**WORK  
SHEETS**

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**WORK SHEET #3 Project Request**

|  |          |  |                              |
|--|----------|--|------------------------------|
| Department   | Division | Priority                                 | Date Start                   |
|  |          |  | Date Completed               |
| Project Is:  |          | Project Title: description and location: |                              |
| <input type="checkbox"/> Replacement<br><input type="checkbox"/> Expansion<br><input type="checkbox"/> New |          |  |                              |
| Project Justification (see attached questions (worksheet #4), respond w/seperate sheet if necessary)       |          |  |                              |
| Estimated Cost for Project   |          |  | Source Estimates             |
| Major Components   | Amount   |  | Financing Recommendations    |
|  |          |  | Source      Amount           |
|  |          |  |                              |
| Operating Costs  | 1st Yr.  | Subsequent Yrs.                          | Operating Revenues           |
|  |          |  | 1st Yr.      Subsequent Yrs. |
| Personnel Services   | \$       | \$                                       | \$                           |
| Contractual  |          |  |                              |
| Capital Outlay   |          |  |                              |
| Other  |          |  |                              |
| Totals   |          |  |                              |
| Alternatives to requested project?   |          |  | Review Comments, Priorities  |

## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### WORK SHEET #4 Form For Project Review

|                               |  |   |
|-------------------------------|--|---|
| Sponsoring Dept.<br><br>_____ | Dept. Priority<br><br>_____                  | Review Committee<br>Priority _____<br><br>_____   |
| Project<br>No.<br><br>_____   | Project Title<br><br>_____<br>_____<br>_____ | Project Is:<br><br><input type="checkbox"/> Replacement<br><input type="checkbox"/> Expansion<br><input type="checkbox"/> New |

#### Economic

1. Does project directly produce income for the City (e.g., swimming pool)? If so, how much per year?
2. Does project indirectly produce income for city (e.g. by clearly stimulating private investment in property)? If so, how much revenue can be clearly attributed to project implementation?
3. What is the net cost in dollar terms for the City?
4. Effect on mill levy during life of bonds, if bonds required. Also mill levey requirements for operation and maintenance. If charges (e.g. sewer or water service) are made, same type of calculations should be made.
5. Does project qualify for some kind of state or federal assistance?

#### Social

1. Number citizens requesting project?
2. Number citizens directly served by project?
3. Is project directed to problems of culturally or economically deprived?

#### Health-Safety

1. Is project for basic protection of persons or property (e.g., fire station, sanitary sewer)?
2. Required by new state or federal law?
3. Recommended by state or federal regulatory agency as mandatory \_\_\_ needed \_\_\_.

#### General Planning

1. Does project conform to town comprehensive plan (land use, transportation, etc.)?
2. Does project fit into any special plans for a particular neighborhood?
3. General attitude of governing body toward this psecific or this type of project?
4. How does project relate to general community development and image?

**WORK SHEET #5 Form For Project Ranking**

|  |  |  |
|--|--|--|
| Sponsoring Dept.<br>_____  | Dept. Priority<br>_____  | Review Comm. Priority<br>_____   |
| Project No.<br>_____   | Project Title<br>_____   | Project is:<br><input type="checkbox"/> Replacement<br><input type="checkbox"/> Expansion <input type="checkbox"/> New |
| <b>Numerical Project Ranking</b>   |  |  |
|  | Low  | High   |
|  | 1 2 3 4 5 6 7 8 9 10   | Points Assigned  |
| Aspect<br>From " Form<br>for Project<br>Review" see<br>also reverse<br>of this form) |  |  |
| Economic   |  |  |
| Social   |  |  |
| Health -<br>Safety   |  |  |
| General<br>Planning<br>(does project<br>fulfill goals of<br>of comp. plan)           |  |  |
|  | <b>Total Pts.</b>  | _____  |
| Final Project Priority Comments:<br><br>Action: _____                                | Recommended for Fiscal Year _____<br><br>Governing Body<br>_____ |  |

|                       |                                      |                               |
|-----------------------|--------------------------------------|-------------------------------|
| Suggested Ranking Key | 8-10 Immediate Need<br>2-4 Long-term | 5-7 Short-term<br>1 Wish List |
|-----------------------|--------------------------------------|-------------------------------|

## DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

### WORK

### SHEET #5 Form For Project Ranking (Continued)

#### Economic

1. Does project directly produce income for the City (e.g., swimming pool)? If so, how much per year?
2. Does project indirectly produce income for city (e.g. by clearly stimulating private investment in property)? If so, how much revenue can be clearly attributed to project implementation?
3. What is the net cost in dollar terms for the City?
4. Effect on mill levy during life of bonds, if bonds required. Also mill levey requirements for operation and maintenance. If charges (e.g. sewer or water service) are made, same type of calculations should be made.
5. Does project qualify for some kind of state or federal assistance?

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#### Health-Safety

1. Is project for basic protection of persons or property (e.g., fire station, sanitary sewer)?
2. Required by new state or federal law?
3. Recommended by state or federal regulatory agency as mandatory \_\_\_\_, needed \_\_\_\_.

#### General Planning

1. Does project conform to town comprehensive plan (land use, transportation, etc.)?
2. Does project fit into any special plans for a particular neighborhood?
3. General attitude of governing body toward this psecific or this type of project?
4. How does project relate to general community development and image?

**WORK**

**SHEET #6 Revenue History**

| TYPE                          | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 |
|-------------------------------|------|------|------|------|------|------|------|------|------|------|
| <b>Recurring Revenues</b>     |      |      |      |      |      |      |      |      |      |      |
| assessed valuation            |      |      |      |      |      |      |      |      |      |      |
| tax rate                      |      |      |      |      |      |      |      |      |      |      |
| property tax revenue          |      |      |      |      |      |      |      |      |      |      |
| property tax collection ratio |      |      |      |      |      |      |      |      |      |      |
| undesignated surplus annually |      |      |      |      |      |      |      |      |      |      |
| state rev.                    |      |      |      |      |      |      |      |      |      |      |
| education                     |      |      |      |      |      |      |      |      |      |      |
| revenue sharing               |      |      |      |      |      |      |      |      |      |      |
| transportation                |      |      |      |      |      |      |      |      |      |      |
| other                         |      |      |      |      |      |      |      |      |      |      |
| fed rev.                      |      |      |      |      |      |      |      |      |      |      |
| revenue sharing               |      |      |      |      |      |      |      |      |      |      |
| environmental                 |      |      |      |      |      |      |      |      |      |      |
| transportation                |      |      |      |      |      |      |      |      |      |      |
| other taxes                   |      |      |      |      |      |      |      |      |      |      |
| excise                        |      |      |      |      |      |      |      |      |      |      |
| registrations                 |      |      |      |      |      |      |      |      |      |      |
| licenses and fees             |      |      |      |      |      |      |      |      |      |      |
| administrative                |      |      |      |      |      |      |      |      |      |      |
| interest earned               |      |      |      |      |      |      |      |      |      |      |
| penalties & assessments       |      |      |      |      |      |      |      |      |      |      |
| other                         |      |      |      |      |      |      |      |      |      |      |
| total                         |      |      |      |      |      |      |      |      |      |      |
| population                    |      |      |      |      |      |      |      |      |      |      |
| total rev per capita          |      |      |      |      |      |      |      |      |      |      |

DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

WORK

SHEET #6 Revenue History (Continued)

| TYPE                          | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 |
|-------------------------------|------|------|------|------|------|------|------|------|------|------|
| <u>Non-recurring revenues</u> |      |      |      |      |      |      |      |      |      |      |
| grants                        |      |      |      |      |      |      |      |      |      |      |
| donations                     |      |      |      |      |      |      |      |      |      |      |
| sales of assets               |      |      |      |      |      |      |      |      |      |      |
| tax deed sales                |      |      |      |      |      |      |      |      |      |      |
| other                         |      |      |      |      |      |      |      |      |      |      |
| special assessments           |      |      |      |      |      |      |      |      |      |      |
| tax increment                 |      |      |      |      |      |      |      |      |      |      |
| financing                     |      |      |      |      |      |      |      |      |      |      |
| special districts             |      |      |      |      |      |      |      |      |      |      |
| other                         |      |      |      |      |      |      |      |      |      |      |

NOTE: To facilitate forecasting, you may wish to add a column under each year to reflect the annual rate of change from the prior year.

**WORK SHEET #7 Expenditure History**

| TYPE                          | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 |
|-------------------------------|------|------|------|------|------|------|------|------|------|------|
| operating costs               |      |      |      |      |      |      |      |      |      |      |
| population                    |      |      |      |      |      |      |      |      |      |      |
| total expenditures per capita |      |      |      |      |      |      |      |      |      |      |
| capital expenditures          |      |      |      |      |      |      |      |      |      |      |
| debt limit                    |      |      |      |      |      |      |      |      |      |      |
| outstanding debt              |      |      |      |      |      |      |      |      |      |      |
| % of assessed valuation       |      |      |      |      |      |      |      |      |      |      |
| debt service                  |      |      |      |      |      |      |      |      |      |      |
| administrative costs          |      |      |      |      |      |      |      |      |      |      |
| public safety                 |      |      |      |      |      |      |      |      |      |      |
| parks recreation              |      |      |      |      |      |      |      |      |      |      |
| utilities                     |      |      |      |      |      |      |      |      |      |      |
| education                     |      |      |      |      |      |      |      |      |      |      |
| other                         |      |      |      |      |      |      |      |      |      |      |

NOTE: To facilitate forecasting, you may wish to add a column under each year to reflect the annual rate of change from the prior year.

# DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

## WORK SHEET #8 MODEL: Revenue Plan

| DESCRIPTION                       | % ANNUAL INCREASE | 1990 ACTUAL         | 1991 BUDGET         | 1992                | 1993                | 1994                | 1995                | 1996                |
|-----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| NET VALUATION                     | 5.00%             | \$298,868,200       | \$313,811,610       | \$329,502,191       | \$345,977,300       | \$363,276,165       | \$381,439,973       | \$400,511,972       |
| Tax rate                          | 4.00%             | 0.0258              | 0.0268              | 0.0279              | 0.0290              | 0.0302              | 0.0314              | 0.0326              |
| <b>I. Revenue</b>                 |                   |                     |                     |                     |                     |                     |                     |                     |
| Property tax assessed             |                   | \$6,797,514         | \$8,420,193         | \$9,194,851         | \$10,040,777        | \$10,964,529        | \$11,973,265        | \$13,074,806        |
| Interest/Penalties                | 1.00%             | \$30,000            | \$30,300            | \$30,603            | \$30,909            | \$31,218            | \$31,530            | \$31,846            |
| Excise tax                        | 5.00%             | \$949,000           | \$996,450           | \$1,046,273         | \$1,098,586         | \$1,153,515         | \$1,211,191         | \$1,271,751         |
| State revenue sharing             | 5.00%             | \$841,395           | \$883,465           | \$927,638           | \$974,020           | \$1,022,721         | \$1,073,857         | \$1,127,550         |
| MDOT                              | 3.00%             | \$132,058           | \$136,020           | \$140,100           | \$144,303           | \$148,632           | \$153,091           | \$157,684           |
| Licenses & permits                | 3.00%             | \$84,430            | \$86,963            | \$89,572            | \$92,259            | \$95,027            | \$97,878            | \$100,814           |
| Interest income                   | 3.00%             | \$30,500            | \$31,415            | \$32,357            | \$33,328            | \$34,328            | \$35,358            | \$36,419            |
| Other                             |                   | \$558,039           |                     | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Total Revenue</b>              | <b>5.00%</b>      | <b>\$10,117,685</b> | <b>\$10,584,806</b> | <b>\$11,461,394</b> | <b>\$12,414,183</b> | <b>\$13,449,970</b> | <b>\$14,576,171</b> | <b>\$15,800,868</b> |
| <b>II. Expenditures</b>           |                   |                     |                     |                     |                     |                     |                     |                     |
| Operating costs                   | 7.00%             | \$9,561,965         | \$10,231,303        | \$10,947,494        | \$11,713,818        | \$12,533,786        | \$13,411,151        | \$14,349,931        |
| Capital budget                    |                   | \$455,720           | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Total Expenditures</b>         |                   | <b>\$10,117,685</b> | <b>\$10,231,303</b> | <b>\$10,947,494</b> | <b>\$11,713,818</b> | <b>\$12,533,786</b> | <b>\$13,411,151</b> | <b>\$14,349,931</b> |
| <b>III. Capital Fund</b>          |                   |                     |                     |                     |                     |                     |                     |                     |
| Surplus/(deficit)                 |                   | \$0                 | \$353,503           | \$513,900           | \$700,364           | \$916,185           | \$1,165,020         | \$1,450,937         |
| Revenue less expenses             |                   | \$455,720           | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Capital budget                    |                   | \$455,720           | \$353,503           | \$513,900           | \$700,364           | \$916,185           | \$1,165,020         | \$1,450,937         |
| <b>Adjusted capital budget</b>    |                   | <b>\$455,720</b>    | <b>\$353,503</b>    | <b>\$513,900</b>    | <b>\$700,364</b>    | <b>\$916,185</b>    | <b>\$1,165,020</b>  | <b>\$1,450,937</b>  |
| <b>IV. Debt limit analysis</b>    |                   |                     |                     |                     |                     |                     |                     |                     |
| Town debt limit                   | 5.00%             | \$14,943,410        | \$15,690,581        | \$16,475,110        | \$17,298,865        | \$18,163,808        | \$19,071,999        | \$20,025,599        |
| Existing debt                     |                   | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           |
| Available debt                    |                   | \$14,494,541        | \$15,241,712        | \$16,026,241        | \$16,849,996        | \$17,714,939        | \$18,623,130        | \$19,576,730        |
| Yearly increase to debt limit     |                   | \$747,171           | \$784,529           | \$823,755           | \$869,996           | \$908,190           | \$953,600           | \$993,600           |
| Cumulative increase to debt limit |                   | \$15,241,712        | \$16,026,241        | \$16,849,996        | \$17,758,186        | \$18,711,786        | \$19,715,386        | \$20,768,986        |
| <b>V. Additional Information</b>  |                   |                     |                     |                     |                     |                     |                     |                     |
| Max Debt Limit                    | 15.00%            | \$44,830,230        | \$47,071,742        | \$49,425,329        | \$51,896,595        | \$54,491,425        | \$57,215,996        | \$60,076,796        |
| Existing debt                     |                   | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           | \$448,869           |
| Available debt                    |                   | \$44,381,361        | \$46,622,873        | \$48,976,460        | \$51,447,726        | \$54,042,556        | \$56,767,127        | \$59,627,927        |
| Population                        | 3.00%             | 10,000              | 10,300              | 10,609              | 10,927              | 11,255              | 11,593              | 11,941              |
| Per capita expenditures           |                   | \$1,012             | \$993               | \$1,032             | \$1,072             | \$1,114             | \$1,157             | \$1,202             |

Model developed by the Greater Portland Council of Governments





DEVELOPING A CAPITAL IMPROVEMENTS PROGRAM

WORK SHEET #10

Approved Community Capital Improvements Program

| Department | Project Title | Total Estimated Cost | Expenditures |  |           |  |           |  |           |  |           |  |           |  |  |  |  |
|------------|---------------|----------------------|--------------|--|-----------|--|-----------|--|-----------|--|-----------|--|-----------|--|--|--|--|
|            |               |                      | 1990/1991    |  | 1991/1992 |  | 1992/1993 |  | 1993/1994 |  | 1994/1995 |  | 1995/1996 |  |  |  |  |
|            |               |                      |              |  |           |  |           |  |           |  |           |  |           |  |  |  |  |
|            |               |                      |              |  |           |  |           |  |           |  |           |  |           |  |  |  |  |
|            |               |                      |              |  |           |  |           |  |           |  |           |  |           |  |  |  |  |
|            |               |                      |              |  |           |  |           |  |           |  |           |  |           |  |  |  |  |

Funding Summary:

- General Fund
- General Obligation Bonds
- Special Assessments
- Federal Revenue Sharing
- Federal Grants

Total Funding

**WORK SHEET**

**#11 1991 Capital Improvements Program Evaluation Form**

| Project No./Title | Plans & Specs Complete | Bids Due | Notice to Proceed | (Any other Key Steps - List) | Date Project Useable | Date Project Closed-Complete |
|-------------------|------------------------|----------|-------------------|------------------------------|----------------------|------------------------------|
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |
|                   |                        |          |                   |                              |                      |                              |

List out projects in program. This list can be changed as scheduled dates are changed. Information placed on this form will be used to update the Town's Capital Improvement Program each year.



## RESOURCES

The following sources were used in the preparation of this document.

"Capital Improvements Programming Guidebook for Maine Communities", Maine State Planning Office, Executive Department, 184 State Street, State House Station #38, Augusta, Maine 04333, May 1986.

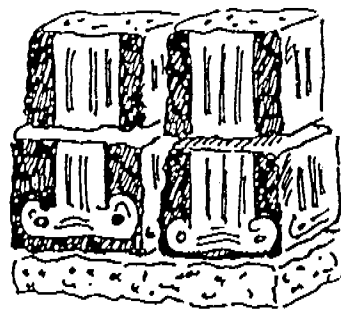
"Capital Improvements Programming & Budgeting in Kansas Cities", League of Kansas Municipalities, 112 West Seventh Street, Topeka, Kansas, 66603, November 1975.

"Capital Improvements Programming", Virginia Citizens Planning Association and Virginia Department of Housing and Community Development, 205 North Fourth Street, Richmond, VA, 23219, July 1990.

"Maine Municipal Bond Bank", pamphlet, MMBB, 284 Water St., P.O. Box 2268, Augusta, Maine 04338

"Non-Traditional Revenues", Maine Townsman, December, 1990, pp. 12-15.

"User Fees and Other Revenue Sources", Maine Townsman, March, 1989, pp. 9-12.





11/11

11/11





**From:** [realeesq@yahoo.com](mailto:realeesq@yahoo.com)  
**To:** [Anthony Ward](#)  
**Subject:** Town taking of home located at Map 0004-0001-2L, 21 Graffam Rd, Casco  
**Date:** Wednesday, June 26, 2024 3:15:34 PM

---

Dear Mr. Ward:

I am writing this email on behalf of Robert Morton who is /was the owner of this property at the above location.

We are asking the town through the selectmen and you to allow him to redeem this property. He would immediately pay all back taxes owed as well as interests and costs.

He immediate plan would be to restore the property and make it habitable and conform with the community norms. He did seemingly ignore the January 4, 2024 notice and has no defense with respect to the taking except his money and health issues. He sustained severe loss in his life with respect to the death of his long life partner, suffered harsh living condition, and has had severe health problems which include cancer, which is now under control.

His income which is Social Security has been barely enough to cover his meager living conditions. He is recovered now able to work and perform his obligation of paying the town the arrears and costs as well as paying taxes in the future.

Again he is humbly asking the town to allow him to redeem the property and would be a worthwhile member of your community.

Thank you and the selectmen for consideration.

**Salvatore E. Reale,  
Attorney at Law  
P.O.Box 1534  
Naples, ME 04055  
(781) 284-7500**

**RE Account 347 Detail  
as of 08/12/2024**

Item 9.#

Name: TOWN OF CASCO  
Location: 21 GRAFFAM RD  
Acreage: 0 Map/Lot: 0004-0001-2L  
Book Page: BXXXXPXXXX

Land: 0  
Building: 109,500  
Exempt: 109,500  

---

Total:

Ref1:  
Mailing Address: 635 MEADOW RD  
CASCO ME 04015

2024-1 Period Due:  
1) 353.55  
2) 337.34

| Year/Rec # | Date      | Reference                 | P C | Principal | Interest | Costs  | Total  |
|------------|-----------|---------------------------|-----|-----------|----------|--------|--------|
| 2024-1 R   | 08/25/23  | Original                  |     | 674.69    | 0.00     | 0.00   | 674.69 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            |           | CURINT                    |     | 0.00      | -16.20   | 0.00   | -16.20 |
|            |           | Total                     |     | 674.69    | 16.20    | 0.00   | 690.89 |
| 2023-1 L   | 08/26/22  | Original                  |     | 662.42    | 0.00     | 0.00   | 662.42 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            | 7/13/2023 | DEMAND                    | A 3 | 0.00      | 0.00     | -11.10 | -11.10 |
|            |           |                           |     |           |          |        |        |
|            |           | Demand Fees               |     |           |          |        |        |
| 14271      | 08/18/23  | Liened                    |     | 662.42    | 16.29    | 59.10  | 737.81 |
|            |           | CURINT                    |     | 0.00      | -26.13   | 0.00   | -26.13 |
|            |           | Total                     |     | 662.42    | 42.42    | 59.10  | 763.94 |
| 2022-1 L   | 08/06/21  | Original                  |     | 662.42    | 0.00     | 0.00   | 662.42 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            | 7/13/2022 | DEMAND                    | A 3 | 0.00      | 0.00     | -10.33 | -10.33 |
|            |           |                           |     |           |          |        |        |
|            |           | Demand Fees               |     |           |          |        |        |
| 45087      | 08/16/22  | Liened                    |     | 662.42    | 24.77    | 58.33  | 745.52 |
| 60372      | 4/11/2023 | CHGINT                    | 1 I | 0.00      | -25.92   | 0.00   | -25.92 |
| 60372      | 4/11/2023 | RMorto                    | A P | 0.00      | 50.69    | 49.31  | 100.00 |
|            | 1/4/2024  | CHGINT                    | A I | 0.00      | -29.18   | 0.00   | -29.18 |
|            | 1/4/2024  | FCFEES                    | A L | 0.00      | 0.00     | -11.53 | -11.53 |
|            |           |                           |     |           |          |        |        |
|            |           | Lien Maturity Fee         |     |           |          |        |        |
|            |           | CURINT                    |     | 0.00      | -24.06   | 0.00   | -24.06 |
|            |           | Total                     |     | 662.42    | 53.24    | 20.55  | 736.21 |
| 2021-1 R   |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2020-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2019-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2018-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2017-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2016-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2015-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2014-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2013-1 R   |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2012-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2011-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2010-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2009-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2008-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2007-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2006-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |

**RE Account 347 Detail  
as of 08/12/2024**

Name: TOWN OF CASCO  
Location: 21 GRAFFAM RD  
Acreage: 0 Map/Lot: 0004-0001-2L  
Book Page: BXXXXPXXXX

Land: 0  
Building: 109,500  
Exempt: 109,500  

---

Total:

2024-1 Period Due:  
1) 353.55  
2) 337.34

Ref1:  
Mailing 635 MEADOW RD  
Address: CASCO ME 04015

| Year/Rec #                      | Date | Reference | P | C | Principal | Interest | Costs | Total    |
|---------------------------------|------|-----------|---|---|-----------|----------|-------|----------|
| 2005-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2004-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2003-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2002-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2001-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2000-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| Account Totals as of 08/12/2024 |      |           |   |   | 1,999.53  | 111.86   | 79.65 | 2,191.04 |

| Per Diem |        |
|----------|--------|
| 2024-1   | 0.0739 |
| 2023-1   | 0.0726 |
| 2022-1   | 0.1089 |
| Total    | 0.2554 |

Exempt Codes: 903 - Muncipal

Note: Payments will be reflected as positive values and charges to the account will be represented as negative values.

**RE Account 347 Detail  
as of 08/12/2024**

Item 9.#

Name: TOWN OF CASCO  
Location: 21 GRAFFAM RD  
Acreage: 0 Map/Lot: 0004-0001-2L  
Book Page: BXXXXPXXXX

Land: 0  
Building: 109,500  
Exempt: 109,500  

---

Total:

Ref1:  
Mailing 635 MEADOW RD  
Address: CASCO ME 04015

2024-1 Period Due:  
1) 353.55  
2) 337.34

| Year/Rec # | Date      | Reference                 | P C | Principal | Interest | Costs  | Total  |
|------------|-----------|---------------------------|-----|-----------|----------|--------|--------|
| 2024-1 R   | 08/25/23  | Original                  |     | 674.69    | 0.00     | 0.00   | 674.69 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            |           | CURINT                    |     | 0.00      | -16.20   | 0.00   | -16.20 |
|            |           | Total                     |     | 674.69    | 16.20    | 0.00   | 690.89 |
| 2023-1 L   | 08/26/22  | Original                  |     | 662.42    | 0.00     | 0.00   | 662.42 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            | 7/13/2023 | DEMAND                    | A 3 | 0.00      | 0.00     | -11.10 | -11.10 |
|            |           |                           |     |           |          |        |        |
|            |           | Demand Fees               |     |           |          |        |        |
| 14271      | 08/18/23  | Liened                    |     | 662.42    | 16.29    | 59.10  | 737.81 |
|            |           | CURINT                    |     | 0.00      | -26.13   | 0.00   | -26.13 |
|            |           | Total                     |     | 662.42    | 42.42    | 59.10  | 763.94 |
| 2022-1 L   | 08/06/21  | Original                  |     | 662.42    | 0.00     | 0.00   | 662.42 |
|            |           | Billed To: MORTON, ROBERT |     |           |          |        |        |
|            | 7/13/2022 | DEMAND                    | A 3 | 0.00      | 0.00     | -10.33 | -10.33 |
|            |           |                           |     |           |          |        |        |
|            |           | Demand Fees               |     |           |          |        |        |
| 45087      | 08/16/22  | Liened                    |     | 662.42    | 24.77    | 58.33  | 745.52 |
| 60372      | 4/11/2023 | CHGINT                    | 1 I | 0.00      | -25.92   | 0.00   | -25.92 |
| 60372      | 4/11/2023 | RMorto                    | A P | 0.00      | 50.69    | 49.31  | 100.00 |
|            | 1/4/2024  | CHGINT                    | A I | 0.00      | -29.18   | 0.00   | -29.18 |
|            | 1/4/2024  | FCFEES                    | A L | 0.00      | 0.00     | -11.53 | -11.53 |
|            |           |                           |     |           |          |        |        |
|            |           | Lien Maturity Fee         |     |           |          |        |        |
|            |           | CURINT                    |     | 0.00      | -24.06   | 0.00   | -24.06 |
|            |           | Total                     |     | 662.42    | 53.24    | 20.55  | 736.21 |
| 2021-1 R   |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2020-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2019-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2018-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2017-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2016-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2015-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2014-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2013-1 R   |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2012-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2011-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2010-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2009-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2008-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2007-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |
| 2006-1 L * |           |                           |     | 0.00      | 0.00     | 0.00   | 0.00   |

**RE Account 347 Detail  
as of 08/12/2024**

Name: TOWN OF CASCO  
Location: 21 GRAFFAM RD  
Acreage: 0 Map/Lot: 0004-0001-2L  
Book Page: BXXXXPXXXX

Land: 0  
Building: 109,500  
Exempt: 109,500  

---

Total:

2024-1 Period Due:  
1) 353.55  
2) 337.34

Ref1:  
Mailing 635 MEADOW RD  
Address: CASCO ME 04015

| Year/Rec #                      | Date | Reference | P | C | Principal | Interest | Costs | Total    |
|---------------------------------|------|-----------|---|---|-----------|----------|-------|----------|
| 2005-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2004-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2003-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2002-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2001-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| 2000-1 L                        | *    |           |   |   | 0.00      | 0.00     | 0.00  | 0.00     |
| Account Totals as of 08/12/2024 |      |           |   |   | 1,999.53  | 111.86   | 79.65 | 2,191.04 |

| Per Diem |        |
|----------|--------|
| 2024-1   | 0.0739 |
| 2023-1   | 0.0726 |
| 2022-1   | 0.1089 |
| Total    | 0.2554 |

Exempt Codes: 903 - Muncipal

Note: Payments will be reflected as positive values and charges to the account will be represented as negative values.



## TOWN OF CASCO

### SELECTBOARD RULES OF ORDER AND PROCEDURES

---

**Section 1. Purpose:** The intention of this policy is to establish reasonable rules of procedure for Board meetings and to promote the fair, orderly, and efficient conduct of the Board's behavior, proceedings, and affairs. These rules shall govern the Board's practices and procedures except as otherwise provided by law.

#### **Section 2. Officers; Duties**

Officers of the Board shall consist of a Chair and Vice-Chair to be chosen annually at the first Board meeting after the annual town meeting by and from Board members, unless otherwise agreed upon by the Board. The Board shall automatically appoint the Vice-Chair to Chair after the annual Town Meeting. The outgoing Chair is prohibited for holding an Officers position for at least one year, unless otherwise approved by the Selectboard. One of the three remaining Selectboard members shall be chosen as Vice-Chair. In the event selection of a new Chair and Vice-Chair is delayed, the current officers' terms will hold over. All members of the Selectboard are required to vote.

The Chair of the Selectboard shall preside at all Board meetings and shall have authority to rule on questions of evidence and procedure, to maintain order and determine course of proceedings. In the absence of the Chair, the Vice-Chair shall preside and have the same authority. In the absence of both the Chair and Vice-Chair the members present may appoint an interim chair for the meeting.

In accordance with 30-A M.R.S.A. § 2635, "the selectboard shall exercise all administrative and executive powers of the town as provided in this subchapter. The selectboard shall deal with the administrative services solely through the town manager and may not give orders to any subordinates of the manager, either publicly or privately. This section does not prevent the selectboard from appointing committees or commissions of its own members or of citizens to conduct investigations into the conduct of any official or department, or any matter relating to the welfare of the town."

The majority of the Board shall have final say over matters before the Selectboard. With the exception of duties and powers listed in this policy, no single Selectboard member shall have more authority than another.

**Section 3. Meetings:** The following are Selectboard rules and procedures for conducting the Selectboard meetings. These rules may be modified as the Selectboard deems appropriate, by vote, in order to conduct the business of the Town.

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the meeting to another time. Notice of the rescheduled meeting shall be given to all members of the Selectboard and the public.

**B. Placing Items on the Agenda:**

**Selectboard:** A Selectboard member may request an item to be considered on a future agenda. Such request shall be submitted to the Town Manager by nine the Tuesday preceding the next regularly scheduled meeting. Informational material to be included within the Selectboard's packet shall be delivered to the Town Office by noon on the Wednesday before the meeting, so that it can be copied and distributed to the Board.

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- C. The Selectboard's regular monthly meetings will be twice a month at 6:00 pm typically on the first and third Tuesdays of the month, but may occur on the second, fourth or fifth Tuesday. If the regularly scheduled meeting falls on a recognized holiday or there other scheduling conflicts, the Selectboard may schedule an alternate date. During the year, the Selectboard may meet less or more than twice a month. Meeting schedules will be posted on the Town website and at the Town office as far in advance as practical. Changes in meeting schedules will be posted on the Town website. If unscheduled special or emergency meetings are required notifications will comply with State Statute requirements for notice to the public and media.
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- F. Members of the public are welcome to submit a request to either a Selectboard member or Town Manager to be placed on a future agenda outside of Public Participation for consideration of inclusion.
- G. Members of the public shall address the Board from a designated podium. Members of the public shall refrain from speaking until recognized by the chair.
- H. Rules for approaching the podium may be waived at the discretion of the Board Chair.
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- J. **Executive Sessions:** The Selectboard has a right to meet in a private and confidential manner called Executive Sessions, as allowed or required by State and Federal law. The Selectboard shall not take any action, including votes, during Executive Sessions.

**Section 4. Conflict Of Interest**

The Selectboard shall rely on and abide by 30-A M.R.S.A. § 2605 Conflicts of Interest, addendum A. This includes avoiding the appearance of any potential conflict of interest by disclosure or by abstention.

**Section 5. Code Of Ethics**

The Selectboard shall subscribe to the Code of Ethics for Appointed and Elected Municipal Officials, addendum B, and shall avoid behavior that that may be in conflict with the Code.

**Section 6. Compensation**

*The Selectboard shall be compensated via stipend based on Budgetary approval at the Town's Annual Town Meeting. Nothing in this process prevents an Selectboard member from waiving payment for their services.*

This policy supersedes any prior policy related to this subject.

**Date:**

**Approved by Casco Selectboard:**

\_\_\_\_\_  
Eugene Connolly, Chair

\_\_\_\_\_  
Grant Plummer, Vice-Chair

\_\_\_\_\_  
Mary-Vienessa Fernandes

\_\_\_\_\_  
Robert MacDonald

\_\_\_\_\_  
Scott Avery

## Addendum A

CHAPTER 123  
MUNICIPAL OFFICIALS  
SUBCHAPTER 1  
GENERAL PROVISIONS

§2605. Conflicts of interest Certain proceedings of municipalities, counties and quasi-municipal corporations and their officials are voidable and actionable according to the following provisions. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 1. Voting. The vote of a body is voidable when any official in an official position votes on any question in which that official has a direct or an indirect pecuniary interest. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 2. Contracts. A contract, other than a contract obtained through properly advertised bid procedures, made by a municipality, county or quasi-municipal corporation during the term of an official of a body of the municipality, county or quasi-municipal corporation involved in the negotiation or award of the contract who has a direct or an indirect pecuniary interest in it is voidable, except as provided in subsection 4. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 3. Restrain proceedings. The Superior Court may restrain proceedings in violation of this section on the application of at least 10 residents of the municipality, county or area served by the quasimunicipal corporation. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 4. Direct or indirect pecuniary interest. In the absence of actual fraud, an official of a body of the municipality, county government or a quasi-municipal corporation involved in a question or in the negotiation or award of a contract is deemed to have a direct or indirect pecuniary interest in a question or in a contract where the official is an officer, director, partner, associate, employee or stockholder of a private corporation, business or other economic entity to which the question relates or with which the unit of municipal, county government or the quasi-municipal corporation contracts only where the official is directly or indirectly the owner of at least 10% of the stock of the private corporation or owns at least a 10% interest in the business or other economic entity. When an official is deemed to have a direct or indirect pecuniary interest, the vote on the question or the contract is not voidable and actionable if the official makes full disclosure of interest before any action is taken and if the official abstains from voting, from the negotiation or award of the contract and from otherwise attempting to influence a decision in which that official has an interest. The official's disclosure and a notice of abstention from taking part in a decision in which the official has an interest shall be recorded with the clerk or secretary of the municipal or county government or the quasi-municipal corporation. A. This subsection does not prohibit a member of a city or town council or a member of a quasimunicipal corporation who is a teacher from making or renewing a teacher employment contract with the municipality or quasi-municipal corporation for which the member serves. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10

(AMD).] 5. Former municipal and county officials. This subsection applies to former municipal and county officials. A. No former municipal or county official may, for anyone other than the municipality or county, knowingly act as an agent or attorney, or participate in a proceeding before a municipal or county government body for one year after termination of the official's employment or term of office with that government body in connection with any proceeding: (1) In which the specific issue was pending before the municipal or county official and was directly within the responsibilities of that official; and (2) Which was completed at least one year before the termination of that official's employment or term of office. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] B. No former municipal or county official may, for anyone other than the municipality or county, knowingly act as an agent or attorney, or participate in a proceeding before a municipal or county government body at any time after termination of the official's employment or term of office with that government body in connection with any proceeding: (1) In which the specific issue was pending before the municipal or county official and was directly within the responsibilities of that official; and (2) Which was pending within one year of the termination of the municipal or county official's employment or term of office. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] C. This subsection may not be construed to prohibit former municipal or county officials from doing personal business with the municipality or county. This subsection does not limit the application of Title 17-A, chapter 25. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] For the purpose of this subsection, a municipal or county government body includes an agency, board, commission, authority, committee, legislative body, department or other governmental entity of a municipality or county. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] 6. Avoidance of appearance of conflict of interest. Every municipal and county official shall attempt to avoid the appearance of a conflict of interest by disclosure or by abstention. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] 7. Municipal officers adopt ethics policy. In their discretion, the municipal officers may adopt an ethics policy governing the conduct of elected and appointed municipal officials. [PL 1989, c. 561, §19 (NEW).] SECTION HISTORY PL 1987, c. 737, §§A2,C106 (NEW). PL 1989, c. 6 (AMD). PL 1989, c. 9, §2 (AMD). PL 1989, c. 104, §§A22,C8,C10 (AMD). PL 1989, c. 561, §19 (AMD).

## TOWN OF CASCO Code of Ethics

### PREAMBLE:

The proper operation of the democratic government of the Town of Casco (hereinafter "Town") requires that the Town's Selectmen, Planning Board members, members of appointed boards, and employees be fair, impartial, and responsive to the needs of the people and to each other in the performance of their respective functions and duties; those decisions and policy be made in proper channels of the Town's governmental structure; that public office or employment not be used for personal gain; and that Selectmen, Planning Board members, members of appointed boards, and Town employees maintain a standard of ethical conduct that will inspire public confidence in the integrity of the Town's government. In recognition of these goals, this Code of Ethics is hereby adopted as a standard of ethical conduct for all Selectmen, Planning Board members, members of appointed boards, and employees of the Town.

### PURPOSE AND OBLIGATION:

The purpose of this Code of Ethics is to establish standards of ethical conduct for all Selectmen, Planning Board members, members of appointed boards, and Town employees by setting forth those acts or actions which are deemed to be in conflict, or which create the appearance of conflict, with the ethical standards of the Town of Casco.

**Legal Standards:** It is the duty of every Town official and Town employee to support the Constitution of the United States and the Constitution of the State of Maine. There are also certain provisions of the general statutes of the State of Maine, which, while not set forth herein, should be considered an integral part of this Code of Ethics. Accordingly, the provisions of the following sections of the general statutes of the State of Maine, as they may be amended, are incorporated into this Code of Ethics by reference to the extent applicable:

- 17 MRSA § 3104 Conflict of Interest; Purchases by the State
- 17-A MRSA § 456 Tampering with Public Records or Information
- 17-A MRSA § 602 Bribery in Official and Political Matters
- 17-A MRSA § 603 Improper Influence
- 17-A MRSA § 604 Improper Compensation for Past Action
- 17-A MRSA § 605 Improper Gifts to Public Servants
- 17-A MRSA § 606 Improper Compensation for Services
- 17-A MRSA § 607 Purchase of Public Office
- 17-A MRSA § 608 Official Oppression
- 17-A MRSA § 609 Misuse of Information
- 17-A MRSA § 903 Misuse of Entrusted Property
- 20-A MRSA § 504 Persons Ineligible to Serve as Election Officials
- 30-A MRSA § 2605 Conflicts of Interest
- 30-A MRSA § 5122 Interest of Public Officials, Trustees or Employees

A. It is the goal of this Code of Ethics that every citizen shall receive fair and impartial consideration on any matter coming before the Board of Selectmen, the Planning Board, the Town's appointed boards and any Town employee. No Town official or Town employee shall make any promise or pledge to any person concerning any matter to be considered by that Town official or Town employee in an official capacity except upon a fair and impartial consideration of the relevant facts in the appropriate forum.

- 1) Avoidance of Appearance of Improper Influence. Town officials and Town employees should conduct their official and personal affairs in such a manner as to avoid any appearance of improper influence in the performance of their official duties.
- 2) Fair and Impartial Consideration. Fair and impartial consideration means that Town officials and Town employees should make their decisions in the appropriate public forum and should not take official action until they have given a careful and objective consideration to the facts pertaining to a particular issue coming before them. They should not prejudice matters coming before them in their official capacity and should not make promises or commit to a course of action until all of the relevant facts have been considered.

B. The conduct of public business shall be free from any undisclosed financial or personal interests on the part of any Town official or Town employee and from any appearance of conflict. No Town official or Town employee shall advocate in any public meeting or in his/her official capacity on any matter in which that Town official or Town employee has a financial or personal interest, or where there is any appearance of conflict, except upon full and timely disclosure of that interest.

### **Guidelines**

- 1) Financial Interests. Town officials and Town employees should endeavor to avoid holding any investment, directly or indirectly, in any business, commercial enterprise, or other private activity that conflicts with their official duties as a Town official or Town employee. In the case of members of Town boards, where such a conflict exists, it should be disclosed to the board on which that public official sits prior to consideration of any decision to be made by that Board, and if requested by the membership of that Board, the official should recuse him/herself from participating in any official action on any matter to which the conflict pertains. In the case of Town employees, any such conflicts should be disclosed to the employee's immediate supervisor and the Town Manager and, at the request of the employee's supervisor or the Town Manager, the employee should refrain from participating in the consideration of official action on any matter to which the conflict pertains.
- 2) Personal Interests. Members of the Town boards should disclose any personal relationship to the board on which that Town official sits in any instance where there could be the appearance of a conflict of interest. For example, if the official's spouse or domestic

partner works for a developer appearing before that Town board, that fact should be disclosed.

3) Avoidance of Appearance of Conflict. Where there is doubt about a potential conflict or appearance of conflict due to an investment, financial holding, or personal relationship, the potential conflict or appearance of conflict should be disclosed to the board on which that Town official sits prior to consideration of any decision to be made by that board, and if requested by the membership of that board, the Town official should recuse him/herself from participation in the consideration of any official action on any matter to which the conflict or appearance of conflict pertains.

C. The conduct of public business shall be free of any influence arising from gifts, favors or special privileges. It is the duty of every Town official and Town employee to refuse personal gifts, favors or special privileges in every instance where such Town official or Town employee reasonably believes such gift, favor or special privilege would not have been extended but for the official position of such Town official or Town employee, or where there exists a reasonable belief that the donor's interests are likely to be affected by the official actions of the Town official or Town employee, or where the gift is or may reasonably be considered to be designed to influence the official actions of the Town official or Town employee.

1) Gifts. No Town official or Town employee should directly or indirectly solicit any gift or accept or receive any gift whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form of gift if it could be reasonably inferred or expected that (1) the gift was intended to influence their performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

2) Limitation. The policy against solicitation or acceptance of gifts is limited to circumstances reasonably related to the possibility of improper influence or the appearance of improper influence. In *de minimus* situations, such as meal checks, a modest maximum amount shall be established by the Selectmen from time to time as a guideline to be applied under this Code of Ethics. That amount is initially established under this Code of Ethics at a maximum of twenty- five (25) dollars. Furthermore, this guideline is not intended to preclude Town officials and Town employees from participating in normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions and where there is no reasonable grounds to believe that a gift is motivated by an intent to improperly influence the Town official or Town employee in the conduct of his/her official duties.

D. No Town official or Town employee shall use confidential or advance information obtained by virtue of Town office, appointment, or Town employment for personal or financial advantage.

1) Town officials and Town employees should not disclose to others, or use confidential information acquired by them in the course of their official duties, to further their personal interests.

2) **Real Estate Transactions.** In the case of real estate transactions, the potential use of confidential information and knowledge to further a Town official's or Town employee's personal interests requires special consideration. Purchase and sales of real estate which might be regarded as speculation for quick profit ought to be avoided, particularly in situations where the Town official or Town employee may have inside or advance information as a result of his/her office or employment with the Town.

E. It is the duty of Town officials to faithfully discharge the duties of their offices. In the conduct of public business, no Town officials should be excused from voting except on matters involving consideration of their own official conduct, or where their personal or financial interests may create a conflict or an appearance of conflict.

1) It is the obligation of all Town officials to discharge their duties fully and faithfully. This includes voting on all matters coming before them even when such votes will not be popular, except in circumstances where the Town official is excused from voting due to a conflict or appearance of conflict under this Code of Ethics.

F. It is the duty of every Town official and Town employee to uphold and carry out the laws of the State of Maine and the lawful ordinances and policies of the Town. No Town official or Town employee shall knowingly take any action that would violate the laws of the State of Maine or that is inconsistent with the lawful ordinances and policies established by the Town.

1) **Public Confidence.** Town officials and Town employees should conduct themselves at all times so as to maintain public confidence in Town government and its lawful ordinances and policies. Town officials and Town employees should comply with the laws of the State of Maine and the ordinances of the Town and should conduct themselves in a manner consistent with duly adopted Town policies.

G. The penalties for violation of this Code of Ethics shall vary according to the type of position held.

1) **Elected Officials.** For elected officials, when a violation is found by the elected board of which the official is a member, the actions taken may range from a letter of reprimand by the Chair of the board, to a censure by a majority of the elected board, to a request for resignation from the elected position by a majority of the elected board.

2) **Appointed Officials.** For appointed boards, the same penalties shall apply as apply to elected officials, and, in addition, if the board or committee is appointed by the municipal officers of the Town, the municipal officers may remove an appointee for cause, after notice and public hearing, pursuant to 30-A M.R.S.A. §2601.

3) **Town Employees.** For employees of the Town, the penalties for violation of this Code of Ethics shall be governed by the Town's personnel policies, and collective bargaining agreements as applicable, which include but are not limited to appropriate progressive discipline up to and including suspension and termination.

H. This Code of Ethics may be amended from time to time by a majority of the members of the Select Board of the Town.





## TOWN OF CASCO

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The Selectboard shall rely on and abide by 30-A M.R.S.A. § 2605 Conflicts of Interest. This includes avoiding the appearance of any potential conflict of interest by disclosure or by abstention.

**Section 5. Code Of Ethics**

The Selectboard shall subscribe to the Code of Ethics for Appointed and Elected Municipal Officials, addendum A, and shall avoid behavior that that may be in conflict with the Code.

**Section 6. Compensation**

The Selectboard shall be compensated via stipend based on Budgetary approval at the Town’s Annual Town Meeting. Nothing in this process prevents an Selectboard member from waiving payment for their services.

This policy supersedes any prior policy related to this subject.

**Date:** February 15, 2022

**Approved by Casco Selectboard:**

  
 \_\_\_\_\_  
 Mary-Wenessa Fernandes

  
 \_\_\_\_\_  
 Robert MacDonald

Holly Hancock  
 \_\_\_\_\_  
  
 Eugene Connolly

  
 \_\_\_\_\_  
 Scott Avery



**Town of Casco****Code of Ethics for Appointed and Elected Municipal Officials**

As a member of my board, committee or commission (hereinafter referred to as "board"), I will strive to be an advocate for the over-all well being of the Town of Casco and to that end:

1. I will have integrity in all matters.
2. I will attend scheduled board meetings or notify the staff of my inability to attend.
3. I will come to board meetings informed concerning the issues under consideration.
4. I will make policy decisions based on the available facts and appropriate public input.
5. I will make formal decisions based on any and all applicable local, state and federal regulations and ordinances.
6. I will encourage individual board member expression of opinion and establish an open, two-way communication process with all segments of the community.
7. I will communicate, in accordance with board policies, public reaction and opinion regarding board policies, actions, and programs to the full board and administration.
8. I will bring about desired changes through legal and ethical procedures, upholding and enforcing all laws, state regulations, and court orders pertaining to the board.
9. I will refrain from using the board position for personal or partisan gain and avoid any conflict of interest or the appearance of impropriety.
10. I will respect the confidentiality of privileged information learned in any Executive Session.
11. I will make no decisions on behalf of the board unless expressly authorized by the board.
12. I will not attend any meetings pertaining to business of the board without express permission of the board.
13. I will be informed about current issues through individual study and participation in appropriate programs, such as those sponsored by my state association.
14. I will always remember that the foremost concern of the board is to improve and enhance the quality of life for the residents and visitors of the Town of Casco.
15. I will abide by 30-A MRSA §2605, Conflicts of Interest law.

Therefore, I will always strive to demonstrate appropriate behavior/conduct as a board member.

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Signature of Official

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Date



## TOWN OF CASCO

### SELECTBOARD RULES OF ORDER AND PROCEDURES

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**Section 1. Purpose:** The intention of this policy is to establish reasonable rules of procedure for Board meetings and to promote the fair, orderly, and efficient conduct of the Board’s behavior, proceedings, and affairs. These rules shall govern the Board’s practices and procedures except as otherwise provided by law.

#### **Section 2. Officers; Duties**

Officers of the Board shall consist of a Chair and Vice-Chair to be chosen annually at the first Board meeting after the annual town meeting by and from Board members, unless otherwise agreed upon by the Board. The Board shall automatically appoint the Vice-Chair to Chair after the annual Town Meeting. The outgoing Chair is prohibited for holding an Officers position for at least one year, unless otherwise approved by the Selectboard. One of the three remaining Selectboard members shall be chosen as Vice-Chair. In the event selection of a new Chair and Vice-Chair is delayed, the current officers’ terms will hold over. All members of the Selectboard are required to vote.

The Chair of the Selectboard shall preside at all Board meetings and shall have authority to rule on questions of evidence and procedure, to maintain order and determine course of proceedings. In the absence of the Chair, the Vice-Chair shall preside and have the same authority. In the absence of both the Chair and Vice-Chair the members present may appoint an interim chair for the meeting.

In accordance with 30-A M.R.S.A. § 2635, “the board of selectmen shall deal with the administrative services solely through the town manager and shall not give orders to any subordinates of the manager, either publicly or privately. This section does not prevent the board of selectmen from appointing committees or commissions of its own members or of citizens to conduct investigations into the conduct of any official or department, or any matter relating to the welfare of the town.”

The majority of the Board shall have final say over matters before the Selectboard. With the exception of duties and powers listed in this policy, no single Selectboard member shall have more authority than another.

**Section 3. Meetings:** The following are Selectboard rules and procedures for conducting the Selectboard meetings. These rules may be modified as the Selectboard deems appropriate, by vote, in order to conduct the business of the Town.

- A. The Selectboard meetings require a quorum of three members to conduct the business of the Town. If three members are not present, those members present may vote to adjourn

the meeting to another time. Notice of the rescheduled meeting shall be given to all members of the Selectboard and the public.

**B. Placing Items on the Agenda:**

**Selectboard:** A Selectboard member may request an item to be considered on a future agenda. Such request shall be submitted to the Town Manager by ~~noon~~ nine the ~~Wednesday~~ Tuesday preceding the next regularly scheduled meeting. Informational material to be included within the Selectboard's packet shall be delivered to the Town Office by noon on the Wednesday before the meeting, so that it can be copied and distributed to the Board.

**Members of the Public:** A member of public may request an item to be placed on a future agenda through communications with a Board member asking them to sponsor the item for the agenda. The same deadlines as for Selectmen apply.

**Emergency Items and Items not on the Agenda:** Emergency items and items not the agenda may be added to an agenda. Items not on the agenda may be added to the agenda only if (1) the need to consider the item arose after the posting of the agenda and; (2) there is a need to take immediate action at this meeting of the Selectboard.

The Selectboard Chair and Vice Chair will meet with the Town Manager on the Thursday before the scheduled meeting to review the agenda. The agenda and back up material will be a posted by the Friday before the scheduled meeting.

- C. The Selectboard's regular monthly meetings will be twice a month at ~~6:30-6:00~~ pm typically on the first and third Tuesdays of the month, but may occur on second, fourth or fifth Tuesday. If the regularly scheduled meeting falls on a recognized holiday or there other scheduling conflicts, the Selectboard may schedule an alternate date. During the year, the Selectboard may meet less or more than twice a month. Meeting schedules will be posted on the Town website and at the Town office as far in advance as practical. Changes in meeting schedules will be posted on the Town website. If unscheduled special or emergency meetings are required notifications will comply with State Statute requirements for notice to the public and media.
- D. Action by the Board requires a motion, a second and a vote. In order for a vote to pass at least three board members must vote in the affirmative. In case of tied vote, a motion will be treated as automatically postponed and placed on the next Board agenda for consideration. The meeting clerk shall record who made the motion, who seconded the motion and the final vote tally.
- E. Members of the public will be welcome to offer comments during Public Participation listed on the agenda not to exceed two minutes in duration, per person. Additional information may be provided to the Board in writing, either at or in advance of the meeting. The topics may be the choice of the speaker. If topics warrant an extended discussion or require some action by the Selectboard, the Board may request that topic to

be placed on a future agenda. The total amount of time set aside for this part of the meeting shall not exceed 15 minutes without a Board vote.

- F. Members of the public are welcome to submit a request to either a Selectboard member or Town Manager to be placed on a future agenda outside of Public Participation for consideration of inclusion.
- G. Members of the public shall address the Board from a designated podium. Members of the public shall refrain from speaking until recognized by the chair.
- H. Rules for approaching the podium may be waived at the discretion of the Board Chair.
- I. Rules for the public participation portion of Board meetings do not apply to public hearings. The Board may vote to waive the rules and invite public discussion when, in the opinion of the Board, the additional public discussion would be beneficial to the Board’s decision-making process.
- J. **Executive Sessions:** The Selectboard has a right to meet in a private and confidential manner called Executive Sessions, as allowed or required by State and Federal law. The Selectboard shall not take any action, including votes, during Executive Sessions.

**Section 4. Conflict Of Interest**

The Selectboard shall rely on and abide by 30-A M.R.S.A. § 2605 Conflicts of Interest (addendum A). This includes avoiding the appearance of any potential conflict of interest by disclosure or by abstention.

**Section 5. Code Of Ethics**

The Selectboard shall subscribe to the Code of Ethics for Appointed and Elected Municipal Officials, addendum A-B, and shall avoid behavior that that may be in conflict with the Code.

**Section 6. Compensation**

*The Selectboard shall be compensated via stipend based on Budgetary approval at the Town’s Annual Town Meeting. Nothing in this process prevents an Selectboard member from waiving payment for their services.*

This policy supersedes any prior policy related to this subject.

**Date:**

**Approved by Casco Selectboard:**

\_\_\_\_\_  
Eugene Connolly, Chair

\_\_\_\_\_  
Grant Plummer, Vice-Chair

\_\_\_\_\_  
Mary-Vienessa Fernandes

\_\_\_\_\_  
Robert MacDonald



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Scott Avery

Addendum A

CHAPTER 123  
MUNICIPAL OFFICIALS  
SUBCHAPTER 1  
GENERAL PROVISIONS

§2605. Conflicts of interest Certain proceedings of municipalities, counties and quasi-municipal corporations and their officials are voidable and actionable according to the following provisions. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 1. Voting. The vote of a body is voidable when any official in an official position votes on any question in which that official has a direct or an indirect pecuniary interest. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 2. Contracts. A contract, other than a contract obtained through properly advertised bid procedures, made by a municipality, county or quasi-municipal corporation during the term of an official of a body of the municipality, county or quasi-municipal corporation involved in the negotiation or award of the contract who has a direct or an indirect pecuniary interest in it is voidable, except as provided in subsection 4. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 3. Restrain proceedings. The Superior Court may restrain proceedings in violation of this section on the application of at least 10 residents of the municipality, county or area served by the quasimunicipal corporation. [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 4. Direct or indirect pecuniary interest. In the absence of actual fraud, an official of a body of the municipality, county government or a quasi-municipal corporation involved in a question or in the negotiation or award of a contract is deemed to have a direct or indirect pecuniary interest in a question or in a contract where the official is an officer, director, partner, associate, employee or stockholder of a private corporation, business or other economic entity to which the question relates or with which the unit of municipal, county government or the quasi-municipal corporation contracts only where the official is directly or indirectly the owner of at least 10% of the stock of the private corporation or owns at least a 10% interest in the business or other economic entity. When an official is deemed to have a direct or indirect pecuniary interest, the vote on the question or the contract is not voidable and actionable if the official makes full disclosure of interest before any action is taken and if the official abstains from voting, from the negotiation or award of the contract and from otherwise attempting to influence a decision in which that official has an interest. The official's disclosure and a notice of abstention from taking part in a decision in which the official has an interest shall be recorded with the clerk or secretary of the municipal or county government or the quasi-municipal corporation. A. This subsection does not prohibit a member of a city or town council or a member of a quasimunicipal corporation who is a teacher from making or renewing a teacher employment contract with the municipality or quasi-municipal corporation for which the member serves. [PL 1987, c. 737, Pt. A, §2 (NEW); PL

1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] [PL 1987, c. 737, Pt. A, §2 (NEW); PL 1987, c. 737, Pt. C, §106 (NEW); PL 1989, c. 6 (AMD); PL 1989, c. 9, §2 (AMD); PL 1989, c. 104, Pt. C, §§8, 10 (AMD).] 5. Former municipal and county officials. This subsection applies to former municipal and county officials. A. No former municipal or county official may, for anyone other than the municipality or county, knowingly act as an agent or attorney, or participate in a proceeding before a municipal or county government body for one year after termination of the official's employment or term of office with that government body in connection with any proceeding: (1) In which the specific issue was pending before the municipal or county official and was directly within the responsibilities of that official; and (2) Which was completed at least one year before the termination of that official's employment or term of office. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] B. No former municipal or county official may, for anyone other than the municipality or county, knowingly act as an agent or attorney, or participate in a proceeding before a municipal or county government body at any time after termination of the official's employment or term of office with that government body in connection with any proceeding: (1) In which the specific issue was pending before the municipal or county official and was directly within the responsibilities of that official; and (2) Which was pending within one year of the termination of the municipal or county official's employment or term of office. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] C. This subsection may not be construed to prohibit former municipal or county officials from doing personal business with the municipality or county. This subsection does not limit the application of Title 17-A, chapter 25. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] For the purpose of this subsection, a municipal or county government body includes an agency, board, commission, authority, committee, legislative body, department or other governmental entity of a municipality or county. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] 6. Avoidance of appearance of conflict of interest. Every municipal and county official shall attempt to avoid the appearance of a conflict of interest by disclosure or by abstention. [PL 1989, c. 104, Pt. A, §22 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).] 7. Municipal officers adopt ethics policy. In their discretion, the municipal officers may adopt an ethics policy governing the conduct of elected and appointed municipal officials. [PL 1989, c. 561, §19 (NEW).] SECTION HISTORY PL 1987, c. 737, §§A2,C106 (NEW). PL 1989, c. 6 (AMD). PL 1989, c. 9, §2 (AMD). PL 1989, c. 104, §§A22,C8,C10 (AMD). PL 1989, c. 561, §19 (AMD).

## TOWN OF CASCO Code of Ethics

### **PREAMBLE:**

The proper operation of the democratic government of the Town of Casco (hereinafter “Town”) requires that the Town’s Selectmen, Planning Board members, members of appointed boards, and employees be fair, impartial, and responsive to the needs of the people and to each other in the performance of their respective functions and duties; those decisions and policy be made in proper channels of the Town’s governmental structure; that public office or employment not be used for personal gain; and that Selectmen, Planning Board members, members of appointed boards, and Town employees maintain a standard of ethical conduct that will inspire public confidence in the integrity of the Town’s government. In recognition of these goals, this Code of Ethics is hereby adopted as a standard of ethical conduct for all Selectmen, Planning Board members, members of appointed boards, and employees of the Town.

### **PURPOSE AND OBLIGATION:**

The purpose of this Code of Ethics is to establish standards of ethical conduct for all Selectmen, Planning Board members, members of appointed boards, and Town employees by setting forth those acts or actions which are deemed to be in conflict, or which create the appearance of conflict, with the ethical standards of the Town of Casco.

**Legal Standards:** It is the duty of every Town official and Town employee to support the Constitution of the United States and the Constitution of the State of Maine. There are also certain provisions of the general statutes of the State of Maine, which, while not set forth herein, should be considered an integral part of this Code of Ethics. Accordingly, the provisions of the following sections of the general statutes of the State of Maine, as they may be amended, are incorporated into this Code of Ethics by reference to the extent applicable:

17 MRSA § 3104 Conflict of Interest; Purchases by the State  
 17-A MRSA § 456 Tampering with Public Records or Information  
 17-A MRSA § 602 Bribery in Official and Political Matters  
 17-A MRSA § 603 Improper Influence  
 17-A MRSA § 604 Improper Compensation for Past Action  
 17-A MRSA § 605 Improper Gifts to Public Servants  
 17-A MRSA § 606 Improper Compensation for Services  
 17-A MRSA § 607 Purchase of Public Office  
 17-A MRSA § 608 Official Oppression  
 17-A MRSA § 609 Misuse of Information  
 17-A MRSA § 903 Misuse of Entrusted Property  
 20-A MRSA § 504 Persons Ineligible to Serve as Election Officials  
 30-A MRSA § 2605 Conflicts of Interest  
 30-A MRSA § 5122 Interest of Public Officials, Trustees or Employees

**A. It is the goal of this Code of Ethics that every citizen shall receive fair and impartial consideration on any matter coming before the Board of Selectmen, the Planning Board, the Town's appointed boards and any Town employee. No Town official or Town employee shall make any promise or pledge to any person concerning any matter to be considered by that Town official or Town employee in an official capacity except upon a fair and impartial consideration of the relevant facts in the appropriate forum.**

1) Avoidance of Appearance of Improper Influence. Town officials and Town employees should conduct their official and personal affairs in such a manner as to avoid any appearance of improper influence in the performance of their official duties.

Fair and Impartial Consideration. Fair and impartial consideration means that Town officials and Town employees should make their decisions in the appropriate public forum and should not take official action until they have given a careful and objective consideration to the facts pertaining to a particular issue coming before them. They should not prejudge matters coming before them in their official capacity and should not make promises or commit to a course of action until all of the relevant facts have been considered.

**B. The conduct of public business shall be free from any undisclosed financial or personal interests on the part of any Town official or Town employee and from any appearance of conflict. No Town official or Town employee shall advocate in any public meeting or in his/her official capacity on any matter in which that Town official or Town employee has a financial or personal interest, or where there is any appearance of conflict, except upon full and timely disclosure of that interest.**

### **Guidelines**

1) Financial Interests. Town officials and Town employees should endeavor to avoid holding any investment, directly or indirectly, in any business, commercial enterprise, or other private activity that conflicts with their official duties as a Town official or Town employee. In the case of members of Town boards, where such a conflict exists, it should be disclosed to the board on which that public official sits prior to consideration of any decision to be made by that Board, and if requested by the membership of that Board, the official should recuse him/herself from participating in any official action on any matter to which the conflict pertains. In the case of Town employees, any such conflicts should be disclosed to the employee's immediate supervisor and the Town Manager and, at the request of the employee's supervisor or the Town Manager, the employee should refrain from participating in the consideration of official action on any matter to which the conflict pertains.

2) Personal Interests. Members of the Town boards should disclose any personal relationship to the board on which that Town official sits in any instance where there could be the appearance of a conflict of interest. For example, if the official's spouse or domestic partner works for a developer appearing before that Town board, that fact should be disclosed.

Avoidance of Appearance of Conflict. Where there is doubt about a potential conflict or appearance of conflict due to an investment, financial holding, or personal relationship, the potential conflict or appearance of conflict should be disclosed to the board on which that Town official sits prior to consideration of any decision to be made by that board, and if requested by the membership of that board, the Town official should recuse him/herself from participation in the consideration of any official action on any matter to which the conflict or appearance of conflict pertains.

**C. The conduct of public business shall be free of any influence arising from gifts, favors or special privileges. It is the duty of every Town official and Town employee to refuse personal gifts, favors or special privileges in every instance where such Town official or Town employee reasonably believes such gift, favor or special privilege would not have been extended but for the official position of such Town official or Town employee, or where there exists a reasonable belief that the donor's interests are likely to be affected by the official actions of the Town official or Town employee, or where the gift is or may reasonably be considered to be designed to influence the official actions of the Town official or Town employee.**

1) Gifts. No Town official or Town employee should directly or indirectly solicit any gift or accept or receive any gift whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form of gift if it could be reasonably inferred or expected that (1) the gift was intended to influence their performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

2) Limitation. The policy against solicitation or acceptance of gifts is limited to circumstances reasonably related to the possibility of improper influence or the appearance of improper influence. In *de minimus* situations, such as meal checks, a modest maximum amount shall be established by the Selectmen from time to time as a guideline to be applied under this Code of Ethics. That amount is initially established under this Code of Ethics at a maximum of twenty-five (25) dollars. Furthermore, this guideline is not intended to preclude Town officials and Town employees from participating in normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions and where there is no reasonable grounds to believe that a gift is motivated by an intent to improperly influence the Town official or Town employee in the conduct of his/her official duties.

**D. No Town official or Town employee shall use confidential or advance information obtained by virtue of Town office, appointment, or Town employment for personal or financial advantage.**

1) Town officials and Town employees should not disclose to others, or use confidential information acquired by them in the course of their official duties, to further their personal interests.

2) Real Estate Transactions. In the case of real estate transactions, the potential use of confidential information and knowledge to further a Town official’s or Town employee’s personal interests requires special consideration. Purchase and sales of real estate which might be regarded as speculation for quick profit ought to be avoided, particularly in situations where the Town official or Town employee may have inside or advance information as a result of his/her office or employment with the Town.

**E. It is the duty of Town officials to faithfully discharge the duties of their offices. In the conduct of public business, no Town officials should be excused from voting except on matters involving consideration of their own official conduct, or where their personal or financial interests may create a conflict or an appearance of conflict.**

1) It is the obligation of all Town officials to discharge their duties fully and faithfully. This includes voting on all matters coming before them even when such votes will not be popular, except in circumstances where the Town official is excused from voting due to a conflict or appearance of conflict under this Code of Ethics.

**F. It is the duty of every Town official and Town employee to uphold and carry out the laws of the State of Maine and the lawful ordinances and policies of the Town. No Town official or Town employee shall knowingly take any action that would violate the laws of the State of Maine or that is inconsistent with the lawful ordinances and policies established by the Town.**

1) Public Confidence. Town officials and Town employees should conduct themselves at all times so as to maintain public confidence in Town government and its lawful ordinances and policies. Town officials and Town employees should comply with the laws of the State of Maine and the ordinances of the Town and should conduct themselves in a manner consistent with duly adopted Town policies.

G. The penalties for violation of this Code of Ethics shall vary according to the type of position held.

1. Elected Officials. For elected officials, when a violation is found by the elected board of which the official is a member, the actions taken may range from a letter of reprimand by the Chair of the board, to a censure by a majority of the elected board, to a request for resignation from the elected position by a majority of the elected board.

2. Appointed Officials. For appointed boards, the same penalties shall apply as apply to elected officials, and, in addition, if the board or committee is appointed by the municipal officers of the Town, the municipal officers may remove an appointee for cause, after notice and public hearing, pursuant to 30-A M.R.S.A. §2601.

3. **Town Employees**. For employees of the Town, the penalties for violation of this Code of Ethics shall be governed by the Town's personnel policies, and collective bargaining agreements as applicable, which include but are not limited to appropriate progressive discipline up to and including suspension and termination.

H. **This Code of Ethics may be amended from time to time by a majority of the members of the Select Board of the Town.**





### Fy 2025 Goals

|         | Goal              | Sub catagories               | Start Date | Anticipated Completion Date | Date Completed |
|---------|-------------------|------------------------------|------------|-----------------------------|----------------|
| Example | Public Works Plan | A. Capital Improvement Plan  | 9/1/2024   | 1/1/2025                    |                |
|         |                   | B. Site Design               | 9/1/2024   | 11/30/2024                  |                |
|         |                   | C. Cost Benefit Anaylsis     | 9/1/2024   | 3/1/2025                    |                |
|         |                   | D. Community Survey          | 1/1/2025   | 6/1/2025                    |                |
|         |                   | E. Strategic Plan for Public | 1/1/2025   | 6/1/2025                    |                |
| 1       |                   |                              |            |                             |                |
| 2       |                   |                              |            |                             |                |
| 3       |                   |                              |            |                             |                |
| 4       |                   |                              |            |                             |                |
| 5       |                   |                              |            |                             |                |

### FY 23 Selectboard Goals with completed projects highlighted

|    | Selectboard Goal                          | Status  | Anticipated Completion Date  |
|----|---|---|--|
| 1  | Comprehensive Plan                        | Planning Days completed, Report being worked on and trail traffic calming being discussed   | Completed and approved January 2024  |
| 2  | Housing-Elderly, Low Income, Veterans     | More discussion needed. State not working with municipalities to increase density housing and affordable housing.                 | Part of Comp Plan Process; January 2024 and part of GPCOG CDBG Grant       |
| 3  | Berry Property                            | Part of comprehensive review  | Part of Master Plan - July 2025  |
| 4  | Private Roads                             | Town Meeting approval of requirements for plowing private roads and requirement to meet 1972 standards                            | Completed October 2022   |
| 5  | Route 302 Corridor                        | Minimal progress made to date, part of Comprehensive Plan discussion  | TBD  |
| 6  | Salt and Sand Shed                        | Part of Discussion with Capital Improvement Plan during FY 23 Budget Process  | FY 24 or FY25 or FY 26 based on final CIP                                  |
| 7  | Reevaluation                              | Assessor recommends performing this function because of current ratios. RFP ready for distribution once approved at Town Meeting. | Completed June 2024  |
| 8  | LED Street Lights                         | Contacted CMP for LED upgrade program and on future project list  | Completed July 2023  |
| 9  | Pleasant Lake Beach                       | Reconstruction phase RFP July 2022; Boat ramp and dock but June 30, 2022  | TBD if project moves forward   |
| 10 | Business Development                      |   | TBD  |
| 11 | Abandoned and Dangerous Building Clean-up | 1 in demolition RFP stage, 3 in the notice of violation stage and will be an on-going process.                                    | Completed October 2023   |
| 12 | Charging Station Fees                     | Hire company to manage Electric Charging Station Fees   | Exploring Federal Grants for replacement of Level 1 chargers, July 2024    |
| 13 | Valley Road Review                        | Discuss private roads as public road  | TBD  |
| 14 | Communications to the Public              | Increasing Communications to the Public and use of multi-medias   | Completed with hiring of Communication Coordinator                         |
| 15 | Survey's                                  | Conduct survey's on substantial projects to determine community's priorities  | TBD  |
| 16 | Open Space                                | Increase participation in the Open Space Commission and provide them with clear objects   | Still in progress, OSC working with Sebago Technics to develop master plan |
| 17 | Web Page                                  | Updating of web page on a weekly basis  | Completed with hiring of Communication Coordinator                         |
| 18 | Cell Phone Coverage/Repeater              | Examine opportunities for increasing cell phone service within the village  | TBD  |
| 19 | Speed Bumps                               | For Leach Hill  | TBD  |
| 20 | Plan for Public Works                     | Develop a timeline/plan for implementation of Public Works  | TBD  |
| 21 | Plan for 2 to 5 year for Roadways         | Develop a timeline/plan for road maintenance and repairs  | Completed February 2024  |

## FY 24 Selectboard Goals

|   | Selectboard Goal                      | Status  | Anticipated Completion Date   |
|---|---------------------------------------|---|---|
| 1 | Comprehensive Plan                    | Planning Days completed, Report being worked on and trail traffic calming being discussed   | Completed January 2024  |
| 2 | Housing-Elderly, Low Income, Veterans | More discussion needed. State not working with municipalities to increase density housing and affordable housing.                 | Part of Comp Plan Process; January 2024 and part of GPCOG CDBG Grant    |
| 3 | Berry Property                        | Part of comprehensive review  | Part of Master Plan - July 2025   |
| 4 | Route 302 Corridor                    | Minimal progress made to date, part of Comprehensive Plan discussion  | TBD   |
| 5 | Salt and Sand Shed                    | Develop a Capital Improvement Committee for land/building Town projects   | Conceptional Planning with occurring                                    |
| 6 | Reevaluation                          | Assessor recommends performing this function because of current ratios. RFP ready for distribution once approved at Town Meeting. | Completed June 2024   |
| 7 | Pleasant Lake Beach                   | Reconstruction phase RFP July 2022; Boat ramp and dock but June 30, 2022  | TBD if project moves forward  |
| 8 | Business Development                  |   | TBD   |
| 9 | Charging Station Fees                 | Hire company to manage Electric Charging Station Fees   | Exploring Federal Grants for replacement of Level 1 chargers, July 2024 |

|    |                               |   |  |
|----|-------------------------------|---|--|
| 10 | Valley Road Review            | Discuss private roads as public road  | TBD  |
| 11 | Survey's                      | Conduct survey's on substantial projects to determine community's priorities            | TBD  |
| 12 | Open Space                    | Increase participation in the Open Space Commission and provide them with clear objects | Still in progress, OSC working with Sebago Technics to develop master plan |
| 13 | Cell Phone Coverage/Repeat    | Examine opportunities for increasing cell phone service within the village              | TBD  |
| 14 | Speed Bumps                   | For Leach Hill  | TBD  |
| 15 | Plan for Public Works         | Develop a timeline/plan for implementation of Public Works                              | Site Review and conceptual plans being designed                            |
| 16 | Plan for 2 to 5 year for Road | Develop a timeline/plan for road maintenance and repairs                                | Completed 2/2024   |
| 17 | Meeting Space                 | Research Development of Town Property into meeting facility                             | Approved June 2024, RFP Pending  |

**INTERLOCAL AGREEMENT FOR ANIMAL CONTROL SERVICES**

WHEREAS, the Towns of Casco, Naples, and Raymond, are municipal entities of the State of Maine; and

WHEREAS, Maine Towns have the authority to enter into an interlocal agreement for the performance of any governmental service, activity or undertaking which each is authorized by law to perform; and

WHEREAS, Maine Towns are obligated by 7 M.R.S.A. § 3947 to appoint a State-certified Animal Control Officer; and

WHEREAS, the Towns of Casco, Naples and Raymond currently share the services of a duly certified Animal Control Officer and a vehicle for said Officer; and

WHEREAS, the Towns of Casco, Naples, and Raymond desire to enter into a formal partnership to cost-share the expenses of a full-time Animal Control Department, hereinafter referred to as the "Department", to better recruitment and retention efforts and for the encouragement of tenure in duly certified officers.

NOW, THEREFORE, this agreement is made and entered into as of the 13th day of August 2024, by and between the Town of Casco, the Town of Naples, and the Town of Raymond, hereinafter referred to as the "Towns".

**PURPOSE.** This Agreement is for the purpose of authorizing the Towns to provide Animal Control Services to the Towns under the following terms:

**TERM.** The term of this Agreement shall be one (1) year, beginning on July 1, 2024, and shall automatically renew for additional one (1) year terms thereafter at which time the Agreement will be reviewed by the Towns annually in January for any needed updates; provided, however, that any party shall have the right, upon one hundred twenty (120) days written notice to the other Towns, to terminate this Agreement at the end of a fiscal year, in which event the effective termination date of this Agreement will be at the end of the one hundred twenty (120) day period following the date of receipt of the written notice of termination. It is understood that the Town of Naples has provided notice of its intent to withdraw from this interlocal agreement on June 30, 2025.

If one of the Towns desires to terminate this agreement prior to the end of a fiscal year, that community shall be dutifully and financially obligated to complete the terms of this agreement until June 30<sup>th</sup> of that fiscal year.

**FINANCIAL MANAGEMENT.** The Town of Casco, hereinafter referred to as "Casco", agrees to be the fiduciary agent for budget management for the Department. Casco will bill the Town of Naples, hereinafter referred to as "Naples" and bill the Town of Raymond, hereinafter referred to as "Raymond", on a monthly basis based on previous months' expenditures.

**EMPLOYMENT.** Casco agrees to be the Employer of the Departmental staff and shall be responsible for hiring, discipline, termination, and with consultation from the other Towns, annual review of

employees as well as payroll and benefits management. Employees shall be subject to the Town of Casco employee benefit offerings and will follow the policies established for Casco employees. Casco will submit requests for reimbursement from Naples for Employment expenses. Casco will submit requests for reimbursement from Naples for payroll and employment expenses.

**BUDGET.** At or around the beginning of each calendar year, the town managers from each of the Towns will meet with the Department and formulate a proposed budget to be presented to each of the Town's respective budget preparation processes. The annual budget proposal must be completed not later than 120 days prior to June 30th of the calendar year.

The budget in the fiscal year 2025 shall be \$120,575 and shall be divided equally in the amounts of \$40,191.68, **see Attachment A**, between the Towns but shall not include shelter, kennel or emergency veterinary expenses that are customarily contractual charges to each of the Towns independently. The first year's budget sharing formula will be based on the previous five years of response statistics as provided by the Cumberland County Emergency Communications Center. The Towns mutually agree to review the response statistics every three years following the completion of this first year to determine if the cost sharing assessments need adjustments according to said statistics.

**VEHICLE AND EQUIPMENT.** Raymond agrees to own, register, insure and provide maintenance to any vehicle jointly purchased between the three towns as per the previously agreed upon Memorandum of Agreement dated June 11, 2018. Equipment and supplies for the department will be purchased for the department by Raymond. Raymond will submit requests for reimbursement from Naples for vehicle and equipment expenses. The vehicle will be brought into the Raymond garage for regular maintenance at least the first week of January, April, July, and October.

**SERVICES.** The Department staff shall provide services within the primary jurisdictional borders of Casco, Naples, and Raymond. Services and employment expectations shall be defined in mutually agreed job description between the three communities, **see Attachment B**. Mutual aid agreements with communities outside the primary jurisdiction will be considered on a case-by-case basis and approved by the Towns. Hours of expected services are defined by a mutually agreed upon policy, **see Attachment C**.

**RECORDS and FILES.** The Department staff will maintain all records and files produced pursuant to this Agreement, except as to such original documents as are, by law or custom, kept on file and recorded with the Courts. Naples will provide a file cabinet for the secure storage of records and files. If this Agreement is terminated, said records and files shall be transferred to the Department for relocation.

**REPORTS.** The Animal Control Officer shall provide monthly reports to each Town Manager outlining the previous month's calls for service. This statistical report should include the number of calls for service, types of call for service and any additional information needed for clarification of services. The monthly report shall be provided to each Town Manager by the second Tuesday of the month. In addition, the Animal Control Officer shall provide an annual synopsis of the previous year's calls for service.

**INSURANCE.** Casco shall provide all necessary insurance, including but not limited to liability and

workers compensation insurance and excluding vehicle insurance, for each Department staff member utilized under the terms of this Agreement, naming Naples and Raymond as an additional insured for purposes of performance of this Agreement.

SCOPE. This writing is intended to incorporate the entire agreement of the parties relating to the subject matter hereof. This Agreement may not be amended, modified, or changed in any respect except in writing signed by both parties and approved by the respective governing bodies of both parties.

EXCLUSIVITY. The parties agree that this is an exclusive service agreement. No party shall assign or subcontract this Agreement or any portion of this Agreement without the prior written consent of the other parties. The Department and its employees may not provide similar services to other entities and must always fulfill the obligations and duties and meet the standards established in this Agreement.

SEVERABILITY. The provisions of this Agreement are severable. If an article, sentence, clause, or phrase shall be adjudged by a court of competent jurisdiction to be invalid, the decision shall not affect the validity of the remaining portions of this Agreement.

IN WITNESS WHEREOF, the parties have executed this agreement as of the day and year first above written.

TOWN OF CASCO  
BY: \_\_\_\_\_, Date: \_\_\_\_\_

Anthony Ward, Town Manager

TOWN OF NAPLES  
BY: \_\_\_\_\_, Date: \_\_\_\_\_

Jason Rogers, Town Manager

TOWN OF RAYMOND  
BY: \_\_\_\_\_, Date: \_\_\_\_\_

Susan Look, Town Manager

Appendix A  
FY 25

ANIMAL CONTROL COST CENTER

|  | APPROVED<br>FY22 | APPROVED<br>FY23  | APPROVED<br>FY24  | DEPARTMENT<br>HEAD<br>FY25 | Tri Town Managers<br>Recommendation<br>FY 25 | \$ INCREASE<br>OR DECREASE | % INCREASE<br>OR DECREASE |
|--|------------------|-------------------|-------------------|----------------------------|--|----------------------------|---------------------------|
| <b>104 PUBLIC SAFETY</b>                 |                  |                   |                   |                            |  |                            |                           |
| <b>03 ANIMAL CONTROL</b>                 |                  |                   |                   |                            |  |                            |                           |
| <b>10 PAYROLL</b>                        |                  |                   |                   |                            |  |                            |                           |
| 09 ASSISTANT ACO                         | \$ 9,100         | \$ 5,000          | \$ 5,000          | \$ 20,800                  | \$ 20,800                                    | \$ 15,800                  | 316.00%                   |
| 17 ANIMAL CONTROL OFFICER                | \$ 36,420        | \$ 37,877         | \$ 45,760         | \$ 47,362                  | \$ 47,362                                    | \$ 1,602                   | 3.50%                     |
| 98 OVERTIME                              | \$ -             | \$ 3,000          | \$ 5,000          | \$ 5,000                   | \$ 5,000                                     | \$ -                       | 100.00%                   |
| Subtotal                                 | \$ 45,520        | \$ 45,877         | \$ 55,760         | \$ 73,162                  | \$ 73,162                                    | \$ 17,402                  | 31.21%                    |
| <b>11 BENEFITS &amp; INSURANCE</b>       |                  |                   |                   |                            |  |                            |                           |
| 01 HEALTH INSURANCE                      | \$ 28,060        | \$ 28,620         | \$ 29,765         | \$ 31,026                  | \$ 31,026                                    | \$ 1,261                   | 4.24%                     |
| 02 FICA/MED/RETIREMENT                   | \$ 4,552         | \$ 4,736          | \$ 5,406          | \$ 6,624                   | \$ 6,624                                     | \$ 1,218                   | 22.53%                    |
| 03 WORKERS COMP                          | \$ 460           | \$ 460            | \$ 460            | \$ 436                     | \$ 436                                       | \$ (24)                    | -5.22%                    |
| Subtotal                                 | \$ 33,072        | \$ 33,816         | \$ 35,631         | \$ 38,085                  | \$ 38,085                                    | \$ 2,454                   | 6.89%                     |
| <b>20 UTILITIES</b>                      |                  |                   |                   |                            |  |                            |                           |
| 02 PHONE/CELL PHONES                     | \$ 828           | \$ 828            | \$ 828            | \$ 828                     | \$ 828                                       | \$ -                       | 0.00%                     |
| Subtotal                                 | \$ 828           | \$ 828            | \$ 828            | \$ 828                     | \$ 828                                       | \$ -                       | 0.00%                     |
| <b>30 SERVICES</b>                       |                  |                   |                   |                            |  |                            |                           |
| 06 PROFESSIONAL SERVICES                 | \$ 5,352         | \$ 5,214          | \$ 5,214          | \$ 5,214                   |  | \$ (5,214)                 | -100.00%                  |
| 09 DUES & FEES                           | \$ -             | \$ 154            | \$ 154            |                            |  | \$ (154)                   | 100.00%                   |
| 33 VETERINARIAN SERVICES                 | \$ -             | \$ 2,000          | \$ 1,000          | \$ 1,000                   |  | \$ (1,000)                 | 100.00%                   |
| Subtotal                                 | \$ 5,352         | \$ 7,368          | \$ 6,368          | \$ 6,214                   |  | \$ (6,368)                 | -100.00%                  |
| <b>50 SUPPLIES &amp; EQUIPMENT</b>       |                  |                   |                   |                            |  |                            |                           |
| 01 SUPPLIES                              | \$ 2,000         | \$ 4,500          | \$ 2,500          | \$ 2,500                   | \$ 2,500                                     | \$ -                       | 0.00%                     |
| 13 NEW EQUIPMENT                         | \$ 10,500        | \$ 2,200          | \$ 1,200          | \$ 2,000                   | \$ 2,000                                     | \$ 800                     | 66.67%                    |
| 14 UNIFORMS                              | \$ -             | \$ 1,000          | \$ 2,000          | \$ 1,200                   | \$ 1,200                                     | \$ (800)                   | 100.00%                   |
| Subtotal                                 | \$ 12,500        | \$ 7,700          | \$ 5,700          | \$ 5,700                   | \$ 5,700                                     | \$ -                       | 0.00%                     |
| <b>60 REPAIRS &amp; MAINTENANCE</b>      |                  |                   |                   |                            |  |                            |                           |
| 06 GAS/DIESEL                            | \$ -             |                   | \$ 2,150          | \$ 2,000                   |  |                            |                           |
| 07 EQUIPMENT REPAIR/MAINT.               | \$ 1,000         | \$ 1,000          | \$ 2,000          | \$ 1,000                   | \$ 1,000                                     | \$ (1,000)                 | -50.00%                   |
| 21 ACO VEHICLE                           | \$ -             | \$ 2,000          | \$ 2,000          | \$ 2,000                   |  | \$ (2,000)                 | 100.00%                   |
| Subtotal                                 | \$ 1,000         | \$ 3,000          | \$ 6,150          | \$ 5,000                   | \$ 1,000                                     | \$ (5,150)                 | -83.74%                   |
| <b>70 TRAINING &amp; TRAVEL</b>          |                  |                   |                   |                            |  |                            |                           |
| 01 CONFERENCE/TRAINING FEES              | \$ 500           | \$ 2,000          | \$ 1,000          | \$ 2,000                   | \$ 1,000                                     | \$ -                       | 0.00%                     |
| 02 MILEAGE                               | \$ 800           | \$ 800            | \$ 800            | \$ 800                     | \$ 800                                       | \$ -                       | 0.00%                     |
| Subtotal                                 | \$ 1,300         | \$ 2,800          | \$ 1,800          | \$ 2,800                   | \$ 1,800                                     | \$ -                       | 0.00%                     |
| <b>104-03 ANIMAL CONTROL : SUBTOTALS</b> | <b>\$ 99,572</b> | <b>\$ 101,389</b> | <b>\$ 112,237</b> | <b>\$ 131,789</b>          | <b>\$ 120,575</b>                            | <b>\$ 8,338</b>            | <b>7.43%</b>              |



## JOB DESCRIPTION

| Position Title  | Department   | Reports to      |
|---|--|-----------------|
| <b>Animal Control Officer</b>   | Administration   | Town Manager(s) |
| Employment Status   | FLSA Status  | Effective Date  |
| <input type="checkbox"/> Temporary <input checked="" type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time | <input checked="" type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt | July 2024       |

### POSITION SUMMARY

The Animal Control Officer (ACO) will enforce laws concerning the care and treatment of animals, protect and rescue domesticated animals, and maintain public health standards. The animal control officer's duties are enforcement of Title 7 sections 3911(Dogs at Large), 3912(Disposition of Dogs at Large), 3916(Rabies Vaccinations), 3921(Dog Licenses Necessary), 3924(Violations), 3948(Animal Control), 3950(Local Regulations), 3950-A(Official Refusal or Neglect of Duty), 3952-A (Keeping a Dangerous or Nuisance Dog) and 4041(Animal Trespass) and 4042 (Stray Livestock) and Title 17, section 1023(Investigating Animal Cruelty), responding to reports of animals suspected of having rabies in accordance with Title 22, sections 1313(Suspect Animals) and 1313-A(Destruction of Suspect Animals) and any other duties to control animals as the municipality may require to protect public safety and the welfare of animals. The ACO shall enforce local Animal Control the municipalities have approved. The ACO must be sensitive to potential community reactions to operational activities.

### ESSENTIAL DUTIES AND RESPONSIBILITIES:

The essential functions include, but are not limited to the following:

- Interpret and enforce federal and state laws and local ordinances pertaining to animals and the safety, health, and welfare of the public while assuring the humane treatment of animals.
- Investigates alleged animal abuse, animal care, or behavior violations, as well as reports of injured, stray, sick, or dangerous animals.
- Responds to citizen calls for services and assists in resolving conflicts between parties involving animal control issues including, but not limited to, dangerous animals, nuisance animals, animal trespass, injury, and property damage, assesses potential for actual danger and injury to or from animals and assigns degrees of animal confinement accordingly.
- When an owner cannot be located: capture, impound, quarantine, and arrange for an appropriate transport or animal to the municipalities' contracted shelter; transport injured animals to a veterinarian for treatment of, while attempting to locate owners.
- Investigate animal bites; quarantine suspected rabid animals,; collect and transport specimens to State laboratory; complete injury/bite reports for the Maine Center for Disease Control and enforce rabies quarantine.
- Participate in active dog licensing programs and follow-up on delinquent or pending dog licenses.
- Attend court, assist prosecuting attorneys, and provide expert testimony in court cases. Issue warnings, notices to comply, serve civil and criminal summonses, and civil notices as indicated. Draft, submit, and serve ex-parte orders and containment orders.

- Create, monitor, and maintain case files. Keep statistical data and prepare written reports as required. Provide pertinent information to persons involved in enforcement action and prosecuting attorneys, animal owners, and the general public as permitted/required.
- Coordination and management of relationships with a diverse range of agencies, ensuring seamless communication and collaboration.
- Participate in the selection of animal control staff; provide or coordinate staff training; work with employees to correct deficiencies. Plan, prioritize, assign, and review the work of staff responsible for providing assistant animal control services and activities within the department.
- Recommend and assist in the implementation of goals and objectives, schedules, and methods for providing animal control services; implement policies and procedures.
- Participate in the preparation and administration of the animal control budget; submit budget recommendations; monitor expenditures.
- Purchase and maintain inventory of supplies, and equipment necessary for operation.
- Uphold basic principles of public relations through community education strategies as well as resource management/allocation.
- Must maintain weekly meetings with all three Town Managers.

#### **SKILLS AND ABILITIES:**

- Excellent customer service skills
- Ability to maintain composure and scene safety, while acting quickly and effectively in an emergency.
- Ability to read, interpret, and implement ordinances, codes, laws, and established policies and procedures. Understand and follow written and verbal instructions.
- Ability to interact effectively with the public under stressful conditions; communicate effectively, both verbally and in writing to audiences of various social, educational, and economic backgrounds.
- Ability to learn the use of keyboard and computer operation for required automated systems and processing associated paperwork.
- Ability to prepare documents, give clear and comprehensive reports, and provide required documentation of activities.
- Skilled in animal identification, behavior, health, and application of species-specific care or control methods, techniques, and use of force.

#### **EDUCATION & EXPERIENCE QUALIFICATIONS:**

- A high school diploma or equivalent is required
- Preferred two (2) years of experience in animal control or related experiences

#### **LICENSES OR CERTIFICATES**

- Must Possess and maintain valid Maine driver's license
- Successful completion of phase 1 and 2 Maine Animal Control Officer training or Advanced Animal Control Officer 1 training through a NACA-approved academy within 1 year of hiring
- First Aid/CPR certificate or obtain within 6 months of hiring
- Rabies vaccination or willingness to obtain

#### **WORKING CONDITIONS/PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodation may be made to enable individuals with disabilities to perform the functions. Ability to work a flexible schedule, when needed, according to the needs of the Town.

While performing the duties of this position, the employee is regularly required to talk and listen. The employee frequently is required to use hands or fingers, handle, or feel objects, tools, or controls. The employee is occasionally required to stand; walk; sit; reach with hands and arms; and stoop, kneel, crouch, crawl or and walk on uneven terrain. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this position include close vision, distance vision, peripheral vision, and the ability to adjust focus. The work environment is varied, including regular outdoor work during all seasons. This position must be prepared for both physical challenges and ethical decision making. The noise level in the work environment is usually moderate.

Work is subject to performance under adverse environmental conditions in life threatening environments; exposure to bodily fluids, and other hazardous substances; exposure to animal bites and other related injuries; exposure to infectious and zoonotic diseases; will assist in the decision-making process for which animals are euthanized and which are treated by a veterinarian; and disposing of designated animals, as required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed on this job description) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Casco Town Manager's Signature

\_\_\_\_\_  
Date

## **Regional Animal Control Coverage Policy Casco - Naples - Raymond**

**Mission:** The Regional Animal Control Department will promote and protect public safety and animal welfare through education and humane law enforcement.

**Purpose:** With a commitment to professionalism, compassion, and community partnerships we will provide responsive, efficient, and high-quality animal care and control services that preserve and protect public and animal safety. The Regional Animal Control Department will promote public safety, responsible pet ownership, compassion toward animals, and safe human-animal interactions.

**Agreement:** See Regional Contract

**Positions:** Full time Regional Animal Control Officer, One Part-time Regional Animal Control Officer

**Hours:** The Regional Animal Control Officer is a full-time, 40 hour per week position with general operating hours between 6 am and 6 pm. After-hours calls will be handled on a per call basis according to priority and severity. The full-time and part-time officers should cover all 7 days of the week between them.

**General Operating Procedures:** The Regional Animal Control Department general hours of operation are 6:00 am to 6:00 pm daily. Between 6:00 pm and 6:00 am one Animal Control Officer shall be available on an emergency, on-call basis or make pre-arranged coverage through mutual aid. These hours are designed to ensure that all animals are properly and humanely cared for and that the public has adequate and ample opportunity to conduct business with the department. High Priority/Emergency after hours calls will be handled by the on-call animal control officer. After hour non-priority calls will be deferred or handled during the next ACO shift. The Animal Control Officer shall notify Cumberland County Regional Dispatch when they are beginning a shift or completing a shift. They shall notify Cumberland County Regional Dispatch in advance of any planned vacation or personal leave days.

**High Priority/Emergency Calls:** The following list will be considered emergency calls with immediate Animal Control Officer response or call-in:

- Mutual aid assistance for other law enforcement agencies and emergency services
- Cruelty and neglect complaints
- Public safety calls including bite complaints
- Dangerous animals and rabies concerns
- Animal in immediate danger

- Impounding domestic pets of sick or deceased people and
- Hoarding case response where pets are in immediate danger.

**Non-Emergency Calls:** All other department business, including but not limited to, enforcement of sections

- Dog at Large
- Disposition of wolf hybrid at large
- Stray animals
- Rabies vaccinations violations
- Dog license violations
- Kennel violations
- Local ordinances
- Official refusal of neglect of duty
- Animal trespass
- Stray livestock
- Reports to State
- Transportation of quarantine, euthanasia and testing of animals suspected of having rabies
- Immediate destruction of certain animals
- Any other duties to control animals as the municipalities may require.

Allied Equipment, LLC  
 4 Cal's Way - PO Box 455  
 Hartland, Maine USA 04943  
 833-255-4331 ph  
 207-512-1434 fax

Item 13.#

# Quote

|           |         |
|-----------|---------|
| Date      | Quote # |
| 7/31/2024 | 3209    |

|  |
|--|
| Name / Address   |
| Casco Public Works<br>Mike Genest<br>635 Meadow Rd<br>Casco, Maine 04015 |



|     |         |
|-----|---------|
| Rep | Project |
| JC  |         |

| Item               | Description   | Qty | Cost      | Total     |
|--------------------|---|-----|-----------|-----------|
| Equip Misc - Sales | Allied Equipment Model AE-F600 Medium Duty Custom hitch - installed<br>- Heated LED Plow lights   | 1   | 62,950.00 | 62,950.00 |
| Equip Misc - Sales | Allied Equipment Model AE-108, F600 Medium Duty wing system complete with full trip wing arms - installed<br>-Front wing post<br>-Rear wing saddle<br>-AE-108 - 9FT Steel wing<br>-Full trip wing arms with trip block<br>-2 LED lights, Wing and Spreader  | 1   |           | 0.00      |
| Equip Misc - Sales | Central Hydraulic system to consist of:<br>-Transmission mount pump (clutch pump if trans pump kit not available)<br>-Frame mount tank<br>-5 valves and controls for: plow lift/plow reverse/front wing/rear wing/body<br>-Complete hose kit for all functions, plumbed to the rear for spreader operation<br>-Change body from electric over hydraulic to central hydraulic system operation | 1   |           | 0.00      |
| Equip Misc - Sales | 1 Ton Poly Fenders with install kit   |     | 0.00      | 0.00      |
| Equip Misc - Sales | 12 Led Flush mounted Green/Amber Strobe lights<br>3 FT LED Low Profile Green/Amber magnet mount Rooftop Strobe Light bar<br><br>* All Strobe lights to operated together on 1 overhead toggle - marked Strobes  |     | 0.00      | 0.00      |
| Equip Misc - Sales | 9 FT Poly Power angle plow with reversing cylinders and rubber flap - 9 FT - PB-136-AE Carbide mounted on plow  | 1   |           | 0.00      |

*Jason Curtis*

|                         |
|-------------------------|
| <b>Sales Tax (5.5%)</b> |
| <b>Total</b>            |

Allied Equipment, LLC  
 4 Cal's Way - PO Box 455  
 Hartland, Maine USA 04943  
 833-255-4331 ph  
 207-512-1434 fax

Item 13.#  
**Quote**

|           |         |
|-----------|---------|
| Date      | Quote # |
| 7/31/2024 | 3209    |

|  |
|--|
| Name / Address   |
| Casco Public Works<br>Mike Genest<br>635 Meadow Rd<br>Casco, Maine 04015 |



|     |         |
|-----|---------|
| Rep | Project |
| JC  |         |

| Item               | Description  | Qty | Cost | Total |
|--------------------|--|-----|------|-------|
| Equip Misc - Sales | 9 FT MDV Swenson Stainless Steel Hydraulic Salt/Sand Spreader 4.0 yd<br><br>Stainless Latchbar with front ratchet strap tiedowns - ** Add D-Rings to front inside of body corners **<br><br>* Spreader Control mounted to ight side of Handle Stand<br><br>An inverted V comes standard and helps keep sufficient material weight off of the conveyor, ensuring smooth startup and flow of material.<br>A steel top screen comes standard, which helps break up large chunks of de-icing material during the loading process to prevent clogging and bridging during spreader operation<br>Up to 30 ft spread pattern<br><br>10 year warranty on poly bearings |     |      | 0.00  |
|                    | All equipment installed, tested<br>Equipment manuals<br>All equipment has a 12 month warranty  |     |      |       |

*Jason Curtis*

|                         |             |
|-------------------------|-------------|
| <b>Sales Tax (5.5%)</b> | \$0.00      |
| <b>Total</b>            | \$62,950.00 |



**CENTRAL MAINE**  
 9 Green St/P.O. Box 188  
 Skowhegan, ME 04976  
 P: (207) 474-9836  
 F: (207) 474-6526  
 Toll Free (800) 356-2813

# Sales Quote

Item 13.#

IMPORTANT: All invoices are due and payable in U.S. Dollars in Guadalupe County, T where indicated below. No goods to be returned without our written permission. Goods must be returned transportation charges pre-paid. A handling charge will be made on all returned goods. LATE CHARGE: A late charge of 1.5% of any past due balance of the dealers account as of the last day of the month will be billed as of the 15th day of the following month if payment has not been received by that date.

|                               |                               |                      |  |                    |
|-------------------------------|-------------------------------|----------------------|--|--------------------|
| <b>CUSTOMER NO</b>            | 823577                        | <b>TERRITORY</b>     | 390  | <b>PAGE 1 of 1</b> |
| <b>ORDER DATE</b>             | 01/23/2024                    | <b>CUSTOMER PO</b>   | 79297HOLSTON   |                    |
| <b>QUOTE DATE</b>             | 01/23/2024                    | <b>SHIPPED VIA</b>   |  |                    |
| <b>SALES ORDER</b>            | 7247598 - SQ                  | <b>FREIGHT TERMS</b> | EXW- CUSTOMER FRT ACCOUNT<br>DIRECT BILL TRANSER AT ORIGIN |                    |
| <b>PAYMENT TERMS</b>          | Net 30 Days from Invoice Date | <b>CODE</b>          | 002  |                    |
| <b>DELIVERY INSTRUCTIONS:</b> |                               |                      |  |                    |
|                               |                               |                      | <b>REQUESTED SHIP DATE</b>                                 | 01/23/2024         |

**SOLD TO:**  
 TOWN OF CASCO CHP  
 PO BOX 60  
 CASCO ME 04015-0060

**SHIP TO:**  
 TOWN OF CASCO CHP  
 PO BOX 60  
 CASCO ME 04015-0060

| DESCRIPTION/REMARKS  |
|--|
| BUDGET QUOTE   |
| GALION 103USD 9' STAINLESS STEEL DUMP BODY - 84" WIDTH, 18" SIDE HEIFHT, 24" FRONT & REAR HEIGHT, 1/2 X 84 CAB PROTECTOR, CS615T-09 UNDERBODY HOIST, 3 PANEL TAILGATE W/ QUICK RELEASE & CHAIN, PINTLE PLATE, D-RINGS, REESE RECEIVER, TRAILER PLUG, FRONT & REAR MUD FLAPS W/ SET OF ANTI-SAIL BRACKETS   |
| EVEREST F550 SUPER DUTY HITCH<br>EVEREST ACPLF/ACPL16/ST/60 - ONE TON PATROL WING SYSTEM HYDRAULIC FRONT POST & REAR LIFT, SAFETY TRIP<br>EVEREST RL120TE33PH - 10' REVERSIBLE POLY PLOW, CUTTING EDGE, RUBBER DEFLECTOR, TRIP EDGE, SINGLE LIFT CHAIN<br>EVEREST W120-S-15 - 10' HARDOX WING, CUTTING EDGE, (2) MOLDBOARD SHOES<br>SWENSON MDV-H-944SS 9' STAINLESS STEEL SPREADER - 44" SIDE HEIGHT, DUAL HYDRAULIC DRIVE, POLY SPINNER, TOP SCREENS |
| CENTRAL HYDRAULICS INCLUDE TRANSMISSION MOUNTED PTO / PUMP, GRESEN VALVES, CABLE CONTROLS, MUNCIE SPREADER CONTROL, STAINLESS STEEL ENCLOSURE, 15 GALLON HYDRAULIC TANK, SITE GAUGE, SHUT OFF, RETURN FILTER, STAINLESS STEEL LINES IN REAR  |
| LED LIGHT PACKAGE INCLUDES HEATED PLOW LIGHTS, FRONT, SIDE & REAR STROBES, WING & SPREADER LIGHTS, BODY UP INDICATOR, STOP/TURN/TAIL & BACK UP LIGHTS, ICC & PLATE LIGHTS  |
| INSTALLED & PAINTED WHERE APPLICABLE - 1 TO 2 WEEK LEAD TIME ON BODY - 150 TO 180 DAY LEAD TIME ON PLOW GEAR<br>QUOTE VALID FOR 30 DAYS - A CANCELLATION OF A SIGNED QUOTE WILL BE SUBJECT TO A 10% RESTOCKING FEE<br>NOTE - ALL PURCHASE ORDERS MUST INCLUDE THE HP FAIRFIELD SQ QUOTE # AT THE TOP OF THIS QUOTE   |
| SIGNATURE _____ PRINT _____ DATE _____   |
| STEVE HOLSTON - 207-468-8453 - SteveHolston@Alamo-Group.com  |

| ITEM NUMBER | BRANCH | DESCRIPTION         | PICK SLIP#/<br>LOT/SERIAL | QUANTITY<br>SHIPPED | LIST<br>PRICE | DISC% | EXTENDED<br>AMOUNT |
|-------------|--------|---------------------|---------------------------|---------------------|---------------|-------|--------------------|
| 6HDHPF      | 9335   | F550 GEAR INSTALLED |                           | 1                   | 83,265.00     | 0     | 83,265.00          |

|  |                |                   |                   |                               |                  |
|--|----------------|-------------------|-------------------|-------------------------------|------------------|
| <b>R<br/>E<br/>M<br/>A<br/>R<br/>K<br/>S</b> | <b>NET DUE</b> | <b>CASH DISC.</b> | <b>IF PAID BY</b> | <b>SUB-TOTAL</b>              | <b>83,265.00</b> |
|  | 83,265.00      | 0.00              | 02/22/2024        | <b>FREIGHT &amp; HANDLING</b> | 0.00             |
|  |                |                   |                   | <b>SALES TAX</b>              | 0.00             |
|  |                |                   |                   | <b>TOTAL(USD)</b>             | <b>83,265.00</b> |
|  |                |                   |                   | <b>PREPAID AMOUNT</b>         |                  |

IMPORTANT: Alamo Group or affiliates (Alamo Group) shall not be liable to any person for any claim for injuries or damages which claim for injuries or damages arises out of or which results from the repair of this product by a person or firm other than Alamo Group. Repair parts are intended for use only on equipment manufactured or sold by Alamo Group. Our general conditions of purchase are available at this address: <https://www.alamo-group.com/terms>





Cives Corporation, dba  
 Viking Cives (USA)  
 2085 Lisbon Road  
 Lewiston, Me. 04220  
 Phone: (207) 783-9500  
 Fax: (207) 783-9700  
 jnault@vikingcives.com

**QUOTATION** Item 13.#

Quote ID:  
 Page 1 of 2

**Customer:** Town of Casco, Me  
**Contact:** Mike  
**Address:** Casco, Me

**Quote Number:** 00350  
**Quote Date:** 08/14/2024  
**Quote valid until:** 30 Day's from Quote Date  
**For:**  
**Terms:** NET 30 DAYS  
**Salesperson:** John Nault  
**FOB:** Lewiston, Maine

**Phone:** 207-520-8094  
**Fax:**  
**Attn:** mgenest@cascomaine.org

| QUANTITY | DESCRIPTION  | UNIT PRICE | AMOUNT |
|----------|--|------------|--------|
| 1        | Plow & Wing Pkg for 2024/2025 F-600  |            |        |
| 1        | S10101F - LD FRONT TILTING HITCH   |            |        |
| 1        | S13010 - PUSH CENTER 30 1/2"   |            |        |
| 1        | S31702F - FRONT MAST   |            |        |
| 1        | S33302F - LD FRONT HINGE   |            |        |
| 1        | S40412F - REAR SUPPORT   |            |        |
| 1        | S59603 - R932LDTEP, 9' Poly REV TRIP EDGE PLOW   |            |        |
| 1        | Sxxxxx - Rubber Deflector, 12" for 9' Plow   |            |        |
| 1        | Sxxxxx - Blade, 12" PUNCH, 108"  |            |        |
| 1        | S59613 - PUSH FRAME  |            |        |
| 1        | S59648 - Brace Arms  |            |        |
| 1        | S59633 - SWIVEL  |            |        |
| 1        | S60002 - LD 10' STEEL WING   |            |        |
| 1        | Sxxxxx - BLADE, 12" PUNCH, 108"  |            |        |
| 1        | S61042F - PUSH ARMS  |            |        |
| 1        | Plow Lioghts - ABL LED Heated  |            |        |
| 1        | Plow Light Harness   |            |        |
| 1        | Light Kit - Led Amber Strobes Front & Side of Cab Shield, (2) Led Amber Strobes Mounted on Top of Cab Shield, Led Bar Light Mounted on Cab, Led Wing & Sander Light, Led Amber Strobes Mounted at Frear of Body.             |            |        |
| 1        | Poly Fenders - (single)  |            |        |
| 1        | Spreader - Downeaster 3.8yd x 10' Stainless Steel Hopper, Direct Drive Hydraulic, Top Screens, Long Chute Assy, Rear Latch Bar, (2) Tie Dn Straps  |            |        |
| 1        | Hydraulics To Include:<br>PTO/Pump Trans. Mounted, Hyd. Tank, Hyd. Oil, (5) Walvoil Valves, (5) Walvoil Cables/Levers, Hose Kit, Stainless Steel Lines Where Feasible. Note: Switch Body Elec/Hyd Pump to Central Hydraulics |            |        |
| 1        | Paint  |            |        |
| 1        | Labor To Install   |            |        |

**Quote Total:** \$57,736.00  
**Tax :** 0.00



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**QUOTATION** Item 13.#

Quote ID:

Page 2 of 2

| QUANTITY          | DESCRIPTION | UNIT PRICE | AMOUNT             |
|-------------------|-------------|------------|--------------------|
| <b>Total Due:</b> |             |            | <b>\$57,736.00</b> |

The following options may be added:

| QUANTITY | DESCRIPTION | PRICE EACH | AMOUNT |
|----------|-------------|------------|--------|
|          |             |            |        |

Customer must fill out the information below before the order can be processed...

|                     |  |
|---------------------|--|
| <i>Accepted by:</i> |  |
| <i>Date:</i>        |  |
| <i>P.O. number:</i> |  |

The price and terms on this quotation are not subject to verbal changes or other agreements unless approved in writing by the Home Office of the Seller. All quotations and agreements are contingent upon strikes, accidents, fires, availability of material and all other causes beyond our control. Prices are based on costs and conditions existing on date of quotation and are subject to change by the Seller before final acceptance.

- ◆ Typographical and stenographic errors subject to corrections. Purchaser agrees to accept either overage or shortage not in excess of ten percent to be charged pro-rata. Purchaser assumes liability for patent and copyright infringement when goods are made to Purchaser's specifications. When quotation specifies material to be furnished by the purchaser, ample allowance must be made for reasonable spoilage and material must be of suitable quality to facilitate efficient production.
- ◆ Conditions not specifically stated herein shall be governed by the established trade customs. Terms inconsistent with those stated herein which may appear on Purchaser's formal order will not be binding on the Seller.
- ◆ Unless otherwise stated, Installation charges do not include modifications to exhaust systems, cab protectors or bumpers.