

# Town of Wayne Board of Selectmen

**MEMBERS:** Gary Kenny, Carroll Paradis, Stephanie Haines, Stephen Saunders and Peter Ault

## Meeting Agenda

**Date:** Tuesday, October 8, 2013

**Time:** 6:30 PM

**Place:** Wayne Elementary School - Gymnasium

**Call Meeting to Order.**

**Pledge of Allegiance.**

**Selectmen Present / Quorum.**

**Meeting Minutes.**

- a. **Consider approving of meeting minutes of the Board of Selectmen – September 24, 2013.**

**MOTION:** Move the Board to approve meeting minutes of the Board of Selectmen – September 24, 2013.

**Warrants.**

- a. **Consider approving of Warrant #9 (Payroll).**

**MOTION:** Move the Board to approve Warrant #9 (Payroll).

- b. **Consider approving of Warrant #10 (Accounts Payable).**

**MOTION:** Move the Board to approve Warrant #10 (Accounts Payable).

**Business Agenda.**

- a. **Presentation from Donna Wolfrom, RSU #38 Superintendent.**

**MOTION:** Discussion Only.

- b. **Presentation from Rosie Vanadestine, KVCOG Executive Director.**

**MOTION:** Discussion Only.

- c. **Discuss on Ways to Improve Water Quality in Wayne.**

**MOTION:** Discussion Only.

- d. **Consider creating Village Center Development Committee.**

**MOTION:** Move the Board to create a Village Center Development Committee.

- e. **Authorize the Town Manager and the Chair/ Vice-Chair of the Board of Selectmen to sign the Independent Financial Auditor's Letter of Representation.**

**MOTION:** Move the Board to authorize the Town Manager and the Chair/ Vice-Chair of the Board of Selectmen to sign the Independent Financial Auditor's Letter of Representation.

**f. Discuss results of pavement testing on North Wayne Road.**

**MOTION:** Authorize Town Manager to request C.H. Stevenson/ All-State Asphalt to extend pavement warrant for an additional three years.

**g. Consider approving the Central Maine Power Company's Location Permit in the Town's Right of Way on North Wayne Road.**

**MOTION:** Move to approve the Central Maine Power Company's Pole Location Permit in the Town's Right of Way on North Wayne Road.

**h. Discuss merits of Town Charter.**

**MOTION:** Discussion Only.

**Supplements / Abatements.**

**Town Manager Report.**

**Board Member Reports.**

**Public Comments.**

**Adjourn.**

The next regularly scheduled **Board of Selectmen Meeting** is scheduled for **Tuesday, October 22, 2013 at 6:30 PM** at the **Wayne Elementary School - Gymnasium.**

**Town of Wayne, Maine  
Select Board Meeting Minutes  
Tuesday September 24, 2013  
Wayne Elementary School**

The Board convened at 6:30 PM with the following members present: Peter Ault, Stephanie Haines, Gary Kenny, Carroll Paradis and Stephen Saunders. Aaron Chrostowsky, Town Manager and Cathy Cook, Town Clerk were present.

Audience: Robert Stephenson, and Vernice Brooks, RHR Smith Auditor

**Pledge of Allegiance**

**Opened Meeting – determined quorum**

- a. The Board approved the meeting minutes of the September 10, 2013 Wayne Board of Selectmen meeting. (Saunders/Haines) (3/2) Kenny and Paradis abstained
- b. The Board approved the Payables Warrant # 6 Town/Ladd Rec Payroll in the amount of \$5,189.82 (Paradis/Haines) (5/0)
- c. The Board approved the Payables Warrant # 7 Town/Ladd Rec Payroll in the amount of \$96.89 (Paradis/Haines) (5/0)
- d. The Board approved the Payables Warrant #8 in the amount of \$27,976.40. (Paradis/Haines) (5/0)

**Business Agenda**

- a. Presentation by Revision Energy to consider a possible solar energy project for the Town.
- b. Roadwork update, including a discussion about Bruen Construction's work slightly going over the bid limit of \$15,000 recently. It was the consensus that Bruen Construction's availability and quality work is very valuable to Wayne. At the same time effort will be made to stay within the bid limit though sometimes the job runs over a little.
- c. The Board moved to accept the 30-Mile River Snowmobile Club request and to place it on the next Annual Town Meeting Warrant. (Paradis/Haines) (5/0)
- d. A discussion about the reorganization of finance functions at the Town Office. Vernice Brooks, RHR Smith Auditor made the following recommendations: eliminate a number of town cash accounts; review Personal Property taxes that are old and uncollectible.(She suggested to either get them paid off or write them off); eliminate the debit card accounts; and for the Board of Selectmen to monitor checks and balances on a regular basis.
- e. The Board voted to authorize the Town Manager to sign the contract with the Zimba Company to plaster the Wayne Town House.( Paradis/Haines) (5/0)
- f. The Board voted to authorize the Town Manager in consultation with School Superintendent to draft announcement to fill RSU # 38 Board of Director vacancy. (Paradis/Haines) (5/0)
- g. 2013 Tax acquired Property Minimum Bid Price tabled until next meeting.
- h. Notice of Tax Acquired Property Sale tabled until next meeting. The Town Manager will consult with the Code Enforcement Officer Ken Pratt and Forester Joe Stevenson, and Lloyd Irland about possible use of land in question.
- i. Consider creating a Village Redevelopment Committee. Tabled until next meeting.

**Supplements / Abatements**

1. Approved an abatement for Alice Lincoln for 2013 taxes for \$ 21.30 (Paradis/Haines) (5/0)
2. Approved an abatement for Woodrow and Louise Thompson for 2013 taxes for \$ 110.76, 2012 taxes for \$109.59, and 2011 taxes for \$109.59 (Paradis/Haines) (5/0)

**Town Manager Report:**

1. Announcement that Readfield would like to have a regional meeting October 22<sup>nd</sup>, which will be at the Wayne Elementary school.
2. A Town Charter will be considered at the next meeting.

**Board Member Reports:**

1. Peter Ault stated he was going to the MMA Convention next week. The Board approved to close the office for one day next week (to be determined by the Town Manager) for all Town employees to attend the Convention. (Paradis/ Saunders) (5/0)
2. Gary Kenny discussed briefly educating local road associations for improvement and will discuss further at next meeting.

**Public Comments:** None

Motion to Adjourn 9:45 PM. (Paradis/Haines) (5/0).

The next Select Board Meeting is scheduled for Tuesday, October 8, 2013 at 6:30 p.m. at the Wayne Elementary School Gym.

Recorded by:  
Cathy Cook, Town Clerk

Select Board Members

\_\_\_\_\_  
Gary Kenny

\_\_\_\_\_  
Carroll Paradis

\_\_\_\_\_  
Peter Ault

\_\_\_\_\_  
Stephanie Haines

\_\_\_\_\_  
Stephen Saunders



**Maranacook Area School District**  
**Regional School Unit No. 38**

*A Caring School Community Dedicated to Excellence*

Donna H. Wolfrom, Ed.D.  
Superintendent of Schools

Nancy Harriman, Ph.D.  
Director of Curriculum, Instruction & Assessment

Tel. 207-685-3336

Ryan Meserve  
Special Education Director

Brigette Williams  
Finance Manager

Fax. 207-685-4703

September 30, 2013

Dear RSU #38 Community Select Board Members:

We would like to invite you to attend a joint meeting with the RSU #38 School Board on March 5, 2014 at 6:30 p.m. at the Maranacook Community High School to discuss the draft FY15 RSU #38 school budget.

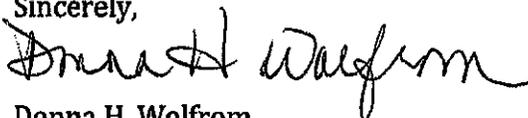
We are confident that this meeting will give everyone the opportunity to ask questions and give input on the budget as it is being developed and will provide a time for open communication between the select boards and the school board.

We recognize that there is much interest in the budget process. Below is a list of the RSU #38 budget meetings. We encourage someone from your Select Board to attend these meetings in order to gain a better understanding of the details of the draft budget prior to the March 5 meeting. At these meetings administrators will describe their budgets and discuss any changes that they feel are necessary for FY15. The schedule for the RSU #38 budget meetings is as follows and we would welcome your attendance:

- January 8, business meeting & budget overview
- January 22, budget workshop
- February 5, business meeting
- February 26, budget workshop
- March 5, business meeting, joint budget meeting with select boards
- March 19, budget workshop
- April 2, business meeting, budget deliberations, follow-up and decision making
- April 9 budget workshop, budget deliberations, follow-up and decision making
- April 16, business meeting, vote on budget
- May 7, RSU 38 Annual Meeting, 7:00 p.m.

We look forward to the March 5 meeting where we can openly discuss the draft budget and raise and answer questions that will promote a better understanding of the needs of the RSU #38 community. We hope you can join us for this meeting.

Sincerely,



Donna H. Wolfrom  
Superintendent of Schools



David Greenham  
RSU #38 Board Chairperson

### BOARD OF DIRECTORS

2012-2013

#### PRESIDENT:

John Doucette, Skowhegan

#### VICE PRESIDENT:

Scott Morelli, Gardiner

#### SECRETARY/TREASURER:

Ann Beverage, Waterville

#### DIRECTORS:

Robert Worthley, Anson

Gregory Gill, Belgrade

Roger Averill, Benton

Steven Steward, Bingham

Irene Belanger, China

Aaron Chrostowsky, Clinton

Joshua Reny, Fairfield

Clif Andreasen, Farmingdale

Dana Berry, Madison

Pat Gilbert, Manchester

Timothy McDonald, Monmouth

Michelle Flewelling, Norridgewock

Mark Fisher, Oakland

Kathryn Ruth, Pittsfield

Paul Frederic, Starks

Benjamin Twitchell, Winslow

### KVCOG STAFF:

#### EXECUTIVE DIRECTOR:

Rosie Vanadestine

#### PLANNING DIVISION:

Chris Huck, Director

Ross Nason, Environmental Planner

Joel Greenwood, Community Planner

#### REVOLVING LOAN DIRECTOR:

Cole Palmer

#### COMMUNITY DEVELOPMENT MGR:

Gail Chase

#### OFFICE STAFF:

Maralyn Jones, Bookkeeper

Sarah Lombard, Office Administrator

#### PARTNERS AT KVCOG:

Janet Roderick, CEI/Maine SBDC

## Greetings from the new KVCOG Executive Director

My name is Rosie Vanadestine and I am the new Executive Director here at KVCOG. I started in my new role on July 1, 2013 and I am very excited about the work being done in our region by so many dedicated people and organizations. I have been meeting with Town Managers, municipal leaders, County Commissioners and organizations to ensure that I am connected to those who are working hard to improve our region.

My background is in economic and community development and I have served in that role for the municipalities of Bangor, Lisbon and Fairfield, and for a ten-town regional growth council in the River Valley region of western Maine. I see many collaborative efforts taking place in our region by municipalities and other organizations. One of my goals is to connect those who are doing similar work to explore utilizing the limited resources that are available, in order to produce a better outcome. Pooling resources instead of splintering them will generate a stronger result.

KVCOG's 46<sup>th</sup> Annual Meeting is set for Tuesday, September 24, 2013 at 9:00 a.m. at the Alford Youth Center in Waterville. KVCOG's General Assembly will elect Officers and Directors and adopt the 2015 fiscal year Annual Membership Fee schedule.

KVCOG President John Doucette and KVCOG staff will report on the activities of the previous year and what's coming up for this year. Heather Spaulding of Maine Organic Farmers and Gardeners Association (MOFGA) will discuss the economic importance of agriculture and MOFGA's role in promoting it. Be sure to save the date.

KVCOG has submitted the 2013-2017 Comprehensive Economic Development Strategy and the 2013 Annual Report to EDA. New this year, all seven Economic Development Districts across Maine have used the same CEDS format that for the first time includes the Mobilize Maine initiative.

### Featured in this Edition

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Now that summer has quickly flown by, it is time to reinvigorate the Mobilize Maine/Kennebec Valley committees and get them working on defined actions. Meetings will be scheduled in September to bring everyone back to the table to strategize on moving the initiatives forward. The Mobilize Maine committees include: the Natural and Built Environment, Education, Agriculture and Innovation. If you have expertise in, or are just passionate about, any of these topics please contact us to join our committees and help to move our region forward.

KVCOG has partnered with Somerset Economic Development Corporation (SEDC) on an application to EDA for a planning grant for Somerset County. If successful, this grant will provide funding to create an economic development strategy for central and northern Somerset County. The goal will be to have a short term (3-5 year) plan and a long term (20 year) plan that will guide future development. This project will benefit the entire county through increased employment and greater property tax valuation and revenues.

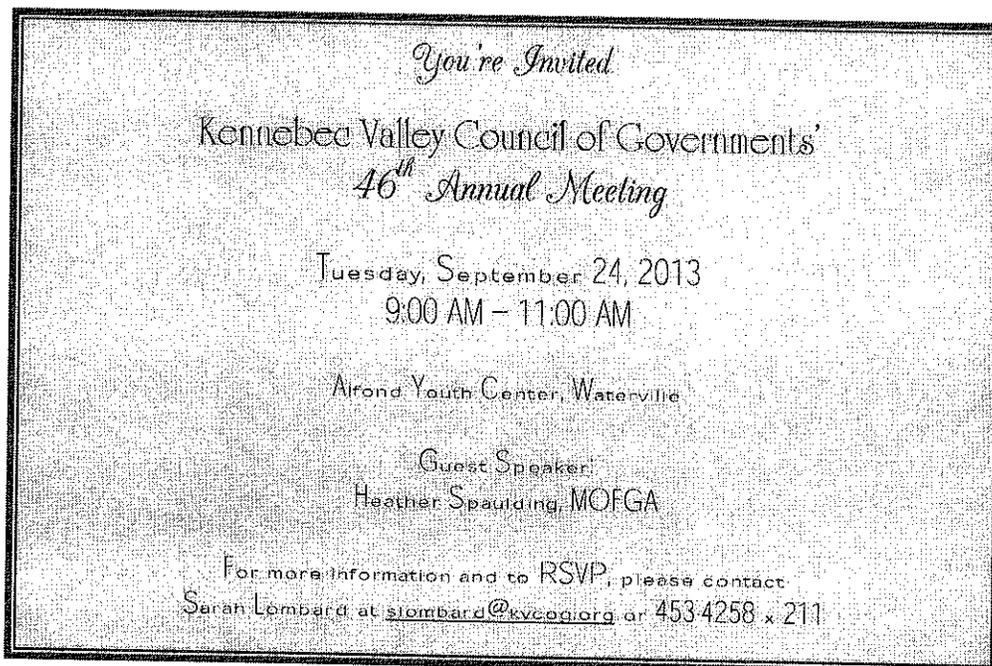
KVCOG will be embarking on an exciting strategic planning process. A committee will be formed to take a look at the organization as a whole and to see what changes could be considered. We will be reviewing everything from our dues structure, policies and procedures and services to see where we can improve and become more effective and efficient as an organization. Now is the time, especially with the many funding issues municipalities are facing, for KVCOG to assist our members with services that will directly impact their operations and their residents.

In addition to the strategic planning process, we are reviewing our collateral marketing materials, upgrading our technologies, including our website, and creating an outreach program that will better inform our members and clients of our programs and services.

KVCOG has a wealth of resources and we should be the first place you turn for any needs that you may have. If we do not directly provide the services that you are looking for, we will find the appropriate resource for you. Inside you will find reports and articles from KVCOG staff informing you of what projects they have been working on and how your municipality or business could benefit from working with KVCOG.

KVCOG has a large loan pool to lend to businesses that are starting up, need equipment or are expanding. Contact Cole Palmer at our office to inquire about eligibility and options for funding assistance.

I would like to thank the KVCOG staff, KVCOG Board members and regional leaders for welcoming me to my new role and making my transition smooth. I am thrilled to be working in my own region and making a difference where we live, work and play. Onward and Upward!



## How RLF Assists Businesses

Cole Palmer, RLF Director

It's amazing to look back and see how KVCOG's Revolving Loan Program has helped businesses over the past 25+ years. Since the program's inception, we have made 206 loans for a total value of \$13,961,361. This has leveraged other investments outside of KVCOG totaling \$64,039,210. At the time these loans were made, anticipated jobs retained totaled 2,498 and anticipated jobs created were 1167. KVCOG was and continues to be the difference in Kennebec, Somerset and Western Waldo counties when it comes to finding ways to get deals done for small businesses that cannot attract bank financing.

Most businesses rely on borrowing as a major source of capital for new plant and equipment, and sometimes working capital. Commercial loans are available at competitive rates, however the "credit crunch" has had an impact on some businesses in some unexpected ways. Fixed rate loans with generous terms are harder to get. Collateral requirements have increased as a result of the slowdown in the real estate market, and in some cases, decreasing property values. Debt refinancing has become harder to obtain. Increased energy costs have had an impact on a business' bottom line.

At the same time that we have all of these challenges, it is also a good time to look to the future and plan for growth and new ventures. There are many ways to fund projects and many sources of funding. KVCOG provides assistance for business planning through the Small Business Development Center program, and business financing through our RLF program at our office in Fairfield. For more information please contact Cole Palmer at 453-4258, extension 214, or by email at [cpalmer@kvkog.org](mailto:cpalmer@kvkog.org).

## KVCOG Cooperative Purchasing

Chris Huck, Planning Director

KVCOG has concluded its list of cooperative purchasing opportunities for 2013, our 25<sup>th</sup> year of the program. In 2013, 33 towns participated in one or more of our purchases, and saved over \$51,000 (generally compared with vendors "wholesale" price quotes). Savings ranged from \$22 (on a packet of 50 weight limit signs) to over \$8,000 for one town that participated in all five purchases. \$51,000 is about 28 percent of towns' membership fees, but at least four towns saved more than the price of KVCOG membership by their purchases.

The above figures do not include savings by the six towns that participated in our newest purchase program, Geotextiles/silt fence. The value of the geotextile bid was \$4,235, but we do not have a good idea of what the wholesale price of those items is, for comparison purposes.

Does it make sense for your town to participate with KVCOG? Here are a sampling of the items and prices we obtained in 2013. Compare them with the price you paid:

- Rock Salt: \$57.12/ton to Somerset, \$55.08/ton to Kennebec/Waldo.
- Silt fence (delivered): \$21/roll.
- Flake Calcium Chloride (delivered): \$445/ton
- 15" Culverts (delivered): Galvanized, 14 gauge: \$15.70/lf; Plastic, \$8.25/lf.

KVCOG is trying to expand its selection of items for cooperative purchasing. We welcome suggestions from towns for items that you feel have potential for joint purchase discounts.

## Shoreland Zoning Legislation

Joel Greenwood, Community Planner

Several bills in recent legislative sessions impact shore land zoning—most notably *LD 1490: An Act to Amend the Mandatory Shoreland Zoning Laws*. This bill has been enacted by the House and Senate and awaits a decision from the Governor. While a large portion of this bill clarifies existing provisions, here are few changes the bill makes:

- It removes the requirement that a municipality must submit a biennial report on all activities in the shoreland zone.
- It combines the two nonconforming expansion rules, and uses footprint as the basis of measurement instead of floor area and volume.
- It changes the municipal notification requirement for those properties being considered for resource protection, to be 14 days prior to the public hearing instead of 14 days before the decision to hold a public hearing, and to apply to the municipality instead of the planning board specifically.

The amended definition of “height of a structure,” which proposed the basis of measurement to be the uphill side of the structure, was not included in the bill enacted. Pending the enactment of LD 1490, the Department of Conservation is expected to move forward with an overhaul of the Chapter 1000 Guidelines for Municipal Shoreland Zoning Ordinances. Once proposed Chapter 1000 changes are in a more complete draft form, the DOC hope to share much more information about the proposed changes.

### Other Shoreland Zoning Bills

*LD 641: An Act to Exempt Farmers from Certain Oversight in Shoreland Areas*, an emergency bill, became effective on June 12. It exempts those engaged in agriculture and timber harvesting from the contract or certification requirements when best management practices are utilized, and it exempts municipal employees working on projects associated with that employment.

*LD 596: An Act To Help Small Businesses and Promote Tourism*, was signed into law. It allows municipalities to adopt ordinances that exclude certain sized decks from the shoreline setbacks on rivers, when the deck is part of a downtown revitalization project.

## Environmental Services Update

Ross Nason, Environmental Planner

### Legislation

(L.D. 1308) An Act To Establish a Stewardship Program for Architectural Paint was enacted this past session. This law provides for a higher and better use of waste paint, in that much of it will be recycled into new paint products, and it does so at *a reduced cost* to municipal taxpayers. The program will be administered by Paint Care and is slated to go online in 2015, but I expect things to move faster and programs to roll out much earlier. I will keep our towns posted to this new program and potential trainings for municipal implementation, should your town choose to utilize this new system. KVOCOG’s HHW collection program, which many town already participate with, will continue, but with a much reduced cost to towns once this program comes to fruition.

## Hazardous Waste Collections

KVCOG, in concert with the town of Jackman and many surrounding towns and townships in northern Somerset county, hosted a successful household hazardous waste collection on August 17<sup>th</sup>. The event took place at the Jackman regional transfer station. KVCOG assists our members with project coordination which includes billing, press, regulatory compliance and contract negotiation for these collections. Many households from participating communities took advantage of this annual event and dropped off over 405 gallons and 1,000 pounds of hazardous materials. Environmental Projects Inc. of Auburn, Maine was on site to collect, recycle, and dispose of household hazardous materials. All materials collected are disposed of in an environmentally appropriate manner. If you are interested in offering these services to your residents and do not already participate, please give me a call or send me an email at: [RNason@kvkog.org](mailto:RNason@kvkog.org)

## Upcoming Events

- KVCOG, in partnership with MRRA, State and local officials will have a session at this year's MMA convention entitled: **S.M.A.R.T. - Save Money And Reduce Trash: Cost Effective Strategies for Solid Waste Management** on Thursday, October 3<sup>rd</sup> at 10:15. I encourage all those tasked with MSW management and budgeting to attend!
- Saturday, October 5<sup>th</sup>, Pittsfield and surrounding communities will hold their annual HHW collection.
- Skowhegan will also host their annual regional HHW collection on October 5<sup>th</sup>.
- Waterville, Winslow and many surrounding towns will hold their annual HHW collection located at the Winslow Public Works garage, on Saturday, October 19<sup>th</sup>.
- Monday, October 28, Maine Resource Recovery Association will hold their **Annual Meeting and workshop** at Jeff's Catering in Brewer for municipal officials, public works and transfer station employees. Included will be some mandatory Haz-com training offered by the Department of Labor, Bulky Wastes, Product Stewardship/Paint, and what's new with Organics management. Tours of the new Agri Energy bio-digester plant and the PERC plant will follow. [2013-MRRA-Annual-Meeting-Workshop](#)

## COMMUNITY BRIEFING ON CLIMATE ADAPTATION

Saturday, November 2, 2013  
Kennebec Valley Community College

*Learn more about the facts and impacts of climate change globally,  
in Maine and in the Mid-Maine region.*

### Speakers include:

Paul Mayewski, Director, Climate Change Institute  
George Jacobson, Maine's State Climatologist  
Sean Birkey, Climate Change Institute, inventor of the Climate Re-Analyzer

For more information contact Ross Nason, [rnason@kvkog.org](mailto:rnason@kvkog.org),  
or keep watching the [Sustain Mid-Maine web site](#)

# Grant Opportunities for Coastal Communities through the Maine Coastal Program

Joel Greenwood, Community Planner

*Towns covered by our region:*

*Augusta*

*Chelsea*

*Farmingdale*

*Gardiner*

*Hallowell*

*Pittston*

*Randolph*

*Total population: 37,432*

## Shore and Harbor Planning Grants

### Program Goals

Shore and Harbor Technical Assistance Grants promote: sound waterfront planning and harbor management, balanced development of shore and harbor areas, advance planning for waterfront infrastructure improvements and access to the shore. Funds may be used for development of plans for waterfront, harbor and mooring areas, development of regulatory and non-regulatory approaches to waterfront conservation and improvement, development of planning studies for public and working access, development of plans and designs for harbor improvements, and development of management plans for municipal waterfront facilities.

### Potential Funding Activities

1. Harbor Planning (especially to implement recommendations consistent with comprehensive plans), including – Development of Harbor Management Plans, creation of Harbor Ordinances, preparation of Mooring Plans, with attendant data bases and mapping support, data collection, mapping, data base development, and analysis activities needed to support harbor planning activities, harbor traffic control and safety planning. Please include text and specific examples of how this project is in line with the municipality's approved comprehensive plan, if applicable.
2. Planning and Design Projects for Harbor Improvements – Planning that integrates public access with waterfront development to preserve unique natural, cultural, and village assets that contributes to sustainable development and tourism infrastructure. Planning and design of facilities and improvements for public and working access, dredging studies (non-federal, and for federal match), support for research and demonstration of new materials and techniques for ramps, piers and wharfs, floats, and moorings.
3. Municipal Facilities Management Plans – Management and business plans for operations of municipal fishing piers, marinas, and water access sites and facilities, development of related rules and ordinances, creation of model or standardized lease arrangements for municipal use.
4. Working Waterfront Planning and Improvement Projects – Project planning and development support for projects seeking funding from the Working Waterfront Access Protection Program.

## Right-of-Way Discovery Grants

### Goal

Help communities find and assert public rights-of-way to the shore, which may be lost by the passing of generations and changing land ownership patterns.

## **Benefits**

- Enable commercial fishing and other marine industries to continue as a viable component of Maine's economy
- Ensure opportunities for recreational use of the water by year-round and seasonal residents, as well as tourists

## **Coastal Communities Grant Program**

These projects are designed to improve water quality, increase resiliency/ adaptation to erosion and flooding, conserve coastal habitat, promote sustainable development, and enhance the coastal-dependent economy while preserving natural coastal resources. This program is designed to address the five priority goals of the Maine Coastal Program.

### ***Ensuring Sustainable, Vibrant Coastal Communities***

Examples of projects fitting this goal:

- Preparation or implementation of economic development strategies related to coastal tourism and marine sectors
- Planning for the land-side improvements for marine-dependent commerce
- Open space plans
- Surveys/documentation of natural and scenic resources within the coastal zone; development of regulatory and non-regulatory approaches to effective conservation
- Development and analysis of background information to support improvement of coastal community character such as socio-economic studies; public opinion surveys, scenic resource inventories, etc.

### ***Improving Coastal Public Access***

Examples of projects fitting this goal:

- Implementation of municipal or regional coastal access plans
- Inventories of public access needs, property user surveys
- Implementation of waterfront and harbor development plans or strategies
- Development of regulatory and non-regulatory strategies to conserve working waterfronts

### ***Preparing for coastal storms, erosion and flooding, coastal hazards***

Examples of projects fitting this goal:

- Preparation of vulnerability assessments
- Development or implementation of municipal and regional adaptation strategies
- Landowner outreach and education

### ***Addressing the effects of land use activity on water quality***

Examples of projects fitting this goal:

- Development and implementation of regulatory and non-regulatory measures to reduce or eliminate water pollution in areas adjacent to shellfish growing areas.
- Implementation of measures to promote the use of low impact development ("LID") stormwater management techniques in coastal watersheds
- Development or implementation of multi-town estuary or coastal watershed plans

### ***Restoring Coastal Habitats***

Examples of projects fitting this goal:

- Preparation of habitat restoration plans, strategies, or needs assessments
- Development of pre-project feasibility studies
- Workshops for landowners and community decision-makers
- Pre and post-project monitoring

## BUSINESS SPOTLIGHT

### A Success Story in Somerset County

Cole Palmer, RLF Director

Hard work and perseverance has brought success to J & M Machining, Inc. The company, located in Skowhegan, Maine, produces machined component parts that are widely used in various equipment and machines. It is owned by Mark Hunter and Dan Slaney.

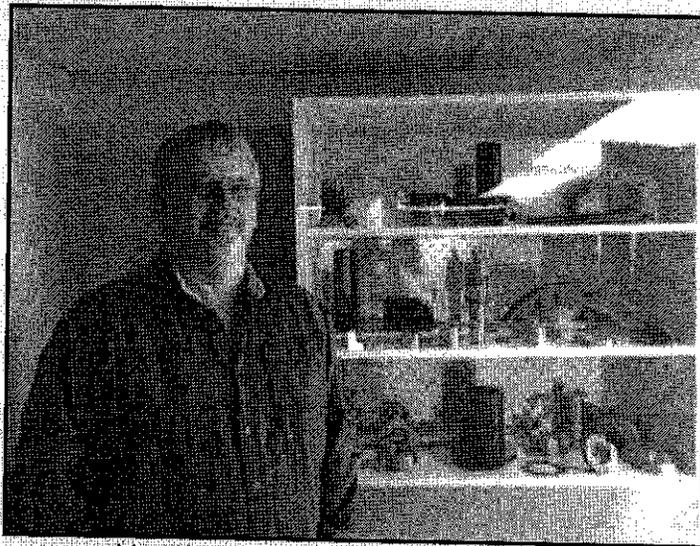
The company had a very humble beginning operating out of Mark Hunter's garage in the late 90's. "At that time, it was a part time business for us." Say Hunter. "I think we only had two employees including me and we only generated a few thousand dollars in sales that year."

In spite of that, the company continued to grow to the point where it attained a level of eleven employees after the purchase of their building in 2007. As explained by Hunter, "We couldn't have purchased the building without the help of KVCOG." KVCOG assisted the company with "GAP" financing, serving in place of a traditional down payment, with a local bank financing the rest of the project in a first mortgage position.

As was the case with many machine shops, the recession hit hard and fast in late 2008. The company's sales dwindled and staff shrunk to five employees. As explained by Hunter, KVCOG was there in their time of need. "We asked them for a payment moratorium for a six month time span and we were grateful that it was granted. On top of that, when the payment moratorium ran out, they reduced our payment so that it fit within our budget."

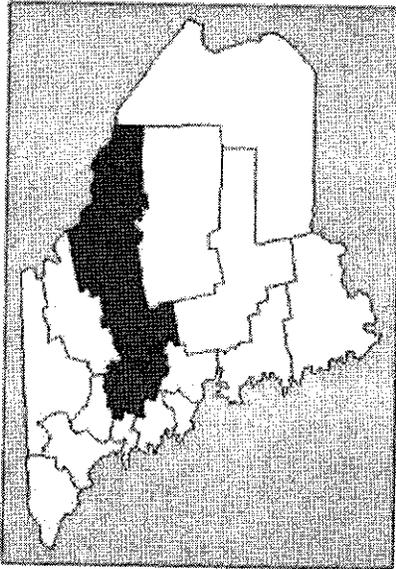
The company has recovered nicely and is back up to thirteen employees, a record for them. Additionally, the company was successful refinancing all of its debt to reduce payments and interest costs a year ago. KVCOG once again was able to help. According to Hunter, "KVCOG helped the refinancing go through by subordinating its existing debt to the new bank loan. With lower payments, cash flow improvement has also allowed us to add a sales manager which will help us continue our growth."

The successes keep continuing for J & M. It recently was granted ISO certification which will open the doors for more work. It has also moved into government contracting picking up a contract for the Navy. With a bidding success rate of nearly 10% of contracts bid, the company is poised for a bright future. As Mark Hunter explains, "We look at slow, diverse growth as the key to our success. We did about \$850,000 in revenues two years ago, \$950,000 in revenues last year, and we are projecting \$1,200,000 in the upcoming year. KVCOG has been a partner to J & M and the sky is the limit for us now."



Mark Hunter, Co-owner, J & M Machining, Inc.

# KVCOG



**Serving municipalities  
and businesses in  
Kennebec, Somerset,  
and Western Waldo  
Counties**

This Newsletter is  
on the web at  
[www.kvcog.org](http://www.kvcog.org)

It is located on the left side bar  
and can be downloaded as a  
PDF file. You may download  
Adobe reader from the link  
below the newsletter.

*If you would like to receive a copy  
of this newsletter via surface mail  
please call: 207-453-4258 ext. 211  
or email [slombard@kvcog.org](mailto:slombard@kvcog.org).*

## Member Communities Make it Happen

Member municipalities are the backbone of KVCOG. Membership fees provide matching funds for over \$200,000 of Federal and State grants; make our website, newsletter, data collection, analysis, and other vital services possible; and allow flexibility in creating new programs to respond to specific local needs.

Dedicated municipal officials serve on KVCOG's General Assembly and Executive Board, guiding policies and programs.

To: Board of Selectmen  
 From: Aaron Chrostowsky, Town Manager  
 Re: Water Quality Issues  
 Date: 10/5/2013

At the last Board of Selectmen's meeting, you requested, how the Town might improve education and enforcement in an effort to improve water quality in Town.

Below is a list of current agencies in which we annually appropriate funds with a mission to protect the regions lakes, rivers, watersheds and forests. All these groups are doing a fantastic job with education, monitoring, and improvement projects in an effort to protect one of Wayne's greatest assets – lakes and ponds.

**Current**

Wayne Conservation Commission	\$300
Androscoggin Lake Improvement Corporation	\$1,000
Friends of Cobbossee Watershed	\$1,000
Kennebec Land Trust	\$250
30-Mile River Watershed Association	\$3,000
Lake Protection Grant	\$500
<u>Cobbossee Watershed District</u>	<u>\$2,127</u>
<b>Total</b>	<b>\$8,177</b>

**Alternatives:**

A. **No Change:** Continue to annually appropriate funds to above agencies to fund their desired projects.

**B. Additional Funding for Private Projects:**

Current level funding plus an additional, annually appropriate a sum of money to give one or all of these groups with the express goal to work on water quality projects on private properties in Wayne. I would recommend that we engage with two groups (Friends of the Cobbossee Watershed and 30-Mile River Watershed Association) through the use of a memorandum of understanding to work on the Town's two watersheds. Both groups have the staff, resources, history and expertise of educating residents on water quality issues. They both use the Youth Conservation Corps to work on water quality improvement projects.

**C. Additional Funding for Public Projects:**

**Membership/ Consultant Fees:**

- Kennebec County Soil and Water Conservation District (KCSWCD) \$1,000
- Kennebec Valley Council of Government (KVCOG) \$2,500

*KCSWCD and KVCOG have the technical capability to assist municipalities with soil and water quality projects. The following inventory and assessments would be helpful to the Town.*

- Culvert Inventory and Assessment
- Gravel Town Road Rehabilitation Inventory and Assessments Plan

**Road Improvement projects:**

- Increase funding for Gravel Road Rehabilitation and Culvert Replacement Projects
- Pave sections of Town gravel roads susceptible to soil erosion

D. **Increased Enforcement:** Increase the Code Enforcement Officer's hours to begin enforcement of water pollution violators on our lakes.

BOARD of SELECTMEN  
Organizational and Directive Document  
for the  
Village Center Development Advisory Committee

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**COMMITTEE ORGANIZATION**

**Type of Committee:** The Village Center Development Advisory Committee is an advisory committee to the Board of Selectmen required to provide information and options regarding improvements to the Village Center.

**Number of Members:** Minimum 5 and Maximum 7.

**Residency Requirement:** Wayne residents only.

**Qualifications of Members:** Previous experience in real estate development, building and construction management, design and engineering, project management, marketing and sales, small business management, and public administration

**Appointment Process:** Board of Selectmen will accept letters of interest from residents specifying their experience and desire to serve on the Village Center Development Advisory Committee. Board will advertise for interested persons, review letters of interest, and make formal appointments at a Board of Selectmen meeting when a minimum of five (5) appointments are achieved.

**Committee Organizational Structure:** The Committee's first meeting will elect a Chair, Vice-Chair, and Secretary. The Chair will conduct the meetings according to Robert's Rules of Order. The Vice-Chair will conduct the meetings in the absence of the Chair. The Secretary will take and prepare the minutes of the meeting.

**Quorum:** A five (5) member committee will have a quorum of 3 to conduct a meeting. A seven (7) member committee will have a quorum of 5 to conduct the meeting.

**Meeting Agendas:** The Chair will develop each meeting agenda and post a copy of the agenda on the Town Office bulletin board at least five (5) days before the meeting. The Chair will provide a copy of the agenda to the Town Manager for the Committee's file.

**Meeting Minutes:** The Committee shall maintain written records of meetings, including the results of all motions and votes. One copy of the minutes of each meeting shall be filed with the Town Clerk within ten (10) working days after approval by the committee.

**Public Meetings:** Committee shall hold meetings that are open to the public and issue notice of meetings, including items of discussion.

**Meeting Location:** Meetings will be held in the Wayne Elementary School/ Town Office. The Chair will schedule with the Town Manager for the use of the Wayne Elementary School Library, Gymnasium and/ or Town Office at least two (2) weeks in advance.

## COMMITTEE DIRECTIVE

The Village Center Development Advisory Committee will conduct committee meetings and seek public input to review, research, develop conceptual plans, and estimated cost estimate for various options for a Village Center development.

**Consider the following development goals:**

- **Develop/ set a village center boundary;**  
(consider Wayne Elementary School, Town Office, Corner Store, State Boat Launch, Post Office, Androscoggin Yacht Club, General Store, Tubby's, Cary Library, Williams House, Village Center Fire Station, Wayne Community Church, and Ladd Recreation Center);
- **Evaluate applicable zoning bylaws to improve the economic vitality of the village center;**
- **Study the feasibility of making the village center more accessible and safe for pedestrians - bike and pedestrian improvements;**
- **Consider the development of historic center designation to maintain the rural historic charm of the village center;**
- **Assess parking needs for the village center;**
- **Develop a marketing plan for village center (i.e. map/ brochure and/ or website);**
- **Find new and develop new recreational uses for the mill pond, surrounding parks and village center (i.e. concerts, dances, movies, arts and crafts shows, and farmers market;**
- **Find new use for empty buildings/ structures (i.e. dam, old masonic hall);**
- **Remove any slum and blight conditions existing within village center;**
- **Consider improving any water quality and public health issues (i.e. community septic system);**
- **Remove any impediments for small business to attract, retain and grow small businesses in the village center (i.e. liquor control ordinance);**

# TOWN OF WAYNE

Incorporated February 12, 1798

PO Box 400  
Wayne, Maine 04284

Telephone: 207-685-4983  
Fax: 207-685-3836

September 30, 2013

Mr. Ron Smith, Principal  
RHR Smith & Company, CPAs  
3 Old Orchard Road  
Buxton, ME 04093

Dear Ron,

We are providing this letter in connection with your audit of the financial statements of Town of Wayne as of June 30, 2013 and for the year then ended for the purpose of expressing an opinion as to whether the financial statements present fairly, in all material respects, the respective financial position of the [governmental activities, each major fund, and the aggregate remaining fund information of the **Town of Wayne** and the respective changes in financial position and, where applicable, cash flows thereof in conformity with U.S. generally accepted accounting principles. We confirm that we are responsible for the fair presentation of the previously mentioned financial statements in conformity with U.S. generally accepted accounting principles. We are also responsible for adopting sound accounting policies, establishing and maintaining effective internal control over financial reporting, and preventing and detecting fraud.

We confirm, to the best of our knowledge and belief, as of September 30, 2013 the following representations made to you during your audit(s).

1. The financial statements referred to above are fairly presented in conformity with U.S. generally accepted accounting principles, properly classified funds and other financial information of the primary government required by generally accepted accounting principles to be included in the financial reporting entity.
2. We have made available to you all—
  - a. Financial records and related data.
  - b. Minutes of the meetings of Board of Selectmen or summaries of actions of recent meetings for which minutes have not yet been prepared.
3. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
4. There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
5. We believe the effects of the uncorrected financial statement misstatements summarized in the attached schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

6. We acknowledge our responsibility for the design and implementation of programs and controls to prevent and detect fraud.
7. We have no knowledge of any fraud or suspected fraud affecting the entity involving:
  - a. Management,
  - b. Employees who have significant roles in internal control, or
  - c. Others where the fraud could have a material effect on the financial statements.
8. We have no knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, analysts, regulators, or others.
9. We have identified to you any previous audits, attestation engagements, performance audits, or other studies related to the objectives of the audit being undertaken and the corrective actions taken to address significant findings and recommendations.
10. The **Town of Wayne** has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or fund equity.
11. The following, if any, have been properly recorded or disclosed in the financial statements:
  - a. Related party transactions, including revenues, expenditures/expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties.
  - b. Guarantees, whether written or oral, under which the **Town of Wayne** is contingently liable.
  - c. All accounting estimates that could be material to the financial statements, including the key factors and significant assumptions underlying those estimates and measurements. We believe the estimates and measurements are reasonable in the circumstances, consistently applied, and adequately disclosed.
12. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts, or other financial data significant to the audit objectives, including legal and contractual provisions for reporting specific activities in separate funds.
13. There are no—
  - a. Violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements or as a basis for recording a loss contingency, or for reporting on non-compliance.
  - b. Unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with generally accepted accounting principles.
  - c. Other liabilities or gain or loss contingencies that are required to be accrued or disclosed by generally accepted accounting principles.
  - d. Reservations or designation of fund equity that was not properly authorized and approved.
14. The **Town of Wayne** has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
15. The **Town of Wayne** has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
16. We have followed all applicable laws and regulations in adopting, approving, and amending budgets.

17. The financial statements include all joint ventures with an equity interest and properly disclose all other joint ventures and other related organizations.
18. The financial statements properly classify all funds and activities.
19. All funds that meet the quantitative criteria in GASB Statement Nos. 34 and 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.
20. Net asset components (invested in capital assets, net of related debt; restricted; and unrestricted) and fund balance designations are properly classified and, if applicable, approved.
21. Investments, derivative instruments, and land and other real estate held by endowments are properly valued.
22. Provisions for uncollectible receivables have been properly identified and recorded.
23. Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
24. Revenues are appropriately classified in the statement of activities within program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.
25. Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
26. Deposits and investment securities are properly classified as to risk, and investments are properly valued.
27. Capital assets, including infrastructure assets, are properly capitalized, reported, and, if applicable, depreciated.
28. Required supplementary information (RSI) is measured and presented within prescribed guidelines.
29. With respect to the journal entries posted to our internal financial statements during the audit we agree with all postings made and have made these postings accordingly. We understand are responsible for the presentation and accuracy of the postings.

To the best of our knowledge and belief, no events, including instances of noncompliance, have occurred subsequent to the balance sheet date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements

Signed: *Cena Christensen*  
 Title: *Town Manager*

Signed: \_\_\_\_\_  
 Title: \_\_\_\_\_

**HMA Report**

Project # : 13-1090  
 Project Name: Wayne, ME - North Wayne Road  
 Client: Town of Wayne  
 Sample # : 17277G  
 Production Date: 9/27/13  
 Report Date: 10/1/13  
 Mix Type: 19.0 mm  
 Producer: Auburn Asphalt  
 Technician: JRB  
 QA Method: C

**Volumetric Data**

	Results	Specification
Total Air Voids		
VMA		
VFA		
% Binder	5.6	4.6-5.6
Fines/Effective Binder		
Gmm	2.462	
Gmb		

**Gradation Analysis**

Sieve Size	% Passing	Aim	Low Limit	High Limit
25.0mm	100	100	100	100
19.0mm	100	99	92	100
12.5mm	86	85	78	92
9.5mm	74	71	64	78
4.75mm	55	51	44	58
2.36mm	<b>44</b>	38	33	43
1.18mm	33	28	23	33
.600mm	22	18	14	22
.300mm	<b>15</b>	11	8	14
.150mm	<b>11</b>	6	3	9
.075mm	<b>9.3</b>	3.5	0.5	6.5

MEETS SPECIFICATION?      YES      **NO**

Reviewed By: *Roger E. Denny*

Form 4503

Notification: 101725431

Work Order:

LOCATION PERMIT

Upon the Application of Center Maine Power Company and Northern New England Telephone Operations LLC

dated Sep 27, 2013, asking for permission, in accordance with law, to construct and

maintain poles, buried cables, conduits, and transformers, together with attached facilities and appurtenances

over, under, along or across certain highways and public roads in the location described in said application,

permission is hereby given to construct, reconstruct, maintain and relocate in substantially the same location,

said facilities and appurtenances in the City / Town of Wayne

approximately located as follows:

- 1. Starting Point: Inter. of Rte 133 & Cross Rd extending all N. Wayne Rd and ending @Kents Hill R.
- 2. Road (State & CMP): N. Wayne Rd. & Kents Hill Rd
- 3. Direction: southerly
- 4. Distance: 14290' feet
- 5. Number of Poles: 34

Facilities shall consist of wood poles and appurtenances with a minimum of wire and cable not less than 18 feet over the public highway and/or buried cables or conduit and appurtenances placed a minimum depth of 36 inches under pavement and 30 inches elsewhere, all in a manner conforming to the National Electric Safety Code.

By: \_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Municipal Officers

Office of the \_\_\_\_\_

Received and Recorded in Book \_\_\_\_\_ Page \_\_\_\_\_

Attest: \_\_\_\_\_

Clerk

Form 4501

Notification: 10172501

Work Order:

CENTRAL MAINE POWER COMPANY APPLICATION FOR POLE LOCATION OR UNDERGROUND LOCATION

In the City/Town of: Wayne, Maine

To the: [ ] City [X] Town [X] County of: Kennebec, Maine

- [X] Central Maine Power hereby applies for permission to: [X] Construct and maintain poles together with attached facilities and appurtenances upon, along or across certain streets and highways in said City/Town as described below. [ ] Construct and maintain buried cables, conduits, manholes and handholes, together with wire and cables, transformers, cutouts, and other equipment therein, under, along, and across certain streets and highways in said City/Town as described below.

[X] Central Maine Power Company and Northern New England Telephone Operations LLC jointly apply for permission to construct and maintain poles together with attached facilities and appurtenances upon, along or across certain streets and highways in said City/Town as described below.

- 1. Starting Point: Inter. of Rte 133 & Cross Rd extending all N. Wayne Rd and ending @ Kents Hill Rd
2. Road (State & CMP): N. Wayne Rd. & Kents Hill Rd
3. Direction: southerly
4. Distance: 14290 feet
5. Number of Poles: 34

- [X] Overhead wires shall have a minimum clearance of 18 feet over the public highway and be constructed to conform with the requirements of the National Electric Safety Code. [ ] Buried cable facilities shall be placed at a minimum depth of 36 inches under pavement and 30 inches elsewhere and be constructed to conform with the requirements of the National Electric Safety Code.

Any person, firm, or corporation to be adversely affected by this proposed location shall file a written objection with the State Department of Transportation, City, Town or County stating the cause of said objection within fourteen (14) days after the publication of this notice or ninety (90) days after installation of facilities without publication.

[ ] Public Notice of this application has been given by publishing the text of the same [X] Not Published

In: [ ] On: [ ]

CENTRAL MAINE POWER COMPANY

By: Caric Reynolds

Date: Sep 27, 2013

Northern New England Telephone Operations LLC [Signature] Date: 10/1/2013

Form 4502

Notification: 101725431

CENTRAL MAINE POWER COMPANY

Work Order: .

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

Page / of 8

City / Town: Wayne

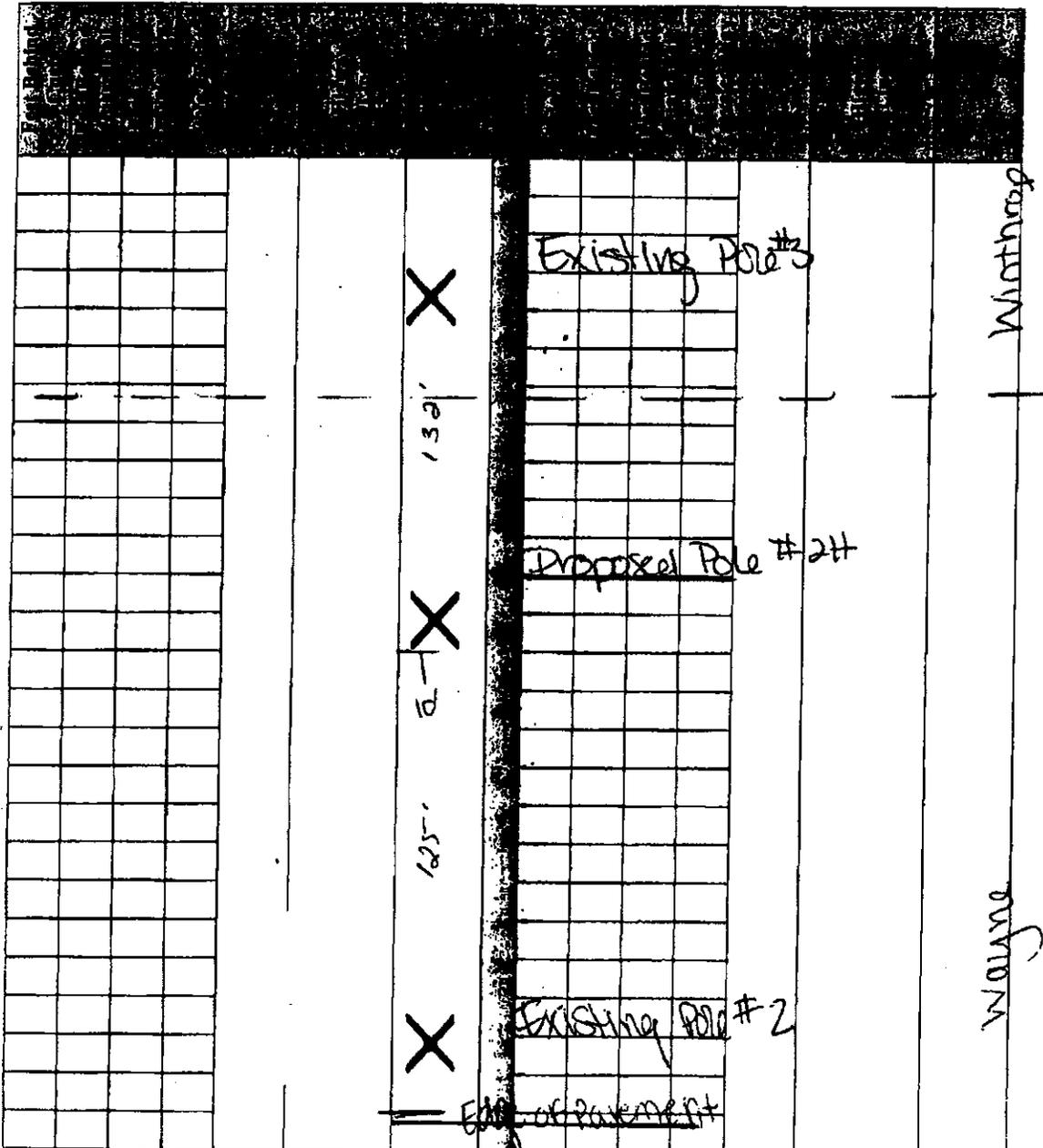
Date: Sept. 27, 2013

Street: Cross Rd / N. Wayne Rd

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available.

Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 647-1037. Pole/Pad spans shown are approximate.



Form 4502

Notification: 101725431

CENTRAL MAINE POWER COMPANY

Work Order:

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

Page 2 of 8

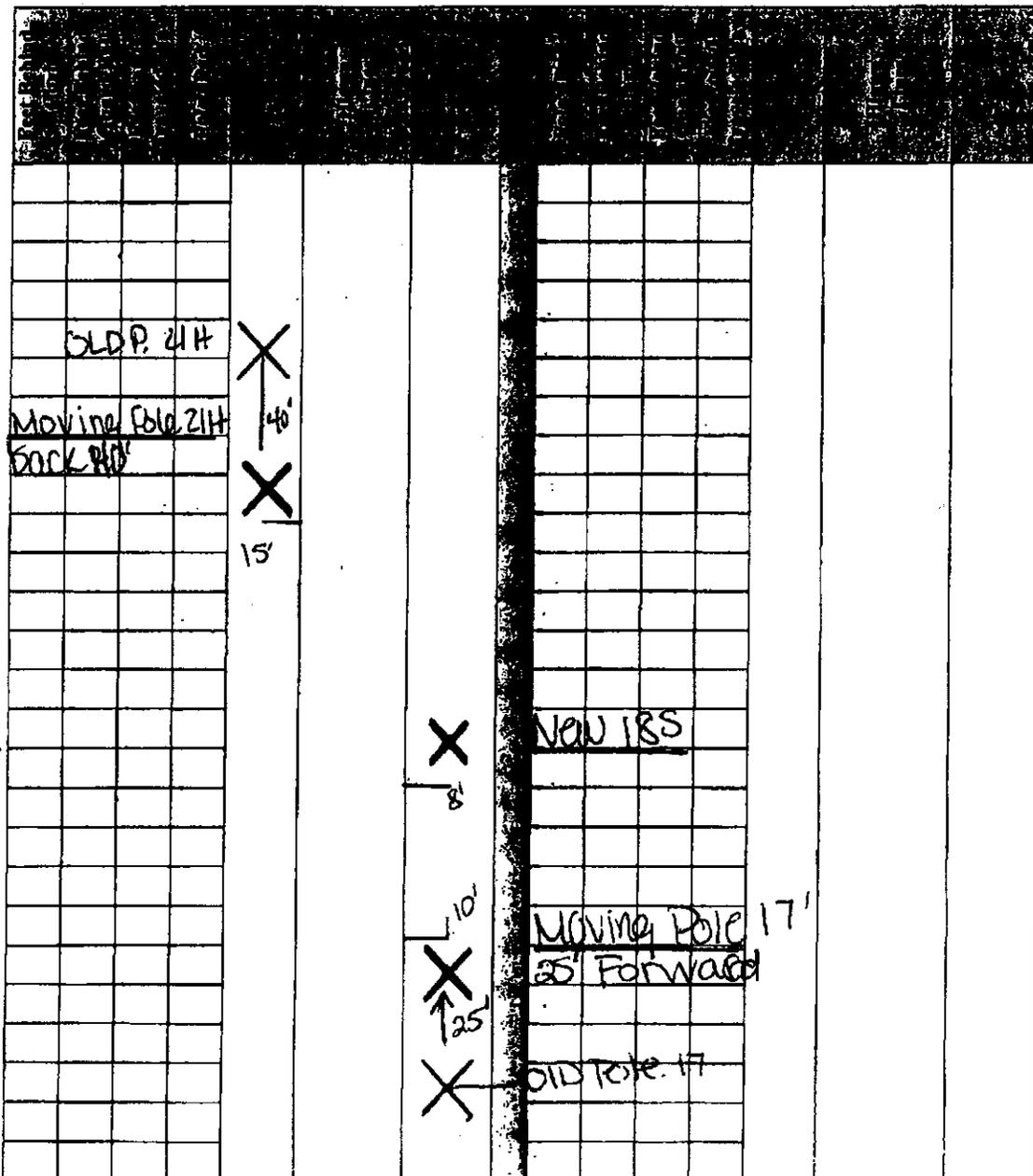
City / Town: Wayne

Date: Sept. 27, 2013

Street: N. Wayne Rd

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 828-2846. Pole/Pad spans shown are approximate.





Form 4502

Notification: 101725431

Work Order: Page 4 of 8

CENTRAL MAINE POWER COMPANY

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

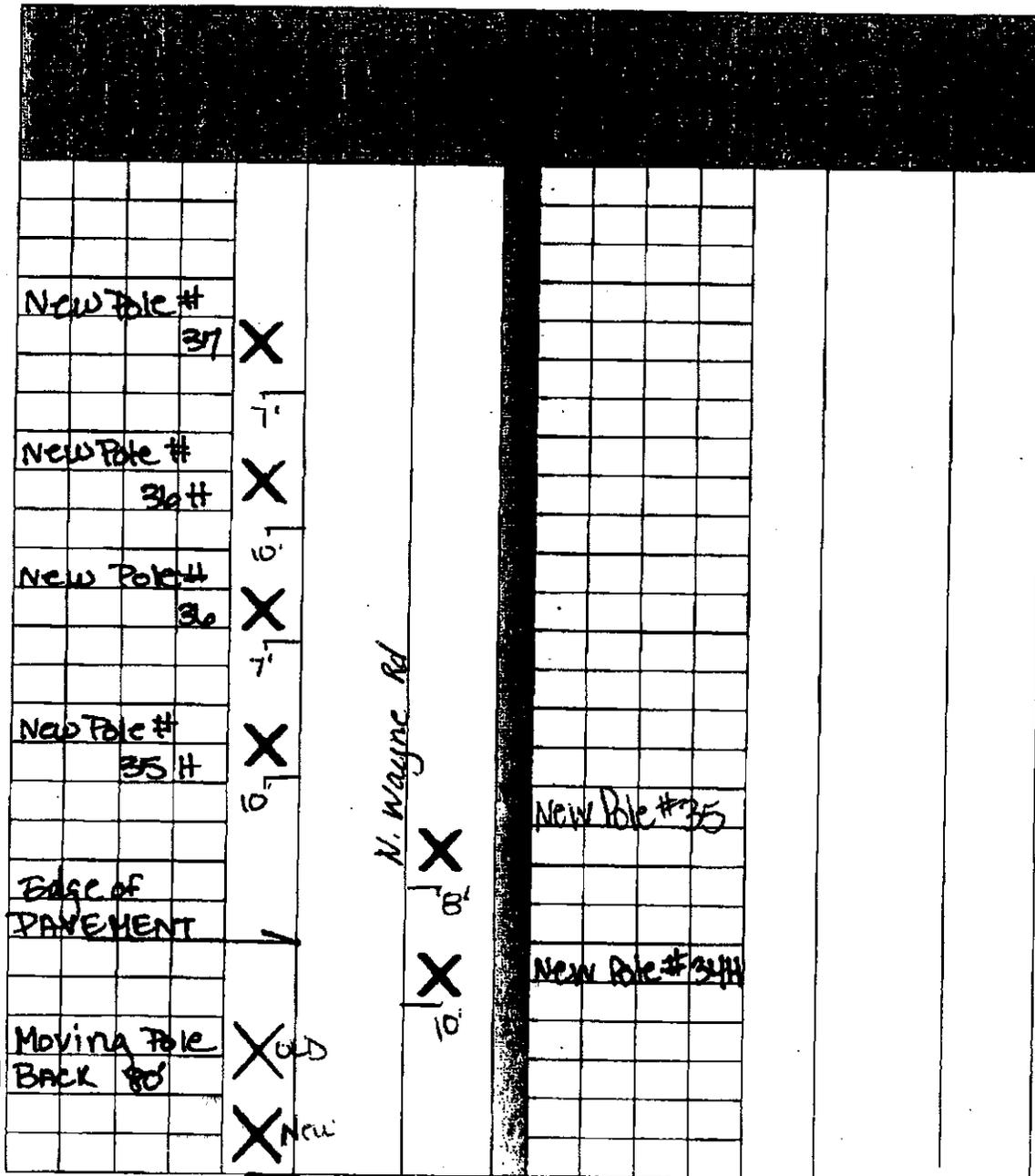
City / Town: Wayne

Date: Sep 27, 2013

Street: N. Wayne Rd. (Town) N. Wayne Rd. (C)

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 207.647.1037 . Pole/Pad spans shown are approximate.



Form 4502

Notification: 101725431

Work Order:

Page 5 of 8

# CENTRAL MAINE POWER COMPANY

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

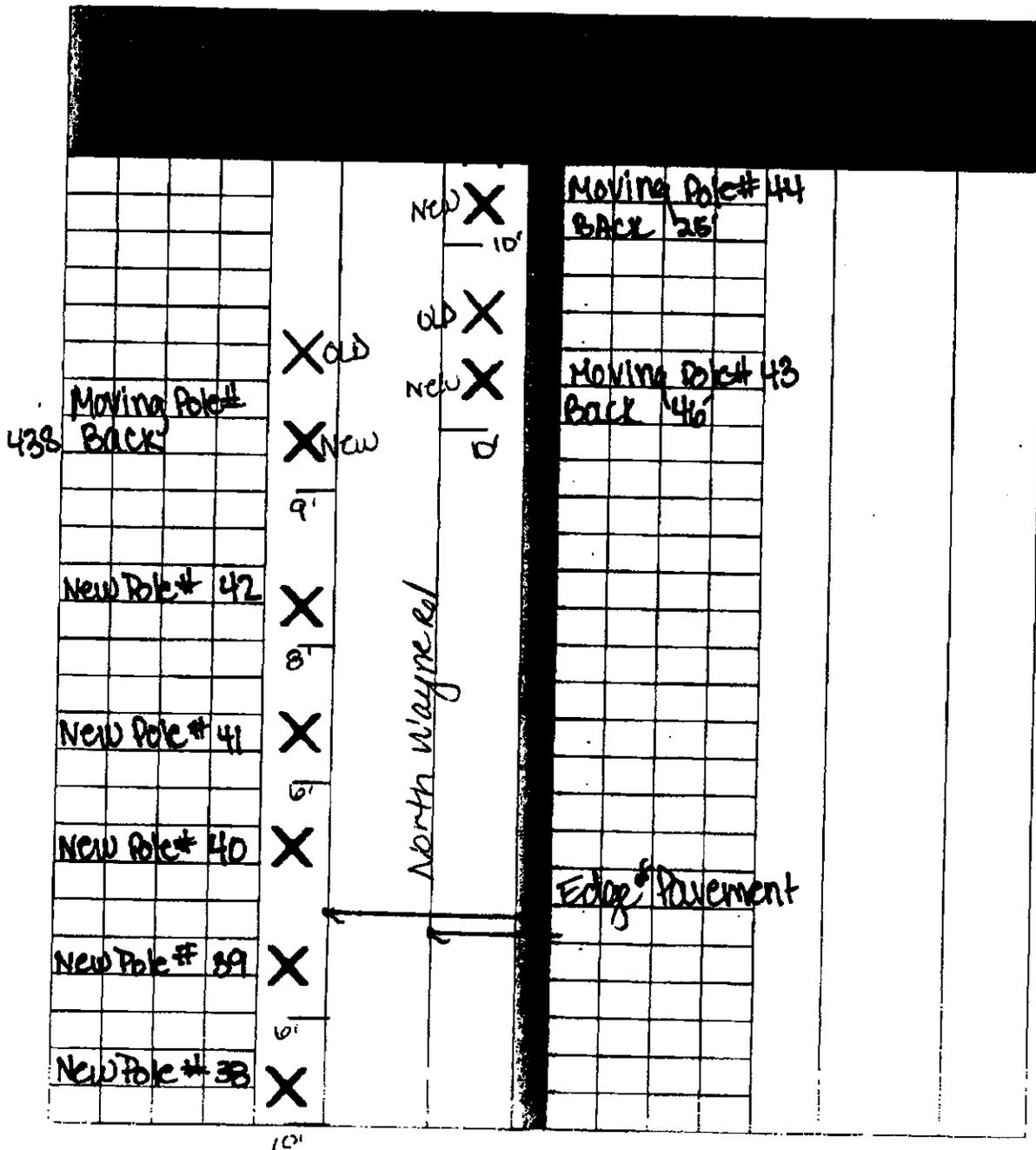
City / Town: Wayne

Date: Sep 27, 2013

Street: N. Wayne Rd. (Town) N. Wayne Rd.

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 207.647.1037 . Pole/Pad spans shown are approximate.



Form 4502

Notification: 01725431

Work Order:

Page 6 of 8

# CENTRAL MAINE POWER COMPANY

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

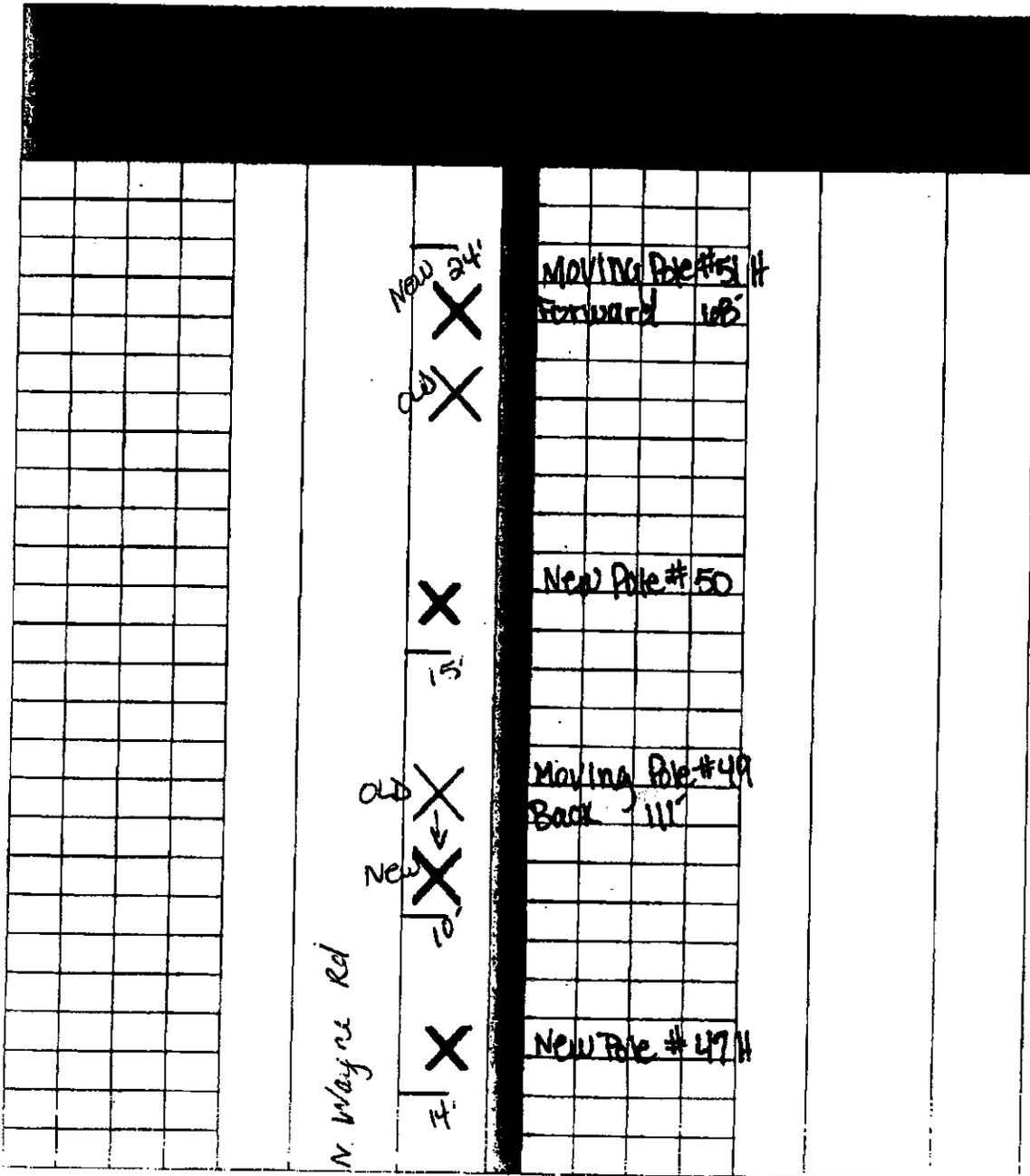
City / Town: Wayne

Date: Sep 27, 2013

Street: N. Wayne Rd. (Town) N. Wayne Rd. (C)

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 207.647.1037 . Pole/Pad spans shown are approximate.



Form 4502

Notification: 101725431

### CENTRAL MAINE POWER COMPANY

Work Order:

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

Page 7 - 8

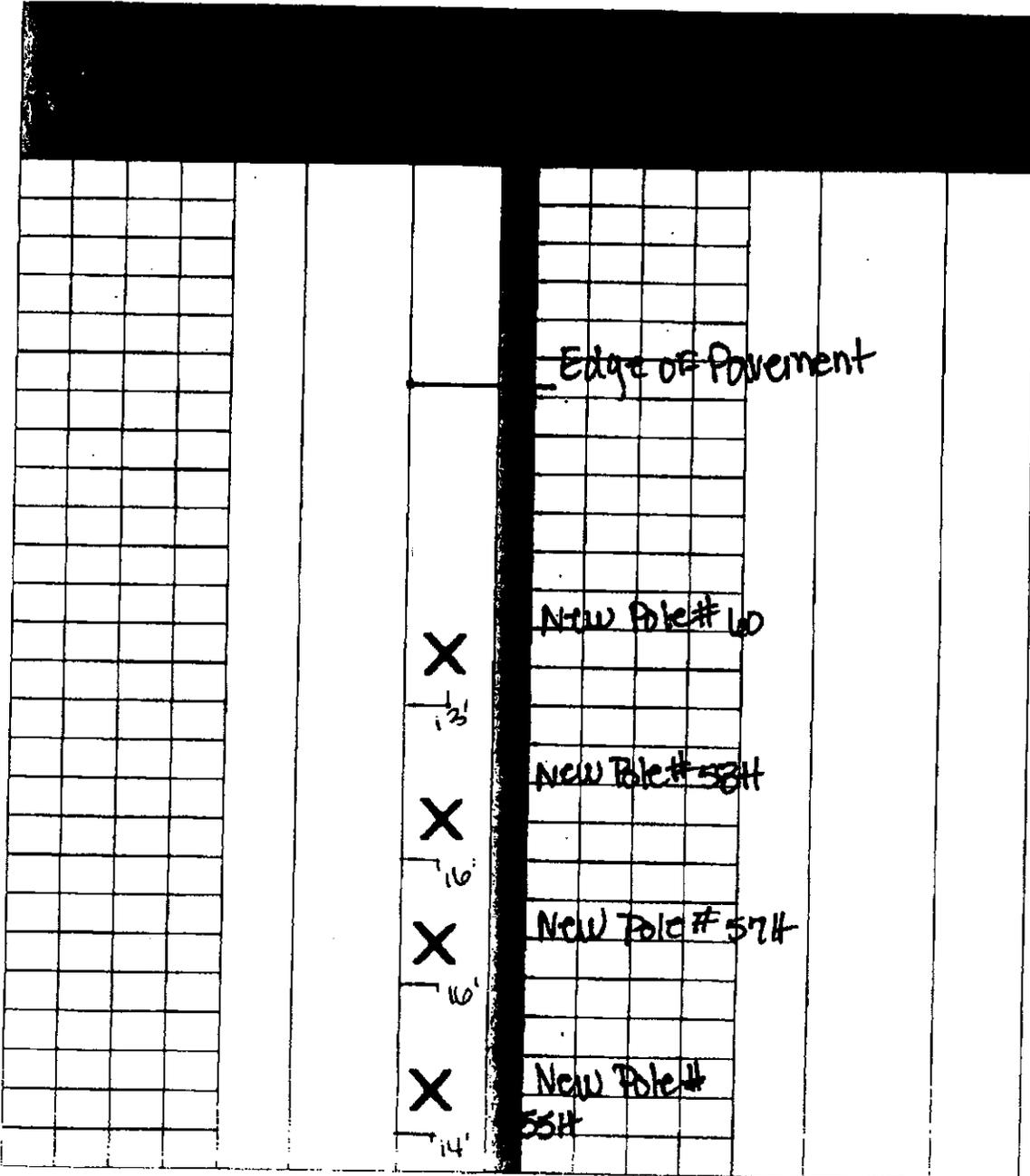
City / Town: Wayne

Date: Sep 27, 2013

Street: N. Wayne Rd. (Town) N. Wayne Rd.

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 207.647.1037 . Pole/Pad spans shown are approximate.



Notification: 101735431

Work Order: [ ]

Page 8 of 8

# CENTRAL MAINE POWER COMPANY

SKETCH TO ACCOMPANY APPLICATION FOR POLE OR UNDERGROUND LOCATIONS

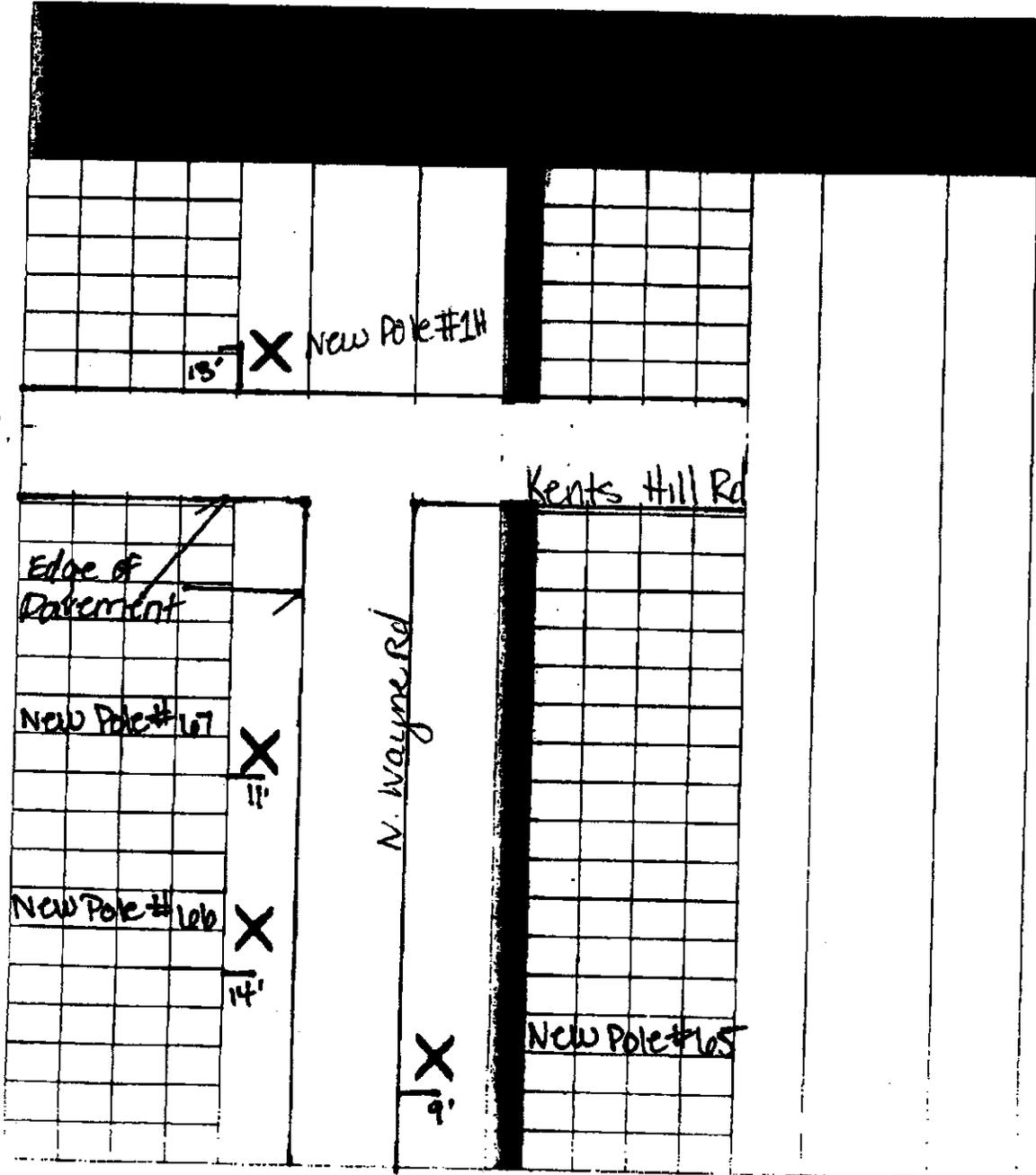
City / Town: Wayne

Date: Sep 27, 2013

Street: N. Wayne Rd. & Kents Hill Rd

By: Carrie Reynolds

Facilities to consist of wood poles and appurtenances with a minimum clearance of wire and cables not less than 21 feet over the public highway, and/or underground facilities to consist of buried cables, conduits, transformers and manholes for operation at 7200 volts to ground single phase. Construction to be suitable for future operation at a voltage not to exceed 22KV to ground single phase. Right-of-way limits indicated are based on the best field information available. Poles/ Pads are staked. For further information call: Carrie Reynolds at Central Maine Power Company tel: 207.647.1037 . Pole/Pad spans shown are approximate.



Please note: This packet is intended for general information purposes only and should not take the place of a thorough review of pertinent statutes, consultation with legal counsel, or other specific guidance on this subject.

## Municipal Charters

**This packet includes the following attachments:**

Title 30-A M.R.S.A. §§ 2101 - 2109 ;

"Municipal Charters." *Maine Townsman*, August 1992

"Some Advice on Charters." *Maine Townsman*, August 1992

"Charter Revision or Charter Amendment?" *Maine Townsman*, "Legal Notes," May 1982

**Important issues and considerations include:**

### I. Municipal Home Rule

Municipalities, although legal corporations and political subdivisions of a state, have no inherent authority or responsibilities and derive their powers and duties solely from the state, which is the "sovereign" power. Historically, municipalities have had only those powers expressly conferred by the state legislature (by so-called "enabling" laws) and those that were implied from or incidental to such laws or were essential to the purposes of local government. Since the adoption of "home rule" by Maine in 1969, however, Maine municipalities have had power over all matters of a local or municipal character unless denied expressly or by clear implication ("preempted") (see Me. Const., Art. VIII, pt. 2, §1). This includes the power to adopt or amend municipal charters by local referendum election without the involvement of the Legislature (see 30-A M.R.S.A. §§ 2101-2109, linked above) as well as the power to enact ordinances on most subjects without the necessity of State enabling laws (see 30-A M.R.S.A. § 3001).

### II. Home Rule Charters

Although Maine law does not specifically define "charter," it is generally understood to mean a single document setting forth a plan of municipal government comparable to the State and federal constitutions. Typically, a charter specifies the form of government (e.g., town meeting-selectmen, town meeting-selectmen-manager or council-manager), the distribution of legislative, executive and other powers, the delegation of various legal and administrative functions, and the procedures for making and implementing budgetary decisions, among other things. In this sense, it is fundamentally different from the special act of the Legislature by which each town and city in Maine was incorporated or "chartered." For purposes of this packet, "charter" means that document drafted and adopted pursuant to the home rule powers (see "Municipal Home Rule" above) or enacted by the Legislature before home rule and now subject to amendment or revision according to the statutory procedures for home rule charters (see 30-A M.R.S.A. §§ 2101-2109 attached). Approximately 75 to 80 of Maine's 492 municipalities have adopted home rule charters.

### III. Rationale for Charters

Municipalities are not required to have a charter, nor do many of them need one. For example, a town meeting-selectmen-manager form of government may be adopted by simple vote of town meeting (see "Town Manager Plan by Charter or Statute," *Maine Townsman*, April 1977), and many municipal offices (e.g., clerk,

tax collector, treasurer, road commissioner and planning and appeals boards) may be made either elected or appointed by town meeting vote. However, final legislative or budgetary authority over most matters may not be vested in a council or some body other than town meeting except by charter (see 30-A M.R.S.A. §§ 2001(9), 3007(1)). In addition, members of a school committee are not subject to recall unless pursuant to a charter (see 30-A M.R.S.A. § 2602(6)).

#### IV. Adoption Procedure

A charter may not be adopted without a charter commission first being established by referendum (30-A M.R.S.A. §§ 2102-2103). This may be initiated either by order of the municipal officers or by petition of at least 20% of the number of voters in the last gubernatorial election (but not less than 10). Under the petition alternative, 5 voters must first file an affidavit as the "petitioners' committee" with the municipal clerk, who must prepare and issue the petition forms to them. If the completed petitions are timely filed (within 120 days) and certified "sufficient" by the clerk, the municipal officers must, within 30 days of the certificate (or their adoption of an order), submit the question of whether to establish a commission to the voters at the next regular or special municipal election held at least 90 days thereafter. If the question is approved, 3 "appointive" members must be appointed by the municipal officers within 30 days after the election. Election of "voter" members (generally 6) may be held at the same referendum as for the commission but must be held within 90 days thereafter. Once elected, the commission has 12 months (subject to a 12-month extension for certain reasons, see 30-A M.R.S.A. § 2103(5)(E)) to prepare and submit a final report to the municipal officers proposing a charter (see also "Role of the Commission" below). The municipal officers must submit the proposed charter to the voters by referendum at the next regular or special municipal election held at least 35 days thereafter. (Note: The procedure for calling a referendum election requires that the municipal officers approve an order to place a question on a ballot at least 45 days prior to the election, so it is recommended that the municipal officers comply with this "longer" time frame. Also, although the charter adoption statutes do not require a public hearing on this referendum, the secret ballot statute generally requires a public hearing on all referenda, and so we recommend a public hearing on a charter commission referendum. See 30-A M.R.S.A. § 2528(5).) At least 2 weeks before the election, they must also post the commission's report in the same manner as for proposed ordinances and make copies available to the voters in the clerk's office (See 30-A M.R.S.A. § 2105). If a majority approves the proposed charter and the total of votes cast (both for and against) is at least 30% of the total of votes cast in the last gubernatorial election, the charter takes effect on the first day of the next succeeding municipal year (except for provisions requiring elections, which take effect immediately). Within 3 days after the results of the election have been declared, the clerk must prepare and sign 3 certificates setting forth the charter as adopted and send one each to the Secretary of State, the State Law Library and the clerk's office (See 30-A M.R.S.A. § 2106). Within 30 days after the election, any 10 voters may petition the Superior Court for judicial review of the adoption procedures (See 30-A M.R.S.A. § 2108). However, the charter may not be invalidated because of procedural irregularities unless they "materially and substantially affected" the results. If the charter is invalidated for procedural reasons, the court may order it to be resubmitted to the voters to "cure" the defect. Otherwise, if no procedural challenge is timely filed, compliance with all procedures is "conclusively presumed."

#### V. Role of the Commission

Establishment of a charter commission is a prerequisite to adoption (or revision) of a charter. Once the commission has been elected, the municipal clerk must "immediately" notify its members of the commission's organizational meeting at least 7 days in advance (See 30-A M.R.S.A. § 2103). Within 30 days after the organizational meeting, the commission must hold a public hearing (with at least

10 days' published notice) "to receive information, views, comments and other material relating to its functions." Within 9 months after its election, the commission must prepare and circulate a preliminary report proposing a charter (or charter revision). Within 12 months after its election (subject to a 12-month extension for certain reasons; see 30-A M.R.S.A. § 2103(5)(E)), the commission must submit a final report to the municipal officers (see "Adoption Procedure" above). The commission continues in existence for 30 days after submitting its final report unless judicial review is sought, in which case it continues until review and any appeals are finally completed.

## VI. Revisions and Amendments

Basically, a charter revision is a fundamental change in the form or scheme of government as established by the charter, while a charter amendment is merely a change or correction of *detail* (see "Charter Revision or Charter Amendment?" *Maine Townsman*, May 1982). The difference is important because, while revisions are subject to the same procedures as for charter adoptions, including the requirement of a commission (see "Adoption Procedure" above), amendments do not require a commission and may be initiated directly, either by order of the municipal officers or by petition of at least 20% of the number of voters in the last gubernatorial election (See 30-A M.R.S.A. § 2104). Where a citizen-proposed charter amendment is unconstitutional and lacks an opinion from an attorney that it does not violate the law, the municipal officers may decline to submit the proposed amendment to the voters. *Nasberg v. City of Augusta*, 662 A.2d 227 (Me. 1995). The procedures for submitting amendments to the voters are outlined in the statute (See 30-A M.R.S.A. § 2104).

## VII. Method of Voting

The voting on all questions relating to charter adoption, revision or amendment must be by "secret ballot" process even if the municipality has not otherwise adopted the secret ballot method of voting (see 30-A M.R.S.A. § 2105; 30-A M.R.S.A. §§2528-2532; also MMA's *Town Meeting and Elections Manual*, January 2001). Among other things, this requires that nomination papers be available at least 85 days before the election for "voter" candidates for the commission, that the municipal officers adopt an order for placing a question on the ballot at least 45 days before the election, that absentee ballots be available at least 30 days before the election, and that the municipal officers hold a public hearing on all referendum questions at least 10 days before the election (with 7 days' posted notice thereof). In addition, the statute prescribes the form of the questions to be voted upon (see 30-A M.R.S.A. §§ 2102(5), 2105(1) and (2)).

## VIII. Professional Counsel

Adopting, revising or amending a charter can be a complicated but worthwhile undertaking, involving numerous technical issues as well as more basic policy decisions. The statutes intend a charter commission to be broadly representative of community interests and to actively solicit citizen participation in its affairs, but there is also a role for experts. In fact, before a charter or charter revision or petitioned amendment may be voted upon, an attorney must certify that it does not contain any provision prohibited by the federal or State constitution or the general laws (See 30-A M.R.S.A. §§ 2103(5)(D), 2104(5)(B)). In addition, it is advisable that responsible municipal officials work closely with local counsel throughout the process to ensure not only that all procedural requirements are met but that the final product accurately reflects the intentions of the community and is consistent with the general laws and sound public policy.

Date of last revision: 1/06

The statutes referenced here may have been amended during the last legislative session, and we will update them when the text becomes available.

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## **Municipal Charters:** A comparative analysis of 75 Maine charters (from *Maine Townsman*, August 1992) by Geoffrey Herman

The significance of a municipal charter, at least for the 75 towns and cities in Maine that have adopted one, can hardly be exaggerated. A charter is the municipal equivalent of a state or federal constitution, and it is within the municipal charter where such essential questions as the structure of government, the distribution of powers within the government, and a citizen's access to government are more or less completely answered. A municipal charter is a primary document; a taproot expression of local control: Home Rule authority congealed.

On the one hand, there is the observation that a charter can give powerful definition to a municipal government. On the other hand, the authority given to Maine towns and cities by statute to adopt internally regulating codes by ordinance make the questions "why have a charter?" or "why have more in your charter than absolutely necessary?" not entirely absurd.

By way of background, the municipal authority to enact a charter flows from the Maine Constitution, which at Article VIII Part Second, Section 1 reads:

"The inhabitants of any municipality shall have the power to alter and amend their charters on all matters, not prohibited by Constitution or general law, which are local and municipal in character. The Legislature shall prescribe the procedure by which the municipality shall so act."

The Home Rule implementation language regarding charters is found at 30-A MRSA §§ 2101-2109. These nine sections of law establish the statutory charter adoption, revision and amendment procedures. It was the enactment of this legislation, effective in 1970, that allowed municipalities to create, amend and revise their charters without first going to the Legislature for approval by means of a Private and Special Act. Despite the fact that municipalities can now create, amend and revise their charters on their own, charter maintenance is by no means a simple process. Charters can only be created or changed by secret ballot election, and charter adoption or revision is accomplished under the statutory process only by means of a specially created charter commission. Where ordinances are merely written on paper, charter provisions are etched in stone.

A related statutory home rule authority is established at 30-A MRSA § 3001. This statute authorizes municipalities to enact ordinances or bylaws governing any municipal activity to the extent such municipal authority is not expressly preempted by state or federal law or regulation. Because town meeting municipalities are able to accomplish so much in the way of describing and designating powers, duties and procedures by means of municipal ordinance, it is not automatically clear what advantages exist or are perceived to exist in going the charter route.

There are, to be sure, some compelling legal reasons to have a charter. One such reason is found at 30-A MRSA § 3007(1), which reads:

"No change in the composition, mode of election or terms of office of the municipal legislative body, the mayor or the manager of any municipality may be accomplished by bylaw or ordinance."

And indeed, the primary reason to create a charter is to accomplish what is denied to ordinance authority - the vesting of legislative authority, in whole or in part, to some body other than the open town meeting. There must be more to charters than simply this accomplishment, however, because of the 75 municipal charters in effect in Maine, only 57 create some form of representative government.

Another statutory provision, 30-A MRSA § 2602, yields another technical answer to the question "why have a charter?". This section of law deals with the way that vacancies in a municipal office are created and filled. Vacancies under this section of law are defined as non-acceptance, resignation, death, removal from the municipality, permanent disability or incompetency, failure to qualify within 10 days of written notice to do so, or failure to be elected. The law further states that:

Under its home rule authority, a municipality may apply different provisions governing the existence of vacancies in municipal office and the method of filling those vacancies as follows:

1. Any change in the provision of this section relating to municipal officers or a school committee must be accomplished by charter; and
2. Any change in the provisions of this section relating to any other municipal office may be accomplished by charter or ordinance.

There is therefore a technical reason to establish a charter if the municipality wishes to adopt a procedure by which municipal officers (i.e., selectmen, councilors) and/or school committee members may be recalled from office by the electorate or may otherwise forfeit their elected position for reasons beyond the statutory vacancies. In fact, just less than half of the existing municipal charters in Maine have recall provisions, and a similar percentage of existing charters create a vacancy in office when an elected official is convicted of a crime or repeatedly fails to attend regularly scheduled meetings.

And there is yet a third legal reason to adopt a charter. 30-A MRSA § 2501, a section of law that sets forth the basic interrelationship among Title 30-A election laws, municipal charters, and the state election laws in Title 21-A, opens with the following clarification:

Except as otherwise provided by this Title (30-A) or by charter, the method of voting and the conduct of a municipal election are governed by Title 21-A.

In other words, the Maine Legislature has specifically recognized that municipalities may exercise their constitutional home rule powers to adopt a charter that contains provisions for municipal elections which differ from those set forth in Maine law.

But even taken together, these technical reasons to adopt a charter--to create a representative form of government and/or modify the statutory election and de-election processes--do not fully address the question of "why create a charter?" In the last 22 years since municipalities were able to write and adopt charters on their own, at least 16 municipal charters have been created where they did not before exist, some of them for

none of the technical reasons just cited. Charter maintenance work has been even more active. Half of all municipal charters have been significantly amended or revised in the last three years alone. On a weekly basis, news reports of charter problems or charter efforts bubble to the surface of local press accounts across the state as local governments and the citizens they serve strive to work and rework their charters to better suit their needs.

There must be more to the municipal charter than meets the eye.

The purpose of this article is to provide an overview of the 75 municipal charters in Maine; review both quantitatively and substantively those charter provisions that create municipal authorities not otherwise available under general municipal statutes; review those charter provisions that stand out as being unique methods of dealing with common municipal problems; and generally take a snapshot of the direction in which municipal charters are going.

### Structure of Local Government

One way to categorize municipal charters is with regard to the structure of local government the charter creates. There are roughly four such categories:

**Pure Town Meeting Charters:** As mentioned above, some municipalities in Maine have adopted charters even though the charter vests no legislative authority with the board of selectmen or town council. One fourth of the charters in Maine are of this "pure town meeting" type. The range of population in the municipalities governed by this type of charter runs from about 1,000-8,000 inhabitants. Only one of these pure town meeting charters (Wales) describes the structure of a selectmen/town meeting government with no designated municipal manager or administrator. The remaining 17 pure town meeting charters describe a selectmen (or council)/town meeting/manager form of government. Less than one third of the existing charters in this category represent remnants of council/manager charters created by Private and Special Acts of the Legislature prior to the enactment of the Town Manager Plan, now found at 30-A MRSA § § 2631 et seq. The majority of charters in this category were first adopted after the inception of the Town Manager Plan, leaving alive the question of why these municipalities created a charter.

A most unique charter with regard to the structure of government is Sanford's approach, a Private and Special Act charter that establishes a representative town meeting form of government. The Sanford system was designed in 1935 to retain as much of a direct form of government as possible in the face of a growing population.

Revised in 1980, the Sanford charter retained its representative town meeting form of government while adding a town administrator position to its governmental structure. The Sanford system is no different than a pure town meeting form of government, except only elected representatives are allowed to participate at the town meeting. The current number of elected representatives to the Sanford town meeting is 147.

**Limited Town Meeting Charters:** Aside from the Sanford charter, the first type of charter creating a representative form of municipal government is a council/manager/town meeting charter where the council possesses some but not all of the legislative authority in the town. Generally, the council is authorized under these charters to make any municipal decision and take any municipal action by order, resolve or ordinance except that the town meeting retains full authority to raise through taxation or borrowing all funds necessary to run the

government. There are 13 charters (17%) in Maine of this type, covering towns with populations from 1,000-13,000 inhabitants. Over half of these limited town meeting charters take on a decidedly transitional characteristic where they contain within them an express and typically simple petition procedure to abolish the town meeting altogether; an action that automatically shifts the town meeting's budget enactment authority to the council with little or nothing in the way of further charter amendment.

**Council/Manager Charters:** The essential characteristic of the third type of charter is that all legislative authority is vested in the town or city council. 33 (44%) of the 75 municipal charters in Maine are of this type, governing municipalities with a population range from 1,700-65,000 inhabitants. A few charters of this type create the office of mayor, but the mayor under this structure is chosen by the council rather than elected by the voters at large, and such mayors possess few powers or responsibilities not routinely given to council chairs. It is typical for charters of this kind to include relatively detailed provisions describing the town or city manager's responsibilities, express separation of powers language sharply limiting the council's authority to interfere in the day-to-day administrative responsibilities of the city manager as well as the budget adoption and bonding approval processes to which the council must adhere.

**Council/Mayor Charters:** The final charter type with regard to the overall structure of municipal government is the council/mayor or "strong mayor" charter. Some characteristics of a strong mayor system are:

1. the mayor is elected by the full electorate rather than simply chosen by the council;
2. the mayor is given the power of veto and, in some cases, budget line-item veto; and
3. the mayor is given considerable appointive powers.

Strong mayors are vested with some executive and administrative responsibilities typically given to city managers under council/manager charters, and to underscore the mayor's special role, the purely management figure under a strong mayor charter is commonly described as an administrator rather than a manager, or even "assistant to the mayor". The powers of appointment, veto and budget creation given to the elected mayor under a strong mayor charter closely resemble the authorities vested in the governor on the state level. There are 11 municipal charters in Maine that create the position of elected mayor. While most of the 11 elected mayor charters give some special authority to the office of mayor, some mayor charters are "stronger" than others. The strongest mayor charters have been adopted by cities with populations from 15,000-40,000 (Waterville, Saco, Biddeford, and Westbrook).

In 1978, the TOWNSMAN published a profile of municipal charters in Maine that was prepared by the Bureau of Public Administration at Orono. A comparison of the data in that report with current data shows a larger proportion today of pure town meeting charters and mayor/council charters than was the case 15 years ago.

Any charter, regardless of the particular structure of local government it sets out to describe, can be reviewed with regard to the manner it accomplishes three primary goals: a description of the qualifications and duties of the municipal officials, primarily the municipal officers, a description of the municipal budgeting and borrowing procedures; and an articulation of the policies and procedures governing citizen access to municipal government.

## Qualifications and Duties of Municipal Officials

**Council size/term length:** As has been noted, any change in composition, mode of election or term of office of the municipal legislative body can only be accomplished by charter (30-A MRSA § 3007(1)). This should not be confused with the size or term length for boards of selectmen possessing no legislative authority, which can be adjusted by town meeting vote (30-A MRSA §2526(4)).

The size of the boards of municipal officers described or created by charter provisions in Maine run from one three-member board of selectmen in a pure town meeting charter (Wales) to an eleven-member council with an additional elected mayor (Biddeford). With only a few exceptions, the municipal charters evenly split between creating five-member councils and seven member councils. It is most typically the 7-member council that has an elected mayor in addition to the council. Only four municipalities have nine-member councils (Bath, Brunswick, Bangor and Portland).

By far, the favored term length designated by charter is 3 years. 80% of all charters create a three-year term for a municipal officer; the remainder designate a 2-year term length.

**Term limits:** As the debate continues on the state and federal level as to whether constitutional amendments should be considered establishing term limits for elected representatives, eight municipal charters in Maine have already created council term limits. Three charters impose term limits on the office of school board member and/or positions on appointed boards. One charter places a term limit on the office of mayor. The favorite term limit for a council seat is two consecutive terms, although three-term and four-term limits are also designated.

**Vacancies - attendance and forfeiture of office:** Nearly every charter contains some express language describing how a municipal officer's position shall become vacant. As discussed above, municipalities can by ordinance expand on the statutory vacancy standards for municipal officials, other than municipal officers, but the creation of special vacancy provisions for the municipal officers must be accomplished by charter (30-A MRSA § 2602). Typically, a charter will list the standard, statutory causes of vacancy (death, resignation, failure to qualify, failure to be elected, removal from the municipality, removal from the election district, etc.), but 80% of existing charters go on from there to add special forfeiture of office provisions.

Beyond the normal definitions of vacancy, the forfeiture standards are typically three: violation of an express charter prohibition, conviction of a felony or "misdemeanor involving moral turpitude", and unexcused failures to attend council meetings. Over half the charters in Maine consider poor attendance, as defined in the charter, as cause for forfeiture. The most often-used attendance standard is failure to attend three consecutive council meetings. Less commonly employed charter provisions require the annual municipal report to include all council members' attendance records. A few charters automatically forfeit a councilor's quarterly pay if attendance levels fall below 50%-or some other percentage-of-scheduled meetings for the quarter. At least five charters in Maine create the same attendance standards for other municipal boards, such as the school committee.

Several charters establish a qualifying age of 21 for any elected official. In the absence of express charter language, the age of majority, 18 years, would apply as the qualifying age.

**Prohibited acts:** Nearly every municipal charter has a list of four or five express prohibitions that apply to all municipal officers, officials and employees. The standard list prohibits: discriminatory appointment or removal on the basis of race, gender, ethnicity, religion, or age; the making of false statements or perpetration of fraud; the acceptance of bribes; the solicitation of favors or special privileges; and interference in any person's rights to political activity and expression.

In addition to merely prohibiting such activity, and in addition to making such activity the grounds for forfeiture of elected office, 16 charters include language that disqualifies from office for a number of years an elected official who performs a prohibited act. The disqualification period is typically five years.

**Judge of qualifications/subpoena powers:** Nearly every town or city council, by charter, is granted the express authority to judge the qualifications of its members. Very few charters go into any detail beyond the boilerplate language to describe any disqualification procedures, such as a councilperson's right to hearing, counsel, cross examination of witnesses, or any other form of due process. Even without process language, however, the authorization of council to judge its members' qualifications would appear to be an important charter provision, particularly when special forfeiture or vacancy standards have been established in the charter. Without the council having an express first determination of a member's qualifications pursuant to a special charter qualification standard, a qualification dispute would likely have to begin-rather than merely end-in the courts.

It is also the case that nearly every town and city charter grants the council a power of subpoena. This authority of the council to compel attendance comes in two forms. Under older Private and Special Act language, several municipalities can secure the issuance of a subpoena from a Superior or the Supreme Judicial Courts. Apparently this type of authority was typically granted by the Legislature under the pre-1970 charter creation process, and unless expressly repealed in the course of a subsequent charter revision, the council's authority to have a subpoena issued by the courts, even in the absence of any related litigation, would appear to still exist.

The less-archaic subpoena or compulsory attendance language does not reference the courts, and the subpoena would apparently be issued by the council itself, served at the direction of the council, and if unsuccessful in achieving attendance from the desired party, the basis of an action enforcement of the charter's subpoena provision.

**Filling vacancies:** Unless designated by charter, state law does not allow a council to fill a vacancy on the council by appointment. A special election must be called. Approximately a third of the existing charters take advantage of their charter authority by allowing the council to appoint a person to fill a vacancy created on the council until the next election. Half of those charter-created authorities, however, are limited to the filling of short-term vacancies only. Only 18 councils in Maine are given the right to fill council vacancies by appointment for a period of more than six months. Unless otherwise amended by charter, school committees are authorized by statute to fill vacancies by appointment (20-A MRSA § 2305(4)). At least eight municipal charters shift that appointment authority to the council.

**Required meeting minutes/ agenda:** With almost no exception, every charter requires the board of selectmen or council to keep a record of all business conducted; that is, minutes of their meetings. One charter requires all meetings of the municipal officers to be electronically recorded and transcribed. Several charters require the board or council

minutes to be posted at the town office or the locations where municipal warrants are generally posted. Orrington's charter, which describes a limited town meeting structure of government, requires that minutes be kept of the town meeting as well as the meetings of the selectmen.

Five charters expressly require the municipal officers to develop a written agenda for every regularly scheduled meeting and either post that agenda for a prescribed period of time before the meeting, or publish the agenda in a timely manner in the local newspaper.

Unless imposed by charter, there is no legal requirement to keep full minutes of meetings of the selectmen or council, nor does state law require the use of agendas.

**Quorum:** There are two issues surrounding the question of quorum. The first issue to resolve is the number of councilors or selectmen that must be in attendance at any meeting so that the council can potentially take action. All charters but one employ a simple quorum requirement of a majority of the council or board. One charter requires a majority-plus-one to do business.

The second quorum issue that comes up from time to time concerns the number of affirmative or negative votes necessary to take action; is it a majority (or super majority) of the full council, or merely a majority of the councilors present as long as a quorum has been achieved? About a third of the existing charters are silent on this point. Of the 50 charters that address the issue squarely, only five allow the majority of the quorum to take action. The vast majority requires a simple majority of the full council. Several charters require super majorities for certain types of actions, such as ordinance enactment or bonding approval. Nearly all charters require super majorities for the passage of emergency ordinances.

**Ordinance enactment process:** Nearly all council-type charters require the council to act only by order, resolution or ordinance. Although only three charters define the practical difference between these types of action, most charters specify what must be accomplished by ordinance. Typically, actions requiring an ordinance include: adopting or amending any local code, providing for a fine or penalty or establishing any rule which could result in a fine or penalty if violated; granting or extending a franchise; conveying or leasing property of the town excepting tax acquired property; or amending any previously-adopted ordinance. Sometimes charters invoke the ordinance process for budget or borrowing authorization as well, but financial actions are more typically accomplished by resolution, with separate and express public notice or public hearing standards.

Not all charters establish a public hearing process before an ordinance is adopted by the council. Over 20% of the non-town meeting charters make no mention of a public hearing process. For the charters that do establish a public hearing prior to a council vote, there are two approaches. Slightly more than half of those 40-odd charters create a strong public hearing process whereby no ordinance can be enacted after an initial public hearing if the draft ordinance has been significantly amended as a result of the first hearing. To enact such an ordinance, the council must hold a subsequent public hearing to air those amendments. The remaining 20-odd charters contain a weaker, one-time-only public hearing process.

Three charters require a super majority (majority of the full council plus one) to enact any ordinance. Almost all charters require a super majority to enact an emergency ordinance; i.e., an immediately effective ordinance that can be enacted without the normal

notice/hearing requirements.

With unique sunset language, the Calais charter automatically repeals all ordinances ten years after their adoption; a provision that would appear to have the obvious effect of achieving regular ordinance maintenance.

**Abstention:** Many charters require roll call voting by the council - yeas or nays - for action by ordinance or resolution. A councilor must declare a vote on the record either for or against. Three charters (e.g., Bar Harbor) go beyond this implication by discouraging or prohibiting an abstention from voting unless a bona fide conflict of interest is declared. This anti-abstention language usually requires that an unfounded abstention be recorded as a positive vote. One charter contains anti-abstention language such as this for the school board only.

**Conflict of interest:** 30-A MRSA § 2605 establishes a minimum standard governing conflict of interest. That statute makes "voidable and actionable" decisions made by municipal agencies, authorities, boards, commissions and offices when those decisions could involve the financial interests of the decision-makers. Under the statutory standard, a municipal official with a 10% or greater interest in a business or economic entity is automatically considered to be financially interested in that business. When such an official is expected to make a decision affecting a business in which the official is interested, the remedy is declaring the financial interest and removing him or herself from the decision making process.

Half the municipal charters in Maine take on the issue of conflict of interest; half are silent on the subject. It is typical for a charter's conflict-of-interest language to extend the prohibition to all municipal officials and employees. Beyond that, the difference in strategies focuses on the threshold of financial interest that invokes the prohibition. The most often-used threshold throws the 10% standard out the window and replaces it with the strict "any financial interest". Following that in use is the somewhat vague "substantial financial interest". A handful of charters simply adopt the 10% standard of Title 30-A, and one charter defines financial interest as a 5% financial interest in the affected business, economic entity or contract holder. Five charters contain language apparently from the Private and Special Act era that establishes a strict-standard prohibition but fails to include a remedy; that is, the charter flatly prohibits a municipal transaction where any conflict of interest exists.

**Anti-nepotism/incompatibility of office:** Nearly every charter contains express language prohibiting a municipal officer from holding any other elected or appointed municipal office or position of employment during the term of office which he or she was elected. Also, most charters, simplifying and strengthening the prohibited appointments statute at 30-A MRSA §2606, prohibit a former councilor from holding any compensated appointive position or employment until one year after the expiration of the term for which he or she was elected.

Beyond these near-boilerplate charter provisions, few charters further define automatic or per se incompatible positions.

A handful of charters, with what appears to be some old Private and Special Act language, expressly prohibit "a teacher" from being on the council. These anti-teacher provisions do not take into account whether the teacher is employed by local or distant school districts, or even whether the teacher is employed by a public school system at all. One charter does not

allow anyone to be appointed to any municipal board whose spouse is a municipal employee.

Less than five charters contain any express anti-nepotism language. Auburn recently clarified its anti-nepotism provision to read:

"The mayor, the members of the city council, city manager, deputy city manager, members of the school committee, and the superintendent of schools shall not be interested directly or indirectly in any contract of the City nor shall their spouses be gainfully employed as city employees. Once the foregoing appointed or elected officials have assumed their positions, their children may not thereafter be hired as city employees."

The Old Orchard Beach charter prohibits the appointment of a councilor's spouse to any compensated town office position or departmental employment under the council's control, except that spouses employed previously to the councilor's election may maintain their employment but must forgo any salary increase while their spouse is on the council.

**Appointment authority:** Charters generally designate which municipal offices are filled by council appointment and which positions are appointed by the manager. The variations are too numerous to detail here. The council or board of selectmen always appoint the manager except that in most elected-mayor municipalities the council's role is to confirm the mayor's nomination. As well as the manager, the council typically appoints the municipal attorney, treasurer, clerk and assessor. The council also appoints membership (or confirms the mayor's nominations) to all municipal boards, commissions or trustee positions, with the exception of the elected school board. Two charters appoint one council member onto the otherwise elected school board, and the Biddeford charter makes the mayor the ex officio chair of the school board.

By charter language, municipal managers are typically given the authority to appoint the tax collector and the various department heads, such as the fire and police chief, the director of public works, the welfare director, and so on. In some cases the manager fills practically all offices by appointment, except municipal board membership, and with the further exception that final say on the municipal attorney is generally granted to the council.

At least two charters include as their centerpiece a clear diagram of the structure of the municipal government, an example of which is reproduced here.

**Personnel system:** Well over half of the existing municipal charters establish some form of personnel management system. As a rule, the municipal manager is designated the personnel director and assigned the task of promulgating personnel rules. Some charters go into considerable detail with regard to what policies and practices such rules will cover. Nearly half of the 40 charters that establish a personnel system also create a personnel board to assist in the rule-making process, advise the council on issues of personnel management, and act as an appeals or grievance board.

Several town charters (e.g., Linconville, Veazie) adopt an affirmative action policy. Fairfield's charter contains a provision that favors the municipality's employment of Fairfield residents when competing candidates for employment are otherwise equally qualified.

## Budgeting and Appropriations

**Fiscal year:** A third of all charters are silent as to the municipal fiscal many charters that describe a fiscal year also grant to the council in the same breath the authority to change the fiscal year at its discretion. Over 30 charters align their fiscal year with the state's (July 1-June 30); half that number designate the calendar year as the fiscal year.

**Budget adoption process:** 80% of the existing charters create a more or less explicit budget adoption process. The essential order of the process is relatively standard. The process begins at a designated date before the beginning of the fiscal year- typically 35 or 60 days but in some cases as many as 120. It is usually before that designated date that the school board is required to submit its budget to the town or city manager or administrator. No later than the designated day, the manager presents his or her total budget to the council or board of selectmen. The municipal officers review the budget and amend it as the board or council feels necessary. A public hearing is then scheduled and held on the budget as proposed. After making any changes the board or council feels appropriate in light of the public hearing, the budget is either adopted by the council or-where the council lacks authority-advanced to the town meeting. Several charters, even where the council adopts the budget, make no provision for a public hearing. A few charters lean in the opposite direction by paying special attention to the budget's public hearing process. The Town of Orrington, for example which enacts its budget in open town meeting, has a charter provision that requires that the notice of the pre-enactment public hearing be delivered to every house in town.

The dozen or so variations on the general budget adoption process are found in the charters that establish budget committees. The review by the budget committee necessarily adds at least one additional step in the process, but there is considerable variation as to when in the process the budget committee review occurs. Some charters orchestrate the budget committee review to occur simultaneously with the council's review and schedule joint meetings among the council, the school committee and the budget committee prior to, or as part of, the public hearing process. Some charters give the proposed budget to the budget committee for recommendation even before the budget is ever submitted to the council. Some charters schedule the budget committees review only after the budget has been first worked over by all the other players.

Under York's charter, it is the budget committee that actually crafts the budget; the school committee and municipal officers are only allowed to make recommendations on the budget committee's product to the town meeting. A Superior Court recently vacated those provisions as a result of its findings that the charter impermissibly reversed the respective roles of the school and budget committee.

**Expenditure limits:** Although a number of municipalities have imposed upon themselves expenditure limits over the past few years, currently only Bath's charter contains such a provision. After carving out a number of special revenues and expenditures, the charter caps expenditure appropriations at the level of the previous fiscal year as adjusted by the national Consumer Price Index.

**Budget and Finance Committees:** There are 18 budget committees and three finance committees created by charter. The budget committees created by charter serve towns with populations ranging from less than 1,000 to 10,000 inhabitants. A third of the budget committees are entirely appointed by the council or board of selectmen; a third are entirely elected by the voters at large; and a third are filled by a mixture of appointment and

election. The finance committees created by charter serve larger, non-town meeting municipalities (Biddeford, Lewiston and Orono) and tend to be subsets of the council. With only one exception, budget committees (as opposed to finance committees) have been created by charter for town meeting municipalities.

Budget committees tend to be large for municipal committees. A 15-member budget committee is common, and membership goes as high as 25 elected members. Budget committees are commonly granted special and early access to the budget documents and supporting material, the manager's and council's attention, and a privileged status during the public input and hearing processes. Beyond that, the budget committee's role as designated by charter goes no further than making formal recommendations to the legislative body with regard to each appropriation proposed in the municipal and school budget.

**Form of budget:** It would be impossible to categorize in any simple way the wealth of charter language governing the actual form of the appropriation resolve. Some charters list the several specific departments around which the budget must be organized. Other charters require budgeting around "cost centers" or "program centers" in an attempt to encourage an outcome-based rather than bureau-based budgeting process. Many charters, as might be expected, require an itemized budgeting format. Under this system, the final adoption of the budget constitutes an appropriation by line item which has ramifications with regard to overdraft prohibitions, supplemental appropriation authorities, and account transfer authorities. At least a dozen charters, following a different strategy, require a line item budget but then carefully distinguish the form of the budget from the form of the appropriation resolve by expressly authorizing the council to enact only gross budget appropriations per department, office, or agency. The Freeport charter, as another example, obliges the council to adopt the school budget as a gross appropriation, and subsequently obliges the school committee to certify back to the council a plan for the appropriation expenditure by line-item.

Virtually all charters that create a procedure of budgeting expressly require a budget that is balanced between appropriations and revenues. Several charters carefully limit the authority of the council to play games with revenue projections. The most common method of so-limiting the council is to require its reliance on the manager's revenue projections. Under South Portland's charter the city manager is required to formally certify to the council the specific evidence supporting all projected increase in any miscellaneous revenue line compared to revenue actually received in that line in past years. In another apparent attempt to secure a reasonably reliable revenue projection, Hampden's charter calls for the calculation of revenue on the basis of the last quarter of the existing fiscal year and only the first three quarters of the upcoming fiscal year.

Many charters split the budget into a school and non-school component. Bath's charter joins several others that break the budget into multiple, separate, stand-alone components, for example, the operating budget, school budget, sewer budget and CIP budget.

Orrington's charter attempts to throw light on all program expansion intentions by requiring the budget to identify all projected program costs with virtually no change to existing program design, and then compare those figures in a side-by-side against total program appropriation requests.

At least a half dozen of the town meeting charters prohibit the town meeting from increasing any appropriation, either at open town meeting or by petition, over amounts

recommended by the selectmen or council in the budget.

Several charters require at least 2% of the total budget to be set aside in a sinking fund if there exists any outstanding debt. Other charters create similarly funded reserve accounts that serve to accept year-end surplus, re-fund overdrafted accounts to zero-balance, top-off the sinking fund to its charter-required levels, before lapsing any into surplus.

**Work programs:** Roughly half of all existing charters share nearly identical language requiring the various municipal departments to submit to the manager detailed work programs as part of either the budget development or budget administration process. Presumably, the work program requirement is of a piece with an overall program budget method.

**Capital programs:** Nearly half of all charters also require the annual adoption of a capital program (a.k.a., capital investment/improvement program, or CIP). A dozen town meeting charters require the development of a CIP) and half of those delegate the job in whole or in part to the planning board. Typically, the capital program document, which projects out for at least five years all major capital improvement expenditures, is presented to the council or selectmen by the manager or planning board a month or two before the budget process begins. Many of these charters require the development and adoption of the School Committee's CIP as well. Under council/manager charters, the council holds a public hearing on the proposal, tinkers with it as the council sees fit, and adopts the CIP. Under town meeting communities, the CIP is often merely an advisory document or a required part of the town report, rather than a formally adopted plan. In either case, to what extent a CIP is binding on the budget it is often unclear by the charter language. At least one charter (Brunswick) expressly establishes the CIP's status as non-binding. By the terms of Van Buren's charter, on the other hand, the current year's CIP allotment must be included in the annual budget and the annual CIP appropriation must not be less than at least 4% of the total budget raised by property taxes.

**Continuing resolution:** 90% of the non-town meeting charters address the issue of continuing resolution; that is, to what degree can the council appropriate money in an existing fiscal year without an adopted budget. Over half of those charters grant the council an unlimited "continuing resolution" authority. Sixteen charters limit this practice in a variety of ways. A mere handful of charters prohibit it completely by simply establishing a date certain when the budget must be adopted. The more typical approach is to automatically adopt-by the strength of the charter language alone - the manager's proposed budget if the council has failed to adopt an alternative budget by the date established. One charter allows for continuing resolutions, but only up to one third of the budget appropriated for the last fiscal year.

**Transfers:** There are a variety of charter strategies covering the authority of the manager and/or council to permit the transfer of funds during the fiscal year from one account to another or from one department to another. A charter's transfer authority language is largely dependent on the form of the appropriation resolve or the town meeting warrant where appropriations were enacted. Where gross appropriations were enacted, the legislative body is essentially permitting transfer within the appropriation. Where appropriation is accomplished by line, an unauthorized transfer could be a real problem. With regard to the need for special transfer authority, several charters appear poorly coordinated inasmuch as they establish gross appropriations to departments but require council approval for transfers within those appropriations. None of the pure town meeting charters permit the board of

selectmen to transfer funds between general classification accounts or departments, although several expressly authorize within-department transfers by the municipal officers.

There are a variety of approaches to transfer authority. Typically, transfers are only authorized in the last three months of the fiscal year. The favorite approach (excepting the pure town meeting charters) authorizes only the council or selectmen to transfer funds, upon the recommendation of the manager, either within a department or between departments. The next, most often used approach allows the manager to transfer within a department, but council/selectmen approval is required between departments. Another common approach prohibits transfers but establishes a reserve fund to collect unspent appropriations at the close of the fiscal year from which overdrafted accounts are refunded. A few charters permit transfers only by a super majority vote of the council. Two charters (Oakland and Mechanic Falls) cap the amount of money transferred at a certain percentage of the total budget.

**Lapse:** Nearly every charter that speaks to the issue requires every account to be lapsed into surplus at the close of the fiscal year, to the extent the account has not been encumbered, with the universal exception of capital accounts. With regard to capital accounts, most charters go on to require the lapsing of any capital account that has been idle for three years. Beyond the general language allowing for the carryover of "encumbered" accounts, some charters create reserve accounts for specific purposes and block all surplus in those accounts from reverting to the general fund. Portland's charter, for example, creates a reserve fund for the purpose of the city's self-insurance program.

### Citizen Access

**Initiative and Referendum:** Provisions of municipal law in Title 30-A provide methods by which citizens can petition to have the legislative body of the municipality consider a proposed action (initiative), or review an action taken by bringing that action back to a direct vote of the entire electorate (referendum). In the absence of any charter provision to the contrary, these Title 30-A methods (sections 2522 for initiative, and 2528(5) for referendum) would be available. The statutory law generally does not limit the substance of the initiated or referred action, although there is case law that allows the municipal officers to refuse petitions in certain very limited circumstances.

The initiation of either of these procedures under statutory law, unless the municipal officers order the initiative or referendum election on their own authority, requires a petition to be signed by at least 10% of the number of voters who voted at the last gubernatorial election. By charter, the method of petitioning for initiative or referendum can be made more or less difficult than the statutory standard, or even eliminated entirely if the electorate ever would adopt such a self-limiting charter provision.

Slightly less than half of all existing charters limit to some degree the substance of initiated or referred questions. Thirty charters, all with generally the same language, prohibit initiative or referendum petitions that would appropriate money, adjust the budget, levy taxes, force an official's appointment or removal, or adjust salaries. The 45 remaining charters, either expressly or by their silence, do not limit the substance of an initiative or referendum petition.

With regard to the number of petition signatures necessary to bring an initiated or referred question to an election, about half of the existing charters require a larger percentage of voter signatures than is required by state law. About 30 charters are silent on the matter,

refer to the state law or parallel the state law standard. Half a dozen charters establish a fixed number of signatures-between 125 and 500-rather than a certain percentage of the electorate. The remaining charters tend to establish a petition standard of from 5-20% of all registered voters rather than merely the number of those voting in the last gubernatorial election.

After the certification of the petition's sufficiency, there remains the issue of scheduling the election. Approximately one third the charters require that the election be called after thirty days but no later than one year from the certification of petition sufficiency. The majority of charters, in apparent alignment with the 60-day language in the Title 30-A initiative statute, require the election to be called within 60 days, unless a regularly scheduled election will occur within 90 days.

A couple of charters establish a quorum requirement of 20% of all registered voters at any initiative or referendum election.

Seven charters establish a "cooling off" period of either 120 or 180 days before an initiative or referendum petition can again be accepted on the same issue after an initiative or referred question fails at election. One charter establishes a one-year cooling off period.

There is, finally, an issue regarding the distribution of petitions. 30-A MRSA §2504 is a section of law that allows for the free circulation of a local initiative petition as an alternative to a system established in many charters where the town clerk holds the petition for signing at the municipal office only. This section of law, enacted in 1989, expressly overrides any charter provision to the contrary, and there are a number of charters which have yet to amend their charters into conformance with the law.

**Recall:** As indicated above, to establish a process by which the municipal officers or school committee members can be recalled by the voters the wording of state law requires the adoption of a charter provision. There are 35 charters with recall provisions. The number of petition signatures necessary to initiate a recall election varies widely. Two charters require a fixed number of signatures (500 and 3000) on a recall petition, the remainder require a certain percentage of the registered voters ranging from 10% of the voters at the last gubernatorial election to 25% of the total number of registered voters.

Ten of the recalls establish a cooling off period of 120-180 days if the recall petition drive results in an insufficient petition or the recall election fails to oust the councilor. Two charters establish quorum requirements at recall elections, one of which is very substantial (40% of qualified voters). Many charters require the recall petition to indicate a reason why the councilor or selectman should be recalled, and as many as three charter provisions require that recall petitions can be initiated only "for cause" although it is very unclear how "cause" is established or whether a showing of cause is, indeed, a burden for the petitioners to meet.

One charter refers to the recall standards in state law, of which there are none. Another charter prohibits a successfully recalled elected officer from being appointed to any position in the municipality for a period of two years. At least one charter does not accept recall petitions if the municipal officer's term expires in less than a year.

**Nominations and Elections:** Although partisan election practices on the municipal level may have been more common in the past, there are now only three charters that establish a

partisan contest for the position of elected municipal office.

Beyond those exceptions, it would be impossible and especially unhelpful to detail the myriad insubstantial and arcane differences between the nomination and election procedures described by charter versus those procedures as detailed in Titles 30-A and 21-A. Suffice it to say that even though Maine law allows municipalities to establish unique nomination and election procedures by charter, few municipalities that have recently created or revised their charters are taking on the task. A moving away from unique election procedures can be seen as a trend in charter development.

Given that it is becoming more common for municipal charters to simply reference statutory election procedures, one caution should be noted. There are municipal election procedures in Title 30-A and state election procedures in Title 21-A, and within Title 30-A there are cross-references to applicable Title 21-A procedures. Some of the election procedures in Title 21-A, however are not at all applicable on the local level. For this reason, a blanket charter statement establishing a conformance to the nomination and election procedures established by Titles 30-A and 21-A would be an overly broad reference and could conceivably come back to haunt the municipality. A more targeted reference would establish a conformance to the nomination and election procedures established in Title 30-A, and such additional procedures established in Title 21-A that are expressly or reasonably applicable to municipal elections.

**Bonding authority and required referendums:** Of the 44 charters in Maine that establish the council as the municipality's sole legislative body, 16 place a limit on the council's authority to issue bonds without ratification by the voters at large. These bond-limiting charters with only one exception establish a bond value threshold before the bond referendum requirement kicks in. Most of those threshold levels are straightforward dollar figures per single-issue bond and/or aggregate bonds, ranging from \$25,000 to \$500,000. Alternative thresholds established by charter include 10% of the last fiscal budget, 15% of the present fiscal year tax levy, or .0007 of the municipality's last state valuation.

**Right to Know:** Most every charter establishes an open meeting, notice of meeting, and executive session policy by either referencing the Freedom of Information Act law at 1 MRSA § 401 et seq. or by actually including in the charter substantially the same "right to know" requirements.

The one area where all but two charters coordinate poorly with the state's right to know law is with regard to the town or city manager's removal process. With almost no exception, the charter process of manager removal provides the manager a right to a single public hearing, if he or she so desires, before the council or board of selectmen takes action. Indeed, this right to a public hearing is also part of the statutory town manager plan at 30-A MRSA § 2633, and there is nothing illegal or inappropriate about this charter language on its face. Maine's Freedom of Information Act, however, also creates a right for a municipal employee to have his or her performance evaluated in executive session, and it is clear that should any manager request executive session deliberations prior to a board's removal action, that manager would be entitled to a behind-closed-doors review. It is only the charters of Bath and Lincolnville that expressly coordinate the Right to Know law with the manager's removal process.

**Charter amendment procedures:** By statute, a charter must be created, revised (i.e., fundamentally changed) or amended according to the procedures of 30-A MRSA §2101 et

*seq.* It is not entirely clear to what degree alternative charter amendment procedures may be established by charter. To create or revise a charter by the statutory procedure, the voters of the municipality must first vote to create a charter commission to draft the charter. The municipal officers can place that question before the voters on their own, or they can be forced to do so by a petition signed by qualified voters in number at least equal to 20% of those voting in the last gubernatorial election. To simply amend an existing charter, the process is the same except a charter commission is not required merely a public hearing. (The distinction between a charter amendment and a charter revision is not simply described. For guidance, refer to a May 1982 TOWNSMAN Legal note on the subject.) All votes regarding a municipal charter must be accomplished by secret ballot.

At least a dozen charters incorporate some charter amendment language, although no bold deviations from the statutory design are attempted. The amendment procedures that charters contemplate for themselves do not become embroiled in the subtle distinction between charter amendment or revision, preferring instead to focus on amendment procedure only. Also, the favorite charter petition requirement is 20% of the currently registered voters rather than just 20% of the number of voters at the last gubernatorial contest. Beyond these flirtations, the charter amendment language in the municipal charters in the state is perfectly aligned with the statutory process.

With a burst of energy, two charters call for an automatic, periodic (five year or ten year) formation of a charter commission to review the charter and make recommendations, either in the form of revision or amendment, as deemed appropriate. On the other side of the coin, at least one charter still details the procedure to petition the Legislature for a charter amendment, fully 22 years after such a procedure became extinct.

### Conclusion

Behind a charter's stuffy boilerplate language, and just underneath the tedious legalistic detailing, there appears to exist at least three related tensions at work that serve to give energy to municipal charter development in Maine.

One such tension is the ever-present contest between Home Rule authority and the dictates of state law. The York charter, for example, ran abruptly into the preemptive force of state law when it attempted to create in its Budget Committee essentially a third body of municipal officers. Looking beyond the issues associated with the York charter, it would generally appear that when a charter imposes stricter standards on local government than established by state law, the charter authority will go unchecked. Examples of this type of charter activity would include attendance requirements, ethical codes, recall procedures, term limits and budgeting constraints. What is less clear entirely is the degree to which charter provisions that act to improve administrative efficiencies can be enforced or may otherwise face preemption by the Legislature. Just three years ago, the Legislature saw fit to preempt charter authority over a very narrow, local choice, petition process issue.

Another tension simmering below the otherwise placid surface of municipal charters concerns who within the community controls charter maintenance and development. In most cases, the fundamental purpose of the charter is to vest powerful decision-making and policy-making authority in a representative body rather than the electorate at large. It is not possible on the other hand to suppress the observation that charter amendment and revision activity in recent years has been promoted and adopted precisely for the purpose of checking the authority previously granted to the electors' representatives. It is these often-

competing interests of the voters to simultaneously establish both efficiency and accountability in their local government that drives the evolution of municipal charters.

Perhaps the underlying dynamic that seems to drive charter development concerns the fundamental purpose of the charter. Is it intended to be a process document--a mere guidebook to municipal procedure for the benefit of municipal officials and citizens--or is it the intention of the community to create by charter an abiding policy document that delegates the administrative detailing to less entrenched and more easily maintained administrative codes? Specific administrative detailing within a charter yields clarity, but often at the price of flexibility. Policy-rich charters, on the other hand, provide more definition and personality to the municipality and tend not to hamstring the local government when a unique local circumstance demands a certain municipal reaction or an abrupt change to the state's general statutes make a charter provision non-conforming with law.

Municipal charters, in short, are a juggling act that never rests. State law and local control; the interests of the municipal government and the sometimes competing interests of the voters at large; the policy goals versus the procedural purposes of the actual document, these are all driving forces working at a constant interplay behind the charter. It would almost seem that as solid and impregnable and verbally stuffy as the charter document may appear, it is more actually a snapshot of the moving municipality in a peculiar instant of repose.

# Expense Summary Report

Fund: 1  
ALL Months

Account	Budget Net	YTD Net	Unexpended Balance	Percent Spent
<b>100 - General Admin</b>	<b>239,818.00</b>	<b>77,636.03</b>	<b>162,181.97</b>	<b>32.37</b>
<b>01 - Salaries</b>	<b>149,924.00</b>	<b>43,152.00</b>	<b>106,772.00</b>	<b>28.78</b>
01 - Selectmen	7,162.00	2,387.40	4,774.60	33.33
05 - Town Manager	44,500.00	13,499.94	31,000.06	30.34
10 - Bookkeeper	6,500.00	1,240.00	5,260.00	19.08
15 - Treasurer	3,000.00	1,000.00	2,000.00	33.33
20 - Tax Collector	20,800.00	5,262.32	15,537.68	25.30
25 - Town Clerk	20,800.00	6,560.06	14,239.94	31.54
30 - Office Clerk	1,000.00	3,140.75	-2,140.75	314.08
35 - Meeting Clerk	1,156.00	134.50	1,021.50	11.63
40 - Special Project Clerk	2,000.00	0.00	2,000.00	0.00
70 - Med/Fica	8,026.00	3,031.17	4,994.83	37.77
75 - Health Insurance	30,964.00	6,753.03	24,210.97	21.81
80 - Retirement	3,265.00	99.05	3,165.95	3.03
81 - Income Protection plan	751.00	43.78	707.22	5.83
<b>02 - Operating Expense</b>	<b>30,350.00</b>	<b>11,110.03</b>	<b>19,239.97</b>	<b>36.61</b>
01 - Office Expense	4,000.00	849.15	3,150.85	21.23
05 - Travel expenses	2,500.00	1,089.46	1,410.54	43.58
10 - Training Expense	4,000.00	-40.00	4,040.00	-1.00
15 - Maintenance and Repairs	2,000.00	0.00	2,000.00	0.00
20 - Dues	2,200.00	0.00	2,200.00	0.00
25 - Computer Repairs	4,000.00	156.50	3,843.50	3.91
30 - Computer Software	7,000.00	7,647.64	-647.64	109.25
35 - Website	750.00	617.76	132.24	82.37
40 - Town Report	1,200.00	0.00	1,200.00	0.00
45 - Sunshine Fund	200.00	57.00	143.00	28.50
50 - Tax Administration	2,500.00	732.52	1,767.48	29.30
<b>03 - Contractual</b>	<b>48,744.00</b>	<b>19,442.55</b>	<b>29,301.45</b>	<b>39.89</b>
01 - Legal Services	15,000.00	5,378.40	9,621.60	35.86
05 - Audit Services	4,800.00	4,000.00	800.00	83.33
10 - Banking	500.00	0.00	500.00	0.00
15 - Insurance	19,044.00	7,774.00	11,270.00	40.82
20 - Rent	6,900.00	0.00	6,900.00	0.00
25 - Copier lease	2,500.00	2,290.15	209.85	91.61
<b>05 - Utilities</b>	<b>2,800.00</b>	<b>1,893.51</b>	<b>906.49</b>	<b>67.63</b>
01 - Telephone	2,800.00	1,893.51	906.49	67.63
<b>65 - Unclassified</b>	<b>8,000.00</b>	<b>2,037.94</b>	<b>5,962.06</b>	<b>25.47</b>
01 - Contigent	4,000.00	1,972.00	2,028.00	49.30
05 - Capital	4,000.00	65.94	3,934.06	1.65
<b>101 - Debt Service</b>	<b>60,000.00</b>	<b>0.00</b>	<b>60,000.00</b>	<b>0.00</b>
<b>15 - Debt Service</b>	<b>60,000.00</b>	<b>0.00</b>	<b>60,000.00</b>	<b>0.00</b>
05 - North Wayne Road	60,000.00	0.00	60,000.00	0.00
<b>102 - Elections &amp; Hearings</b>	<b>4,245.00</b>	<b>0.00</b>	<b>4,245.00</b>	<b>0.00</b>
<b>01 - Salaries</b>	<b>2,045.00</b>	<b>0.00</b>	<b>2,045.00</b>	<b>0.00</b>
41 - Elections clerk	1,900.00	0.00	1,900.00	0.00
70 - Med/Fica	145.00	0.00	145.00	0.00
<b>02 - Operating Expense</b>	<b>2,200.00</b>	<b>0.00</b>	<b>2,200.00</b>	<b>0.00</b>
01 - Office Expense	2,200.00	0.00	2,200.00	0.00
<b>103 - General Assistance</b>	<b>7,077.00</b>	<b>424.35</b>	<b>6,652.65</b>	<b>6.00</b>

# Expense Summary Report

Fund: 1  
ALL Months

Account	Budget Net	YTD Net	Unexpended Balance	Percent Spent
<b>103 - General Assistance CONT'D</b>				
<b>01 - Salaries</b>	<b>1,077.00</b>	<b>15.45</b>	<b>1,061.55</b>	<b>1.43</b>
45 - General Assistance clerk	1,000.00	14.54	985.46	1.45
70 - Med/Fica	77.00	0.91	76.09	1.18
<b>10 - Social Services/Community Serv</b>	<b>6,000.00</b>	<b>408.90</b>	<b>5,591.10</b>	<b>6.81</b>
85 - General Assistance	6,000.00	408.90	5,591.10	6.81
<b>104 - Fire Department</b>	<b>46,459.00</b>	<b>5,452.26</b>	<b>41,006.74</b>	<b>11.74</b>
<b>01 - Salaries</b>	<b>6,459.00</b>	<b>2,152.98</b>	<b>4,306.02</b>	<b>33.33</b>
50 - Chief Officers stipends	6,000.00	1,999.98	4,000.02	33.33
70 - Med/Fica	459.00	153.00	306.00	33.33
<b>02 - Operating Expense</b>	<b>40,000.00</b>	<b>3,280.23</b>	<b>36,719.77</b>	<b>8.20</b>
60 - Fire Dept Operations	22,000.00	2,827.09	19,172.91	12.85
61 - Fire Communications	4,000.00	453.14	3,546.86	11.33
62 - Fire Capital	14,000.00	0.00	14,000.00	0.00
<b>05 - Utilities</b>	<b>0.00</b>	<b>19.05</b>	<b>-19.05</b>	<b>----</b>
05 - Electricity	0.00	19.05	-19.05	----
<b>105 - Assessing</b>	<b>19,500.00</b>	<b>8,999.99</b>	<b>10,500.01</b>	<b>46.15</b>
<b>02 - Operating Expense</b>	<b>300.00</b>	<b>0.00</b>	<b>300.00</b>	<b>0.00</b>
70 - Tax Maps	300.00	0.00	300.00	0.00
<b>03 - Contractual</b>	<b>19,200.00</b>	<b>8,999.99</b>	<b>10,200.01</b>	<b>46.87</b>
30 - Assessing/Mapping	13,600.00	3,399.99	10,200.01	25.00
35 - Quarterly review	5,600.00	5,600.00	0.00	100.00
<b>106 - Animal Control</b>	<b>5,130.00</b>	<b>1,549.13</b>	<b>3,580.87</b>	<b>30.20</b>
<b>01 - Salaries</b>	<b>3,230.00</b>	<b>1,076.50</b>	<b>2,153.50</b>	<b>33.33</b>
55 - Animal control officer	3,000.00	1,000.00	2,000.00	33.33
70 - Med/Fica	230.00	76.50	153.50	33.26
<b>10 - Social Services/Community Serv</b>	<b>1,900.00</b>	<b>472.63</b>	<b>1,427.37</b>	<b>24.88</b>
90 - Humane Society	1,900.00	472.63	1,427.37	24.88
<b>107 - Code Enforcement</b>	<b>13,169.00</b>	<b>3,918.08</b>	<b>9,250.92</b>	<b>29.75</b>
<b>01 - Salaries</b>	<b>12,269.00</b>	<b>3,778.08</b>	<b>8,490.92</b>	<b>30.79</b>
56 - Code Enforcement Officer	11,397.00	3,638.88	7,758.12	31.93
70 - Med/Fica	872.00	139.20	732.80	15.96
<b>65 - Unclassified</b>	<b>900.00</b>	<b>140.00</b>	<b>760.00</b>	<b>15.56</b>
10 - Planning Board	300.00	0.00	300.00	0.00
15 - Board of Appeals	300.00	0.00	300.00	0.00
20 - Conservation Commission	300.00	140.00	160.00	46.67
<b>108 - Public Safety</b>	<b>31,648.00</b>	<b>11,628.04</b>	<b>20,019.96</b>	<b>36.74</b>
<b>03 - Contractual</b>	<b>24,648.00</b>	<b>10,661.50</b>	<b>13,986.50</b>	<b>43.26</b>
40 - Ambulance	8,917.00	4,458.75	4,458.25	50.00
45 - Sheriff Dept	4,000.00	1,980.00	2,020.00	49.50
50 - PSAP Dispatching	11,731.00	4,222.75	7,508.25	36.00
<b>05 - Utilities</b>	<b>7,000.00</b>	<b>966.54</b>	<b>6,033.46</b>	<b>13.81</b>
20 - Street lights	7,000.00	966.54	6,033.46	13.81
<b>109 - Roads</b>	<b>322,783.00</b>	<b>64,646.54</b>	<b>258,136.46</b>	<b>20.03</b>
<b>03 - Contractual</b>	<b>155,933.00</b>	<b>3,742.11</b>	<b>152,190.89</b>	<b>2.40</b>

# Expense Summary Report

Fund: 1  
ALL Months

Account	Budget Net	YTD Net	Unexpended Balance	Percent Spent
<b>109 - Roads CONT'D</b>				
55 - Parking lot Plowing	1,900.00	0.00	1,900.00	0.00
60 - Road Plowing	149,533.00	0.00	149,533.00	0.00
75 - Roadside mowing	3,500.00	3,566.49	-66.49	101.90
80 - Landfill mowing	1,000.00	175.62	824.38	17.56
<b>05 - Utilities</b>	<b>400.00</b>	<b>38.63</b>	<b>361.37</b>	<b>9.66</b>
05 - Electricity	400.00	38.63	361.37	9.66
<b>25 - ROADS</b>	<b>166,450.00</b>	<b>60,865.80</b>	<b>105,584.20</b>	<b>36.57</b>
01 - Roads Administration	3,000.00	34.00	2,966.00	1.13
05 - Brush/Tree removal	14,000.00	2,568.00	11,432.00	18.34
10 - Calcium chloride	9,000.00	0.00	9,000.00	0.00
15 - Sweeping	5,000.00	0.00	5,000.00	0.00
20 - Patching	8,500.00	2,298.50	6,201.50	27.04
25 - Paving preparation	25,000.00	0.00	25,000.00	0.00
30 - Signs	3,000.00	974.59	2,025.41	32.49
40 - Culverts	6,500.00	15,294.45	-8,794.45	235.30
45 - Gravel	15,500.00	9,971.88	5,528.12	64.33
46 - Winter salt	18,000.00	0.00	18,000.00	0.00
50 - Washouts	4,000.00	1,519.00	2,481.00	37.98
55 - Crack sealing	11,000.00	0.00	11,000.00	0.00
60 - Footbridge	200.00	0.00	200.00	0.00
65 - Cross walk painting	750.00	0.00	750.00	0.00
70 - Grading	12,000.00	3,328.50	8,671.50	27.74
75 - Ditching	30,000.00	24,876.88	5,123.12	82.92
80 - Catch Basin	1,000.00	0.00	1,000.00	0.00
<b>110 - Transfer Station</b>	<b>112,500.00</b>	<b>10,155.86</b>	<b>102,344.14</b>	<b>9.03</b>
<b>02 - Operating Expense</b>	<b>4,500.00</b>	<b>292.50</b>	<b>4,207.50</b>	<b>6.50</b>
80 - Hazardous waste	1,000.00	0.00	1,000.00	0.00
85 - Backhoe rental/Transfer station	3,500.00	292.50	3,207.50	8.36
<b>03 - Contractual</b>	<b>108,000.00</b>	<b>9,863.36</b>	<b>98,136.64</b>	<b>9.13</b>
65 - Transfer Station	108,000.00	9,863.36	98,136.64	9.13
<b>111 - Outside Agencies</b>	<b>27,084.00</b>	<b>150.00</b>	<b>26,934.00</b>	<b>0.55</b>
<b>10 - Social Services/Community Serv</b>	<b>27,084.00</b>	<b>150.00</b>	<b>26,934.00</b>	<b>0.55</b>
01 - Library	5,000.00	150.00	4,850.00	3.00
05 - Library Renovation fund	5,000.00	0.00	5,000.00	0.00
10 - Archival board	500.00	0.00	500.00	0.00
15 - Messenger	1,200.00	0.00	1,200.00	0.00
20 - Cemetery Association	3,500.00	0.00	3,500.00	0.00
25 - Community Action	3,300.00	0.00	3,300.00	0.00
30 - Senior Spectrum	1,004.00	0.00	1,004.00	0.00
35 - Hospice	1,000.00	0.00	1,000.00	0.00
40 - Family Violence	1,025.00	0.00	1,025.00	0.00
45 - Public Broadcasting	100.00	0.00	100.00	0.00
50 - Kennebec Mental health	1,600.00	0.00	1,600.00	0.00
60 - Red Cross	1,100.00	0.00	1,100.00	0.00
65 - Crisis Spport	755.00	0.00	755.00	0.00
70 - Big Brother	500.00	0.00	500.00	0.00
75 - United Cerebal	1,000.00	0.00	1,000.00	0.00
80 - Healthy futures	500.00	0.00	500.00	0.00
<b>112 - Recreation</b>	<b>16,350.00</b>	<b>7,608.50</b>	<b>8,741.50</b>	<b>46.54</b>

# Expense Summary Report

Fund: 1  
ALL Months

Account	Budget Net	YTD Net	Unexpended Balance	Percent Spent
<b>112 - Recreation CONT'D</b>				
<b>03 - Contractual</b>	<b>2,700.00</b>	<b>8.50</b>	<b>2,691.50</b>	<b>0.31</b>
70 - Park Mowing	2,700.00	8.50	2,691.50	0.31
<b>10 - Social Services/Community Serv</b>	<b>13,150.00</b>	<b>7,600.00</b>	<b>5,550.00</b>	<b>57.79</b>
91 - Kennebec Land Trust	250.00	0.00	250.00	0.00
92 - Friends of Cobbossee Watershe	1,000.00	1,000.00	0.00	100.00
93 - Memorial Day	300.00	0.00	300.00	0.00
95 - Ladd Recreation	6,600.00	6,600.00	0.00	100.00
96 - Athletic League	500.00	0.00	500.00	0.00
97 - Andro Lake Improve Corp	1,000.00	0.00	1,000.00	0.00
98 - Andro Yacht club	500.00	0.00	500.00	0.00
99 - 30 Mile Watershed	3,000.00	0.00	3,000.00	0.00
<b>65 - Unclassified</b>	<b>500.00</b>	<b>0.00</b>	<b>500.00</b>	<b>0.00</b>
25 - Lake Protection	500.00	0.00	500.00	0.00
<b>113 - Land and Buildings</b>	<b>1,000.00</b>	<b>613.19</b>	<b>386.81</b>	<b>61.32</b>
<b>02 - Operating Expense</b>	<b>1,000.00</b>	<b>613.19</b>	<b>386.81</b>	<b>61.32</b>
95 - NW Schoolhouse	200.00	559.38	-359.38	279.69
96 - NW Building	600.00	31.57	568.43	5.26
97 - Town House	200.00	22.24	177.76	11.12
<b>114 - Capital Reserves transfers</b>	<b>74,500.00</b>	<b>74,500.00</b>	<b>0.00</b>	<b>100.00</b>
<b>52 - CAPITAL RESERVE</b>	<b>74,500.00</b>	<b>74,500.00</b>	<b>0.00</b>	<b>100.00</b>
05 - Fire Truck	15,000.00	15,000.00	0.00	100.00
25 - Footbridge Replacement Fund	1,500.00	1,500.00	0.00	100.00
30 - Cemetery Stone Cleaning Fund	2,500.00	2,500.00	0.00	100.00
45 - Land and Buildings	10,500.00	10,500.00	0.00	100.00
50 - ROAD /PAVING/ GRAVEL	30,000.00	30,000.00	0.00	100.00
65 - Future Town Office	15,000.00	15,000.00	0.00	100.00
<b>115 - School RSU #38</b>	<b>1,708,722.00</b>	<b>427,180.41</b>	<b>1,281,541.59</b>	<b>25.00</b>
<b>60 - INTER GOVERNMENT</b>	<b>1,708,722.00</b>	<b>427,180.41</b>	<b>1,281,541.59</b>	<b>25.00</b>
15 - RSU #38	1,708,722.00	427,180.41	1,281,541.59	25.00
<b>116 - County Tax</b>	<b>200,390.00</b>	<b>182,789.62</b>	<b>17,600.38</b>	<b>91.22</b>
<b>60 - INTER GOVERNMENT</b>	<b>200,390.00</b>	<b>182,789.62</b>	<b>17,600.38</b>	<b>91.22</b>
20 - Kennebec County Tax	182,790.00	182,789.62	0.38	100.00
21 - six month budget instl 5yr pay	17,600.00	0.00	17,600.00	0.00
<b>117 - Cobbossee Watershed District</b>	<b>2,127.00</b>	<b>709.00</b>	<b>1,418.00</b>	<b>33.33</b>
<b>60 - INTER GOVERNMENT</b>	<b>2,127.00</b>	<b>709.00</b>	<b>1,418.00</b>	<b>33.33</b>
25 - Cobbossee Watershed District	2,127.00	709.00	1,418.00	33.33
<b>118 - Overlay</b>	<b>25,254.55</b>	<b>351.24</b>	<b>24,903.31</b>	<b>1.39</b>
<b>60 - INTER GOVERNMENT</b>	<b>25,254.55</b>	<b>351.24</b>	<b>24,903.31</b>	<b>1.39</b>
30 - Overlay	25,254.55	351.24	24,903.31	1.39
<b>Final Totals</b>	<b>2,917,756.55</b>	<b>878,312.24</b>	<b>2,039,444.31</b>	<b>30.10</b>

# Revenue Summary Report

Fund: 1  
ALL

Account	Budget Net	YTD Net	Uncollected Balance	Percent Collected
100 - General Admin	2,847,949.55	2,636,417.13	211,532.42	92.57
01 - Banking Interest	1,800.00	265.24	1,534.76	14.74
02 - xxxxxx	0.00	0.00	0.00	----
03 - Lien costs	2,000.00	603.89	1,396.11	30.19
04 - Interest on taxes	10,000.00	1,894.47	8,105.53	18.94
05 - MV Agent fees	4,000.00	1,420.00	2,580.00	35.50
06 - IFW Agent fees	1,000.00	160.25	839.75	16.03
07 - Motor Vehicle excise	187,000.00	63,649.59	123,350.41	34.04
08 - Boat Excise	4,000.00	1,172.90	2,827.10	29.32
09 - Vitals	300.00	67.60	232.40	22.53
13 - Cable TV Franchise	4,300.00	0.00	4,300.00	0.00
14 - Misc revenue	10,000.00	3,681.23	6,318.77	36.81
15 - Surplus	20,000.00	0.00	20,000.00	0.00
21 - State revenue sharing	47,769.00	7,722.06	40,046.94	16.17
25 - Tax Commitment	2,555,780.55	2,555,779.90	0.65	100.00
101 - Debt Service	0.00	170,000.00	-170,000.00	----
01 - Bond Revenue	0.00	170,000.00	-170,000.00	----
103 - General Assistance	3,000.00	0.00	3,000.00	0.00
01 - GA Reimbursement	3,000.00	0.00	3,000.00	0.00
105 - Assessing	30,915.00	23,666.60	7,248.40	76.55
01 - Tree Growth	4,100.00	4,066.60	33.40	99.19
02 - Homestead Exemption	25,915.00	19,600.00	6,315.00	75.63
03 - Veteran reimbursement	900.00	0.00	900.00	0.00
106 - Animal Control	1,000.00	10.00	990.00	1.00
01 - Dog fees	700.00	10.00	690.00	1.43
02 - Dog late fees	300.00	0.00	300.00	0.00
107 - Code Enforcement	1,600.00	120.00	1,480.00	7.50
01 - Building permits	1,600.00	120.00	1,480.00	7.50
109 - Roads	33,292.00	0.00	33,292.00	0.00
01 - Local Road Assist Program	33,292.00	0.00	33,292.00	0.00
Final Totals	2,917,756.55	2,830,213.73	87,542.82	97.00

# General Ledger Summary Report

Fund(s): 1 - 5  
ALL

Account	Beg Bal Net	----- Y T D -----		Pending Activity	Balance Net
		Debits	Credits	Net	
<b>1 - General Fund</b>	<b>0.00</b>	<b>7,591,491.48</b>	<b>7,591,491.48</b>	<b>0.00</b>	<b>-2,829.79</b>
<b>Assets</b>	<b>1,160,703.36</b>	<b>3,705,970.75</b>	<b>1,782,291.18</b>	<b>1,923,679.57</b>	<b>-1,387.85</b>
100-00 Cash / Checking	975,066.75	1,124,304.24	893,117.71	231,186.53	226,268.27
110-00 Debit Card Account-Androscogg	2,030.92	0.00	0.00	0.00	0.00
110-01 Cash Drawers	375.00	75.00	0.00	75.00	0.00
110-03 Andro Savings 1600191314	242,698.40	29.32	0.00	29.32	0.00
110-04 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
110-05 GF Sweep - Andro - 45107469	31.18	0.00	0.00	0.00	0.00
120-01 ACCOUNTS RECEIVABLE	7,126.00	0.00	7,126.00	-7,126.00	0.00
150-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-06 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-07 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-08 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-09 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-10 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
150-11 xxxxxxxx	0.00	0.00	0.00	0.00	11.97
150-12 2012 Real Estate Taxes	5,470.79	1,161.94	8,103.54	-6,941.60	7,162.03
150-13 2013 Real Estate Taxes	-1,883.63	2,545,847.00	739,809.70	1,806,037.30	-235,164.01
150-14 2014 Real Estate Taxes	0.00	0.00	0.00	0.00	-699.08
155-04 2004 pp Taxes	4,088.36	0.00	0.00	0.00	0.00
155-05 2005 pp Taxes	168.81	0.00	0.00	0.00	0.00
155-06 2006 pp Taxes	250.19	0.00	0.00	0.00	0.00
155-07 2007 pp Taxes	261.02	0.00	0.00	0.00	0.00
155-08 2008 pp Taxes	421.05	0.00	0.00	0.00	0.00
155-09 2009 pp Taxes	554.20	0.00	0.00	0.00	0.00
155-10 2010 pp Taxes	1,012.74	0.00	132.07	-132.07	0.00
155-11 2011 pp Taxes	1,955.53	0.00	132.05	-132.05	0.00
155-12 2012 pp Taxes	2,160.95	0.00	132.09	-132.09	0.00
155-13 2013 pp Taxes	-80.14	9,932.90	5,322.82	4,610.08	-432.00
155-14 2014 pp Taxes	0.00	0.00	0.02	-0.02	0.00
160-09 09/10 Liens	5,411.87	0.00	0.00	0.00	0.00
160-10 10/11 Liens	6,659.96	0.00	0.00	0.00	0.00
160-11 11/12 Liens	48,969.09	0.00	10,319.53	-10,319.53	-184.56
160-12 11/12 Liens	71,595.33	0.00	9,672.83	-9,672.83	0.00
170-01 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
170-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
170-07 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
199-02 Due to/from Ladd Rec	-8,776.37	20,064.74	22,766.38	-2,701.64	1,649.53
199-03 Due to/from Special Revenues	-16,661.60	2,448.05	3,237.24	-789.19	0.00
199-04 Due to/from Capital Projects	-188,203.07	732.56	81,000.00	-80,267.44	0.00
199-05 Due to/from Trust Funds	0.00	1,375.00	1,419.20	-44.20	0.00
<b>Liabilities</b>	<b>159,868.50</b>	<b>81,508.18</b>	<b>50,456.47</b>	<b>-31,051.71</b>	<b>1,441.94</b>
300-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
310-01 BMW	5,133.60	32,633.45	29,493.85	-3,139.60	1,166.50
310-02 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
310-03 State Vital Fees	36.00	36.00	28.40	-7.60	20.00
310-04 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
310-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
310-10 xxxxxxxx	0.00	0.00	0.00	0.00	0.00
310-15 IFW	3,310.50	8,581.25	4,996.25	-3,585.00	93.00
310-18 xxxxxxxx	0.00	0.00	0.00	0.00	0.00

# General Ledger Summary Report

Fund(s): 1 - 5

ALL

Account	Beg Bal Net	----- Y T D -----			Pending Activity	Balance Net
		Debits	Credits	Net		
<b>1 - General Fund CONT'D</b>						
310-20 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
310-25 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
310-30 Dog License State	6.00	25.00	19.00	-6.00	0.00	0.00
310-35 State Plumbing Fee 25%	321.50	125.00	197.50	72.50	0.00	394.00
310-36 DEP Plumbing Fee \$15.00	0.00	30.00	45.00	15.00	0.00	15.00
320-00 Accounts Payable	24,491.84	24,491.84	0.00	-24,491.84	0.00	0.00
320-01 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
320-05 LPI Plumbing Fee 75%	-34.13	500.00	592.50	92.50	0.00	58.37
320-10 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
330-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
330-10 Federal withholding	0.00	5,010.58	5,010.58	0.00	0.00	0.00
330-15 Fica withholding	0.00	5,966.82	5,966.82	0.00	0.00	0.00
330-20 Medicare withholding	0.00	1,395.56	1,395.56	0.00	0.00	0.00
330-25 State withholding	0.00	1,324.80	1,324.80	0.00	0.00	0.00
330-31 Vision Withholding	0.00	0.00	54.54	54.54	9.09	63.63
330-40 Retirement withholding	0.00	411.57	411.57	0.00	0.00	0.00
330-45 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
330-50 MMEHT with holding	0.00	976.31	920.10	-56.21	153.35	97.14
340-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
340-07 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
340-08 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
340-10 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-15 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-25 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-35 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-40 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-45 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
350-50 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-05 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-10 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-15 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-26 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-30 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-35 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-40 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-45 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-60 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-65 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-70 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
360-75 xxxxxxxx	0.00	0.00	0.00	0.00	0.00	0.00
400-00 Deferred Tax Revenues	126,603.19	0.00	0.00	0.00	0.00	126,603.19
<b>Fund Balance</b>	<b>1,000,834.86</b>	<b>3,804,012.55</b>	<b>5,758,743.83</b>	<b>1,954,731.28</b>	<b>0.00</b>	<b>2,955,566.14</b>
500-00 Expense control	0.00	871,722.99	2,922,544.30	2,050,821.31	0.00	2,050,821.31
510-00 Revenue control	0.00	2,931,382.55	2,835,292.52	-96,090.03	0.00	-96,090.03
520-00 Undesignated fund balance	1,000,834.86	0.00	0.00	0.00	0.00	1,000,834.86
530-00 Designated fund balance	0.00	0.00	0.00	0.00	0.00	0.00
540-00 xxxxxxxxxxxx	0.00	907.01	907.01	0.00	0.00	0.00
<b>2 - Ladd Rec Operations</b>						
<b>Assets</b>	<b>8,776.37</b>	<b>22,766.38</b>	<b>20,064.74</b>	<b>2,701.64</b>	<b>-1,649.53</b>	<b>9,828.48</b>

# General Ledger Summary Report

Fund(s): 1 - 5  
ALL

Account	Beg Bal	----- Y T D -----		Pending	Balance	
	Net	Debits	Credits			Net
<b>2 - Ladd Rec Operations CONT'D</b>						
199-01 Due to/from	8,776.37	22,766.38	20,064.74	2,701.64	-1,649.53	9,828.48
<b>Liabilities</b>	<b>0.00</b>	<b>450.33</b>	<b>450.33</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
330-10 Federal Taxes	0.00	180.29	180.29	0.00	0.00	0.00
330-15 FICA	0.00	178.84	178.84	0.00	0.00	0.00
330-20 Medicare	0.00	41.82	41.82	0.00	0.00	0.00
330-25 State Taxes	0.00	49.38	49.38	0.00	0.00	0.00
<b>Fund Balance</b>	<b>8,776.37</b>	<b>30,157.89</b>	<b>32,859.53</b>	<b>2,701.64</b>	<b>0.00</b>	<b>11,478.01</b>
500-00 Expense Control	0.00	30,157.89	0.00	-30,157.89	0.00	-30,157.89
510-00 Revenue Control	0.00	0.00	32,859.53	32,859.53	0.00	32,859.53
520-00 Fund Balance	8,776.37	0.00	0.00	0.00	0.00	8,776.37
<b>3 - Special Revenues</b>						
<b>Assets</b>	<b>0.00</b>	<b>31,913.31</b>	<b>31,913.31</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
101-00 SNOWMOBILE CASH ANDRO 7768	5,964.90	1.47	0.00	1.47	0.00	5,966.37
102-00 FARMERS MARKET ANDRO 6785	65.70	0.00	34.35	-34.35	0.00	31.35
120-01 Accounts Receivable	1,000.00	0.00	1,000.00	-1,000.00	0.00	0.00
199-01 Due to/from	16,661.60	3,237.24	2,448.05	789.19	0.00	17,450.79
<b>Liabilities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Fund Balance</b>	<b>23,692.20</b>	<b>28,674.60</b>	<b>28,430.91</b>	<b>-243.69</b>	<b>0.00</b>	<b>23,448.51</b>
500-00 Expense Control	0.00	2,482.40	0.00	-2,482.40	0.00	-2,482.40
510-00 Revenue Control	0.00	1,000.00	26,930.91	25,930.91	0.00	25,930.91
521-00 Fire Ponds	1,633.00	1,633.00	0.00	-1,633.00	0.00	0.00
522-00 Comp Plan	125.00	125.00	0.00	-125.00	0.00	0.00
523-00 Perambulation	966.00	966.00	0.00	-966.00	0.00	0.00
524-00 ADA Compliance	1,450.00	1,450.00	0.00	-1,450.00	0.00	0.00
525-00 Animal Control	2,244.00	2,244.00	0.00	-2,244.00	0.00	0.00
526-00 Pandemic	5,000.00	5,000.00	0.00	-5,000.00	0.00	0.00
527-00 Conservation	812.00	812.00	0.00	-812.00	0.00	0.00
528-00 Snowmobile	6,540.84	6,540.84	0.00	-6,540.84	0.00	0.00
529-00 Wayne Rescue	200.00	200.00	0.00	-200.00	0.00	0.00
530-00 Municipal Building	800.00	800.00	0.00	-800.00	0.00	0.00
531-00 Farmers Market	572.40	572.40	0.00	-572.40	0.00	0.00
532-00 Wayne History Project	3,973.42	3,973.42	0.00	-3,973.42	0.00	0.00
533-00 Andro Lake Improvements	875.54	875.54	0.00	-875.54	0.00	0.00
534-00 TOWN BOAT LAUNCH	-1,500.00	0.00	1,500.00	1,500.00	0.00	0.00
<b>4 - Capital Reserves</b>						
<b>Assets</b>	<b>0.00</b>	<b>534,425.84</b>	<b>534,425.84</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
104-00 ROADS - ANDRO - 45107581	259.39	0.07	0.00	0.07	0.00	259.46
105-00 Fire Truck - Andro 45107522	10,687.64	2.64	0.00	2.64	0.00	10,690.28
106-00 Salt/Sand - Andro - 45107821	630.15	0.16	0.00	0.16	0.00	630.31
107-00 Bld Maint - Andro - 45107733	151.94	0.04	0.00	0.04	0.00	151.98
108-00 Land/Bldg - Andro - 45107792	2,846.72	0.71	0.00	0.71	0.00	2,847.43
109-00 Fire Truck - WAFUCU - 24852-00	25.00	0.00	0.00	0.00	0.00	25.00

# General Ledger Summary Report

Fund(s): 1 - 5

ALL

Account	Beg Bal Net	----- Y T D -----			Pending Activity	Balance Net
		Debits	Credits	Net		
<b>4 - Capital Reserves CONT'D</b>						
110-00 Fire Truck - WAFUCU - 24852-64	243,385.75	0.00	0.00	0.00	0.00	243,385.75
120-01 Accounts Receivable	6,500.00	0.00	6,500.00	-6,500.00	0.00	0.00
199-01 Due to/from	188,203.07	81,000.00	732.56	80,267.44	0.00	268,470.51
<b>Liabilities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Fund Balance</b>	<b>452,689.66</b>	<b>453,422.22</b>	<b>527,193.28</b>	<b>73,771.06</b>	<b>0.00</b>	<b>526,460.72</b>
500-00 Expense Control	0.00	732.56	0.00	-732.56	0.00	-732.56
510-00 Revenue Control	0.00	0.00	527,193.28	527,193.28	0.00	527,193.28
521-00 Transfer Station	73,572.00	73,572.00	0.00	-73,572.00	0.00	0.00
522-00 Voting Machine	6,500.00	6,500.00	0.00	-6,500.00	0.00	0.00
523-00 Road Reserve	1,469.04	1,469.04	0.00	-1,469.04	0.00	0.00
524-00 Fire Truck Reserve	279,070.20	279,070.20	0.00	-279,070.20	0.00	0.00
525-00 Sand Salt Shed	2,918.23	2,918.23	0.00	-2,918.23	0.00	0.00
526-00 Footbridge	3,000.00	3,000.00	0.00	-3,000.00	0.00	0.00
527-00 Paving Reserve	21,855.15	21,855.15	0.00	-21,855.15	0.00	0.00
528-00 Town House Reserve	4,206.66	4,206.66	0.00	-4,206.66	0.00	0.00
529-00 Building maintenance	152.42	152.42	0.00	-152.42	0.00	0.00
530-00 Fire Station Addition	1,591.74	1,591.74	0.00	-1,591.74	0.00	0.00
531-00 Lord Road Paving	30,410.48	30,410.48	0.00	-30,410.48	0.00	0.00
532-00 Hardscrabble Road	2,810.53	2,810.53	0.00	-2,810.53	0.00	0.00
533-00 Lovejoy Pond Dam	20,167.97	20,167.97	0.00	-20,167.97	0.00	0.00
534-00 Land/Building Reserve	65.24	65.24	0.00	-65.24	0.00	0.00
535-00 Cemetery Stone Cleaning	4,900.00	4,900.00	0.00	-4,900.00	0.00	0.00
<b>5 - Trust Funds</b>						
<b>Assets</b>	<b>0.00</b>	<b>2,809.28</b>	<b>2,809.28</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
101-00 Jaworski Andro 45107709	1,136.72	0.28	0.00	0.28	0.00	1,137.00
103-00 Ruth Lee Andro 45107645	8,448.43	2.07	0.00	2.07	0.00	8,450.50
104-00 Ladd Worthy Poor Andro 4510761	21,056.91	5.19	0.00	5.19	0.00	21,062.10
105-00 Ladd WAFUCU 25542-ID 00	25.00	0.00	0.00	0.00	0.00	25.00
106-00 Ladd WAFUCU 25542-ID 10	14,655.89	0.00	0.00	0.00	0.00	14,655.89
107-00 Ladd WAFUCU 25542-ID 64	17,388.12	1,375.00	0.00	1,375.00	0.00	18,763.12
199-01 Due to/from	0.00	1,419.20	1,375.00	44.20	0.00	44.20
<b>Liabilities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Fund Balance</b>	<b>62,711.07</b>	<b>7.54</b>	<b>1,434.28</b>	<b>1,426.74</b>	<b>0.00</b>	<b>64,137.81</b>
510-00 Revenue Control	0.00	7.54	1,434.28	1,426.74	0.00	1,426.74
521-00 Jaworski Fund Balance	1,136.72	0.00	0.00	0.00	0.00	1,136.72
522-00 Ladd Recreation Capital FB	32,069.01	0.00	0.00	0.00	0.00	32,069.01
523-00 Ruth Lee FB	8,448.43	0.00	0.00	0.00	0.00	8,448.43
524-00 Ladd Worthy Poor FB	21,056.91	0.00	0.00	0.00	0.00	21,056.91
<b>Final Totals</b>	<b>0.00</b>	<b>8,214,014.51</b>	<b>8,214,014.51</b>	<b>0.00</b>	<b>-4,479.32</b>	<b>-4,479.32</b>