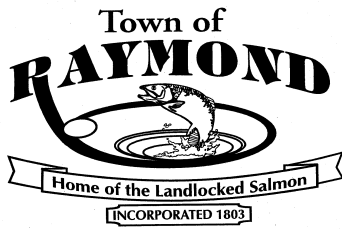


SELECTMEN'S EPACKET
List of Files
January 6, 2015

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**BOARD OF SELECTMEN
AGENDA
January 6, 2015**

Be the Influence Statement

We, the Raymond Board of Selectmen recognize our individual and collective responsibilities as leaders and representatives of our community. To this end, we pledge to conduct ourselves in a manner befitting these roles and duties. We pledge and encourage others to 'Be the Influence' and to recognize that decisions matter.

SELECTMEN'S WORKSHOP

Before the Regular meetings
(Not Recorded)
6:00 pm
Raymond Town Office
401 Webbs Mills Road

- 1) **Call to Order**
- 2) **Technology Site Walk Starting at Town Office and Finishing at Raymond Broadcast Studio**
- 3) **Adjourn Site Walk for Regular Meeting**

SELECTMEN'S REGULAR MEETING

Beginning After Site Walk
7:00 pm
Raymond Broadcast Studio
423 Webbs Mills Road

- 1) **Call to order**
- 2) **Minutes of previous meeting dated:**
 - **December 16, 2014**
- 3) **New Business.**
 - a) **Presentation on Technology Services – Kevin Woodbrey, Network Administrator & Dominic Dymond, Station Manager**
 - b) **Consideration of Abatements as Submitted by Contract Assessor Curt Lebel**
 - c) **Presentation of Community Survey Report – Patrick Murphy, Pan Atlantic SMS Group President**
 - d) **Consideration of Personnel Policy Change Request for Public Works – Nathan White, Public Works Director**
- 4) **Public Comment** This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings
- 5) **Selectmen Comment**

The Selectmen may take items out of order at their discretion.

6) Town Manager Report and Communications.

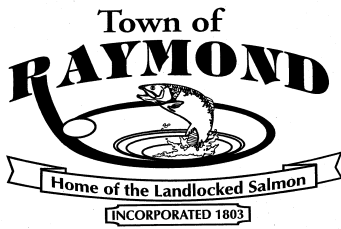
- a) **Confirm date for next regular meeting:**
 - **February 10, 2015**
- b) **Main Street Sidewalk Project Public Hearing**
 - **January 13, 2015 @ 6:30 pm**
- c) **Planning Board Ordinance Public Hearing**
 - **January 14, 2015 @ 6:30 pm**

7) Fiscal Warrants – January 6, 2015

- **Payroll Expense Summary Warrant**
- **Treasurer's Warrant**

8) Adjournment.

The Selectmen may take items out of order at their discretion.



**BOARD OF SELECTMEN
AGENDA
January 6, 2015**

Be the Influence Statement

We, the Raymond Board of Selectmen recognize our individual and collective responsibilities as leaders and representatives of our community. To this end, we pledge to conduct ourselves in a manner befitting these roles and duties. We pledge and encourage others to 'Be the Influence' and to recognize that decisions matter.

SELECTMEN'S WORKSHOP

Before the Regular meetings
(Not Recorded)
6:00 pm
Raymond Town Office
401 Webbs Mills Road

1) Call to Order

2) Technology Site Walk Starting at Town Office and Finishing at Raymond Broadcast Studio

The Selectmen will be attending a sitewalk led by Contract Network Administrator Kevin Woodbrey and Station Manager Dominic Dymond demonstrating the Technology infrastructure that supports the Town's networked operations/archiving/cyber-security, hardware and software as well as video recording, playback and streaming. Attached to the ePacket are diagrams of the public services supported by IT.

3) Adjourn Site Walk for Regular Meeting

SELECTMEN'S REGULAR MEETING

Beginning After Site Walk
7:00 pm
Raymond Broadcast Studio
423 Webbs Mills Road

1) Call to order

2) Minutes of previous meeting dated:

- **December 16, 2014**

3) New Business.

a) Presentation on Technology Services – Kevin Woodbrey, Network Administrator & Dominic Dymond, Station Manager

Following the sitewalk Mr. Woodbrey and Mr. Dymond will each give a brief presentation of the services provided, projects completed and on-going, and upcoming challenges. (Associated supporting documents attached to the ePacket).

b) Consideration of Abatements as Submitted by Contract Assessor Curt Lebel

Attached to the ePacket are a list of abatements and one supplemental submitted by Contract Assessor Curt Lebel for consideration.

The Selectmen may take items out of order at their discretion.

c) Presentation of Community Survey Report – Patrick Murphy, Pan Atlantic SMS Group President

The 2014 Community Survey came to a close on November 22, 2014. The target goal for respondents was 320. Consultant Pan Atlantic received 506 mail and 63 online responses for a total of 569. Pan Atlantic President Patrick Murphy and Senior Analyst Marisa Dolan Paraschak will give a presentation of the results, including the demographics of respondents, and the overall rating of Town Departments and services. Attached to the ePacket is the final report.

d) Consideration of Personnel Policy Change Request for Public Works – Nathan White, Public Works Director

Public Works Director Nathan White is requesting a change to sections “VI Work Week/Overtime” and “VIII Holiday” of the Personnel Policy to reflect holiday and overtime pay that is more consistent with that department's work schedule. Attached to the ePacket are memos from Mr. White and Finance Director Nancy Yates regarding any potential effects to the budget and suggested language to be added to the Personnel Policy.

4) Public Comment This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings

5) Selectmen Comment

6) Town Manager Report and Communications.

- a) Confirm date for next regular meeting:**
 - February 10, 2015
- b) Main Street Sidewalk Project Public Hearing**
 - January 13, 2015 @ 6:30 pm
- c) Planning Board Ordinance Public Hearing**
 - January 14, 2015 @ 6:30 pm

7) Fiscal Warrants – January 6, 2015

- Payroll Expense Summary Warrant
- Treasurer's Warrant

8) Adjournment.

The Selectmen may take items out of order at their discretion.

Windham Studio

Windham PC/Decoder

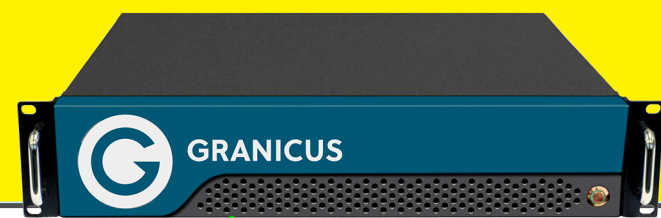


Windham TV

RSU14 Schoolboard meetings held in Windham are broadcast to Raymond through Granicus, then captured and rebroadcast using a PC to Decode in real time to Raymond TV

RSU14 Schoolboard meetings held in Raymond are broadcast to windham through youtube, then captured and rebroadcast using a PC to Decode in real time to Windham TV7

Granicus Low resolution Live streaming



Server Rack Back Room



PC for decoding Granicus stream

Signage player used to play a slide show between scheduled meetings



UltraNexus Payout Server



Archiving Storage

ch1

ch2



UDP RTMP

LIVE Streaming encoder



Digital Video

Analog Video

Video over internet

Raymond Studio

Sony AnyCast Camera Controller



Storage



DVR

Sound Board



Public Presentation



Projector



SD analog PTZ Cameras



HD Digital PTZ Cameras



improper Choir Micropone



Uneven Lighting



Equipment for Meetings held outside of the Studio



SD Camcorder



SD PTZ Cameras

Broadcast Studio

UltraNexus “Play-out Server”

We use a Leightronix UltraNexus to:

- capture meetings
- organize content
- archive content for playback
- playback videos to multiple destinations as well as receive video feed from multiple sources.

It is both a “Content Management Solution” as well as a “Matrix switcher” meaning it can choose to route any input to any output without interruption while capturing.

Sony AnyCast “Mobile Production Switcher”

This is an all-in-one multi camera controller and broadcast recorder that allows up to 6 video sources including the 4 cameras in the studio and one PC input (to display power-points and PC presentations directly to record/broadcast).

Sound Board

Controls Audio quality and inputs during recording.

Teradek LIVE Streaming Encoder

Encodes analog feed and transmits to YouTube for live streaming.

ChyTV CG overlay system was used to overlay meeting information during live broadcasts but this has completely failed and is no longer operational.

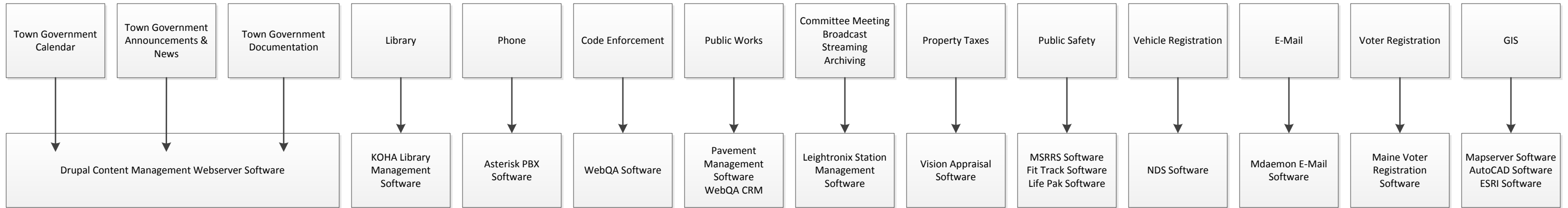
Aavelin MagicBox:

This piece of Equipment is used to create and display a slide show of informational images in-between scheduled content.

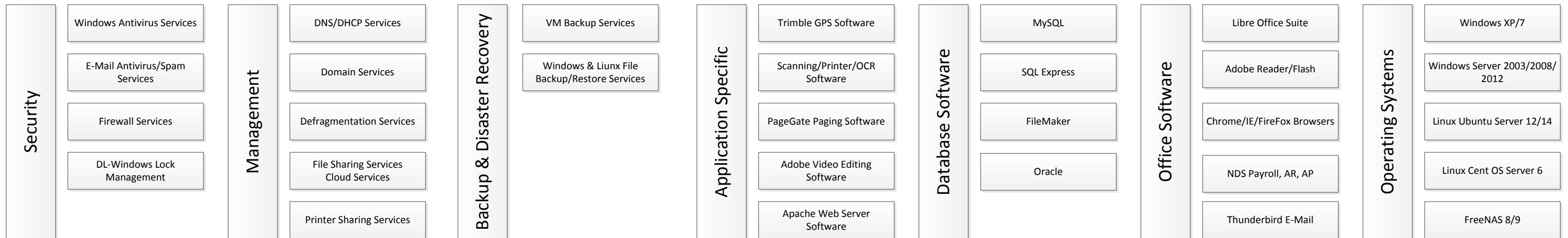
Adobe Creative Cloud

Software program used to encode original format into archival DVD, YouTube, TV playback formats.

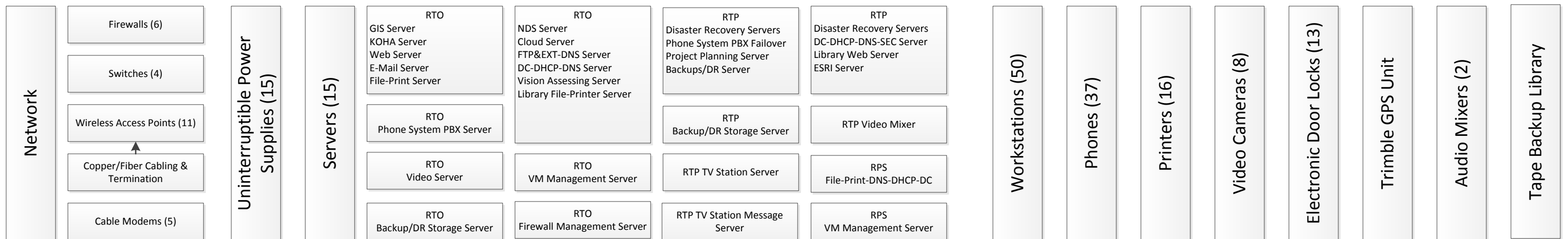
Public Services Supported by Technology



Software Infrastructure Supporting Public Services



Hardware Infrastructure Supporting Public Services



Technology Services

Backup Services – Provide for data recovery, disaster recovery and data archiving

- Linux server file backups - Provide daily backups and offsite storage
- Windows server file backups - Provide daily backups and offsite storage
- Linux server Virtual Machine image backups – Provide daily image offsite backups
- Windows server Virtual Machine image backups – Provide daily image offsite backups
- NDS file archiving offsite
- MDaemon e-mail archiving offsite

Domain Services - Manage users and resources in a secure domain structure

- Manage users in MDAemon e-mail domains
- Manage computers in Windows domain
- Manage users in Windows domain
- Manage file and printer shares in Windows domain
- Manage global, local and user profiles in Windows domain

Hardware Services - Provide installation, problem diagnosis, maintenance and repair

- Audio/Video mixers
- Cabinets, racks, desks, console bridges for technology equipment
- Cable TV station, Audio/Video and messaging servers
- Copper and fiber optic data and video network cabling
- Electronic door locks and wireless controllers
- Fiber optic transmitters and receivers
- Firewalls
- GPS receiver and handheld computer
- Network switches and patch panels
- Smartphones
- Cable modems
- Phone and voicemail systems
- Portable and fixed video cameras
- Printers, plotters, faxes, scanners
- Servers
- Surveillance cameras
- Tape, DVD, and Disk NAS storage units
- Uninterruptible Power Supplies (UPS)
- Video projectors and screens
- Wireless Access Points
- Workstations and laptops

Helpdesk Services

- On call 24x7 for all technology problems
- Provide consulting services on all technology issues

Monitoring Services - Monitor for availability, performance and security

- Cable TV station
- Firewalls
- Network switches
- Servers
- Workstations

Print Services - Low to medium volume color print

- Comprehensive Plan
- Town brochures

Software Services - Provide installation, updates, configuration, problem diagnosis and daily support

- Adobe Acrobat Reader

Technology Services

Adobe Photoshop and GIMP graphics software
Adobe Premiere video editing software
Anti-spyware on workstations and servers
Anti-virus on workstations, servers, and e-mail server
Apache Internet server software
Apache Tomcat application server software
APC Uninterruptible Power Supply management software (UPS)
AutoCAD graphics software
CD/DVD writer software
Computer inventory management software
Dell server management software
Dictaphone call recorder server and client updates
Diskeeper disk optimization software
DL-Windows electronic lock software
Domain Name Server (DNS) software
Dynamic Host Configuration Program (DHCP) server software
ESRI ArcGIS GIS software
Firehouse server and client updates
Firewall management software
Firmware updates on firewalls, servers, workstations, switches, printers, etc.
Hardware driver updates on workstations and servers
HAVA voting software
HP switch management software
Printer and scanning client software
LibrePlan project management software
MDaemon e-mail server software
IE, Chrome and Firefox Internet browsers on workstations and servers
Koha library cataloging, circulation and OPAC software
LibreOffice office suites on workstations
MySQL database management software
NDS financial server and client updates
Network Probe network diagnostic software
OCR/scanner software
Operating systems on workstations and servers
Outlook and Thunderbird e-mail client on workstations
OwnCloud cloud services software
Pagegate paging server and client updates
Asterisk and Phone and voicemail system firmware
Perl programming language
PHP programming language software
Drupal Content Management System
Sun Java Virtual Machine JVM
Trilead VM Explorer backup software
Symantec Backup Exec software
Vision assessing software
VMware Vcenter and Hypervisor software
RDP and UVNC remote console software
Windows Server Update Service (WSUS) for Windows updates software
WinNexus cable station server software

Technology Services

Wireless Access Point (WAP) firmware and management software

Technology Projects

Workstation Projects

- Turn off browsing service on all PCs
- Public logon for RPS training room laptop
- Turn off disk indexing on all PCs
- Set up public Internet access PC's at RTO using Ubuntu
- GPO for power settings
- GPO for DNS
- Upgrade all XP workstations to Win7
- GPO for remote desktop
- Install Trimble Pathfinder Office Software on GIS workstation
- GPO to turn off workstation sync
- GPO for logon policies (shares, wait for network,etc)
- Set up Wins & master browsers
- Update all drivers/BIOS levels
- Change GPO for monitor sleep time
- Set up periodic automated e-mail to notify users to logff not shutdown each night
- Lock down Dispatch Display PC's
- Configure Windows restore on a GPO level
- Install Louise Murray printer on network

E-Mail Projects

- Implement Mailstor Archive for MDAemon
- Convert all users to IMAP on server
- Update all workstations to latest Thunderbird
- Create MDAemon distribution lists
 - Set up interested parties e-mail distribution lists for all committees
 - Municipal employees list
 - Notification list for server/VPN/TimeWarner outages

Backup/Disaster Recovery Projects

- Configure mirror backups for RPS
- Configure RTO mirror backups
- Upgrade Symantec Backup Exec
- Implement Trilead VM backups
- Configure FreeNAS disks at RTO & RTP for optimum RAID size
- Review all data for proper backups
- Backup firewall and switch configs

Website Projects

- Create GIS coverage with Raymond locations (businesses, recreation, government, etc.)
- Install NDS Virtual Clerk
- Upgrade to Drupal 8
- Upgrade to Ubuntu 14.04 LTS

System Management Projects

- Update all workstations and servers with naming conventions
- Set up website log reporting
- Set up server event log reporting
- Set up firewall log reporting
- Build map of computer services/applications on all servers/workstations
- Set up firewall alert reporting
- Set up e-mailing of firewall logs and alerts
- Set up e-mail log reporting

Technology Projects

- Register all UPS units
- New UPS for RTP
- Install network cards in all UPS's
- Update VNC to current
- Install PDU's in all server racks
- Register all Dell hardware
- Label KVM switch at RTO
- Label externally all workstations, servers, printers and any network attached devices
- Implement WOL for all servers and workstations
- Label cables (phone and data)
- Install and configure Windows update management software
- Install and configure server management software
 - Install server management software and configure for reporting and alerting
- Install and configure network switch management software
- Install and configure hardware/software inventory management software
 - Set up logon scripts to run OCS automatically
 - Set up all servers to run OCS once a day
 - Install prerequisite drivers on all workstations and servers
 - Install OCS on RTO-INT-UTIL
 - Finish configuration and deployment of disk performance software
- Install and configure firewall management software
- Documentation
 - Workstation configurations
 - Technology policies and procedures
 - Set up naming conventions and password policies
 - Set up Internet, intranet, extranet usage policies
 - Create resource use and checkout policy
 - Switch configurations
 - Set up online documentation for all technology hardware and software
 - Get RoadRunner accounts and modem MAC's
 - Server configurations
 - Obtain phone system documentation and contacts
 - Obtain generator documentation and contacts
 - Firewall configurations
 - Create Visio diagram of functions on each server
 - Create vendor contact list
 - Cable TV station configuration
 - Map all PC's and servers in Visio and add thier roles in Visio and in My Computer and MMC
 - Create Local Area Network (LAN) maps
- Centralize Windows update with Microsoft server software
- Configure Rack UPS to shutdown servers
- Install and configure Diskeeper 2013
- Backup all firewall configs
- Set up DHCP reserved addresses for all PC's,devices
- Dual DHCP & reservations & DNS
- Create OCS/GLPI VM
- Update network diagram
- Helpdesk software
- Set up error reporting and alerting from all servers, firewalls, switches

Technology Projects

- Set up AVG and Diskeeper on rto-svr-utl3
- Configure two internal servers for DHCP & DNS
- Install Diskeeper on all computers
- Install current VNC on all computers
- Configure two external DNS servers
- Install VMware VCenter

Server Projects

- Upgrade operating systems on all servers
- Move rps-svr-dc to rps-vm-dc
- Configure rps-vm1 for additional disks
- Document all databases and make sure they get dumped once per day before backups
- Buy CALs for all servers
- Label servers
- Configure all servers to be on management and backoffice VLANs
- Upgrade all Linux to 14.04 LTS with no LVM
- Upgrade ESXi to 5.5
- Lock server room @ RPS
- Integrate APC UPSs with all VM's and VM hosts
- Install Webmin on all servers
- Check all NTP servers
- Create secondary NPS and Credential servers
- Install vents in server room door @ RPS
- Set up VMware servers to page to non-RAID disks
- Set up Windows update server
- Upgrade nds2 to Server 2012 with Terminal Server Clients
- Update all drivers/BIOS levels
- Upgrade all Windows servers to Server 2012
- Upgrade DRAC for all servers
- Set up all physical servers for remote access control
- Configure DRAC on all servers

Security Projects

- Install AVG on all Linux computers
- Set up Apache security
- Build new password GPO and change all passwords
- Implement scanning software for external USB/CDROMs inserted
- Install DVR and video cameras
- Convert all DL-Windows to one 5.1 database and create group admins
- Record all past admin passwords
- Organize keys
- Review HIPAA compliance
- Change HIPAA logoff to 60 min
- Implement system wide credential renewal and complexity policy
- Implement new system and Internet use policy
- GPO for single user logon at a time for laptops
- Perform security audit on all servers and PC's
- Research DVR security system for RPS
- Change all passwords and record in LastPass
- Restrict all switch/WAP ports to specific MACs
- Restrict remote access users to specific resources

Technology Projects

Install server room electronic lock

Firewalls

- Update all SonicWall firewalls microcode

- Backup all SonicWalls

- Convert all SonicWalls to pfSense

Finish configuration and deployment of anti-virus software

Disable all unused services on all servers

Configure WAP for better security (Put in DMZ, add authentication, upgrade to WPA encryption)

Build certificate server for DMZ to use with e-mail

Alarm system for server room

Set up password policy and implement

Alarm system for portable

Install and configure cameras at RTP and RTO

Change all WAP's to WPA2 AES 256

Change all Windows,VNC admin passwords

Change all VPN's to AES 256

Install AVG 2014 on server,PC's

Implement free SSL certificates for e-mail, FTP, web, cloud, WAPs, etc

Phone System Projects

- Configure real name instead of extension

- Configure remote access card on server

- Configure POE switch

- Install lightning protection on analog lines

- Configure Active Directory/LDAP on phones

- Configure SIP TAPI

- Configure all extensions on phones and AD

- Configure server backup

- Configure application backup

- Configure music on hold

- Configure paging

- Configure ring groups

- Configure FAX module

- Add SIP lines

- Configure long distance to use SIP lines

- Cancel unneeded analog lines

- Send out a phone system usage memo

- Move server to VM

- Fix ringtones

- Upgrade all phone firmware

- Have analog lines appear in both RTO & RTP

- Configure CDR & set up reports

- Set up server failover

- Log file rotation & clearing

- Install backup software

- Configure FOP for users

- New voice for announcements

Network Projects

- Install dual fiber interfaces on all switches for redundancy

- Upgrade network to 10GbE

Technology Projects

- QOS for VOIP and video
- Implement firewall HA to RTP
- Remove old cables at RTO
- Re-address all subnets
- Update all DHCP servers for static addresses for all devices
- Create secondary DHCP servers for all subnets
- Check firmware levels on all switches and upgrade if necessary
- Add all switches to VLAN configuration for management purposes and security

Misc. Technology Projects

- Order spare hard drives for servers WD Red
- Upgrade JetDirect BIOS for all servers
- Ground all equipment racks at RTP, RVL, RTO, and RPS
- Research and install RSS client and editor
- Install lightning arrestors on all cable and phone lines
- Fire suppression for server room

Cable TV Station Projects

- Install, cable and configure FM Systems audio level monitor
- Upgrade Anycast OS
- Move all video to YouTube
- Move to IPTV
- Install Anycast Streaming
- Research DVD creator for CS Cloud
- Set up new Avelin Magicbox
- Install Sony updates
- Install Leightronix updates

Application Projects

- Upgrade PHP
- Investigate municipal data model - Open Source For The Nation
- Upgrade MySQL
- Install Autodesk open source MapGuide to replace ArcIMS
- Create Operational Data Store for all municipal data
- Acquire, install and configure a groupware collaboration suite
- Buy and install Trimble desktop software
- Install Open Source GIS software on GIS server
- Create geospatial database for GIS data using MySQL
- Set up VM server for GIS

Library Projects

- Upgrade Koha
- Create sandbox Koha

TOWN OF RAYMOND Assessing Office

401 Webbs Mills Road Raymond, Maine 04071
Phone 207.655.4742 x51 Fax 207.655.3024
assessor@raymondmaine.org

INTEROFFICE MEMORANDUM

TO: RAYMOND BOARD OF ASSESSORS
FROM: CURT LABEL, ASSESSORS AGENT
SUBJECT: TAX ABATEMENTS
DATE: 12/4/2014
CC:

Dear Board Members,

Attached please find four abatement requests and one supplemental assessment which have been reviewed by my office and are recommended for consideration at your January 06, 2015 meeting. The tax abatements are mostly corrections of administrative errors such as lot size discrepancies and personal property filing discrepancies. The Supplemental Assessment is due to the omission of a tax levy in the annual warrant to Plummerville Cottages. The account was inactivated in the assessment software in error.

Sincerely,

Curt Lebel

Assessors Agent, Town of Raymond

Certificate of Abatement

36 M.R.S.A § 841

We, the Board of Assessors of the municipality of Raymond, hereby certify to Donald Willard, tax collector, that the accounts herein, contain a list of valuations of the estates, real and personal, that have been granted an abatement of property taxes by us for the April 1, 2014 assessment on January 6, 2015. You are hereby discharged from any further obligation to collect the amount abated.

Voted by the Raymond Board of Assessors on: January 6, 2015

Attest: _____ Don Willard, Town Manager

Tax Year	#	M/L	ACCT#	OWNER OF RECORD	OLD ASSESSMENT	NEW ASSESSMENT	VALUATION ABATED	TAX AMOUNT	TAX RATE	MISCELLANEOUS INFORMATION
2014- 1		009-005-A	B9315R	Bean Andrew L	\$ 180,200.00	\$ 170,200.00	\$ 10,000.00	\$ 118.00	0.0118	Homestead Exemption omitted in error.
2014- 2		PP	W9505	Warner Bruce Warner Michelle	\$ 7,700.00	\$ -	\$ 7,700.00	\$ 90.86	0.0118	Camper trailer was excised and registered prior to tax commitment, exempting trailer from personal property tax
2014- 3		PP	U9401P	US Bancorp Equipment Finance US Bank National Associaiton	\$ 4,200.00	\$ -	\$ 4,200.00	\$ 49.56	0.0118	Personal Property was disposed of prior to assessment date. Assessment made in error.
2014- 4		008-015	L0300R	LaPierre Thomas M	\$ 42,600.00	\$ 34,500.00	\$ 8,100.00	\$ 95.58	0.0118	Lot size error. Property has been assessed in error for 3 ac with 200 feet frontage. Deed reflects 1.49 acres with 100 feet frontage. Property remains conforming lot as it is in VR zone
TOTALS							\$30,000.00	\$354.00		



TOWN OF RAYMOND

SUPPLEMENTAL TAX WARRANT

State of Maine 36 M.R.S.A. § 713

County of CUMBERLAND, ss.

To: DONALD WILLARD, Tax Collector

of the Municipality of RAYMOND, within said County of
CUMBERLAND.

GREETINGS:

Hereby are committed to you a true list of the assessments of the estates of the person(s) hereinafter named. You are hereby directed to levy and collect each of the person(s) named in said list his respective proportion, therein set down, of the sum of \$ 415 dollars and 36/100 cents, it being the amount of said list; and all powers of the previous warrant for the collection of taxes issued by us to you and dated September 16, 2014 are extended thereto; and we do hereby certify that the list of
(here insert date of original warrant)

assessments of the estates of the persons named in said list is a supplemental assessment laid by virtue of Title 36, Section 713, as amended and the assessments and estates thereon as set forth in said list were either invalid, void, or omitted by mistake from the original list, committed unto you under our warrant dated September 16, 2014.

original date of warrant

Given by our hands this 6th day of January, 2015.

Sam Gifford

Lonnie Taylor

Joe Bruno

Teresa Sadak

Mike Reynolds, Chairman
Assessors, Town of Raymond

Cc: Deputy Tax Collector



TOWN OF RAYMOND

SUPPLEMENTAL TAX CERTIFICATE

State of Maine 36 M.R.S.A. § 713

We, the undersigned, Assessors of the Municipality of Raymond, Maine, hereby certify that the foregoing list of estates and assessments thereon, recorded in page 38 of this book , were either invalid, void or omitted by mistake from our original invoice and valuation and list of assessments dated the 16th day of September 2014, that these lists are supplemental to the aforesaid original invoice, valuation and list of assessments, dated the 6th day of January, 2015, and are made by virtue of Title 36, Section 713, as amended.

Given by our hand this 6th day of January, 2015.

Sam Gifford

Lonnie Taylor

Joe Bruno

Teresa Sadak

Mike Reynolds, Chairman

Assessors, Town of Raymond

TOWN OF RAYMOND - SUPPLEMENTAL TAX WARRANT LIST

We, the undersigned, Assessors of the Municipality of Raymond, hereby certify, that the foregoing list of estates and assessments, contain a list of valuations of the estates, real and personal, that were omitted from our original invoice and valuation and list of assessments dated September 16, 2014 and to be supplemented for the 2014 assessment as of January 6, 2015.

Signed _____, Assessor
Signed _____, Assessor
Signed _____, Assessor
Signed _____, Assessor
Signed _____, Assessor

Table with 7 columns: M/L, OWNER OF RECORD, ADDRESS, SUPPLEMENTAL VALUATION, ACCT #, TAX DOLLARS, MISCELLANEOUS INFORMATION. Row 1: Personal Property A0004P, Allen Family LLC Plummerville Cottages, 28 Mill St. Raymond, ME 04071, \$35,200.00, A0004P, \$415.36, Assessment of taxable personal property to this owner were omitted from the original commitment of taxes. Row 2: (Empty), (Empty), (Empty), (Empty), (Empty), \$415.36, (Empty)

CURRENT OWNER	TOPO.	UTILITIES	STRT./ROAD	LOCATION	CURRENT ASSESSMENT
LAPIERRE THOMAS M	4 Rolling		1 Paved	3 Rural	Description Code Appraised Value Assessed Value
93 GORE ROAD					RES LAND 1300 42,600 42,600
RAYMOND, ME 04071 Additional Owners:	SUPPLEMENTAL DATA				3218 Raymond, ME
	Other ID: 008015000000	SEND VALU	TAP		
	TIF CODE	Field 8			
	USE PROGRAM	Field 9			
	TG ENROLL Y	Field 10			
	TG PLAN YR				
	LD1 TYPE				
	GIS ID: 008015000000	ASSOC PID#			

23 of 1

VISION

RECORD OF OWNERSHIP	BK-VOL/PAGE	SALE DATE	q/u	w/i	SALE PRICE	V.C.	Yr. Code	Assessed Value	Yr. Code	Assessed Value	Yr. Code	Assessed Value
LAPIERRE THOMAS M	7094/ 129						2014 1300	42,600	2013 1300	42,600	2012 1300	42,600
Total:								42,600		42,600		42,600

EXEMPTIONS	Description	Amount	Code	Description	Number	Amount	Comm. Int.
OTHER ASSESSMENTS							
Total:							

ASSESSING NEIGHBORHOOD	Street Index Name	Tracing	Batch
NBHD/SUB 0001/A	NBHD Name		

NOTES
BEFORE

BUILDING PERMIT RECORD	Permit ID	Issue Date	Type	Description	Amount	Insp. Date	% Comp.	Date Comp.	Comments
						10/04/2004			

VISIT/CHANGE HISTORY	Date	Type	IS	ID	CD	Purpose/Result
	10/04/2004			PM	00	Measur+Listed

LAND LINE VALUATION SECTION																	
B Use Code	Use Description	Zone	D Front	Depth	Units	Unit Price	I. Factor	S.A.	Acres	C. Factor	ST. ldx	Adi.	Notes-Adi	Special Pricing	S Adj	Adj. Unit Price	Land Value
1 1300	Res Land Develop	VRI			60,000 SF	1,500.00	1.0000	5	1.0000	1.00	0.00			Spec Use	1.00	0.67	40,200
1 1300	Res Land Develop	VRI			1,62 AC	1,500.00	1.0000	0	1.0000	1.00	0.00			Spec Calc	1.00	1,500.00	2,400
Total Card Land Units: 3.00 AC Parcel Total Land Area: 3 AC												Total Land Value: 42,600					

Before

CURRENT OWNER	TOPO	UTILITIES	STRT./ROAD	LOCATION	DESCRIPTION	CURRENT ASSESSMENT
LAPIERRE THOMAS M	4 Rolling		1 Paved	3 Rural	RES LAND	Code 1300 Appraised Value 34,500 Assessed Value 34,500
93 GORE ROAD						3218 Raymond, ME

RAYMOND, ME 04071
 Address of Owners:

24 of 1
 SUPPLEMENTAL DATA
 Other ID: 008015000000
 TIF CODE: SEND VALU
 USE PROGRAM: TAP
 TG ENROLL Y: Field 8
 TG PLAN YR: Field 9
 LDI TYPE: Field 10
 GIS ID: 008015000000
 ASSOC PID#

VISION

RECORD OF OWNERSHIP	BK-VOL/PAGE	SALE DATE	q/u	v/i	SALE PRICE	V.C.
LAPIERRE THOMAS M	7094/ 129					

EXEMPTIONS	Description	Amount	Code	Description	Number	Amount	Comm. Int.
OTHER ASSESSMENTS							
Total: 42,600							

PREVIOUS ASSESSMENTS (HISTORY)	Yr.	Code	Assessed Value	Yr.	Code	Assessed Value	Yr.	Code	Assessed Value	
	2014	1300	42,600	2013	1300	42,600	2012	1300	42,600	
Total:			42,600	Total:			42,600	Total:		

ASSESSING NEIGHBORHOOD		Street Index Name	Tracing	Batch
NBHD/SUB	0001/A	NBHD Name		

BUILDING PERMIT RECORD		Permit ID	Issue Date	Type	Description	Amount	Insp. Date	% Comp.	Date Comp.	Comments
									10/04/2004	

After lot correction

APPRAISED VALUE SUMMARY		Appraised Bldg. Value (Card)	0
Appraised XF (B) Value (Bldg)			0
Appraised OB (L) Value (Bldg)			0
Appraised Land Value (Bldg)			34,500
Special Land Value			0
Total Appraised Parcel Value			34,500
Valuation Method:			C
Exemptions			0
Adjustment:			0
Net Total Appraised Parcel Value			34,500

VISIT/CHANGE HISTORY		Date	Type	IS	ID	CD	Purpose/Result
		10/04/2004			PMI	00	Measur+Listed

LAND LINE VALUATION SECTION																		
B Use Code	Use Description	Zone	D Front	Depth	Units	Unit Price	I Factor	S.A.	Acre Disc	C Factor	ST. Adj.	Notes-Adj	Special Pricing	S Adj	Fac	Adj.	Unit Price	Land Value
1	1300 Res Land Develop	VR1			40,000	SF	0.84	1,0000	5	1,0000	1.00	0.00		1.00	1.00		0.84	33,600
1	1300 Res Land Develop	VR1			0.57	AC	1,500.00	1.0000	0	1.0000	1.00	0.00		1.00	1.00		1,500.00	900
Total Card Land Units: 1.49 AC												Parcel Total Land Area: 1.49 AC		Total Land Value: 34,500				

AFTER

in consideration of One Dollar (\$1.00) and other valuable consideration

paid by Thomas M. LaPierre of Windham, County of Cumberland, State of
Maine

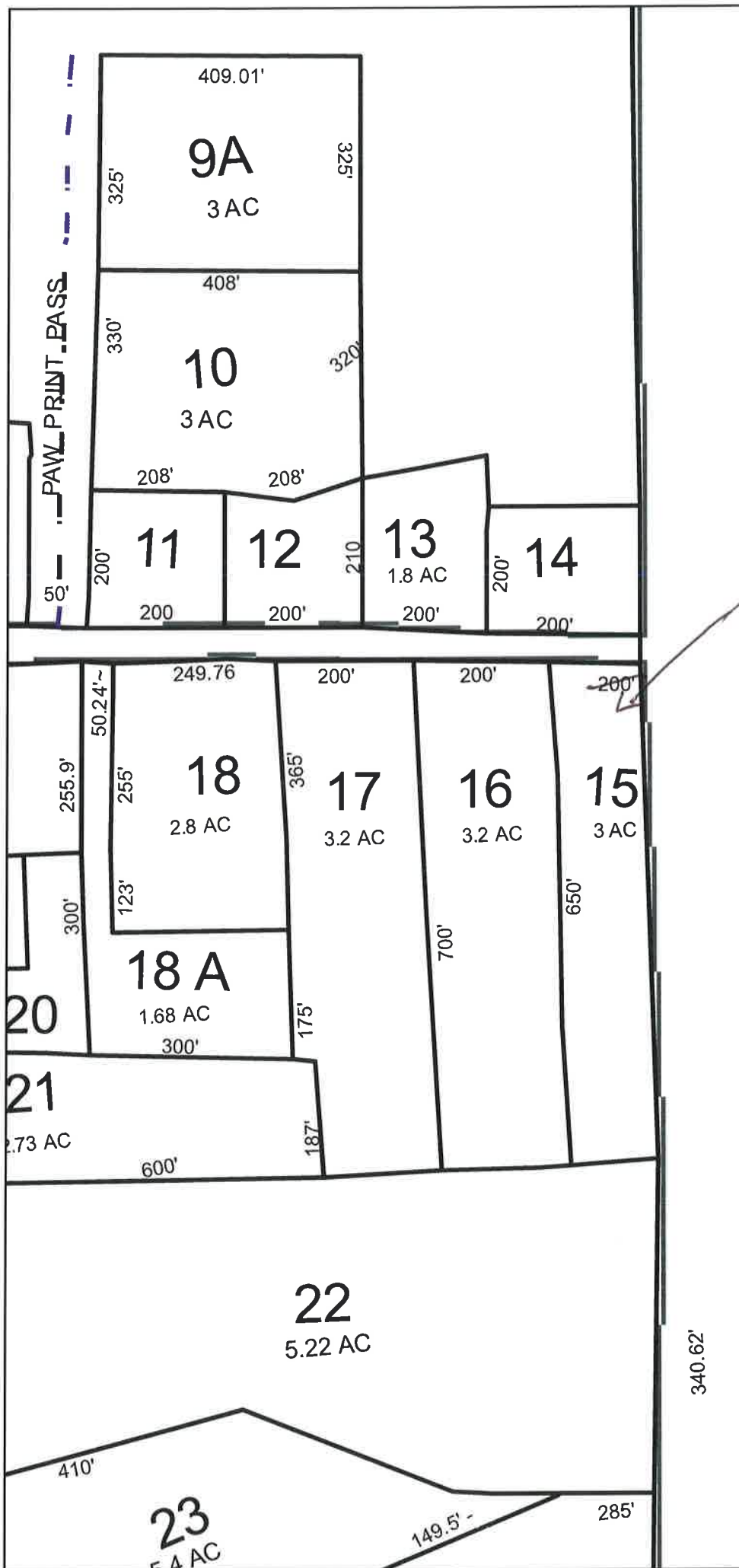
the receipt whereof I do hereby acknowledge, do hereby remise, release, bargain
sell and convey, and forever quit-claim unto the said Thomas M. LaPierre

his *heirs and assigns forever*

A certain lot or parcel of land situated on the southwesterly side of the Gore Road in the town of Raymond, County of Cumberland, State of Maine, more particularly described as follows:

Beginning at an iron stake on the southerly sideline of the Gore Road and being the northeasterly corner of land conveyed by Alfred W. LaPierre and Catherine D. LaPierre to Thomas M. LaPierre and Cathleen R. LaPierre by warranty deed dated October 23, 1976 and recorded in the Cumberland County Registry of Deeds in Book 3928, Page 222, thence proceeding at a right angle, more or less, southwesterly six hundred fifty feet (650) more or less to the southeasterly corner of said lot conveyed by Alfred W. LaPierre et al to Thomas M. LaPierre et al referred to above; thence proceeding in a generally easterly direction along the extension of the southerly boundary line of said lot conveyed from Alfred W. LaPierre to Thomas M. LaPierre one hundred feet (100) feet more or less to the assumed location of the town line between Gray and Raymond; thence proceeding in a northeasterly direction along said assumed location of the town line between Gray and Raymond and along a stone wall to a point on the southerly side of the Gore Road; thence proceeding in a northwesterly direction one hundred feet (100) more or less along the Gore Road to the point of beginning.

Being the same premises conveyed to the Grantor and Grantee herein by the Grantee herein by deed dated May 25, 1983 and recorded in the Cumberland County Registry of Deeds in Book 6194, Page 282.



Should be
100'

Raymond Municipal Assessor
401 Webbs Mills Rd
Raymond, ME 04071

**Tax Year 2014
Property Statement**
Supplemental Purposes Only

Account No.: _____
Parcel No.: _____
Assessment Date: 04/01/2014
Return Due Date: 04/15/2014

(207) 655-4742

Company Address

U.S. Bank National Association
Company Name
1310 Madrid Street STE 100
Address

Marshall MN 56258
City State Zip

Property Location

DIELECTRIC COMMUNICATIONS - Generated 2WHOJANMO
Location Name
22 TOWER RD
Address

Raymond ME 04071
City State Zip

General Information

Contact: U.S. Bank National Association Contact Phone: (507) 532-7151 E-mail: _____
Organizational Structure: _____ State of Incorporation: MN Incorporation Date: 07/13/1863 Business Type: Banking
Federal ID #: 31-0841368 NAICS #: 551111

Declaration Summary Information

Declaration of Property Owned and Used by Owner		
State Class	Reported Cost	Rendered Value
None		
TOTAL		

Declaration of Property Belonging to Others - Tax Obligation of Taxpayer		
State Class	Reported Cost	Rendered Value
None		
TOTAL		

Declaration of Property Belonging to Others - Tax Obligation of Lessor		
State Class	Reported Cost	Rendered Value
None		
TOTAL		

Declaration of Property Leased to Others - Tax Obligation of Taxpayer		
State Class	Reported Cost	Rendered Value
None		
TOTAL		

Declaration of Property Leased to Others - Tax Obligation of Lessee		
State Class	Reported Cost	Rendered Value
None		
TOTAL		

I do hereby solemnly declare that the report has been examined by me and to the best of my knowledge and belief, sets forth a complete and full listing of all property required to be reported which is owned by me, in my possession or under my control as of the assessment date shown above and that the said property has been accurately described as to the age, quality, quantity and value. If prepared by a duly authorized person other than the taxpayer, the declaration is based on all information of which the preparer has any knowledge.

Deb Munsinger, VP Deb Munsinger 507-532-7151 VP 04/14/2014
Authorized Signature Name of Person Signing the Return Signer Phone Title Date

Signature of Preparer Other than Taxpayer Misty Cowell 507-532-7757x3746 04/14/2014
Name of Preparer Preparer Phone Date

Inactive/Moved Property List
Declaration of Property Leased to Others
Sorted By: Assessor Account, State Class, Acquisition Year

Raymond Municipal Assessor

Lease #	Site Address 1	Description	Acquisition Date	Reported Cost
Asset Number	Site City	State Class	Disposal Date	
Site Name	Site County	Site State	Site Zip	Owner Class
Assessor Account	Serial#/VIN			
Disposal Notes (Memo)				

Tax Obligation of User, not Taxpayer - Personal Property

500-0223177-000	22 TOWER RD		10/30/2009	6,024.04
1858472	Raymond	Furniture & Fixtures	06/21/2013	
DIELECTRIC COMMUNICATION	Cumberland	ME	04071	
LESSEE KEPT EQ	11W011003619			

Assessor Account: **# of assets: 1**

Totals: **6,024.04**
of assets: 1

Grand Totals: **6,024.04**
of assets: 1

Disposal

Application for Homestead Exemption

Title 36 MRSA, §§ 681-689

(See next page for instructions)

-----Section 1-----

Check all that apply.

	Yes	No
A. I am a legal resident of the State of Maine.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. I have owned homestead property in Maine for at least the past 12 months. (1) If you owned a homestead in another municipality within the past 12 months, state the municipality where located: _____	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. I declare this homestead is my permanent place of residence and the only property for which I have claimed a homestead exemption. (Summer camps, vacation homes and 2nd residences do not qualify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

IF YOU HAVE NOT ANSWERED YES TO ALL QUESTIONS, STOP HERE.
You must meet all three of these requirements to qualify for a homestead exemption under the terms of the homestead exemption statute.

-----Section 2-----

1. Names of all Property Owners (names on your tax bill): Andrew L. Bean

2. Physical location of Homestead property: (i.e. 14 Maple St.) 5 River Rd.
 City/Town: Raymond, ME Telephone No. (207) 831-5898

3. Mailing Address, if different from above: _____
 City/Town _____ State _____ Zip Code _____

-----Section 3-----

CLAIM OF RESIDENCY IN THE MUNICIPALITY, IN LINE 2 ABOVE, IS BASED ON ONE OR MORE OF THE FOLLOWING:

	Yes	No	N/A
* I am a registered voter in the municipality.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* I pay Motor Vehicle Excise Tax in the municipality.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* The place of legal residence on my resident fishing and/or hunting license is the same as the above homestead address.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
* The address on my driver's license is the same as the above address.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(If you answer no to any question, please explain on a separate sheet. N/A means Not Applicable)

I (we) hereby declare, aware of penalties for perjury, that the answers to the above are, to the best of my/our knowledge and belief, true, correct and complete. A person who knowingly files false information for the purpose of obtaining a homestead exemption is guilty of a criminal offense.

Signature of Homestead Owner(s) [Signature] Date: 10/14/13
 Date: _____

COMPLETED FORM MUST BE FILED WITH YOUR LOCAL ASSESSOR BY APRIL 1st.
 Note: Forms filed after April 1 of any year will apply to the subsequent year tax assessment.



Plate Number B535152 RMT CURRENT DAY MODE

FORM NUMBER 13663542 CLASS SUB PLATE TYPE
EFFECTIVE DATE 08/01/2014 EXPIRATION DATE 08/31/2015 TL 3 B535152 N

New Registration Re-Registration Emissions Shown
Cash Received: 0.00
VIN 5DJTB0U3375208116 TRANSACTION DATE 07/30/2014 STATUS A
Checks Received: 796.03
MILEAGE FLEET YEAR MAKE MODEL COLOR STYLE TIRES AXLES NET WEIGHT REG WEIGHT FUEL
0 N 2007 DAMO BRECK BG HS 4 2 0 0
Transaction Amount: 796.03

REGISTRANT(s)	DOB(s)/MD#	LEASE	TRUST
WARNER, MICHELLE	01/16/1968	<input type="checkbox"/>	<input type="checkbox"/>
WARNER, BRUCE	11/17/1960	<input type="checkbox"/>	<input type="checkbox"/>

DBA Name

LESSOR UNIT # DOT # REGISTRATION FEES

Mailing Address: 25 HAWTHORNE DR WINDHAM ME 04062
 Legal Residence and Code: RAYMOND ME 05190

STICKER NUMBERS (M) 08 8822429
 (Y) 15 9658800

PRIOR TITLE

Local		State	
Sale	0.00	Rate	20.00
Base	30508	Credit	0.00
Mil Rate	0.0040	Fees	20.00
Agent Fee	4.00	S.T.	690.00
Ex Tax	122.03	Title	
Credit	0.00	CTA 1	
Sub Tot	122.03	CTA 2	
Trns Chrg	0.00	User ID	SMC
Balance	122.03		
Credit #	0		
Ex Tx Date	07/30/2014		

No History

- Registration Transactions**
 - New Registration
 - Re-Registration
 - New Registration - Excise Tax Only
 - Re-Registration - Excise Tax Only
 - New Registration - Excise Tax Already Paid
 - Re-Registration - Excise Tax Already Paid
 - Registration Correction
 - Cancel Registration
 - Reprint Options
- Miscellaneous Transactions**
 - Data Entry Utility
 - Duplicate Registration
 - Replacement Stickers
 - Booster Permit
 - Transit Plate Registration
 - Special Permit



37° Clear 49° - 40° Wind, ME



Account #: W9505P

Linked Acct: No

Card 1 of 1

Status: Active

Owner's Information

Business Information

Current Valuation

Personal Property

Name: WARNER, BRUCE & MICHELLE
Address: 25 HAWTHORNE DRIVE
WINDHAM, ME 04062

Business Name: KOKATOSI
Location: W-2 KOKATOSI
District:
State Bus Code:
MBLU

Total Appraised:
Total Assessed:
Total Value New:
Total Penalty:

Personal Property
Information
Windham, ME
02/2014

31 of 109

Owned Items

Line #	Type Code	Description	Qty	Dep.	Replace Cost	Value New	Year	% Cond	Value	Assessed	Le
1	05	BRECKINGRIDGE	1	05	7,671	7,671	1996	1.00	7,671	7,671	

Summary By State Type

Visit History

Prior Values

Type	Description	Appraised Value	Assessed Value	Date	ID	Info Source	Purpose/Result	Visit Notes	Year	Assessed Value
05	REC VEHICLE	7,671	7,671	08/28/2014	CL		51 AL PROPERTY NE		2014	7,700
									2013	41,500
									2011	41,500

Registered by Warner
 Daine
 Bruce T
 Michelle
 Exercised w August
 prior to comment
 photo for self
 photo with Volkswagen's

**REPORT TO
THE TOWN OF RAYMOND**



**2014 Town of Raymond
Citizen Survey**

December 2014

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Background, Objectives, & Methodology

BACKGROUND, OBJECTIVES, AND METHODOLOGY

Background

- ❑ In the late summer of 2014, Pan Atlantic SMS Group, a full-service market research and consulting firm in its 30th year of successful operation, located in Portland, was commissioned by the Town of Raymond to conduct a quantitative research project with residents of the Town.
- ❑ The key overall objective of the research is to assess perceptions of and satisfaction with the Town and its delivery of services, as well as to evaluate the future needs of its residents.

Profile of the Town of Raymond

- ❑ The Town of Raymond is located in Cumberland County on the northeastern shore of Sebago Lake in the heart of Maine's Lakes Region. Raymond is bordered by the towns of Windham, Gray, Poland, and Casco, as well as serving as the mainland connection for the Town of Frye Island via the ferry landing on Raymond Cape. Raymond is approximately twenty miles distant from both Portland, Maine's largest city, and the second largest population center of Lewiston-Auburn.¹
- ❑ Raymond is a four season recreational destination with a threefold increase in population from the year round U.S. Census Bureau count of 4,436 to approximately 12,000 in the summer. It is a prime location for luxury second homes and more rustic traditional camps, as well as having several large children's summer camps. It is estimated that the Sebago Lake region receives 450,000 to 500,000 annual overnight visitors, capturing 2.6% of the State's 17.8 million annual visitors. Raymond is considered to be one of the top reasons to visit the area, with six pristine lakes and ponds and scenic mountain views within its boundaries, attracting many day visitors.¹
- ❑ The Town has a relatively high median income level, ranking 17th out of 522 in the State at \$67,917. The healthy living environment, combined with easy commuting distance to nearby cities and transportation centers, makes Raymond an attractive area for growing families and for doing business.¹

¹ Town of Raymond RFP document

BACKGROUND, OBJECTIVES, AND METHODOLOGY

Objectives

- ❑ The primary objective of this research is to determine residents' perceptions of and levels of satisfaction with the Town, including its various departments and government, as well as the future needs of residents. Information collected will be used by the Town's Select Board and administration to assist in guiding decision making on policy choices going forward.

- ❑ In order to reach this objective, the survey developed focused on the following key issues / areas:
 - Overall perceptions of and quality of life in Raymond
 - Satisfaction levels with the following Town departments:
 - Public Safety
 - Public Works / Town Maintenance
 - Town Management
 - Town Codes and Ordinances
 - Use of and satisfaction with the Town's citizen communication tools
 - Satisfaction with Regional School Unit #14 (RSU #14)
 - Level of interest in exploring various other services and enhancements
 - Major needs and priorities for Raymond in the next 10 years
 - Demographic questions

BACKGROUND, OBJECTIVES, AND METHODOLOGY

Methodology

- Research was conducted using a hybrid methodology:
 - A four page mail survey (with postage paid response envelopes) was sent to Raymond households using a voter registration list and list of property owners (this list was de-duped so that only one survey was sent out to each household – a total of 2,871 households were mailed the survey).
 - At the Town's request, an online version of the survey was posted on the Town's website for those who would prefer to take the survey electronically. The survey was set to allow only one response per electronic device, as a measure to prevent respondents from taking the survey multiple times, though this was not anticipated to be a significant issue. In addition, it should be noted that only a small fraction (10.3%) of the surveys were completed online. The cross-tabulations in Appendix B show the data broken down by method of completing the survey (mail surveys vs. online surveys), and differences in responses by mode of survey participation are noted throughout the report. However, results between these two modes are very similar overall, with statistically significant differences seen on 11 of the 51 closed end, non-demographic questions, 5 of which were in the communications section (e.g. those who responded online tend to use the internet, applications for mobile devices, and video streaming services more frequently than those who responded via mail survey).
- This methodology was chosen in order to ensure that all residents of the Town had reasonable access to the survey and were given an opportunity to voice their opinions, as well as to encourage a strong and statistically valid (with low margin of error) response. This methodology has been used successfully by many municipalities in Maine and elsewhere in the U.S. and is a widely accepted research tool.
- A total of 320 completed surveys was targeted in order to achieve a margin of error of $\pm 5.0\%$ at the 95% confidence level. However, the survey received a very high level of response, with a total of 572 surveys completed (513 mail surveys were completed and returned to Pan Atlantic SMS Group, and 59 surveys were completed online). This represents a response rate of approximately 20%, which is very high for a project of this nature and shows a high level of interest in participating by the Raymond community. With the total sample of 572, the margin of error for the survey results is $\pm 3.83\%$ at the 95% confidence level.

BACKGROUND, OBJECTIVES, AND METHODOLOGY

Methodology

- ❑ Surveys were mailed out to residents on October 29th, 2014. In addition, a link to the survey was posted to the Town website on this date. The survey was closed on November 21st, 2014.
- ❑ The survey instrument used was developed by Pan Atlantic SMS Group in conjunction with a team of Raymond personnel. Several drafts were reviewed, and the final survey instrument used was approved by the Raymond survey project team, as well as the Select Board. (Please see a copy of the final survey instrument used in Appendix A).
- ❑ Results were tabulated and analyzed using standard statistical methods. A complete set of statistical cross-tabulations is included in Appendix B of this report. Data is presented for thirteen demographic and behavioral variables.
- ❑ The total results of this study command statistical validity to the 95 percent confidence interval level with a margin of error of plus or minus 3.83%. In other words, if the study were to be replicated, 95 times out of 100 the results would be within 3.83 percentage points of the results achieved for the current survey. The margins of error for specific sub-samples tend to be higher.
- ❑ The following report presents an analysis of survey findings.
- ❑ Mean ratings are given throughout this report. In each case, the scale used is a 5-point scale, where 1 is low and 5 is high (the question wording at the top of each page gives the specific anchor points for each of these scale questions).
- ❑ **Any statistically significant differences in viewpoints by population segments, such as age groups, households with or without children, survey completed via mail or online, etc., are noted throughout the report.**

BACKGROUND, OBJECTIVES, AND METHODOLOGY

Methodology

- ❑ It is important to note that the utility of the results of a specific question can be affected by the percentage of respondents answering “don’t know” or not providing a response to the question. While it may provide interesting data in and of itself, a response of “don’t know” cannot be categorized. The result is a reduction in the sample size for particular questions, which can have an effect on the utility of the data if the “don’t know” / non-response level is high enough. When a sample size is reduced, the data becomes less useful in terms of how it can be generalized to the population. A representative sample is used to approximate the attitudes and opinions of the population at large, but as a given sub-sample gets smaller, it becomes less appropriate to extend findings from that sub-sample to the overall population. In addition, “don’t know” responses / non-responses cannot be included in mean response calculations. Therefore, care should be taken in considering the percentages involved for each question in this report.
- ❑ Please note that figures may not always add up to 100% due to the rounding of decimals and, in some cases, the ability to provide multiple responses to an individual question.
- ❑ Two open-ended questions, regarding reasons for satisfaction / dissatisfaction with Regional School Unit #14 (RSU #14) and the major needs and priorities for Raymond in the next 10 years, were included in the survey. Major themes from these open-ended questions are reported on in this report.

Executive Summary

EXECUTIVE SUMMARY

- ❑ Though there is some variation with regard to 1) perceptions of the Town and 2) satisfaction levels with the various Town departments and government, with mean ratings falling anywhere in the “average” to “excellent” and “neutral” to “very satisfied” ranges, Raymond performs well overall. With the exception of satisfaction with RSU #14, the mean satisfaction and quality ratings do not drop significantly below the “average” / “neutral” mark (3.00) for the 31 factors rated, and indeed 12 factors rate over the 4.00 mark.

Overall Perceptions of the Town of Raymond

- ❑ Raymond has a “good” overall perception, with a mean rating of 3.87 and 75.7% of respondents rating their overall perception of Raymond as either “good” or “excellent.”
- ❑ The perceptions of Raymond both as a place to raise children and a place to retire / live as adults (without children) are also strong (mean ratings of 3.94 and 3.71, close to a “good” overall mean score of 4.00).
- ❑ Opportunities to participate in community matters and overall confidence in Raymond’s elected officials come in somewhat lower, in the “average” to “good” range, while overall confidence in appointed members of Raymond’s Planning Board and Zoning Board of Appeals and overall opportunities for adult education and enrichment come in about “average.”

Public Safety

- ❑ Satisfaction ratings of the Public Safety factors tested are very strong across the board, with mean ratings between 3.98 and 4.58, placing them in the “somewhat” to “very satisfied” range.
- ❑ The level of friendliness and professionalism of fire and rescue personnel, the overall quality of fire and rescue services, and how quickly fire and rescue personnel respond rate the highest, but the overall feeling of safety in the Town, the responsiveness of Cumberland County Sheriff’s policing services, and outreach / education by the Fire Department also performed very well.
- ❑ With regard to policing services “in the future,” four in ten (41.4%) respondents favor continuing to have policing services provided by the Cumberland County Sheriff’s Office, while a quarter said they would need more information to respond to the question, 9% would favor contracting for enhanced services with the Cumberland County Sheriff’s Office, and 5% would favor having Raymond provide policing services through its own police department. Nineteen percent did not offer a response.

EXECUTIVE SUMMARY

Public Works / Town Maintenance

- ❑ Raymond rates highly with regard to satisfaction with the level and quality of trash and curbside services, overall response and service levels during storm conditions, and overall availability and quality of public recreation areas (mean ratings between 4.09 and 4.38).
- ❑ Responsiveness of Public Works to address problems, the overall condition and quality of state-maintained roads, and overall condition and quality of town-maintained roads rate lower comparatively, with mean ratings in the 3.60 to 3.74 range.

Town Management & Town Codes and Ordinances

- ❑ Satisfaction with Raymond's Town Management and Town Codes and Ordinances is strong, with mean ratings between 3.84 and 4.47 for the 6 factors tested.
- ❑ In this area of inquiry, Raymond's satisfaction is highest for the transaction length of doing business in person at the Town Office and Town Office customer service (mean ratings of 4.47 and 4.39 respectively). These are very good scores.
- ❑ Though not quite as high, satisfaction ratings for the responsiveness of the Town's personnel and department heads to phone calls or e-mails, the Town Manager's Office, the timeliness and ease of the Town's permitting process, and the overall enforcement of Town codes and ordinances are also strong (mean ratings between 3.84 and 4.04).

Communications

- ❑ Respondents state that the internet and social media are the most frequently used communications tools to get important information, followed by print publications, the telephone, cable TV or public / local access channel, and applications for mobile devices. Radio and video streaming services are the least frequently used of the communications tools tested.
- ❑ Respondents were asked to rate Raymond on its use of five tools to communicate with residents regarding Town news and other Town information. Raymond's Town website (www.raymondmaine.org) / Facebook page rate the highest on this metric (mean rating of 3.61). Raymond's use of online live streaming video, the phone system, and cable TV / public access channels rate in the "average" to "good" range, while its use of the radio to communicate with residents rates just below "average."

EXECUTIVE SUMMARY

Satisfaction with RSU #14

- ❑ Satisfaction with RSU #14 is low, with only 18.0% of respondents saying that they are “somewhat” or “very satisfied.” About a third of respondents (33.2%) are “somewhat” or “very dissatisfied,” and amongst those with children in the household, dissatisfaction is even higher (49.5% are “somewhat” or “very dissatisfied”).
- ❑ Top reasons for dissatisfaction are perceptions that the partnership is lopsided in nature, resulting in lack of control, higher costs, and a lower quality of education.

Level of Support for Raymond Further Exploring Various Services or Enhancements

- ❑ The project with the greatest level of support of the 11 tested is “expanding conservation efforts (additional funding for support groups such as the Raymond Waterways Protective Association (RWPA) or milfoil eradication efforts).” Half of respondents (48.8%) “strongly support” exploring this, with an additional quarter (24.7%) “somewhat supporting” it (73.5% total; mean rating of 4.12).
- ❑ Other projects garnering fairly strong levels of support are “expanding funding for the Raymond Village Library,” “expanding economic development efforts,” “investigating options for alternative high speed internet service and / or providers (e.g. fiber optics),” “updating the Comprehensive Plan that expires this year,” and “contracting for bulky waste removal services” (mean ratings between 3.65 to 3.83).
- ❑ When asked what level of tax increase would be tolerable to support potentially pursuing any of these services or enhancements, over a third of respondents said that they would not find any tax increase tolerable. An additional 5.4% would not favor pursuing any additional services, facilities, infrastructure, or other projects. Of the 54.2% who might find some level of tax increase tolerable, 16.8% would find a one percent increase tolerable, 14.5% said two percent, 9.3% said three percent, 4.4% said four percent, 5.9% said five percent, 2.3% said six to ten percent, and 1.0% said more than ten percent.

EXECUTIVE SUMMARY

Major Needs and Priorities in the Next 10 Years

- The top themes that emerged with regard to the major needs or priorities for Raymond in the next 10 years are 1) keeping taxes low, 2) improving local infrastructure, namely improving and paving local roads, 3) leaving RSU #14 and improving and expanding Raymond's educational system, 4) economic development, and 5) preserving and improving open space, lakes, and other natural resources, including fighting invasive plant species.

- The need for economic development and preserving and improving open space, lakes, and other natural resources was also cited in responses to the aided question about potential services or enhancements that Raymond might explore - 61% of respondents supported further exploration of "expanding economic development efforts" and 74% supported further exploration of "expanding conservation efforts."

Survey Results & Analysis

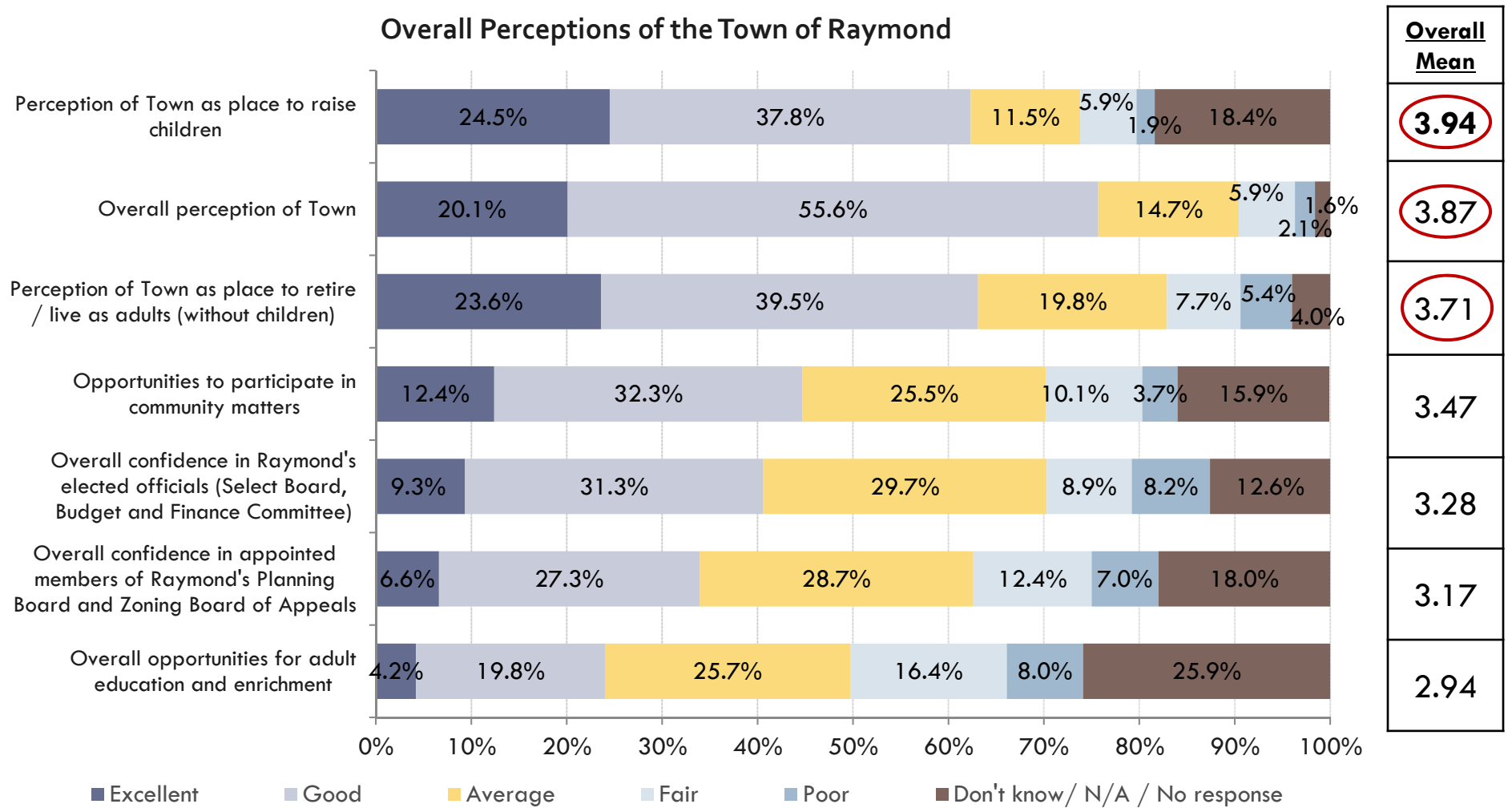
Overall Perceptions of the Town of Raymond

Overall Perceptions of the Town of Raymond

How would you rate Raymond on each of the following?
Please rate on a scale of 1 to 5, where 1 means "poor" and 5 means "excellent."



Overall Perceptions of the Town of Raymond



Overall Perceptions of the Town of Raymond

How would you rate Raymond on each of the following?

Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

- Raymond has a “good” overall perception, with a mean rating of 3.87 and 75.7% of respondents rating their overall perception of Raymond as either “good” or “excellent.” Only 7.8% have a “fair” or “poor” overall perception of Raymond.**

- The perceptions of Raymond both as a place to raise children and a place to retire / live as adults (without children) are also strong (mean ratings of 3.94 and 3.71, close to a “good” overall rating of 4.00).**

- Opportunities to participate in community matters and overall confidence in Raymond’s elected officials (Select Board, Budget and Finance Committee) rate in the “average” to “good” range (mean ratings of 3.47 and 3.28).**

- Overall confidence in appointed members of Raymond’s Planning Board and Zoning Board of Appeals and overall opportunities for adult education and enrichment are about “average” (mean ratings of 3.17 and 2.94).**

- Between 13% and 26% of respondents “don’t know” how to rate 5 of the 7 factors tested.**

- To see how ratings of the overall perceptions of Raymond vary by demographic subgroup, please see the table on the next page.*

Overall Perceptions of the Town of Raymond: Analysis by Demographic Subgroup

How would you rate Raymond on each of the following?
Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

Overall Perceptions of the Town of Raymond: Differences in Mean Ratings by Demographic Subgroup		
	Higher	Lower
Perception of Town as place to raise children	<ul style="list-style-type: none"> ✓ Household income \$50K-100K (4.09); less than \$50K (3.99) ✓ Females (4.04) ✓ Children in household (4.15) ✓ Year-round residents (4.00) ✓ Voted in June Elections (4.04) 	<ul style="list-style-type: none"> ✓ Household income \$100K+ (3.86) ✓ Males (3.83) ✓ No children in household(3.87) ✓ Seasonal residents (3.71) ✓ Did not vote in June Elections (3.80)
Overall perception of Town	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.93) ✓ Household income \$50K-100K (4.01); \$100K+ (3.91) ✓ Children in household (4.02) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.78) ✓ Household income under \$50K (3.81) ✓ No children in household (3.83)
Perception of Town as place to retire / live as adults (without children)	<ul style="list-style-type: none"> ✓ 1 adult in household (3.93); 2 adults in household (3.74) ✓ Year-round residents (3.76) 	<ul style="list-style-type: none"> ✓ 3 or more adults in household (3.44) ✓ Seasonal residents (3.55)
Opportunities to participate in community matters	<ul style="list-style-type: none"> ✓ 55 or older (3.54) ✓ 4 yr. degree or more (3.56) ✓ Children in household (3.61) ✓ Year-round residents (3.50) ✓ Attended June Town meeting (3.74) 	<ul style="list-style-type: none"> ✓ 35-54 year olds (3.34) ✓ Less than a 4 yr. degree (3.35) ✓ No children in household (3.43) ✓ Seasonal residents (3.31) ✓ Did not attend June Town meeting (3.47)
Overall confidence in Raymond's elected officials (Select Board, Budget and Finance Committee)	<ul style="list-style-type: none"> ✓ Household income \$50K-100K (3.40); \$100K+ (3.32) ✓ 1 adult in household (3.43); 2 adults in household (3.30) 	<ul style="list-style-type: none"> ✓ Household income under \$50K (3.16) ✓ 3 or more adults in household (3.06)
Overall confidence in appointed members of Raymond's Planning Board and Zoning Board of Appeals	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.26) ✓ Household income \$50K-100K (3.34); \$100K+ (3.27) ✓ 1 or 2 adults in household (3.21) ✓ Year-round residents (3.21) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.06) ✓ Household income under \$50K (3.07) ✓ 3 or more adults in household (2.99) ✓ Seasonal residents (3.03)
Overall opportunities for adult education and enrichment	<ul style="list-style-type: none"> ✓ Household income under \$100K (3.05) ✓ Children in household (3.11) ✓ 1 adult in household (3.08); 2 adults in household (2.96) ✓ Year-round residents (2.97) ✓ Mail survey (2.97) 	<ul style="list-style-type: none"> ✓ Household income \$100K+ (2.84) ✓ No children in household (2.88) ✓ 3 or more adults in household (2.75) ✓ Seasonal residents (2.79) ✓ Online survey (2.73)

Year-round residents tend to rate Raymond more highly than seasonal residents with regard to overall perceptions and quality of life measures (5 of the 7 factors tested). In addition, those with children in the household, those with 1 to 2 adults in the household, those with a 4 year degree or more, and those with household incomes of \$50,000 or higher rate Raymond more highly than their counterparts on 3 to 4 of the 7 factors tested.

Survey Results & Analysis

Public Safety

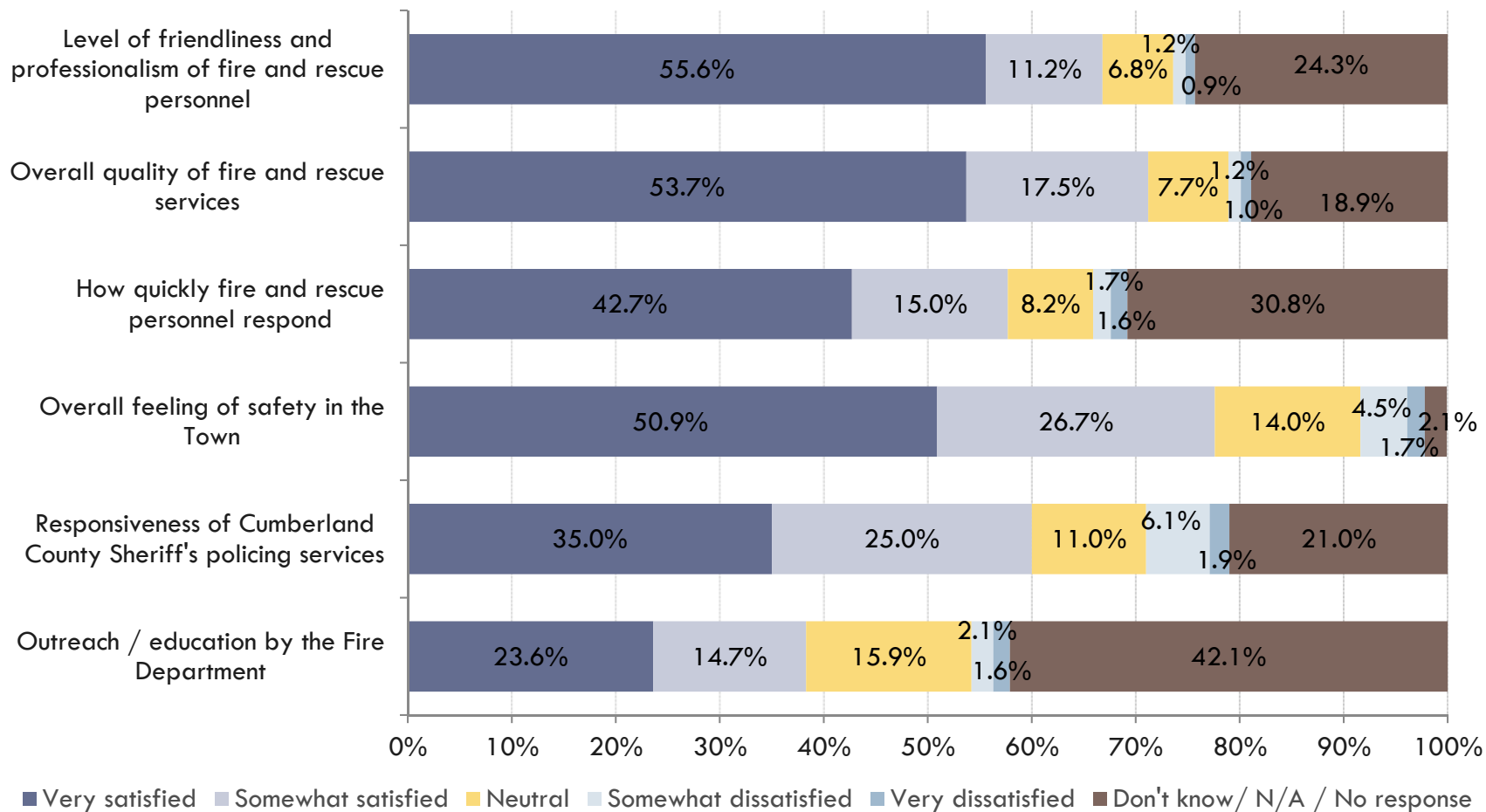
Public Safety – Satisfaction Ratings

How would you rate your satisfaction with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”



Public Safety – Satisfaction Ratings



Overall Mean
4.58
4.50
4.38
4.23
4.08
3.98

Public Safety – Satisfaction Ratings

How would you rate your satisfaction with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

- Satisfaction ratings of the Public Safety factors tested are very strong across the board, with mean ratings between 3.98 and 4.58, placing them in the “somewhat” to “very satisfied” range. Intensity levels are also significantly higher for the “very satisfied” rating category.
- The level of friendliness and professionalism of fire and rescue personnel, the overall quality of fire and rescue services, and how quickly fire and rescue personnel respond rate the highest (mean ratings of 4.58, 4.50, and 4.38 respectively).
- The overall feeling of safety in the Town, the responsiveness of Cumberland County Sheriff’s policing services, and outreach / education by the Fire Department come in comparatively lower, but still perform very well, with mean ratings of 4.23, 4.08, and 3.98 respectively.
- Dissatisfaction levels are low (2.1% to 8.0%).
- For 5 of the 6 Public Safety factors tested, 18.9% to 42.1% of respondents “don’t know” how to rate Raymond.
- To see how Public Safety ratings vary by demographic subgroup, please see the table on the next page.*

Public Safety – Satisfaction Ratings: Analysis by Demographic Subgroup

How would you rate your satisfaction with each of the following?

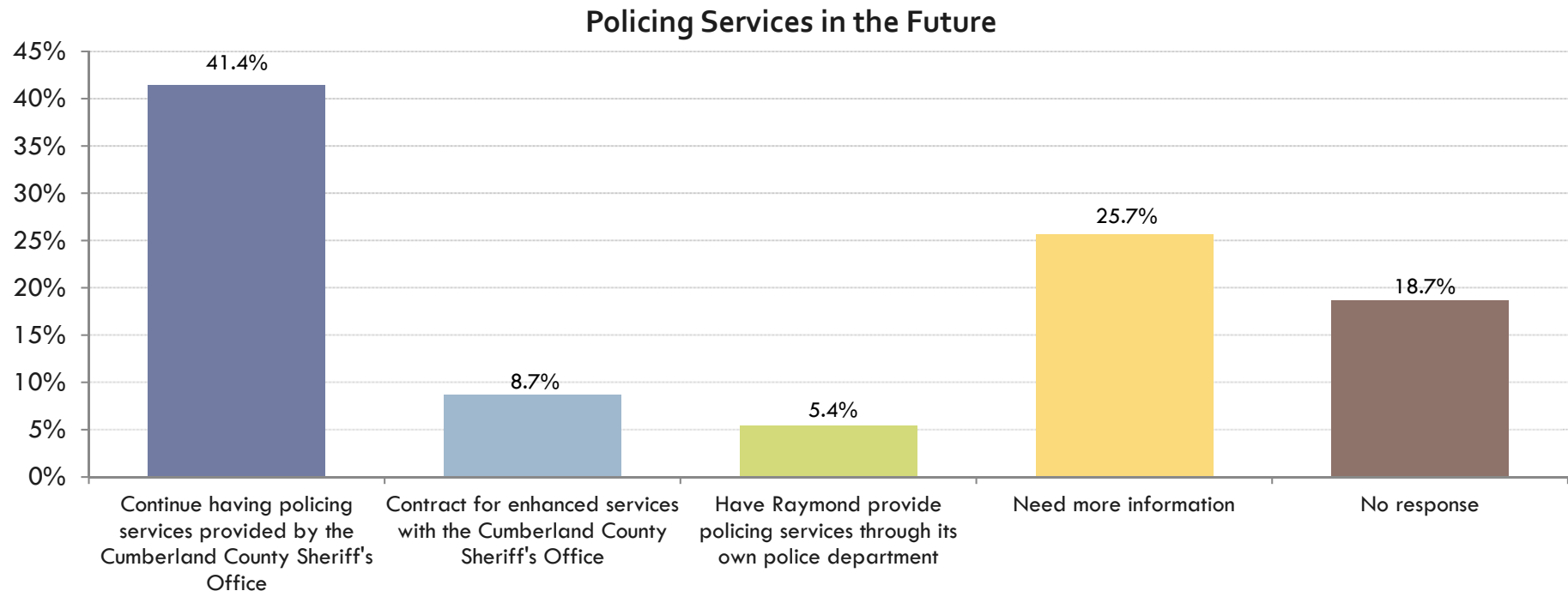
Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

	Public Safety – Satisfaction Ratings: Differences in Mean Ratings by Demographic Subgroup	
	Higher	Lower
Level of friendliness and professionalism of fire and rescue personnel	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.65) ✓ Household incomes \$50K-\$100K; \$100K+ (4.65) ✓ Children in household (4.71) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (4.50) ✓ Household incomes under \$50K (4.49) ✓ No children in household (4.55)
Overall quality of fire and rescue services	<ul style="list-style-type: none"> ✓ Household incomes \$50K-\$100K (4.62); \$100K+ (4.59) 	<ul style="list-style-type: none"> ✓ Household incomes under \$50K (4.42)
How quickly fire and rescue personnel respond	<ul style="list-style-type: none"> ✓ Voted in June elections (4.45) ✓ Year-round residents (4.40) 	<ul style="list-style-type: none"> ✓ Did not vote in June elections (4.24) ✓ Seasonal residents (4.24)
Overall feeling of safety in the Town	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.29) ✓ Household incomes \$50K-\$100K (4.37); \$100K+ (4.30) ✓ Did not attend June meeting (4.29) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (4.14) ✓ Household incomes under \$50K (4.14) ✓ Attended June meeting (4.07)
Responsiveness of Cumberland County Sheriff's policing services	N/A	N/A
Outreach / education by the Fire Department	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.05) ✓ Household incomes \$50K-\$100K (4.18) ✓ Children in household (4.28) ✓ Year-round residents (4.00) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.90) ✓ Household incomes \$100K+ (4.01); under \$50K (3.95) ✓ No children in household (3.88) ✓ Seasonal residents (3.80)

Respondents with a 4 year degree or more and respondents with household incomes of \$50K or more tend to rate Public Safety more highly than their counterparts (on 3 of the 6 factors tested). In addition, those with children in the household and year-round residents rate Public Safety higher than their counterparts on 2 of the 6 factors tested.

Policing Services in the Future

Currently, policing services are provided by the Cumberland County Sheriff's Office. Which of the following options would you prefer with regard to providing Raymond's policing services in the future?



- ❑ **Four in ten (41.4%) respondents favor continuing to have policing services provided by the Cumberland County Sheriff's Office.**
- ❑ Only a minority would favor contracting for enhanced services with the Cumberland County Sheriff's Office (8.7%) or having Raymond provide policing services by having its own police department (5.4%).
- ❑ However, a quarter (25.7%) say that they would need more information to be in a position to respond, and 18.7% of respondents did not offer a response to this question.

Survey Results & Analysis

Public Works / Town Maintenance

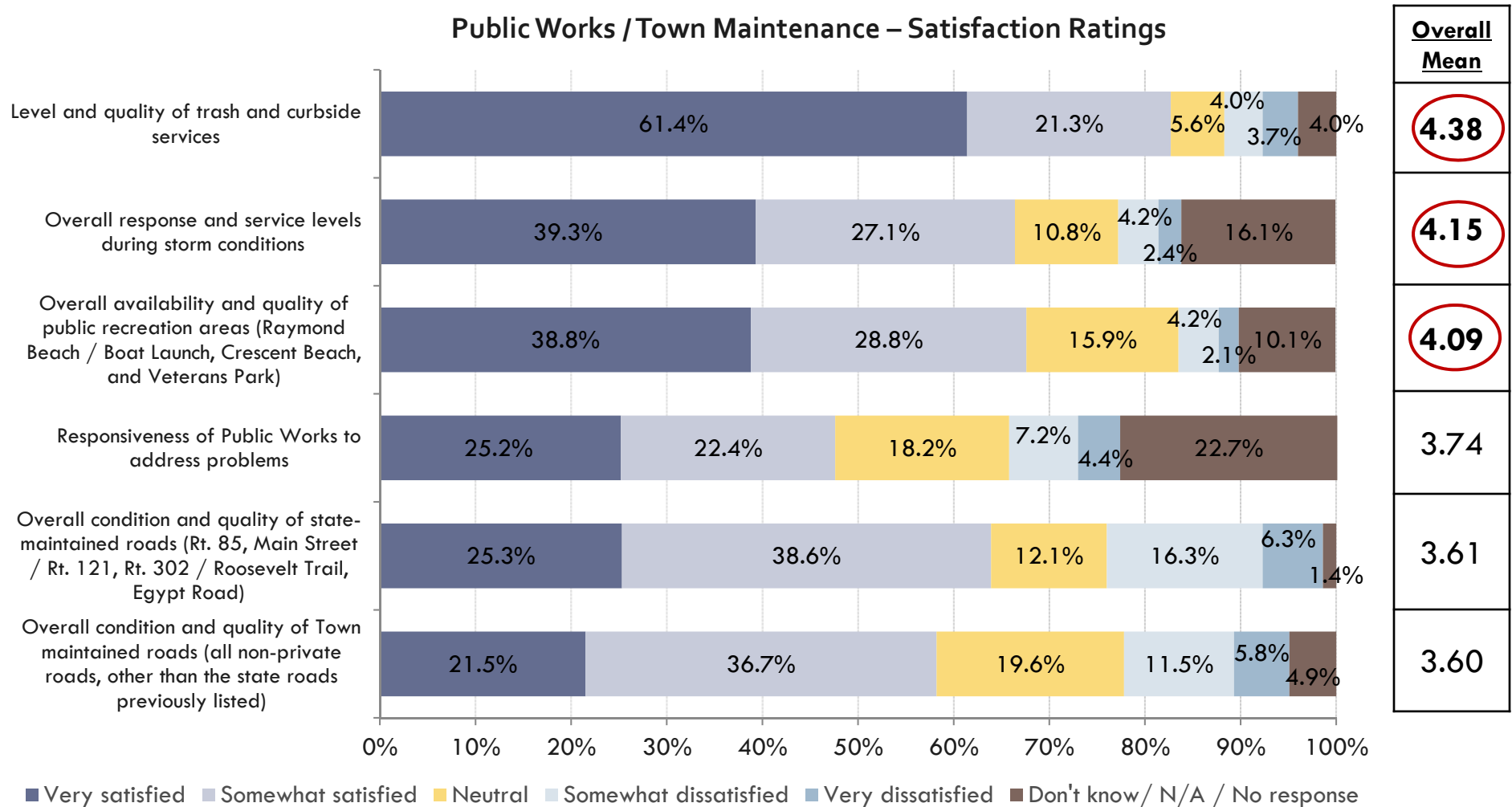
Public Works / Town Maintenance – Satisfaction Ratings

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”



Public Works /Town Maintenance – Satisfaction Ratings



Public Works / Town Maintenance – Satisfaction Ratings

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

- ❑ **Raymond rates highly in terms of satisfaction with the level and quality of trash and curbside services, overall response and service levels during storm conditions, and overall availability and quality of public recreation areas (Raymond Beach / Boat Launch, Crescent Beach, and Veterans Park) (mean ratings of 4.38, 4.15, and 4.09 respectively).**

- ❑ **Responsiveness of Public Works to address problems, overall condition and quality of state-maintained roads, and overall condition and quality of town-maintained roads rate lower comparatively, with mean ratings of 3.74, 3.61, and 3.60 respectively.**

- ❑ Dissatisfaction levels are fairly low for the level of trash and curbside services, response and service levels during storm conditions, overall availability and quality of public recreation areas, and responsiveness of Public Works to address problems (6.3% to 11.6%). Dissatisfaction with both state- and town-maintained roads is somewhat higher (22.6% and 17.3% respectively).

- ❑ Between 10.1% and 22.7% of respondents “don’t know” how to rate the overall availability and quality of public recreation areas, overall response and service levels during storm conditions, and responsiveness of Public Works to address problems.

- ❑ *To see how Public Works / Town Maintenance ratings vary by demographic subgroup, please see the table on the next page.*

Public Works / Town Maintenance – Satisfaction Ratings: Analysis by Demographic Subgroup

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

Public Works / Town Maintenance – Satisfaction Ratings: Differences in Mean Ratings by Demographic Subgroup		
	Higher	Lower
Level and quality of trash and curbside services	<ul style="list-style-type: none"> ✓ Household incomes \$50K-\$100K (4.53); under \$50K (4.47) ✓ Voted in June elections (4.50) ✓ 1 adult in household (4.52); 2 adults in household (4.40) ✓ Year-round residents (4.49) 	<ul style="list-style-type: none"> ✓ Household incomes \$100K+ (4.22) ✓ Did not vote in June elections (4.21) ✓ 3 or more adults in household (4.24) ✓ Seasonal residents (4.06)
Overall response and service levels during storm conditions	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.22) ✓ Attended June meeting (4.35) ✓ 3 to 10 years of residence (4.30) ✓ Year-round residents (4.18) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (4.05) ✓ Did not attend June meeting (4.14) ✓ More than 10 years of residence (4.11) ✓ Seasonal residents (3.98)
Overall availability and quality of public recreation areas (Raymond Beach / Boat Launch, Crescent Beach, and Veterans Park)	<ul style="list-style-type: none"> ✓ 55+ years old (4.17) ✓ Did not vote in June elections (4.19) ✓ Did not attend June meeting (4.14) ✓ 1 adult in household (4.31) 	<ul style="list-style-type: none"> ✓ 35-54 years old (3.96) ✓ Voted in June elections (4.01) ✓ Attended June meeting (3.88) ✓ 2 adults in household (4.10); 3 or more adults in household (3.93) ✓ Online survey (3.83) ✓ 3 to 10 years of residence (3.92)
Responsiveness of Public Works to address problems	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.81) ✓ Household incomes of \$50K-\$100K (3.87); \$100K+ (3.84) ✓ Males (3.90) ✓ 2 adults in household (3.84); 1 adult in household (3.66) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.63) ✓ Household incomes under \$50K (3.56) ✓ Females (3.57) ✓ 3 or more adults in household (3.37)
Overall condition and quality of state-maintained roads (Rt. 85, Main Street / Rt. 121, Rt. 302 / Roosevelt Trail, Egypt Road)	<ul style="list-style-type: none"> ✓ 55+ years old (3.68) ✓ 4 yr. degree or more (3.73) ✓ Voted in June elections (3.91) ✓ 1 adult in household (3.70); 2 adults in household (3.65) ✓ 3 to 10 years of residence (3.78) ✓ Seasonal residents (3.95) 	<ul style="list-style-type: none"> ✓ 35-54 years old (3.46) ✓ Less than a 4 yr. degree (3.42) ✓ Did not vote in June elections (3.43) ✓ 3 or more adults in household (3.39) ✓ More than 10 years of residence (3.55) ✓ Year-round residents (3.49)
Overall condition and quality of Town maintained roads (all non-private roads, other than the state roads previously listed)	<ul style="list-style-type: none"> ✓ 55+ years old (3.69) ✓ 4 yr. degree or more (3.67) ✓ Household incomes \$100K+ (3.66); \$50K-\$100K (3.58) ✓ Did not vote in June elections (3.84) ✓ Seasonal residents (3.94) 	<ul style="list-style-type: none"> ✓ 35-54 years old (3.37) ✓ Less than a 4 yr. degree (3.45) ✓ Household incomes under \$50K (3.43) ✓ Voted in June elections (3.44) ✓ Year-round residents (3.48)

Respondents with a 4 year degree or more tend to rate Public Works / Town Maintenance more highly than their counterparts (on 4 of the 6 factors tested). In addition, respondents 55 and older and respondents with 1 or 2 adults in the household rate Raymond more highly than their counterparts on 3 of the 6 Public Works / Town Maintenance factors tested.

Survey Results & Analysis

Town Management & Town Codes and Ordinances

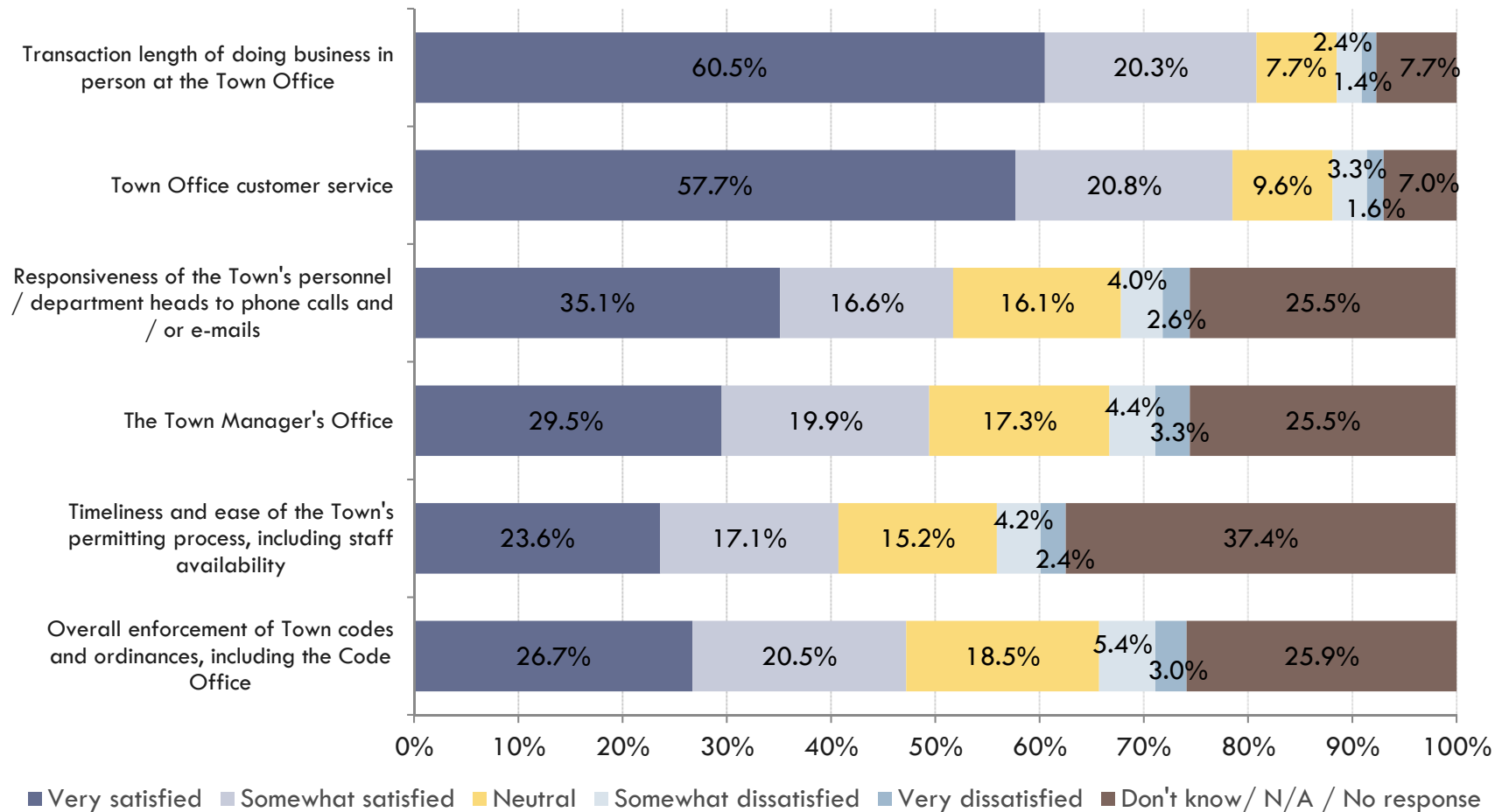
Town Management & Town Codes and Ordinances – Satisfaction Ratings

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”



Town Management & Town Codes and Ordinances – Satisfaction Ratings



Overall Mean
4.47
4.39
4.04
3.91
3.88
3.84

Town Management & Town Codes and Ordinances – Satisfaction Ratings

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

- ❑ **Satisfaction with Raymond’s Town Management and Town Codes and Ordinances is strong, with mean ratings between 3.84 and 4.47 for the 6 factors tested.**

- ❑ **In this area, Raymond’s satisfaction is highest for the transaction length of doing business in person at the Town Office and Town Office customer service (mean ratings of 4.47 and 4.39 respectively, placing them between “somewhat” and “very satisfied” on the 5-point scale).**

- ❑ **Though not quite as high, satisfaction ratings for the responsiveness of the Town’s personnel and department heads to phone calls or e-mails, the Town Manager’s Office, the timeliness and ease of the Town’s permitting process, and the overall enforcement of Town codes and ordinances are also strong (mean ratings of 4.04, 3.91, 3.88, and 3.84 respectively).**
 - Of note, between 25.5% and 37.4% of respondents “don’t know” how to rate these 4 factors.

- ❑ Dissatisfaction levels are fairly low across the board for the 6 factors tested (3.8% to 8.4%).

- ❑ *To see how Town Management / Town Codes and Ordinances ratings vary by demographic subgroup, please see the table on the next page.*

Town Management & Town Codes and Ordinances – Satisfaction Ratings: Analysis by Demographic Subgroups

How satisfied are you with each of the following?

Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

Town Management & Town Codes and Ordinances – Satisfaction Ratings: Differences in Mean Ratings by Demographic Subgroup		
	Higher	Lower
Transaction length of doing business in person at the Town Office	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.54) ✓ Household incomes \$50K-\$100K (4.62) ✓ 2 adults in household (4.56); 1 adult in household (4.49) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (4.40) ✓ Household incomes \$100K+ (4.48); under \$50K (4.38) ✓ 3 or more adults in household (4.14)
Town Office customer service	<ul style="list-style-type: none"> ✓ 55+ year olds (4.47) ✓ 1 adult in household (4.49); 2 adults in household (4.44) 	<ul style="list-style-type: none"> ✓ 35-54 years old (4.29) ✓ 3 or more adults in household (4.18)
Responsiveness of the Town's personnel / department heads to phone calls and / or e-mails	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.14) ✓ Household incomes \$50K-\$100K (4.19); \$100K+ (4.09) ✓ Males (4.12) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.90) ✓ Household incomes under \$50K (3.77) ✓ Females (3.96)
The Town Manager's Office	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.02) ✓ Household incomes \$50K-\$100K (4.11); \$100K+ (4.04) ✓ Males (4.00) ✓ Did not vote in June elections (4.08) ✓ 2 adults in household (3.98) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.76) ✓ Household incomes under \$50K (3.63) ✓ Females (3.82) ✓ Voted in June elections (3.86) ✓ 1 adult in household (3.80); 3 or more adults in household (3.70)
Timeliness and ease of the Town's permitting process, including staff availability	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.03) ✓ Household incomes \$50K+ (4.00) ✓ Males (3.97) ✓ 2 adults in household (3.96); 1 adult in household (3.93) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.67) ✓ Household incomes under \$50K (3.56) ✓ Females (3.79) ✓ 3 or more adults in household (3.53)
Overall enforcement of Town Codes and Ordinances, including the Code Office	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.92) ✓ Household incomes \$50K-\$100K (4.03); \$100K+ (3.93) ✓ Males (3.95) ✓ Attended June meeting (4.10) ✓ 2 adults in household (3.93) ✓ Children in household (3.95) ✓ Year-round residents (3.89) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.73) ✓ Household incomes under \$50K (3.70) ✓ Females (3.73) ✓ Did not attend June meeting (3.86) ✓ 1 adult in household (3.66); 3 or more adults in household (3.63) ✓ No children in household (3.82) ✓ Seasonal residents (3.69)

As with Public Safety and Public Works / Town Maintenance, respondents with a 4 year degree or more tend to rate the Town Management and Town Codes and Ordinances more highly than their counterparts (on 5 of the 6 factors tested). In addition, respondents with household incomes of \$50,000 or higher, male respondents, and those with 1 or 2 adults in their household rate Raymond more highly than their counterparts on 3 to 4 of the 6 Town Management / Town Codes and Ordinances factors tested.

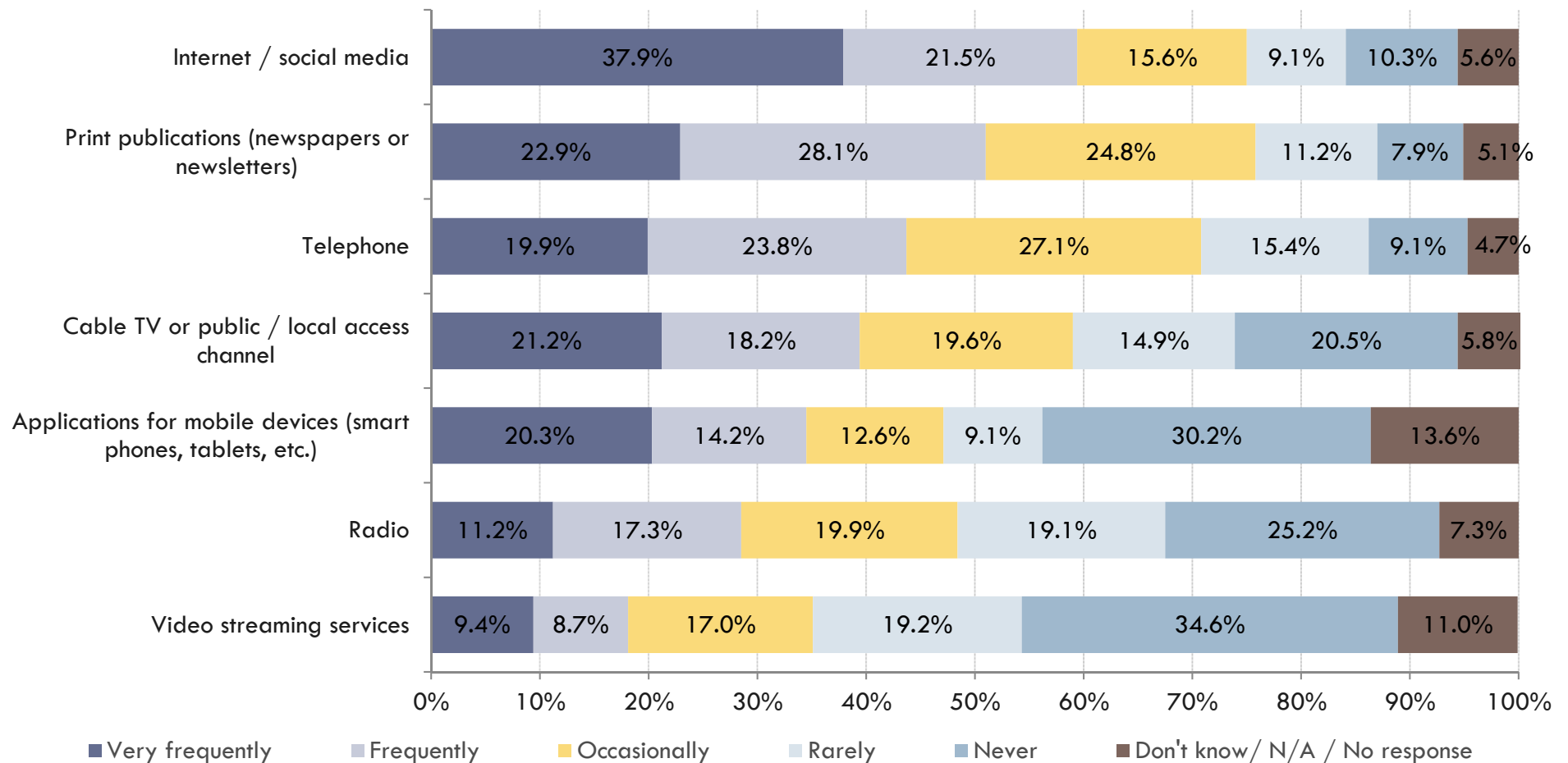
Survey Results & Analysis

Communications

Communication Tools - Frequency of Use

How often do you use the following communication tools to get important information?
Please rate on a scale from 1 to 5, where 1 means “never” and 5 means “very frequently.”

Communication Tools - Frequency of Use



Communication Tools - Frequency of Use

How often do you use the following communication tools to get important information?
Please rate on a scale from 1 to 5, where 1 means “never” and 5 means “very frequently.”

- ❑ **The internet and social media are the most frequent communication tools used to get important information** (37.9% use the internet / social media “very frequently,” with another 21.5% using them “frequently” – 59.4% total).

- ❑ **The internet and social media are followed by print publications, the telephone, cable TV or public / local access channel, and applications for mobile devices** (used “frequently” or “very frequently” by 34.5% to 51.0% of respondents). Of note, 35.4% and 39.3% of respondents use cable TV or the public / local access channel or applications for mobile devices “rarely” or “never.”

- ❑ **Radio and video streaming services are the least frequently used of the communication tools tested** (18.1% to 28.5% of respondents use these “frequently” or “very frequently” to get important information, and 44.3% to 53.8% use these “rarely” or “never”).

- ❑ *To see how use of these communications tools varies by demographic subgroup, please see the table on the next page.*

Communication Tools - Frequency of Use: Analysis by Demographic Subgroup

How often do you use the following communication tools to get important information?

Please rate on a scale from 1 to 5, where 1 means “never” and 5 means “very frequently.”

Communication Tools – Frequency of Use: Differences in the Percentage Using “Frequently” or “Very Frequently,” by Demographic Subgroup		
	Higher	Lower
Internet / social media	<ul style="list-style-type: none"> ✓ 35 to 54 year olds (68.7%). ✓ 4 yr. degree or more (65.1%) ✓ Household incomes \$100K+ (70.6%); \$50K-\$100K (62.9%) ✓ Children in household (72.5%) ✓ 3 to 10 years of residence (72.0%) ✓ Online survey (72.9%) 	<ul style="list-style-type: none"> ✓ 55+ year olds (56.8%) ✓ Less than a 4 yr. degree (51.6%) ✓ Household incomes under \$50K (48.2%) ✓ No children in household (58.5%) ✓ More than 10 years of residence (55.5%) ✓ Mail survey (57.9%)
Print publications (newspapers or newsletters)	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (56.1%) ✓ Household incomes \$100K+ (53.8%); \$50K-\$100K (51.7%) ✓ Females (58.7%) ✓ 3 or more adults in household (57.8%); 2 adults in household (51.9%) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (44.3%) ✓ Household incomes under \$50K (42.9%) ✓ Males (45.3%) ✓ 1 adult in household (41.7%)
Telephone	<ul style="list-style-type: none"> ✓ Mail survey (45.0%) 	<ul style="list-style-type: none"> ✓ Online survey (32.2%)
Cable TV or public / local access channel	N/A	N/A
Applications for mobile devices (smart phones, tablets, etc.)	<ul style="list-style-type: none"> ✓ 35 to 54 year olds (54.2%) ✓ 4 yr. degree or more (40.1%) ✓ Household incomes \$100K+ (48.8%) ✓ Females (38.9%) ✓ 3 or more adults in household (45.6%) ✓ Children in household (51.6%) ✓ Online survey (49.2%) ✓ 3 to 10 years of residence (44.1%) 	<ul style="list-style-type: none"> ✓ 55+ year olds (27.1%) ✓ Less than a 4 yr. degree (25.6%) ✓ Household incomes \$50K-\$100K (34.4%); under \$50K (23.2%) ✓ Males (30.6%) ✓ 2 adults in household (32.8%); 1 adult in household (30.6%) ✓ No children in household (31.0%) ✓ Mail survey (32.7%) ✓ More than 10 years of residence (31.1%)
Radio	<ul style="list-style-type: none"> ✓ 35 to 54 year olds (35.9%) ✓ 3 to 10 years of residence (32.2%) 	<ul style="list-style-type: none"> ✓ 55+ year olds (26.3%) ✓ More than 10 years of residence (26.9%)
Video streaming services	<ul style="list-style-type: none"> ✓ Attended June meeting (28.4%) ✓ Online survey (37.3%) ✓ 3 to 10 years of residence (28.0%) 	<ul style="list-style-type: none"> ✓ Did not attend June meeting (15.8%) ✓ Mail survey (16.0%) ✓ More than 10 years of residence (15.5%)

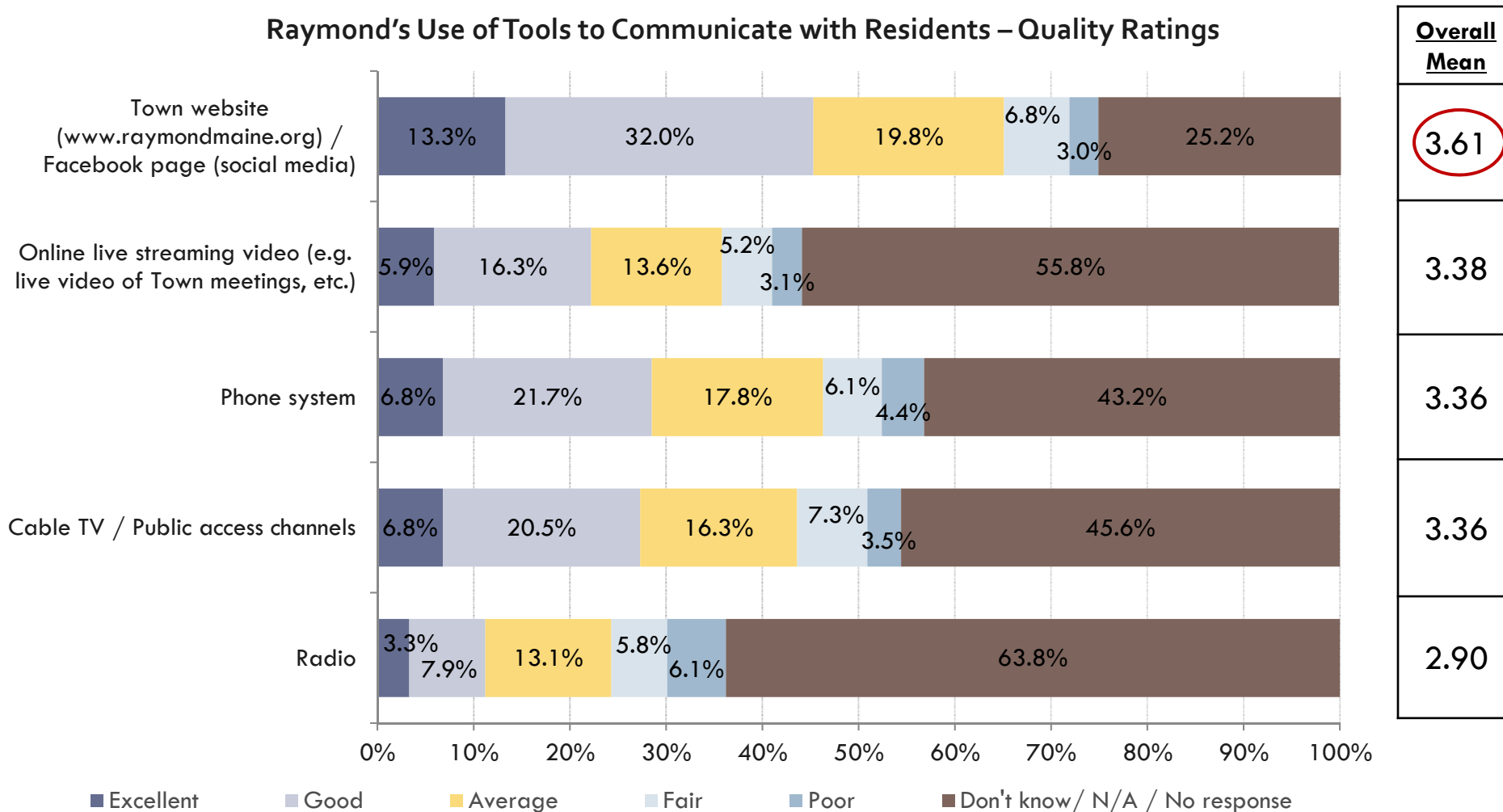
Respondents with a 4 year degree or more and those with household incomes of \$100,000 or more are more likely to frequently use the internet / social media, applications for mobile devices, and print publications to get important information. In addition, use of the internet / social media, applications for mobile devices, and the radio to get important information tends to decrease with age.

Raymond's Use of Tools to Communicate with Residents – Quality Ratings

How would you rate Raymond on its use of each of the following tools to communicate with residents regarding Town news or other Town information?
Please rate on a scale of 1 to 5, where 1 means "poor" and 5 means "excellent."



Raymond's Use of Tools to Communicate with Residents – Quality Ratings



Raymond's Use of Tools to Communicate with Residents – Quality Ratings

How would you rate Raymond on its use of each of the following tools to communicate with residents regarding Town news or other Town information?
Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

- Of the 5 communications tools tested, Raymond's Town website (www.raymondmaine.org) / Facebook page rates the highest in terms of the quality of its use to communicate with residents regarding Town news or other Town information (mean rating of 3.61).**
 - About a quarter (25.2%) of respondents “don't know” how to rate Raymond's website / Facebook page, as used to communicate with residents of the Town.

- Raymond's use of online live streaming video, the phone system, and cable TV / public access channels rate in the “average” to “good” range (mean ratings of 3.38, 3.36, and 3.36 respectively). Raymond's use of the radio to communicate with residents rates just below “average,” at 2.90.**
 - It is important to note that a large percentage of respondents “don't know” how to rate Raymond with regard to these four communications tools (between 43.2% and 63.8%).

- Only 8.3% to 11.9% of respondents rate Raymond's use of these five tools as “fair” or “poor.”

- To see how ratings of Raymond's use of these communication tools varies by demographic subgroup, please see the table on the next page.*

Raymond's Use of Tools to Communicate with Residents – Quality Ratings: Analysis by Demographic Subgroup

How would you rate Raymond on its use of each of the following tools to communicate with residents regarding Town news or other Town information?
Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

	Raymond's Use of Tools to Communicate with Residents – Quality Ratings: Differences in Mean Ratings by Demographic Subgroup	
	Higher	Lower
Town website (www.raymondmaine.org) / Facebook page (social media)	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.68) ✓ Did not vote in June elections (3.76) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.50) ✓ Voted in June elections (3.56)
Online live streaming video (e.g. live video of Town meetings, etc.)	<ul style="list-style-type: none"> ✓ 55+ years old (3.47) ✓ 1 adult in household (3.68); 2 adults in household (3.42) 	<ul style="list-style-type: none"> ✓ 35 to 54 years old (3.22) ✓ 3 or more adults in household (3.16)
Phone system	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.46) ✓ 1 adult in household (3.61) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.23) ✓ 2 adults in household (3.38); 3 or more adults in household (3.17)
Cable TV / Public access channels	<ul style="list-style-type: none"> ✓ Household incomes \$50K-\$100K (3.56) ✓ 1 adult in household (3.50); 2 adults in household (3.40) ✓ Year-round residents (3.39) 	<ul style="list-style-type: none"> ✓ Household incomes under \$50K (3.43); \$100K+ (3.31) ✓ 3 or more adults in household (3.25) ✓ Seasonal residents (3.22)
Radio	<ul style="list-style-type: none"> ✓ Females (3.05) ✓ Did not attend June meeting (2.99) ✓ Mail survey (2.99) 	<ul style="list-style-type: none"> ✓ Males (2.81) ✓ Attended June meeting (2.70) ✓ Online survey (2.25)

There was not a large amount of variation in terms of how different demographic subgroups rated Raymond's use of these tools to communicate with residents.

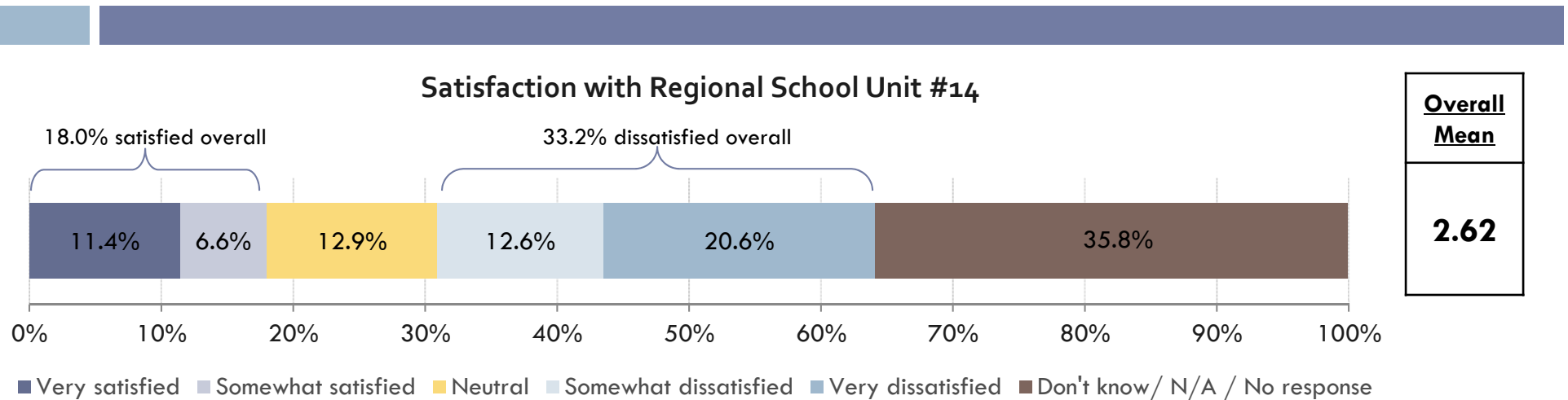
Respondents with a 4 year degree or more rate the Town website and phone system more highly than their counterparts, while those with 1 to 2 adults in the household rate the Town's use of online live streaming video and cable TV / public access channel more highly.

Survey Results & Analysis

Other Issues

Satisfaction with Regional School Unit #14

In 2009, Raymond partnered with Windham to form Regional School Unit #14 (RSU #14) to consolidate educational costs. How satisfied are you with this educational partnership? Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”



- ❑ Satisfaction with RSU #14 is low, with only 18.0% of respondents saying that they are “somewhat” (6.6%) or “very satisfied” (11.4%).
- ❑ Conversely, about a third of respondents (33.2%) are “somewhat” (12.6%) or “very dissatisfied” (20.6%) with RSU #14. Amongst those with children in the household, dissatisfaction is even higher (49.5% are “somewhat” or “very dissatisfied”).
- ❑ Satisfaction with RSU #14 increases with age, household income, and the number of adults in the household. In addition, satisfaction is higher amongst those with a 4 year degree or more, those who did not vote in the June elections, those who did not attend the June meeting, those without children in the household, those who took the mail survey, and those who are seasonal residents.
- ❑ Of note, more than a third of respondents (35.8%) “don’t know” how to rate their level of satisfaction with RSU #14.

Reasons for Satisfaction and Dissatisfaction with RSU #14

Please explain your response to question 9A [rating of satisfaction with Regional School Unit #14].

Top Reasons for:

Satisfaction (rating of 4 or 5):	Dissatisfaction (rating of 1 or 2):
Cost Savings: <ul style="list-style-type: none"> ✓ Reduction in costs to Raymond ✓ Economy of scale ✓ Sharing of resources 	Lopsided in Nature: <ul style="list-style-type: none"> ✓ Benefits Windham more than Raymond ✓ Raymond paying more than its share of costs ✓ Windham will not send their students to Raymond schools
Improved Offerings for Students: <ul style="list-style-type: none"> ✓ More educational options ✓ More extracurricular opportunities 	Control: <ul style="list-style-type: none"> ✓ Lack of independence ✓ Lack of control ✓ Little to no voice or input
Quality of Education: <ul style="list-style-type: none"> ✓ Quality of education has not changed / declined ✓ Quality of education is good 	Costs: <ul style="list-style-type: none"> ✓ Higher costs ✓ Lack of savings for Raymond
Believe Partnership will be Beneficial with Time / Compromise: <ul style="list-style-type: none"> ✓ Natural growing pains ✓ Have come too far to go back ✓ Will cost Raymond and Windham more to go back 	Level of Education: <ul style="list-style-type: none"> ✓ Poorer level of education ✓ Level of education has not improved

"Allows towns to share resources."

"Economy of scale."

"The opportunities for our students are much improved."

"Quality of education has not changed."

"Windham has good schools."

"They are having growing pains, but have put too much into the partnership to stop now."

"It's not an equal partnership."

"When small dogs partner with big dogs, the big dogs always decide where the walks will be taken."

"Windham sees us as a 'cash cow.'"

"They won't use schools located in Raymond and instead wish to build a new school which will likely have high cost to Raymond residents."

"Loss of local control."

"No cost reduction realized."

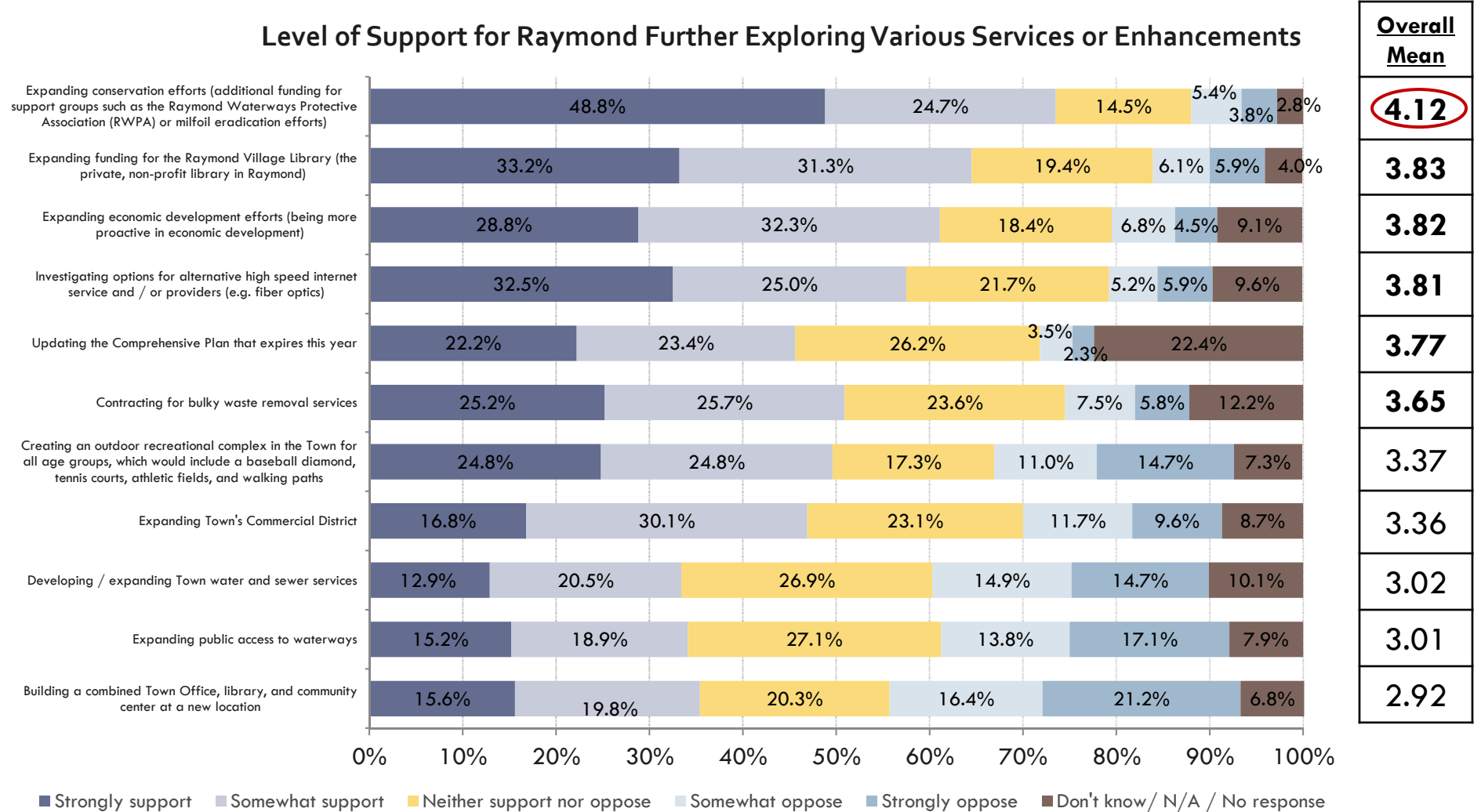
"The education of our students has declined."

Level of Support for Raymond Further Exploring Various Services or Enhancements

Please rate your level of interest in the Town's further exploring the following services or enhancements on a scale of 1 to 5, where 1 means "strongly oppose" this idea and 5 means "strongly support" this idea.



Level of Support for Raymond Further Exploring Various Services or Enhancements



Level of Support for Raymond Further Exploring Various Services or Enhancements

Please rate your level of interest in the Town's further exploring the following services or enhancements on a scale of 1 to 5, where 1 means "strongly oppose" this idea and 5 means "strongly support" this idea.

- ❑ **The service or enhancement with the greatest level of support of the eleven tested is “expanding conservation efforts (additional funding for support groups such as the Raymond Waterways Protective Association (RWPA) or milfoil eradication efforts).”** Half of respondents (48.8%) “strongly support” exploring this, with an additional quarter (24.7%) “somewhat supporting” it (73.5% total; mean rating of 4.12).
- ❑ **Other projects garnering fairly strong levels of support are:**

 - **“Expanding funding for the Raymond Village Library”** (64.5% “strongly” or “somewhat support”; mean rating of 3.83)
 - **“Expanding economic development efforts”** (61.1% “strongly” or “somewhat support”; mean rating of 3.82)
 - **“Investigating options for alternative high speed internet service and / or providers (e.g. fiber optics)”** (57.5% “strongly” or “somewhat support”; mean rating of 3.81)
 - **“Updating the Comprehensive Plan that expires this year”** (45.6% “strongly” or “somewhat support”; mean rating of 3.77. *Of note, almost a quarter (22.4%) of respondents answered “don’t know” for this question.*)
 - **“Contracting for bulky waste removal services”** (50.9% “strongly” or “somewhat support”; mean rating of 3.65)
- ❑ “Creating an outdoor recreational complex...,” “Expanding the Town’s commercial district,” “Developing / expanding Town water and sewer services,” “Expanding public access to waterways,” and “Building a combined Town Office, library, and community center at a new location” are the least supported services / enhancements (for exploration) of the eleven tested, with mean ratings around the neutral point (2.92 to 3.37).
- ❑ *To see how interest in exploring the various services and enhancements varies by demographic subgroup, please see the table on the next page.*

Level of Support for Raymond Further Exploring Various Services or Enhancements: Analysis by Demographic Subgroup

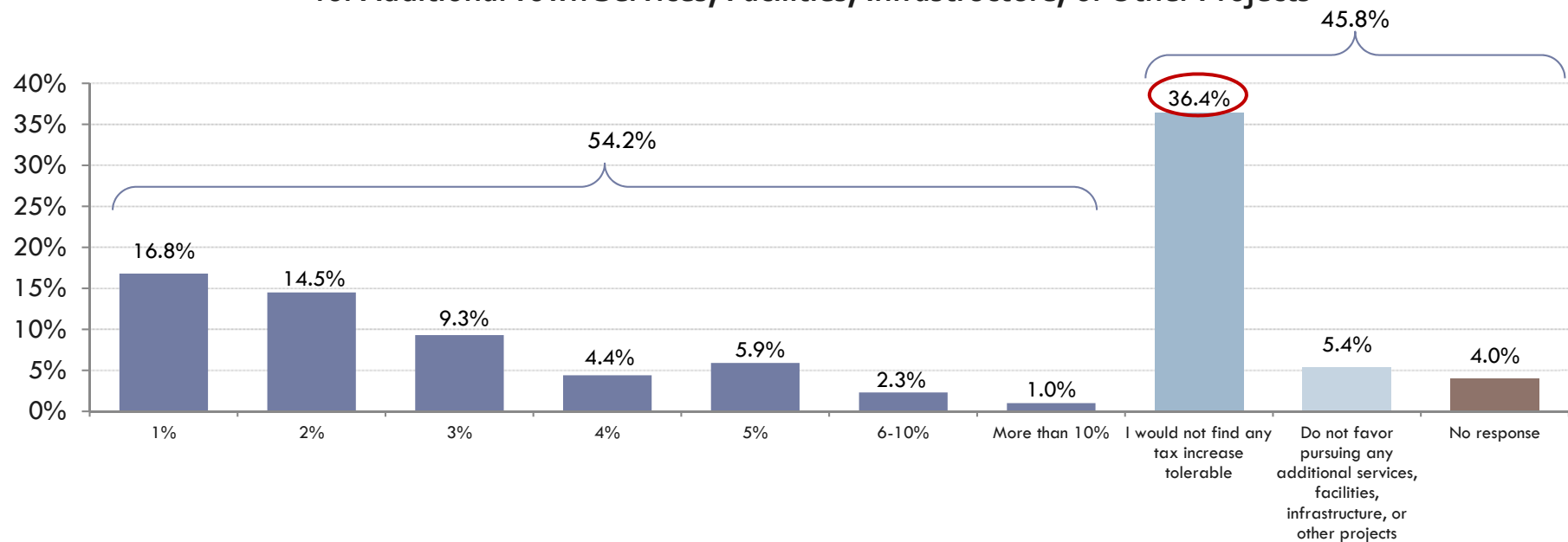
Please rate your level of interest in the Town's further exploring the following services or enhancements on a scale of 1 to 5, where 1 means "strongly oppose" this idea and 5 means "strongly support" this idea.

Level of Support for Raymond Further Exploring Various Services or Enhancements: Differences in Mean Ratings by Demographic Subgroup for Top 5 Services and Enhancements		
	Higher	Lower
1) Expanding conservation efforts (additional funding for support groups such as the Raymond Waterways Protective Association (RWPA) or milfoil eradication efforts)	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (4.34) ✓ Household incomes \$100K+ (4.33); \$50K-\$100K (4.25) ✓ Did not vote in June elections (4.43) ✓ Seasonal residents (4.53) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.79) ✓ Household incomes under \$50K (3.81) ✓ Voted in June elections (3.95) ✓ Year-round residents (3.97)
2) Expanding funding for the Raymond Village Library (the private, non-profit library in Raymond)	<ul style="list-style-type: none"> ✓ 4 yr. degree or more (3.96) ✓ Household incomes \$50K-\$100K (4.01); \$100K+ (3.94) ✓ Females (4.00) ✓ Children in household (4.16) 	<ul style="list-style-type: none"> ✓ Less than a 4 yr. degree (3.65) ✓ Household incomes under \$50K (3.72) ✓ Males (3.71) ✓ No children in household (3.78)
3) Expanding economic development efforts (being more proactive in economic development)	<ul style="list-style-type: none"> ✓ 35 to 54 years old (3.96) ✓ Household incomes \$100K+ (3.97) ✓ Females (3.90) ✓ Voted in June elections (3.90) ✓ Children in household (4.01) ✓ Year-round residents (3.90) 	<ul style="list-style-type: none"> ✓ 55 or older (3.77) ✓ Household incomes under \$100K (3.79) ✓ Males (3.73) ✓ Did not vote in June elections (3.65) ✓ No children in household (3.78) ✓ Seasonal residents (3.54)
4) Investigating options for alternative high speed internet service and / or providers (e.g. fiber optics)	<ul style="list-style-type: none"> ✓ 35 to 54 years old (4.02) ✓ 4 yr. degree or more (3.95) ✓ Household incomes \$100K+ (4.05); \$50K-\$100K (4.04) ✓ 3 or more adults in household (3.87); 2 adults in household (3.86) ✓ Children in household (3.96) ✓ Online survey (4.12) ✓ 3 to 10 years of residence (4.02) 	<ul style="list-style-type: none"> ✓ 55+ years old (3.76) ✓ Less than a 4 yr. degree (3.61) ✓ Household incomes under \$50K (3.49) ✓ 1 adult in household (3.64) ✓ No children in household (3.77) ✓ Mail survey (3.77) ✓ More than 10 years of residence (3.73)
5) Updating the Comprehensive Plan that expires this year	<ul style="list-style-type: none"> ✓ 35 to 54 years old (3.89) ✓ 4 yr. degree or more (3.94) ✓ Household incomes \$50K-\$100K (3.95); \$100K+ (3.90) ✓ Voted in June elections (3.83) ✓ Attended June meeting (4.04) ✓ 2 adults in household (3.82); 3 or more adults in household (3.72) 	<ul style="list-style-type: none"> ✓ 55+ years old (3.73) ✓ Less than a 4 yr. degree (3.51) ✓ Household incomes under \$50K (3.59) ✓ Did not vote in June elections (3.65) ✓ Did not attend June meeting (3.73) ✓ 1 adult in household (3.56)

Level of Tax Increase that Respondents Would Find Tolerable for Additional Town Services, Facilities, Infrastructure, or Other Projects

If you support the Town pursuing any additional services, facilities, infrastructure, or other projects, what level of tax increase would you find tolerable?

Level of Tax Increase that Respondents Would Find Tolerable for Additional Town Services, Facilities, Infrastructure, or Other Projects



- ❑ Over a third of respondents (36.4%) to this hypothetical question said that they would not find any tax increase tolerable. In addition, 5.4% would not favor pursuing any additional services, facilities, infrastructure, or other projects, and 4.0% did not provide a response. Thus, a total of 45.8% of respondents did not indicate a tolerance or need for any level of tax increase.
- ❑ Of the 54.2% who might find some level of tax increase tolerable, 16.8% said one percent, 14.5% said two percent, 9.3% said three percent, 4.4% said four percent, 5.9% said five percent, 2.3% said six to ten percent, and 1.0% said more than ten percent.
- ❑ Respondents who are 55 and older, have lived in Raymond for more than 10 years, have no children in the household, have less than a 4 year degree, have household incomes under \$50,000, and respondents who took the mail survey (vs. the online version) are more likely than their counterparts to “not find any tax increase tolerable.”

Major Needs or Priorities for Raymond in the Next 10 Years

What do you see as the major needs or priorities for Raymond in the next 10 years?

- The top themes that emerged with regard to the major needs or priorities for Raymond in the next 10 years are as follows:
- 1) **Taxes** – keep them low, maintain or reduce taxes (45 mentions)
 - Specifically, some waterfront owners expressed the need for tax relief (12 mentions)
 - 2) **Improve local infrastructure** - namely improving and paving local roads (35 mentions)
 - 3) **Education** – leaving RSU #14, improving and expanding local education and making Raymond’s schools better (32 mentions)
 - 4) **Economic development** – create jobs, attract businesses, and improve economic base (25 mentions)
 - 5) **Preserve and improve open space, natural resources, and lakes**, including fighting invasive plant species (24 mentions)

 - 6) **Create a community center / recreation center / a place for seniors and adult activities** (15 mentions)
 - 7) **Develop the business district** – more stores, a bank, more of a village atmosphere (12 mentions)
 - 8) **Attract young families and provide opportunities for young people** (12 mentions)
 - 9) **Improve and consolidate town offices, library, etc.** (11 mentions)
 - 10) **Control growth** (10 mentions)
 - 11) **Resolve issues with the Select Board and Town administration** (10 mentions)
 - 12) **Improve policing**, including more 24 hour policing (9 mentions)
 - 13) **Provide / improve bike paths, walking trails, and recreational areas** (9 mentions)
 - 14) **Expand water / sewer services** (7 mentions)
 - 15) **Allow non-residents to vote** (5 mentions)

Survey Results & Analysis

Comparison to Other Towns / Cities

Comparison to Other Towns / Cities

Limitations in Comparing Raymond to Other Towns / Cities

- ❑ **Most towns and cities in Maine, and indeed in New England at large, have not conducted research of this nature with their residents in recent years. The Maine Municipal Association is not aware of any Maine towns in Raymond's population range which have conducted a similar survey in recent times.**
- ❑ **For those towns that have conducted research with their residents with regard to overall perceptions, satisfaction with services, etc., it can be difficult to make direct comparisons because of differences in population, income levels, range of services provided by the town, type of community (rural, suburban, or urban), and geographic location. Even in cases where data is available for other towns with some similar characteristics to Raymond, the survey questions used may vary in terms of question wording, answer options, and the type of rating scale used. In addition, because the town survey data available was not necessarily collected in the same time period, there may be different economic and political effects at play for a survey fielded in one year versus another. For all these reasons, it is generally not possible to make an apples-to-apples comparison of Raymond's results versus those of other towns, in Maine and elsewhere. Lastly, the towns electing to do research such as this are not necessarily representative or typical of towns in New England as a whole, so looking at how Raymond compares to these particular towns does not necessarily indicate how the Town compares to towns in the region at large.**
- ❑ However, to give a broad idea of how Raymond compares with other towns, the following pages discuss how Raymond's results compare with:
 - 1) Data from the City of Saco, Maine, which regularly surveys its residents
 - 2) Data from the smaller New England towns of Lebanon (New Hampshire), Montpelier (Vermont), Andover (Massachusetts), Hopkinton (Massachusetts), Southborough (Massachusetts), and Wrentham (Massachusetts), which have previously surveyed residents through the National Citizen Survey™

Comparison to Other Towns / Cities

Data Trends within Towns / Cities

- ❑ **Some trends emerge when looking at how various departments / factors rate within the various towns examined:**
 - **Policing, fire, and rescue services tend to rate among the highest of the departments / factors tested, followed by customer service and responsiveness of town employees.**
 - **Road conditions and code enforcement tend to rate among the lowest.**
 - Ratings of snow removal, recreational opportunities / areas, overall perceptions (including perceptions as a place to raise children and retire), and opportunities to participate in community matters tend to fall somewhere in between.

- ❑ **Raymond follows these trends overall, with policing, fire, and rescue services and the customer service and responsiveness of Town employees scoring very strongly amongst the factors tested for Raymond.** As with the other towns examined, ratings of road conditions and enforcement of town codes and ordinances appear to rate towards the lower end of the factors tested. However, opportunities for adult education and enrichment and opportunities to participate in community matters scored lower than road conditions and enforcement of town codes and ordinances in Raymond.

Comparison to Other Towns / Cities

Comparing the Town of Raymond and the City of Saco*

- ❑ **When looking at the Town of Raymond versus the City of Saco, the Town appears to score similarly in terms of ratings of its overall feeling of safety; its fire and rescue services; the condition of its roads; the availability and quality of its recreation areas; service levels during storm conditions; trash removal services; the Town Manager's Office / City Administrator's Office; and the enforcement of its codes and ordinances.**

- ❑ Raymond appears to rate slightly below Saco in terms of its overall rating; perceptions of the Town as a place to raise children; opportunities for adult education and enrichment; opportunities to participate in community matters; its policing services; and outreach / education efforts by the Fire Department. However, Raymond still scores strongly in these areas (with mean ratings between 3.47 and 4.08 for five of these six factors).

** Again, it is important to bear in mind that Saco has a much larger population and is more urban than Raymond when comparing the two municipalities.*

Comparison to Other Towns / Cities

Comparing the Town of Raymond and the Towns of Lebanon, Montpelier, Andover, Hopkinton, Southborough, and Wrentham*

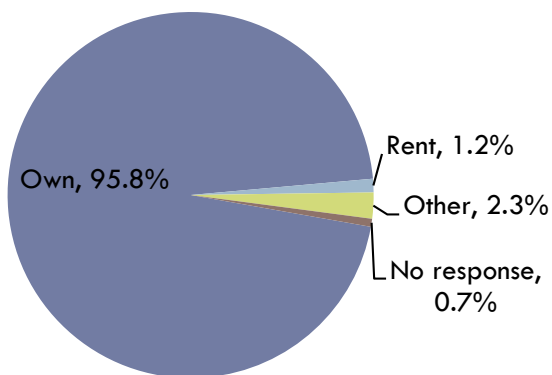
- ❑ **When comparing Raymond with these smaller New England towns, Raymond rates as follows:**
 - **Raymond appears to rate somewhat higher than most of the towns examined in terms of its road conditions, service levels during storm conditions / snow removal, trash removal services, code enforcement, and its perception as a place to retire.**
 - **Ratings of Raymond’s policing services, customer service and responsiveness of town employees, and Town Manager appear to be in a similar range as these towns.**
 - **When looking at the percentage of respondents rating a department / factor as the top two points on a scale in a rating question (e.g. the percentage rating a department / factor as “good” or “excellent”), Raymond comes in slightly lower overall with regard to ratings of the Town overall, the Town as a place to raise children, opportunities to participate in community matters, and outreach by the Fire Department. However, the National Citizen Survey™ uses a 4-point scale with no “neutral” / “average” point, whereas the Raymond survey uses a 5-point scale with a “neutral” / “average” point, which skews results and makes a direct comparison impossible.**
- ❑ **In addition, it appears that Raymond most likely scores higher than the national average (for the towns and cities who have done the National Citizen Survey™) in terms of its ratings as a place to raise children; a place to retire; its policing, fire, and rescue services; its service levels during storm conditions / snow removal; its trash removal services; and the customer service and level of responsiveness of its employees.**

** Again, due to differences in the characteristics of these towns, differences in the question wording and scales used, and the different dates / years in which the surveys were fielded, the limitations of these comparisons must be emphasized.*

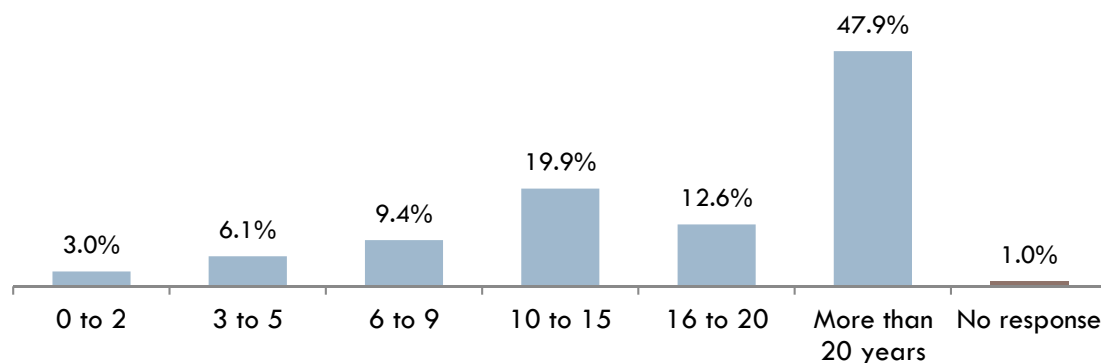
Respondent Profile

Respondent Profile

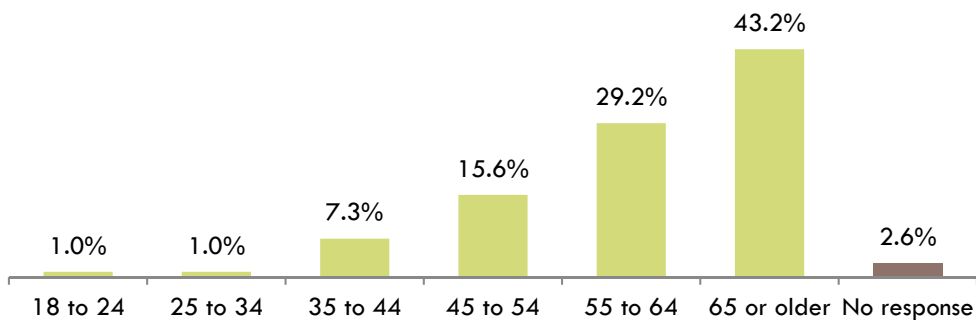
Do you own or rent your current residence?



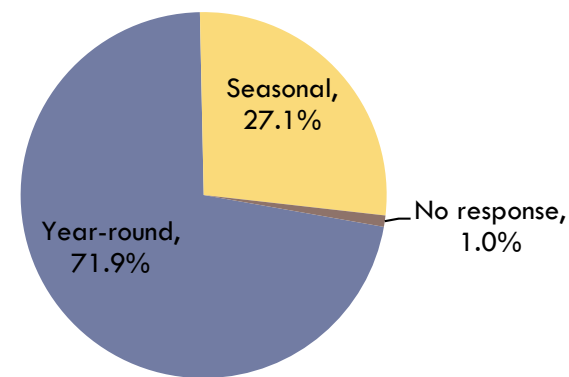
Approximately how many years have you lived or owned property in Raymond?



Into which of the following categories does your age fall?

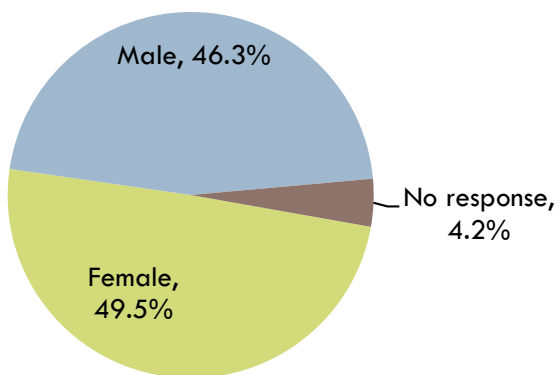


Are you a year-round or seasonal resident of Raymond?

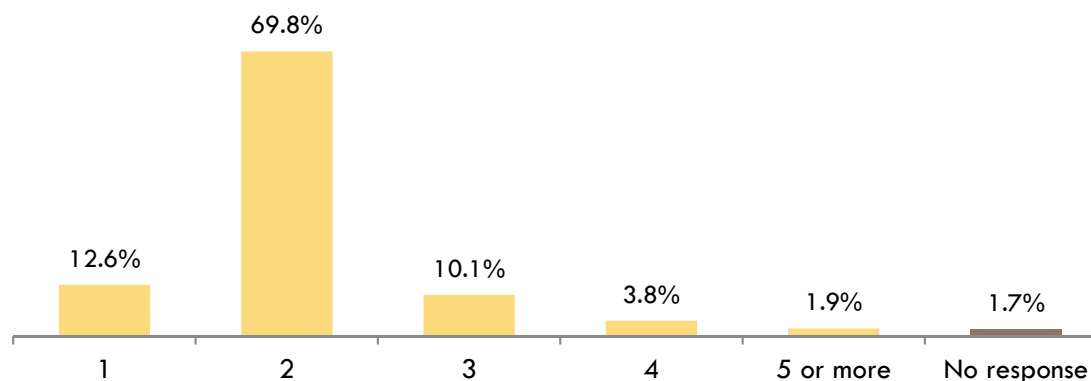


Respondent Profile

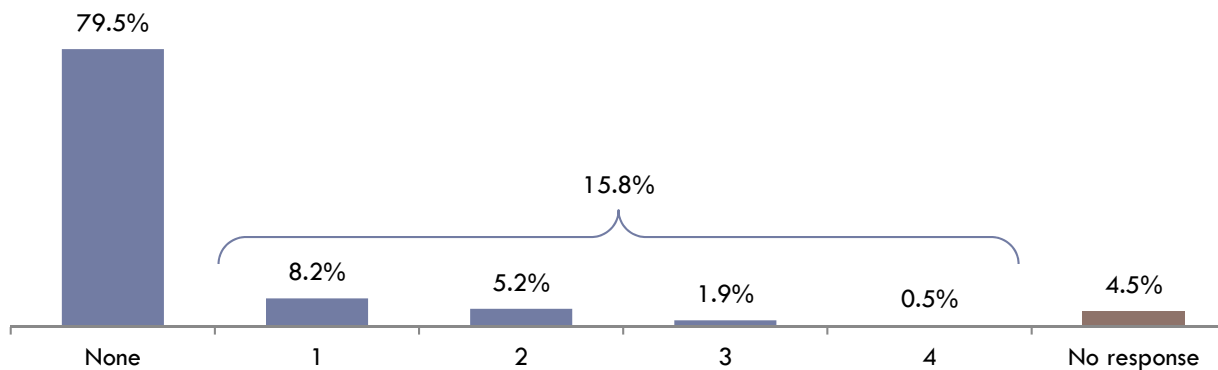
What is your gender?



Counting yourself, how many adults (aged 18 or older) live in your household?

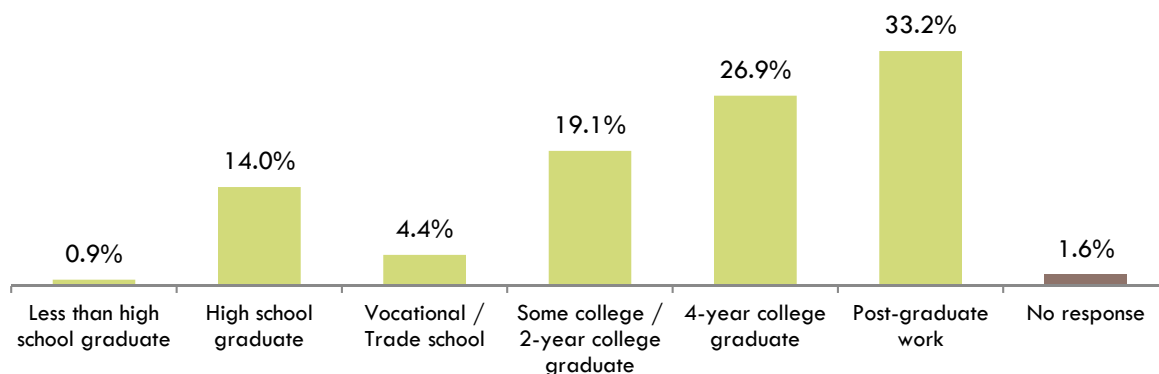


How many children under the age of 18 live in your household?

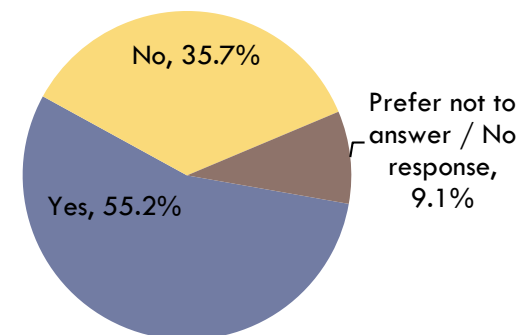


Respondent Profile

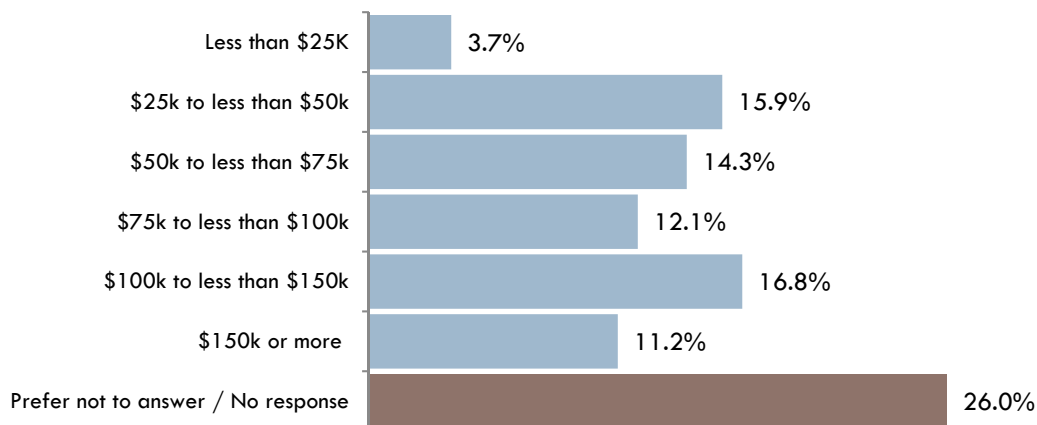
What is the highest level of education you have completed?



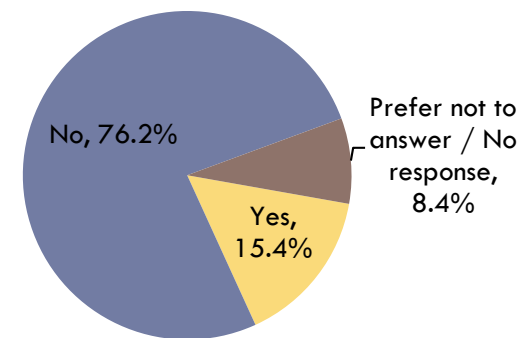
Did you vote in the last Town elections in June 2014?



Which of the following income categories includes your total household income in 2013 before taxes?



Did you go to the annual Town meeting in June 2014?



Appendix A

Survey Instrument

The Town of Raymond is gathering opinions on a variety of Town issues. Two surveys are allowed per household (one paper and one online). Your responses will be anonymous. We thank you in advance for your participation. Please return the survey in the business reply envelope provided or respond online at www.raymondmaine.org by November 21, 2014.

OVERALL SATISFACTION WITH AND THE QUALITY OF LIFE IN THE TOWN OF RAYMOND

1. How would you rate Raymond on each of the following? Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

	1 – Poor	2 – Fair	3 - Average	4 – Good	5 - Excellent	Don’t know or N/A
A. Your overall perception of the Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Your perception of the Town as a place to raise children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Your perception of the Town as a place to retire / live as adults (without children)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Overall opportunities for adult education and enrichment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Opportunities to participate in community matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Your overall confidence in Raymond’s elected officials (Select Board, Budget and Finance Committee)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Your overall confidence in the appointed members of Raymond’s Planning Board and Zoning Board of Appeals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PUBLIC SAFETY

2. How would you rate your satisfaction with each of the following? Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

	1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don’t know or N/A
A. Your overall feeling of safety in the Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. The responsiveness of Cumberland County Sheriff’s policing services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. The overall quality of fire and rescue services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. How quickly fire and rescue personnel respond	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. The level of friendliness and professionalism of fire and rescue personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Outreach / education by the Fire Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Currently, policing services are provided by the Cumberland County Sheriff’s Office. Which of the following options would you prefer with regard to providing Raymond’s policing services in the future:

- Continue having policing services provided by the Cumberland County Sheriff’s Office
- Contract for enhanced services with the Cumberland County Sheriff’s Office
- Have Raymond provide policing services through its own police department
- Need more information

4. How satisfied are you with each of the following? Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

	1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don’t know or N/A
A. The responsiveness of Public Works to address problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. The overall condition and quality of state-maintained roads (Rt. 85, Main Street / Rt. 121, Rt. 302 / Roosevelt Trail, Egypt Road)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. The overall condition and quality of Town maintained roads (all non-private roads, other than the state roads listed in 4B above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. The overall availability and quality of public recreation areas (Raymond Beach / Boat Launch, Crescent Beach, and Veterans Park)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. The overall response and service levels during storm conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. The level and quality of trash and curbside services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOWN MANAGEMENT & TOWN CODES AND ORDINANCES

5. How satisfied are you with each of the following? Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

	1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don’t know or N/A
A. The Town Manager’s Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Town Office customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Transaction length of doing business <u>in person</u> at the Town Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Responsiveness of the Town’s personnel / department heads to phone calls and / or e-mails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. The overall enforcement of Town codes and ordinances, including the Code Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. The timeliness and ease of the Town’s permitting process, including staff availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNICATIONS

6. How often do you use the following communication tools to get important information? Please rate on a scale of 1 to 5, where 1 means 'never' and 5 means 'very frequently.'

	1 – Never	2 – Rarely	3 – Occasionally	4 – Frequently	5 – Very frequently	Don’t know or N/A
A. Internet/social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Video streaming services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Cable TV or Public/local access channel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Telephone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Radio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F. Applications for mobile devices (smart phones, tablets...etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Print publications (newspapers or newsletters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How would you rate Raymond on its use of each of the following tools to communicate with residents regarding Town news or other Town information? Please rate on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent.”

	1 – Poor	2 – Fair	3 - Average	4 – Good	5 - Excellent	Don’t know or N/A
A. The Town website (www.raymondmaine.org) / Facebook page (social media)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Online live streaming video (e.g. live video of Town meetings, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Cable TV / Public access channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Phone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Radio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OTHER

8. What do you see as the major needs and priorities for Raymond in the next 10 years? *(If you wish to provide additional input, please feel free to include a letter with your returned survey)*

9A. In 2009, Raymond partnered with Windham to form Regional School Unit #14 (RSU #14) to consolidate educational costs. How satisfied are you with this educational partnership? Please rate your satisfaction on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don’t know or N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9B. Please explain your response to question 9A.

10. Please rate your level of interest in the Town’s further exploring the following services or enhancements on a scale of 1 to 5, where 1 means “strongly oppose” this idea and 5 means “strongly support” this idea.

	1 – Strongly oppose	2 – Somewhat oppose	3 – Neither support nor oppose	4 – Somewhat support	5 – Strongly support	Don’t know or N/A
A. Expanding economic development efforts (being more proactive in economic development)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Developing / expanding Town water and sewer services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Expanding the Town’s Commercial District	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Expanding conservation efforts (additional funding for support groups such as the Raymond Waterways Protective Association (RWPA) or milfoil eradication efforts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Expanding funding for the Raymond Village Library (the private, non-profit library in Raymond)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Building a combined Town Office, library, and community center at a new location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Updating the Comprehensive Plan that expires this year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H. Creating an outdoor recreational complex in the Town for all age groups, which would include a baseball diamond, tennis courts, athletic fields, and walking paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Investigating options for alternative high speed internet service and / or providers (e.g. fiber optics)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Contracting for bulky waste removal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Expanding public access to waterways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. If you support the Town pursuing any additional services, facilities, infrastructure, or other projects, what level of tax increase would you find tolerable?
- 1% 2% 3% 4% 5% 6-10% More than 10%
 I would not find any tax increase tolerable
 N/A / Do not favor pursuing any additional services, facilities, infrastructure, or other projects

DEMOGRAPHIC QUESTIONS

The last set of questions will only be used for statistical analysis purposes and to ensure that we have a representative sample of Raymond citizens.

12. Approximately how many years have you lived or owned property in Raymond? ___ years
13. Do you own or rent your current residence?
 Own Rent Other (please specify): _____
14. Are you a year-round or seasonal resident of Raymond?
 Year-round Seasonal
15. Counting yourself, how many adults (aged 18 or older) live in your household? ___ adults
16. How many children under the age of 18 live in your household? *(Please write "0" if no children under the age of 18 live in your household)*
 ___ children
17. What is your gender? Female Male
18. Into which of the following categories does your age fall?
 18-24 25-34 35-44 45-54 55-64 65 or older
19. What is the highest level of education you have completed?
 Less than high school graduate Some college/Two-year college graduate
 High school graduate Four-year college graduate
 Vocational/Trade school Post-graduate work
20. For tabulation purposes only, which of the following income categories includes your total household income in 2013 before taxes?
 Less than \$25,000 \$100,000 to \$149,999
 \$25,000 to \$49,999 \$150,000 or more
 \$50,000 to \$74,999 Prefer not to answer
 \$75,000 to \$99,999
21. Did you vote in the last Town elections in June 2014? Yes No Prefer not to answer
22. Did you go to the annual Town meeting in June 2014? Yes No Prefer not to answer

The Town of Raymond thanks you very much for your time. Please return the survey in the business reply envelope provided by November 21, 2014. If you have any questions about this survey, please contact Town of Raymond Executive Assistant Danielle Loring (phone: (207) 655-4742 ext. 133 or email: danielle.loring@raymondmaine.org).

Good morning Don

I would like to make a couple changes to the Personnel Policy for the Public Works Department employees.

One would be the Overtime Policy. At this time, an hourly employee would receive overtime pay at a rate of 1 and ½ his/her hourly rate after 40hr worked. I would like to change this to say that an hourly employee will receive overtime pay at a rate of 1 and ½ time his/her regular pay after his/her regular scheduled hours. At this time if an employee takes a sick day, vacation day or a holiday during the regular work week and has to respond to work after hours for any reason they are paid only at their hourly rate in till they have worked 40hr. With this change, the employee will be paid overtime for any time worked out side of their normal work hours.

The second change I would like to make is the Holiday Pay Policy. At this time, the Town of Raymond pays up to 8hrs for a holiday. The Public Works department works 10hr days from the week after April vacation to the week before Thanksgiving.

These changes would have no impact on the budget, I keep a close watch on the over time in the winter and I will continue to do so going forward.

Thanks for your time

Nate

On 12/30/2014 12:20 PM, Nancy Yates wrote:

Hi Don,

Regarding your question about changing the calculation of overtime for the Public Works Department:

It is entirely possible that the change will have no effect on the Public Works budget. If Nathan, as Department Head, continues to manage individual overtime as he currently does, there will be no effect. Even though there were storms nearly every weekend last year that caused the Public Works payroll to exceed the budgeted amount, other line items were kept under the budgeted amounts, so that the department budget was not exceeded. Having said that, there are always times when circumstances beyond our control can cause budget overspending.

Nancy



TOWN OF RAYMOND, MAINE
Personnel Policy

Adopted February 4, 1997
 Amended March 4, 1997
 December 1, 1998
 August 1, 2000
 November 20, 2001
 December 3, 2002
 June 17, 2003
 December 20, 2005
 January 16, 2007
 [January 6, 2014](#)

ARTICLE I - PREAMBLE

- A. The Board of Selectmen hereby adopts the following Policy for utilization by the Town of Raymond in the administration of the personnel activities of the employees of the Town of Raymond. These rules and subsequent modification shall supersede any policy and rules made previously by the Board of Selectmen.
- B. The Town, through its Board of Selectmen, may delete, amend, modify or change any or all of the provisions contained in this Policy without prior notice. The provisions set forth are not contractual, but rather, are for the general guidance of the Town in its relationship with its employees.
- C. The Town Manager shall be responsible for the implementation of this policy.

ARTICLE II - EMPLOYMENT

- A. The employment of all personnel shall be the responsibility of the Town Manager.
- B. The employment of the Town Manager shall be the responsibility of the Board of Selectmen.
- C. All applicants for employment must submit a written application for employment on forms approved and provided by the Town Manager. Any willful and material misrepresentation of fact on an application shall be grounds for disciplinary

procedures and/or termination and dismissal upon discovery of such misrepresentation.

- D. All other factors being equal, residents of Raymond will be given preference for employment opportunities.
- E. Present Town employees, who apply for employment, shall be given first consideration in filling a vacancy, but it is recognized that the good of the Town may require a vacancy be filled outside the ranks of Town employees from outside of the community.
- F. Applications for employment will be reviewed by the Department Head and the Town Manager. Written, oral and/or physical testing may be required of applicants who have received conditional offers of employment, in conformance with the requirements of the Americans with Disabilities Act. Appointments will be made by the Town Manager and subject to confirmation by the Board of Selectmen when required by statute.
- G. All employees are considered probationary for the first six (6) months of employment. The probationary period shall be considered an extension of the selection process. Probationary employees may be removed at any time during the probationary period without cause and without right to file a grievance.
- H. Prior to the completion of the probationary period, the employee will receive a formal written evaluation from his/her immediate supervisor and/or the Town Manager. A favorable evaluation will result in the employee being transferred to permanent status.
- I. Employees will be given an annual written evaluation by their immediate supervisor and/or the Town Manager. Such evaluation will be considered when salary, promotions, discipline or any other personnel action is proposed.

ARTICLE III - EQUAL OPPORTUNITY EMPLOYER

The policy of the Town of Raymond is to provide equal opportunity to all employees and applicants without regard to religion, age, sex, marital status, race, color, ancestry, national origin, physical or mental handicap, except as a bona fide occupational qualification.

ARTICLE IV - TYPES OF APPOINTMENTS

The following types of appointments may be made to the Town's service in conformity with the rules established.

- A. Full Time. A full time employee works full time (a minimum of thirty two hours per week) and on a continuing and indefinite basis. Most full time employees will be

expected to work between 35 and 40 hours per week and will be subjected to additional hours on an as needed basis. He/she is subject to all personnel rules and regulations and receives all benefits and rights as provided by these rules.

- B. Regular Part Time. An employee in this classification works less than a full work week (less than 32 hours per week), but on a continuing and indefinite basis. He/she is subject to all personnel rules and regulations. Vacation, sick leave and holiday benefits shall be in proportion to the hours worked.
- C. On Call Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and only works when called upon. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- D. Stipend / Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and works enough hours to perform the duties required of him/her and is paid an annual fixed salary. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- E. Temporary Employees. Temporary employees work on a non-permanent basis, usually within a limited time frame such as seasonal positions. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and may be terminated for any reason at any time.
- F. Special Appointees. Official positions filled by appointment of the Town Manager and/or Board of Selectmen, but not considered employees for purposes of compensation or benefits.
- G. Other Classifications. The Town through its Selectmen and/or Town Manager may, from time to time, by appointment fill other posts and positions, either by voluntary service on certain town boards and committees (such as Planning Board, Board of Appeals, Conservation Commission), by contract or fee for services (such as engineer, auditor, town attorney) and similar. These categories of service are not considered “employment” within the meaning of this policy. Those persons are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and shall serve at the pleasure of the Selectmen and/or Town Manager or, where appropriate, within the limited terms and conditions of any special appointment they may have received, and may be terminated for any reason at any time, except as otherwise provided by law.
- H. Job Descriptions. From time to time the Town Manager (and/or Selectmen where permitted by statute) shall develop, and as appropriate, modify and amend job descriptions for all of the above referenced employees, which shall then be appended hereto as Appendix A and made a part hereof by reference.

- I. Organization and Status of Municipal Employees. Appended hereto as Appendix B and made a part hereof by reference.

ARTICLE V - PUBLIC AND EMPLOYEE RELATIONS

- A. Town employees are prohibited from engaging in any conduct, including outside business activity, which could reflect unfavorably upon the Town or disrupt the efficient operation of the administration of the Town. Town employees must avoid any action which might result in or create the impression of using public employment for private gain, giving preferential treatment to any person, losing complete impartiality in conducting Town business, or abandoning commitment to or pursuit of the goals and policy objectives of the Town.
- B. Cooperation of all employees is essential to efficiency. Raymond citizens are entitled to the best service we can give them. Cooperation, courtesy and responsibility are the key elements of good service.
- C. These policies and regulations are provided to assist the employees and Town administration in functioning at peak efficiency with minimal cost to the taxpayers.
1. Receipt of gifts. A town employee is prohibited from soliciting or accepting any gift, gratuity, favor, entertainment, loans, outside business inducement or any other item of monetary value from any person, within or outside Town employment, whose interests may be affected by the employee's performance or nonperformance of his/her official duties.

Acceptance of nominal gifts, such as food and refreshment in the ordinary course of business meetings, or unsolicited advertising or promotional materials such as pens, note pads, calendars, etc., is permitted.

2. Business Activities and Solicitations. No employee shall engage in any business other than his/her regular duties during work hours. Employees working for the Town of Raymond are expected to be available for work, as needed. The Town does not prohibit the undertaking of additional employment or outside business activities, so long as such employment is approved in advance and in writing by the Town Manager and such activities do not interfere with the duties of Town employment, conflict with or undermine the established policies of the Town, or compete with Town programs including Town programs for which a user fee or similar is charged.
3. Confidentiality. Many Town employees have access to confidential information pertaining to persons or property in the town. Employees must not use this privileged information to their private advantage or to provide friends or acquaintances with private advantages. Each employee is charged with the responsibility of releasing only information which is required under the "Right to Know" law, 1 MRSA Sections 401-410.

ARTICLE VI - WORK WEEK - OVERTIME

- A. The regular work week for payroll purposes begins on Monday and ends on Sunday. The actual hours for Town employees shall be set by the Town Manager.
- B. Work hours for all employees will be scheduled by the employee's immediate supervisor.
- C. Exempt employees will be expected to work as many hours as necessary to fulfill the duties of their position but in no case less than 35 hours per week.
- D. Employees not exempt from the Fair Labor Standards Act shall receive overtime pay after forty hours of actual work per week. All overtime shall be paid at the rate of one and one-half times the employee's normal rate of pay. At the discretion of the Town Manager, overtime may be compensated with compensatory time for hours worked beyond forty hours in a work week. Such compensatory time shall be granted on a time and one-half basis for hours worked beyond forty hours in a work week.
- E. Public Works (non exempt) employees shall receive overtime pay for all time worked over regularly scheduled hours.

ARTICLE VII - ATTENDANCE

Employees shall be at their respective places of work at the appointed starting time. It is the responsibility of employees who may be absent from work to see that their immediate supervisor is advised of the reason for such absence, not previously arranged for, if possible, within two (2) hours of the beginning of the starting time of his/her work day.

ARTICLE VIII - HOLIDAY

- A. Subject to these rules, the following holidays shall be paid holidays for regular full time Town employees: New Years Day; Martin Luther King's Birthday; Presidents Day; Patriots Day; Memorial Day; July Fourth; Labor Day; Columbus Day; Veteran's Day; Thanksgiving Day; the day after Thanksgiving Day; Christmas; and one personal holiday. While not paid holidays, the Town Office will be closed on the Saturday of Labor Day weekend, the Saturday of Presidents Day weekend, the Saturday following Thanksgiving and Saturdays when Christmas and New Years Day falls on a Friday or Sunday.
- B. Holiday privileges are available to full time and regular part time employees.
- C. If a regular holiday falls on a Sunday, the following Monday is considered a holiday.
- D. A person on a leave of absence without pay shall not be entitled to holiday pay.

- E. When occasion warrants, employees may be required to work on a holiday. Employees working on a holiday shall receive time and a quarter pay for time actually worked plus the applicable holiday pay. If the holiday also represents an overtime shift, the employee shall be paid time and three quarters for time actually worked plus the applicable holiday pay. (12/20/2005)
- F. Exempt employees will receive a normal day's pay (not to exceed 8 hours) for the holiday at their regular rate of pay for hours normally worked. (Holiday benefit not to exceed 8 hours regardless of whether a normal day consists of more than 8 working hours. [Public Works \(non exempt\) employees which will not exceed 10 hours during summer working schedule](#)).
- G. Employees not scheduled to work on a holiday will have the option of rescheduling the holiday at a later date. Any in-lieu of holiday time will be scheduled and approved by the employee's immediate supervisor and/or the Town Manager.

ARTICLE IX - VACATION

- A. Vacation privileges are available to full time and regular part time employees subject to the following conditions. Each full time employee shall earn vacation with pay on the following basis: Vacation pay will accrue at the rate of 1 day per month employed for the first 3 years; 1 ¼ days per month worked after 3 years; 1 ½ days per month worked after 10 years; and 1 ¾ day per month worked after 15 years. Earned vacation benefits will be based on normal day's hours not to exceed 8 hours, regardless of whether a normal working day consists more than 8 hours.
- B. Vacations will be scheduled at such time or times as shall be mutually agreeable to the employees and their supervisors. Due consideration will be given to an employee's seniority in regard to scheduling vacations.
- C. Vacation time will be allowed to accumulate to a maximum of 152 hours and will be paid to employees retiring, resigning voluntarily, or through other means of separation.
- D. Vacation time will not be approved for periods of more than two weeks, except in an emergency situation not of the employee's making. All exception must be approved by the Town Manager.
- E. Vacation leave shall accrue from the date of hire; however, employees shall not use vacation benefits until they have completed their first 6 months of employment.
- F. Employees may receive their vacation pay prior to the start of their vacation, but must advise the town Treasurer in writing, at least ten (10) days in advance.

ARTICLE X - SICK LEAVE

- A. Sick leave may be used for personal illness or physical incapacity of such a degree as to render the employee unable to perform the duties of his/her position unless the employee is capable of other work and assigned to such other work; or for personal medical or dental appointments; or to care for members of his/her immediate family affected by serious illness.
- B. Sick leave accrual for full-time employees shall accrue at the rate of one work day, not to exceed 8 hours, for each full calendar month of service to a maximum of sixty (60) working days or 480 hours. For the purpose of this section, the first month of an employee's service shall be counted as a full month if employment begins on or before the 15th day of the month.
- C. Full-time employees shall be eligible to use sick leave after thirty (30) days of service with the Town.
- D. The employee must work thirteen (13) or more full work days in that month to earn sick leave for that month.
- E. Sick leave shall not be considered as an entitlement which an employee may use at his/her discretion, but shall be allowed for the necessity arising from actual sickness or disability of the employee. After using three successive days of sick leave, the employee shall furnish the Town with a certificate from his/her attending physician.
- F. Absences for a part of a day that are chargeable to sick leave shall be charged proportionately in an amount not smaller than one-half (1/2) day.
- G. Sick leave usage shall be recorded regularly by the Town Treasurer. The Town Manager shall review all sick leave records periodically and shall investigate any cases which indicate abuse of the privilege. Abuse of sick leave privilege shall be cause for discipline. Sick leave shall under no circumstances be bought back.
- H. The department head shall be notified as close to the start of the work shift as possible.
- I. Employees shall be expected to call on each day of absence. Failure to report shall be justification for disallowing sick leave for that day.
- J. Sick leave will not be used to extend vacation time or create holiday weekends.

- K. An employee may use up to 5 sick leave days per year to care for a member of his/her immediate family.
- L. An employee may donate up to 40 sick hours of sick leave per year to a sick leave bank to be used as needed for major illness of any contributor. An employee must donate to the program by June 30th in order to be eligible during the following fiscal year.
- M. Upon an employee's separation in good standing status with the Town, the employee shall be paid up to ½ of all accumulated sick leave. In no case shall the employee be paid more than 240 hours of pay.

ARTICLE XI - LEAVES OF ABSENCE

- A. Bereavement Leave. An employee may be excused from work for up to three (3) work days because of death in his/her immediate family, as outlined below, and shall be paid his/her regular rate of pay for scheduled work hours missed. It is intended that this time off be used for the purpose of handling necessary arrangements and attendance at the funeral. For purposes of this article only, immediate family is defined to mean spouse, parents, children, brothers, sisters, mother-in-law, father-in-law, grandfather, grandmother, and grandchildren. One (1) work day may be granted to employees at the sole discretion of the Town Manager for attendance at funerals of persons not covered under the above definition.
- B. Leave Without Pay. An employee may be granted a leave of absence without pay, granted by and at the discretion of the Town Manager, for a period deemed necessary by the employee for the purpose of the leave, but not in excess of sixty (60) calendar days. The employee is expected to return to work upon the expiration of a granted leave or to have arranged an extension of a leave, granted at the discretion of the Town Manager. Continued absence without having arranged for an extension of leave may be deemed a resignation from the service. Employees may choose to continue health benefits for the duration of the leave by assuming the employer contribution. Vacation and sick leave will not continue to accrue during the leave.

ARTICLE XII - JURY DUTY

The Town shall pay to an employee called for jury duty, for a period of up to 4 weeks, the difference between his/her regular pay and juror's pay provided the employee presents an official statement of jury pay received.

ARTICLE XIII - ARMED FORCES AND NATIONAL GUARD ACTIVE AND CALL UP DUTY

The Town shall pay to any regular full time employee his/her regular pay during any annual activity requirement not to exceed two weeks' total per year.

ARTICLE XIV - RETIREMENT

- A. All town employees will participate in and contribute to Social Security.
- B. All employees will be eligible to participate in the ICMA Retirement Corporation Deferred Compensation Program. Full-time employees contribution will be matched by the Town based on the following table:

Years of Employment	Employer Match of Gross Wages
During 0 – 6 months	0%
During 6 months – 1 year	1%
During year 2	2%
During year 3	3%
During year 4	4%
During and after year 5	5% (maximum rate)

ARTICLE XV - WORKERS COMPENSATION

All Town employees are covered by Worker's Compensation Insurance. All injuries, no matter how minor, occurring during the working hours must be reported to the Employee's immediate supervisor and a written report must be made as soon as possible.

ARTICLE XVI – HEALTH, DENTAL, AND LIFE INSURANCE

Employees will be eligible to participate in the Town's health, dental, and life group insurance programs. The Town will pay 100% of the cost of individual health insurance coverage. Family health insurance coverage will be paid at a rate of 85% Town, 15% Employee match for eligible employees. Employees eligible to receive this benefit need to work 32 or more hours per average week. All other employees who average greater than 16 hours per week for the previous year will be allowed to participate in either program at their own cost.

Employees eligible to receive family health care benefits but electing not to take advantage of this employee benefit will be eligible to receive one-half the cash value (up to a dollar value of \$3,454 family or \$2,413 two person) of the difference in cost between the family plan and the single subscriber plan. This benefit will be paid in the form of an increased retirement contribution to qualified programs outlined in this policy or utilized toward the cost of Town sponsored life insurance premiums. In order to take advantage of this benefit, eligible employees are required to show evidence that their spouse and/or family is insured under another family health care benefit plan. Program eligibility will be determined annually and governed by eligibility requirements of the current health care

plan. 50% added retirement benefit eligibility will be denied to non-custodial parents who are not legally required to provide health and /or dental insurance for their child(ren) (6/17/03).

ARTICLE XVII - DISCIPLINARY PROCEEDINGS

- A. **PURPOSE.** All Town employees are expected to maintain a high degree of professionalism, responsibility and loyalty and adherence to the duly adopted programs and policies of the Town. Employees who fail to maintain these standards, or who fail to comply with the provision of this Personnel Policy, may be subject to discipline and, in cases of substantial or repeated failure to adhere to these standards or the provisions of this Personnel Manual, discharge.
- B. **CATEGORIES.** The following categories of disciplinary proceedings shall apply to all employees.
1. **Verbal warning.** Normally intended to point out to an employee relatively minor or isolated instances of unsatisfactory job performance which, if repeated or continued, might lead to a more serious level of discipline.
 2. **Verbal reprimand.** Normally intended to point out to an employee a relatively serious breach of job performance standards which, if repeated, shall lead to a more serious level of discipline.
 3. **Written warning or reprimand.** Intended as a formal record of repeated unsatisfactory job performance (warning) which if continued is likely to result in jeopardy to the employee's prospects for advancement, pay increase or continued employment; or as a formal record of serious breach of duty or failure to meet job performance standards (reprimand) which if repeated will result in jeopardy to the employee's advancement, pay increase or continued employment.
 4. **Suspension.** Suspension from employment, which may be with or without pay depending on the circumstances, shall be utilized only in those cases involving significant and serious breach of duty or standards by an employee, where active employment by the employee should not continue until such time as the Town Manager is satisfied that the recurrence of such breach is unlikely, or until such time as the Town Manager is able to conduct an investigation into the action(s) meriting discipline.
 5. **Discharge from Employment.** When discharge from employment is recommended by a supervisor or department head and/or considered by the Town Manager the employee involved shall be entitled to a pre-termination hearing before a panel consisting of his or her supervisor and/or department head and the Town Manager. The hearing shall be informal, with the purpose of informing the employee, either in writing or orally, of the charges against

the employee which may merit discharge, an explanation of the grounds for discipline including discharge, and an opportunity for the employee to provide additional information including any matters in extenuation and mitigation. That panel shall issue a written decision promptly, with a copy to the employee. The decision might be discharge, lesser discipline or no discipline.

6. Appeal of Disciplinary Action. An employee shall have the right to appeal any disciplinary action taken against him or her to the Board of Selectmen. Such appeal will be given in writing to the Town Manager. The employee making an appeal shall have seven (7) days to submit an appeal after having received notice of disciplinary action against him or her. Once an appeal is received, the Board of Selectmen shall schedule a hearing within thirty (30) days to consider such appeal. At the time of any review by the Board of Selectmen the employee shall have the right to be present, to be represented by counsel, may call witnesses and present any reasonably relevant evidence in his or her behalf. The Town Manager shall also have the right to be present, may call witnesses and present any reasonably relevant evidence supporting the disciplinary action taken against the employee. The Board of Selectmen shall issue a written decision on the basis of their review, within thirty (30) days thereafter. In the event the Board of Selectmen fail to issue a decision thirty (30) days, the appeal will be considered denied. In the event the Selectmen are prevented from conducting the review in an impartial manner because they actively participated in the investigation of the charges, participated in the pre-termination hearing, or have had repeated substantive disputes or employment disagreements with the employee which predate the allegations underlying the discharge or recommended discharge, then the review of discharge or recommended discharge shall be conducted by an independent, impartial hearing officer to be engaged and paid for by the Town.
7. All disciplinary proceedings and action toward the Town Manager shall be pursuant to 30A M.R.S.A. ss 2633, except as provided by contract.

30A M.R.S.A. ss 2633, paragraph 3, reads as follows:

The Selectmen shall remove or suspend the town manager for cause in accordance with the following procedures.

- A. The Selectmen shall file a written preliminary resolution with the town clerk stating the specific reasons for the proposed removal. A copy of that resolution shall be delivered to the manager within 10 days of filing.
- B. Within 20 days of receiving the resolution, the manager may reply in writing and request a public hearing.
- C. Upon request of a public hearing, the selectmen shall hold one at least 10 days but not more than 30 days after the request is filed.

- D. After the public hearing or at the expiration of the time permitted the manager to request the public hearing, if no such request is made, the selectmen may adopt or reject the resolution of removal.
- E. The selectmen may suspend the manager from duty in the preliminary resolution, but the manager's salary may not be affected until the final resolution of removal has been adopted.

C. **EMPLOYEE PERSONNEL RECORDS.** Verbal disciplinary proceedings shall not become a formal part of an employee's personnel record. They shall be noted in an employee's file and may be taken into consideration on such issues as advancement and pay. All references in the file to verbal disciplinary proceedings shall be removed upon the employee's voluntary withdrawal from employment or after one year without a recurrence of the behavior which was subject to the verbal proceedings, whichever occurs first. Written disciplinary proceedings become a formal part of the employee's personnel record and shall be taken into consideration of such issues as advancement and pay. Records of written warnings or reprimands shall be removed from the file after two years without a recurrence of the behavior in question. Records of suspension shall be removed after three years in the same way, unless any investigation concluded earlier exonerates the employee, in which case such record shall be removed upon exoneration.

ARTICLE XVIII - GRIEVANCE PROCEDURES

Should an employee feel aggrieved concerning the interpretation, meaning, or application of any provisions of the Town's personnel rules, regulations and policies, he/she shall submit the details of such grievance in writing to his or her immediate supervisor or the Town Manager. Within fourteen (14) calendar days thereafter, the supervisor or Town Manager shall meet with the employee and others designated by them for the purpose of discussing the grievance. In all case the decision of the Town Manager shall be final.

ARTICLE XIX - POLITICAL ACTIVITY

While performing their normal work duties while on duty, employees shall refrain from seeking or accepting nomination or election to any office in the Town government, and from using their influence publicly in any way for or against any candidate for elective office in the Town government. This rule is not to be construed to prevent Town employees from becoming, or continuing to be, members of any political organization, from attending political meetings, from expressing their views on political matters, holding a political office, running for political office or from voting with complete freedom in any election.

ARTICLE XX - RESIGNATION

- A. Sufficient notice - To resign in good standing, employees shall submit resignations in writing at least ten (10) working days in advance of the effective date of their resignation.

B. Quitting without sufficient notice - Any employee who quits without sufficient notice shall lose all rights and benefits granted by this policy.

ARTICLE XXI – EMPLOYEE REFERENCES

The Town of Raymond shall not provide employment references. Information provided to perspective employers of former Raymond employees will be limited to dates of employment, and any other information that the town is legally required to provide under Maine's Right to Know law. This information will be provided by the town manager or a designated employee only.

ARTICLE XXII - DRUGS AND ALCOHOL IN THE WORKPLACE

The Town of Raymond is committed to provide a safe, efficient and productive work environment. In keeping with this commitment, the Town has a strict policy regarding the inappropriate use and possession of drugs, alcohol and controlled substances. Accordingly, the Town requires all employees to report for work fit to perform their jobs and prohibits the use or possession of alcohol or illegal drugs at any time on Town premises whether on or off duty. All employees must adhere to the rules stated in this policy.

A. The following are strictly prohibited by the Town:

1. Possession or use of alcohol, or being under the influence of alcohol while on the job, on Town property, or while on-call status.
2. Driving a vehicle or operating equipment owned or leased by the Town, while under the influence of, or impaired by alcohol, illegal/controlled substances, or prescription drugs which warn against such activity.
3. Distribution, sale or purchase of an illegal or controlled substance on the job or on Town property.
4. Possession or use of an illegal, or controlled substance, or being under the influence of any illegal or controlled substance, while on the job on Town property, or while on-call status.

In addition, no employee may remain on duty or on on-call status while under the influence or impaired by any illegal drug or alcohol. For purposes of this policy, a drug will be considered an “illegal drug” if its use is prohibited or restricted by law. It is also a violation of this policy if any employee improperly uses or possesses an “illegal act or whether the employee is criminally prosecuted and/or convicted for such conduct.

An employee's conviction on a charge of illegal sale or possession of any controlled substance while off Town property will not be tolerated because such conduct, even though off duty, reflects adversely on the Town.

B. Disciplinary Action

Violations of the above rules and standards of conduct will not be tolerated and will subject the employee to discipline up to and including discharge. The Town also reserves the right to bring the matter to the attention of appropriate law enforcement authorities.

C. Searches

In order to enforce this policy, the Town reserves the right to conduct searches on Town property, and to adopt other measures reasonably necessary to deter and detect violations of this policy. An employee's refusal to consent to a search may result in disciplinary action, up to and including termination.

D. Legal Drugs

Any employee who is using prescription or over-the-counter drugs that may impair the employee's ability to safely perform the job, or affect the safety or well-being of others, must notify a supervisor of such use immediately before starting or resuming work.

E. Drug and alcohol treatment / rehabilitation

The Town encourages employees with alcohol or drug dependencies to seek treatment and/or rehabilitation. The Town is not obligated, however, to continue to employ any person whose job performance is impaired because of current drug or alcohol use, nor is the town obligated to re-employ any person who has participated in treatment and/or rehabilitation if that person's job performance remains impaired as a result of current drug or alcohol use. Additionally, employees who are given the opportunity to seek treatment and/or rehabilitation, but fail to successfully overcome their dependency or problem, will not be given a second opportunity to seek treatment and/or rehabilitation. In order to be considered for re-employment, an employee must present proof of successful completion in a treatment and/or rehabilitation program.

Rehabilitation is an option for an employee who acknowledges a chemical dependency and voluntarily seeks treatment to end that dependency. Drug and alcohol abuse rehabilitation and assistance programs are available through the Town's medical insurance program. Employees with drug or alcohol abuse problems are strongly encouraged to participate in these programs.

ARTICLE XXIII - POLICY ON HARASSMENT

It is the policy of the Town that all our employees should be able to work in an environment free from all forms of harassment. Harassment, both sexual and verbal, is illegal and prohibited. This policy will be vigorously enforced; the policy applies not only to supervisor-subordinate actions but also to actions between co-workers. Any complaints of harassment will be investigated promptly. There will be no intimidation, discrimination or retaliation against any employee who makes a report of harassment.

Derogatory or vulgar comments regarding a person's sex, religion, age, ethnic origins, physical appearance, or the distribution of written or graphic material having such an effect, are prohibited. Any employee who believes he or she has been the subject of such harassment should report the alleged conduct to the Town Manager or other appropriate management. Management is any department head. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. Any supervisor or employee who is found, after appropriate investigation, to have engaged in any harassment will be subject to discipline, including discharge.

ARTICLE XXIV - SEXUAL HARASSMENT POLICY

It is the policy of the Town of Raymond that all employees have the right to work in an environment free of discrimination which includes freedom from sexual harassment. The Town of Raymond will not accept any form of sexual harassment by supervisors, co-workers, customers or suppliers. This policy is intended to prohibit offensive conduct, either physical or verbal, that threatens human dignity and employee morale, and which interferes with a positive and productive work environment.

Sexual harassment is illegal and, as outlined in the EEOC Sexual Discrimination Guidelines and the Maine Human Rights Act, includes:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (ii) submission to or rejection of such by an individual is used as the basis for employment decisions affecting such individual, (iii) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following examples are common types of conduct that may constitute sexual harassment:

- slurs, jokes or degrading comments of a sexual nature;
- unwelcome sexual advances;
- suggestive or lewd remarks;
- unwelcome hugging, touching or kissing;
- requests for sexual favors;
- repeated offensive sexual flirtation or propositions;

- the display of sexually suggestive pictures or objects; and
- repeated unwelcome physical contact or touching such as patting, pinching or constant brushing against another body.

Consistent with the above guidelines, this policy prohibits any overt or subtle pressure for sexual favors including implying or threatening that an applicant's or employee's cooperation of a sexual nature (or lack thereof) will have any effect on the person's employment, job assignment, wage, promotion, or any other condition of employment or future job opportunities. This policy also prohibits any conduct which would tend to create an intimidating, hostile or offensive work environment.

Managers and supervisors are responsible for monitoring conduct which can be construed to be harassment and for initiating necessary action to eliminate such behavior. Any employee who feels that he or she is the victim of sexual harassment should immediately report the matter to his or her supervisor or, if the employee would prefer, to the Town Manager or any member of the Board of Selectmen. (Note: Department Heads shall be considered managers or supervisors. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. No other officers or supervisors in the Fire /Rescue Department are to receive reports of harassment.)

The Town of Raymond will immediately investigate any complaints of sexual harassment and, where warranted, take disciplinary action against any employee engaging in sexual harassment. Depending on the circumstances, such disciplinary action may include suspension or termination of employment.

Any questions regarding this policy should be addressed to the Town Manager or the Selectmen. Any employee, who believes that he or she has been a victim of sexual harassment, or who has knowledge of that kind of behavior, is urged to report such conduct immediately. No employee will be retaliated against for complaining about sexual harassment.