



Town of Raymond Select Board ePacket December 12, 2023 Table of Contents

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Agenda



SELECT BOARD Agenda

December 12, 2023

6:30pm – Regular Meeting

At Broadcast Studio &
Via Zoom & on YouTube

Resolution: We, the Raymond Select Board, 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.

1) Call regular meeting to order

2) Minutes of previous meetings

a) November 14, 2023

3) New Business

- a) Consideration of Request to Amend Consent Agreement for 402 Webbs Mills Rd – Nicole Starrett, owner
- b) Consideration of Consent Agreement for East Shore Tavern – Kyle Bancroft, owner
- c) Consideration of Abatement Request(s) – Curt Lebel, Contract Assessor
- d) Consideration of FY 2024-2025 Budget Goals – Select Board
- e) Consideration of FY 2024-2025 Budget Schedule – Sue Look, Interim Town Manager
- f) Discussion Regarding Sprinkler Systems Ordinance – Select Board
- g) Consideration of Updating Cyber Security Policy – Sue Look, Interim Town Manager
 - To allow shared accounts for law enforcement agencies
 - To allow exceptions for public access PCs, etc.
 - To remove 2.7.10 – Remote Vehicle Monitoring until such time as the Town decides to do this
 - To remove 2.8.6 – Building Security and Alarm as this is contracted with an outside company
 - Some changes to explain technical terms

4) Public Comment

5) Selectman Comment

6) Town Manager's Report and Communications

a) Confirm Dates for Upcoming Regular Meetings

- January 9, 2024
- February 13, 2024

b) Upcoming Holiday Closings

- Thursday, December 14 – Town Office Christmas Party, closing at noon
- Friday, December 22 – Town Office closing at 1pm for Christmas Holiday

7) Adjournment

Previous Meeting Minutes



SELECT BOARD Minutes

November 14, 2023

5:30pm – Regular Meeting

At Broadcast Studio &
Via Zoom & on YouTube

Resolution: We, the Raymond Select Board, 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.

Select Board members in attendance: Joe Bruno – Chair, Rolf Olsen – Vice Chair, Teresa Sadak, Samuel Gifford, Derek Ray

Town Staff in attendance:

Nathan White – Public Works Director
Richard Dowe - Librarian
Sue Look – Interim Town Manager & Town Clerk

- 1) **Call regular meeting to order** at 5:30pm by Chair Bruno

- 2) **Minutes of previous meeting**
 - a) October 10, 2023

Motion to approve as presented by Select Sadak. Seconded by Select Olsen.
Unanimously approved

- 3) **New Business**
 - a) Update of British Memorial Added to Veterans Memorial Park – David McIntire, Veterans Committee Chair

Mr McIntire was contacted by the British Commonwealth Remembrance USA who manage 200 gravesites in New England of British Veterans. In WWII there was a plane that crashed in Sebago Lake on May 16, 1944, piloted and crewed by British airmen. They have requested a memorial for these men. Mr McIntire researched the incident and has come up with a memorial that the British approved and will pay for. It will be a granite memorial separate from the US memorial currently there. The British want to have a dedication ceremony next Spring, and Governor Janet Mills has been included.

 - b) Consideration of 2024 Ice Derby – Ingo Hartig, Lakes Region Rotary Club
February 17 & 18, 2024 – One small change, will try to get more Northern Pike out of the lake and the polar dip will be on Sunday.

Motion to approve by Select Olsen. Seconded by Select Gifford.

Unanimously approved

- c) Consideration of Business License for Nicole Richman LCSW – Nicole Richman, owner

Ms Richman is a Licensed Clinical Social Worker, has been working out of Gorham for 20 years.

Motion to approve condition upon completing items in Fire Inspection in the next 10 business days by Select Olsen. Seconded by Select Gifford.

Unanimously approved

- d) Consideration of Changing Raymond Village Library Hours – Richard Dowe, Librarian
Chair Bruno complimented Librarian on the statistics being collected. The changes are to allow staff to have 2 consecutive days off. It will be sent out in the Library newsletter, the website, the Facebook page.

Motion to approve by Select Sadak. Seconded by Select Olsen.

Unanimously approved

- e) Consideration of Extending Contract Assessor Curt Lebel's Contract Until June, 30, 2024 – Curt Lebel, Contract Assessor

Contract Assessor Lebel is proposing to extend his current contract until June 30, 2024, and then propose a new contract for the next 3 years that will encompass the revaluation process.

Motion to approve by Select Gifford. Seconded by Select Olsen.

Unanimously approved

- f) Consideration of Abatement Request(s) – Curt Lebel, Contract Assessor

The abatement request was not ready for this meeting and will be brought forward at the December meeting.

Motion to table by Select Olsen. Seconded by Select Sadak.

Unanimously approved

- g) Consideration of New Street Name – Tanglewood Circle – Bruce Tupper, E911 Addressing Officer

Tanglewood Circle was assigned sometime around when the house was built in 2006 and was not added to the E911, nor any other, address list. This is an administrative update to correct this omission.

Motion to approve by Select Olsen. Seconded by Select Sadak.

Unanimously approved

- h) Consideration of Town Office Emergency Action Plan – Sue Look, Interim Town Manager & Cathy Gosselin, HR Administrator

Mention IT involvement. No need for Select Board approval.

- i) Discussion of Proposed Plans for New Public Works Garage and Upcoming Budget Process – Nathan White, Public Works Director

Looking for direction moving forward. Current plans are for 13,000 sq ft building at \$5.8 million estimated cost. Talked about possibly cutting the building size by a bay or 2. It doesn't save enough to make it worth it. A building is needed to protect public works equipment. Approval to move forward for the planning process as is.

Parks and Rec Director, Crocker also went over the building plans for Tassel Top Park and the new bath house and snack shack building. If all goes as planned construction should be completed by opening day in late Spring 2024

4) Public Comment – none

5) Selectman Comment – none

6) Town Manager's Report and Communications

Interim Town Manager Look thanked the Election Workers, especially Marie Connolly, Louise Lester, Jennie Silverblade, Cynthia Davenport, and Nathan White for stepping in and running the election efficiently and smoothly. Everyone who was asked to help was willing and eager. The Town of Raymond certainly has wonderful people!

a) Confirm Dates for Upcoming Regular Meetings

- December 12, 2023
- January 9, 2024

7) Adjournment

Motion to adjourn at 6:26pm by Select Olsen. Seconded by Select Sadak.

Unanimously approved

Respectfully submitted,

*Susan L Look
& Melissa McConkey*

402 Webbs Mills Rd - Consent Agreement DRAFT

ADMINISTRATIVE CONSENT AGREEMENT

This agreement is made as of this ____ day of _____ 2023 by and between Nicole Starrett (hereinafter “Property Owner”) and the Town of Raymond (hereinafter “the Town”).

WHEREAS, Property Owner owns a certain parcel of land located at 402 Webbs Mills Road in Raymond, Maine, identified in the Town Assessor's records as Map 10 Lot 27 (the “Premises”); and

WHEREAS, on October 7, 2020, and June 3, 2022, the Town’s Code Enforcement Officer issued Notices of Violation (hereinafter the “NOVs”) to the Property Owner concerning violations of the Raymond Zoning Ordinance and ordered corrective action to remedy the violations (attached to this Administrative Consent Agreement as Exhibit A); and

WHEREAS, the Property Owner obtained conditional use approval for a contractor use on December 29, 2020, but no longer operates a contractor use on the Premises; and

WHEREAS, the Property Owner operates a home occupation office on the Premises without a permit and there are remaining violations outlined in the NOVs that have not been corrected; and

WHEREAS, state law and the Town’s ordinances authorize the Town to bring enforcement actions to cure violations, including the imposition of fines and the recovery of legal fees and expenses; and

WHEREAS, the Town and Property Owner wish to resolve this matter without further litigation;

NOW, THEREFORE, in consideration of the mutual promises and agreements set forth herein, the parties agree as follows:

1. The Property Owner shall comply with the following corrective actions:
 - a. Apply for and obtain an after-the fact permit from the Code Enforcement Officer for the clearing of vegetation on the Premises in excess of 25% for harvesting trees, and after-the-fact buildings permits for the temporary structures erected on-site by _____, 2023.

- b. Apply for and obtain a home occupation permit for home office use from the Code Enforcement Officer by _____, 2023.
 - c. Refrain from operating a contractor use on the Property without site plan approval and compliance with the Land Use Ordinance.
 - d. Pay a fine in the amount of \$ _____ by _____, 2023.
2. In the event that the Property Owner fails to comply with the terms of this agreement, the Town shall reserve the right to initiate enforcement proceedings to resolve the violations and seek further proceedings under Section 300-5.9 of the Zoning Ordinance and 30-A M.R.S. 4452. In the event of breach of this consent agreement, the Town, in its sole discretion, may elect to enforce against the Property Owner based on this consent agreement and/or may commence an enforcement action under 30-A M.R.S. 4452 under the existing NOVs.
3. When the terms of this consent agreement have been completed, it shall conclude this matter between the parties and shall resolve the violation. A copy of this agreement will remain in the property file.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the date first written above.

NICOLE STARRETT

Witness

TOWN OF RAYMOND

Witness

By _____
Susan L Look , Interim Town Manager,
duly authorized

ALEX SIROIS
CODE ENFORCEMENT OFFICER
(207) 655-4742 x161
alex.sirois@raymondmaine.org



MARY QUIRK
ADMINISTRATIVE ASSISTANT
(207) 655-4742 x161
mary.quirk@raymondmaine.org

NOTICE OF VIOLATION

DATE: October 7, 2020
OWNER: Nicole Starrett
402 Webbs Mills Road
Raymond, ME 04071
LOCATION: 402 Webbs Mills Road
PARCEL ID: 010-027-000
ZONING: Rural Residential (RR)
SENT VIA CERTIFIED MAIL & US FIRST CLASS MAIL

Dear Mr. and Mrs. Starrett,

An evaluation of the above-referenced property on 09/24/2020 shows that the property fails to comply with Articles 9. § Y, 5. § B, 4. § 3.h, 10. § B.1 of the Land Use Ordinance of the Town of Raymond, Maine.

On September 11, 2020, I received a citizen complaint stating that you have numerous land use violations on your above-mentioned parcel. The complaint appears to be centered around a significant amount of clearing that took place sometime between 2016 and 2018, and your contracting business that is run out of the cleared area and existing single-family dwelling.

After reviewing the parcel file and Google aerial imagery it is clear that more than twenty-five percent (25%) of your lots four (4) acres have been cleared. An approximate measurement shows that an area of about 96,000 square feet was cleared (55% of the lot).

In addition to the cleared area, I did find contractor equipment and supplies on-site. This use requires conditional approval within the Rural Residential Zone, and then Site Plan approval by either the Planning Board or Planning Staff. I was unable to find evidence that you have obtained these approvals in my review of the parcel file.

Below is a list of the violations and the related ordinance sections:



ALEX SIROIS
CODE ENFORCEMENT OFFICER
(207) 655-4742 x161
alex.sirois@raymondmaine.org

MARY QUIRK
ADMINISTRATIVE ASSISTANT
(207) 655-4742 x161
mary.quirk@raymondmaine.org

1. Unpermitted Contractor Use. The rear portion of your lot is being used to store various pieces of excavation/construction equipment, materials, and supplies. This use does require a conditional use permit per Article 4(3)(h) of the Land Use Ordinance.

Land Use Ordinance

Article 4. District Regulations

§ 3.h. Conditional Uses

Contractors, not having more than five (5) vehicles and pieces of equipment that are not screened from view from the surrounding property and street. When a piece of equipment is located on a trailer or truck, the combination shall be considered a vehicle and an additional piece of equipment. [Adopted 5/21/88]

2. Unpermitted construction (building permit required). Multiple temporary storage structures have been erected on-site, in association with the contractor use. These structures do require a building permit, and I was unable to find an approved permit in the parcel file.

Land Use Ordinance

Article 5. Administration

§ B. Building Permit Required

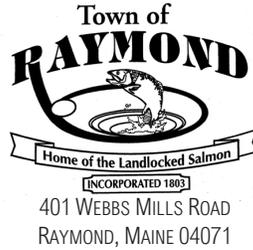
It shall be unlawful to start any work for the purpose of construction, alteration, or removal of any building unless a building permit has been issued in conformity with this Ordinance. The provisions of this Ordinance shall apply to new construction, alterations, additions, relocation, replacement of any building or part thereof, and to any work designed to convert a seasonal dwelling to a permanent, year-round dwelling as provided in Article 8, Section E. The Town of Raymond applies and enforces the Maine Uniform Building and Energy Code ("M.U.B.E.C."), as required by 10 M.R.S.A. § 9724. Administration and enforcement of M.U.B.E.C., including fees, permits, certificates of occupancy, violations, penalties and appeals, shall be in accordance with this Ordinance and pursuant to 30-A MRSA § 4452. [Adopted 5/21/98, Amended 6/5/12]

3. Excess of 25% of the lot clear of vegetation. Visible from Google aerial imagery, approximately 55% of the lot has been cleared of vegetation since 2016.

Land Use Ordinance

Article 9. Minimum Standards

§ Y. Clearing of Vegetation for Development



ALEX SIROIS
CODE ENFORCEMENT OFFICER
(207) 655-4742 x161
alex.sirois@raymondmaine.org

MARY QUIRK
ADMINISTRATIVE ASSISTANT
(207) 655-4742 x161
mary.quirk@raymondmaine.org

In no event shall cleared openings for development, including but not limited to, principal and accessory structures, driveways and sewage disposal areas, exceed in the aggregate, 25% of the lot area or fifteen thousand (15,000) square feet, whichever is greater, including land previously developed. [Adopted 3/21/98]

4. No site plan approval for non-residential use or structures. Following conditional approval for a contractor use, site plan approval would be required before construction of any non-residential structure and/or any project that creates more than 10,000 square feet of impervious surface.

Land Use Ordinance

Article 10. Site Plan Review

§ B.1. Authority and Classification of Site Plans [Amended 06/02/09]

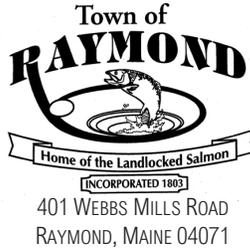
Except for single-family dwellings, duplex dwellings, accessory uses to single family or duplex dwellings, maintenance of an existing building or facility, or interior renovations to an existing building or facility which do not change the use(s) or increase the amount of parking required under Article 9, Section C, no building permit shall be issued for a new building, a new facility, an exterior renovation to an existing building or facility, any alteration to or addition of impervious areas, or any substantial change to the use of an existing building or facility until the plans, drawings, sketches, and other documents required under this section have been reviewed and approved in accordance with the Site Plan Review provisions set out in this section below.

Land Use Ordinance

Article 12. Applicability and Definitions of Terms Used in This Ordinance

Conditional Use - A use that would not be appropriate generally or without restriction throughout the land use district but which, if controlled as to number, area, location, or relation to the neighborhood, would promote the public health, safety, welfare, morals, order, comfort, convenience, appearance, prosperity, or general welfare. Such uses may be permitted in said land use districts as conditional uses, where specific provision for such conditional use is made in this Ordinance. Any land use not listed in the Ordinances must go to the Board of Appeals before approval. [Adopted 5/20/89]

In order to correct the existing violations, you will need to either remove the existing contractor use, equipment, structures, and materials on-site, or, go through the necessary process to obtain the required after the fact approvals for this use in the Rural Residential Zone. I have attached a copy of the Board of Appeals application for a conditional use permit, which would be the first required approval.



ALEX SIROIS
CODE ENFORCEMENT OFFICER
(207) 655-4742 x161
alex.sirois@raymondmaine.org

MARY QUIRK
ADMINISTRATIVE ASSISTANT
(207) 655-4742 x161
mary.quirk@raymondmaine.org

This is a notice of violation pursuant to Article 5 § I of the Land Use Ordinance of the Town of Raymond, Maine, and 30-A M.R.S.A. § 4452. All referenced violations shall be corrected within thirty (30) days of the date of this notice. A follow-up inspection will be completed on or around 11/6/2020. Failure to comply will result in this office referring the matter to the Selectboard who may consider legal action or fines, as provided for in Article 5 § J of the Land Use Ordinance of the Town of Raymond, Maine, and 30-A M.R.S.A. § 4452. Fines of \$100.00 to \$5,000.00 per violation per day may be imposed. This constitutes an appealable decision pursuant to Article 6 § B.1.a of the Land Use Ordinance; however, filing an appeal to the Board of Appeals does not relieve you of your responsibility to correct the violations. If you wish to appeal this decision the applications are available at the Town Office and we are open Tuesday through Friday. You must file the appeal within thirty (30) days of the date of this Notice; if you fail to appeal the decision within that time period, you will lose your right to challenge the decision included in this letter. Please feel free to contact me if you wish to discuss the matter or have any questions. I can be contacted by phone at (207) 655-4742 ext. 161, or by email at ceo@raymondmaine.org.

Sincerely,

Alexander L. Sirois
Code Enforcement Officer
Town of Casco, Maine

cc via email:

Don Willard, Town Manager
Select Board
Mark A. Bower, Jensen Baird Gardner Henry

enc: Inspection photo (09/24/2020), Letter from Mark A. Bower (09/11/2020), Google Aerial Photos (2016/2018)



SECOND NOTICE OF VIOLATION

06/03/2022

STARRETT, NICOLE J.
402 WEBBS MILLS ROAD
RAYMOND, ME 04071

Location: 402 WEBBS MILLS ROAD
Parcel ID: 010027000000
Zoning: Rural Residential (RR)

SENT VIA CERTIFIED MAIL & US FIRST CLASS MAIL

Dear Ms. Starrett,

An evaluation of the above-referenced property on May 17, 2022, shows that the property still fails to comply with Articles 9.(Y), 5.(B), 4.(3)(h), and 10.(B)(1) of the Land Use Ordinance of the Town of Raymond, Maine.

You may recall that on September 11, 2020, I received a citizen complaint stating that you have numerous land use violations at your property located at 402 Webbs Mills Road, and after my review, I issued a Notice of Violation to you on October 7, 2020. On December 29, 2020, following the receipt of the first Notice of Violation, you received conditional use approval by the Raymond Zoning Board of Appeals for a Contractor Use. Item 12(d) of the Findings of Fact approved by the Zoning Board of Appeals states, "If the Board approves the application, the Starrett's will need to go before the Planning Board with an application for Site Plan approval as well."

To date, we have not received a Site Plan application for your contractor use, and it has been more than a year since the initial Zoning Board of Appeals approval. That should have been a sufficient amount of time to consult with the necessary professionals and prepare an application to the Planning Board.

Below is a list of the violations and the related ordinance sections:

Excess of 25% of the Lot Cleared of Vegetation

Visible from Google aerial imagery, approximately 55% of the lot has been cleared of vegetation since 2016.

*Land Use Ordinance
Article 9. Minimum Standards
§ Y. Clearing of Vegetation for Development*

In no event shall cleared openings for development, including but not limited to, principal and accessory structures, driveways, and sewage disposal areas, exceed in the aggregate, 25% of the lot area or fifteen thousand (15,000) square feet, whichever is greater, including land previously developed, without Site Plan approval from the Planning Board for any clearing, removal of vegetation, stumps, or regrading above this threshold.

If the development wishes only to cut or harvest trees, in excess of the threshold then a permit must be obtained from the Code Enforcement Officer for cutting trees, or vegetation.

1. When proposing to cut or harvest trees in excess of two (2) acres, a copy of a Maine Forest Service - Forest Operations Notification (FON) form shall be provided to the Town Code Enforcement Officer.

2. When proposing cutting or tree harvesting areas under two (2) acres, a written notification shall be provided to the Town Code Enforcement Officer indicating the proposed area(s) to be cut or harvested, along with the parties undertaking the tree cutting operation, a listing of the equipment used, schedule for the operation to be completed, with dated signatures of the landowner and tree removal operations supervisor responsible.

This standard shall not supersede any restrictions or conditions of approval for development previously required for residential subdivision lots, or commercial site plans, nor apply to property in Shoreland Zones. Exemptions from this standard shall be granted for agricultural purposes, personal utility equipment, and for private solar power generation or panel installations. [Amended 2021]

No Site Plan Approval for Non-Residential Use or Structures

Following conditional approval for a contractor use, site plan approval would be required before construction of any non-residential structure and/or any project that creates more than 10,000 square feet of impervious surface.

Land Use Ordinance

Article 10. Site Plan Review

§ B.1. Authority and Classification of Site Plans [Amended 06/02/09]

Except for single-family dwellings, duplex dwellings, accessory uses to single family or duplex dwellings, maintenance of an existing building or facility, or interior renovations to an existing building or facility which do not change the use(s) or increase the amount of parking required under Article 9, Section C, no building permit shall be issued for a new building, a new facility, an exterior renovation to an existing building or facility, any alteration to or addition of impervious areas, or any substantial change to the use of an existing building or facility until the plans, drawings, sketches, and other documents required under this section have been reviewed and approved in accordance with the Site Plan Review provisions set out in this section below.

Structure Built Without a Permit

Multiple temporary storage structures have been erected on-site, in association with the contractor use. These structures do require a building permit, and I was unable to find an approved permit in the parcel file.

Land Use Ordinance

Article 5. Administration

§ B. Building Permit Required

It shall be unlawful to start any work for the purpose of construction, alteration, or removal of any building unless a building permit has been issued in conformity with this Ordinance. The provisions of this Ordinance shall apply to new construction, alterations, additions, relocation, replacement of any building or part thereof, and to any work designed to convert a seasonal dwelling to a permanent, year-round dwelling as provided in Article 8, Section E. The Town of Raymond applies and enforces the Maine Uniform Building and Energy Code ("M.U.B.E.C."), as required by 10 M.R.S.A. § 9724. Administration and enforcement of M.U.B.E.C., including fees, permits, certificates of occupancy, violations, penalties and appeals, shall be in accordance with this Ordinance and pursuant to 30-A M.R.S.A. § 4452. [Adopted 5/21/98, Amended 6/5/12]

Unpermitted Contractor Use

The rear portion of your lot is being used to store various pieces of excavation/construction equipment, materials, and supplies. This use does require a conditional use permit per Article 4(3)(h) of the Land Use Ordinance.

Land Use Ordinance

Article 4. District Regulations

§ 3.h. Conditional Uses

Contractors, not having more than five (5) vehicles and pieces of equipment that are not screened from view from the surrounding property and street. When a piece of equipment is located on a trailer or truck, the combination shall be considered a vehicle and an additional piece of equipment. [Adopted 5/21/88]

In order to correct the existing violations, you will need to do the following:

You will need to either remove the existing contractor use, equipment, structures, and materials on-site, or, go through the necessary process to obtain the required after the fact approvals for this use in the Rural Residential Zone. The next step to obtain approval for this use would be Site Plan approval by the Raymond Planning Board.

This is a second notice of violation pursuant to Article 5 § I of the Land Use Ordinance of the Town of Raymond, Maine, and 30-A M.R.S.A. § 4452. All referenced violations shall be corrected within thirty (30) days of the date of this notice. A follow-up inspection will be completed on or around 07/03/2022. Failure to comply will result in this office referring the matter to the Selectboard who may consider legal action or fines, as provided for in Article 5 § J of the Land Use Ordinance of the Town of Raymond, Maine, and 30-A M.R.S.A. § 4452. Fines of \$100.00 to \$2,500.00 per violation per day may be imposed. Please feel free to contact me if you wish to discuss the matter or have any questions. I can be contacted by phone at (207) 655-4742 ext. 161, or by email at alex.sirois@raymondmaine.org.

Sincerely,



Alex Sirois
Code Enforcement Officer
Town of Raymond, Maine

cc via email:
Don Willard, Town Manager

enc: NOV (10.7.2020), ZBA Findings of Fact (12.29.2020)

402 Webbs Mills Rd - Letter from Owner

Nicole and Benjamin Starrett
402 Webbs Mills Rd.
Raymond, ME 04071

207-561-0638

December 6th, 2023

Town of Raymond Select Board
401 Webbs Mills Rd
Raymond, ME 04071

Subject: Response to Administrative Consent Agreement Draft

Dear Town of Raymond Select Board,

We have carefully reviewed the Administrative Consent Agreement draft presented by Code Enforcement and the Town Manager on November 21st, 2023, and appreciate the Town of Raymond's commitment to resolving the matters related to our property at 402 Webbs Mills Road.

Regarding the outlined corrective actions, we would like to bring to your attention that the vegetation on the premises was cleared in accordance with a timber harvest plan approved by the State of Maine. Therefore, we believe that a separate site plan for vegetation clearance is not necessary, as the plan ensured compliance with all relevant environmental regulations and guidelines.

Additionally, we want to assure you that we are fully committed to obtaining all required building permits for the temporary structures erected on-site. We recognize the importance of compliance with local regulations and will take steps to ensure the necessary permits are acquired promptly once the consent agreement is complete.

However, we must express our concerns regarding the proposed fine of \$5,000. Given our financial limitations, which include the costs associated with relocating our business to another property, the substantial expenses involved in purchasing a new property, and the significant financial commitments already made to the Town of Raymond and our engineering consultant for a site plan that proved unobtainable, we find the proposed fine to be a considerable burden.

In light of these financial constraints, we propose a counter offer of \$1,000 as a fair and reasonable resolution. We believe this amount reflects the challenges we are facing while demonstrating our commitment to addressing the outstanding issues promptly.

We appreciate your understanding and cooperation in this matter. We are open to further discussions and negotiations to reach a mutually agreeable resolution. If there is a need for additional information or clarification, please do not hesitate to contact us.

Thank you for your attention to this matter, and we look forward to your response.

Sincerely,

Nicole and Benjamin Starrett

East Shore Tavern - Consent Agreement DRAFT

ADMINISTRATIVE CONSENT AGREEMENT

This agreement is made as of this ____ day of _____ 2023 by and between Kyle Bancroft (hereinafter “Property Owner”) and the Town of Raymond (hereinafter “the Town”).

WHEREAS, Property Owner owns a certain parcel of land located at 1248 Roosevelt Trail in Raymond, Maine, identified in the Town Assessor's records as Parcel ID 055004A00000 (the “Premises”); and

WHEREAS, on June 3, 2022, the Town’s Code Enforcement Officer issued a Notice of Violation (hereinafter the “NOV”) to Property Owner concerning violations of the Land Use Ordinance related to the use of a parking area for Cafe Sebago (now known as East Shore Tavern) on an adjacent lot (Parcel ID 05500400000, hereinafter “the Parking Area”) ordered corrective action to remedy the violations (attached to this Administrative Consent Agreement as Exhibit A); and

WHEREAS, state law and the Land Use Ordinance authorize the Town to bring enforcement actions to cure violations, including the imposition of fines and the recovery of legal fees and expenses; and

WHEREAS, the Town and Property Owner wish to resolve this matter without further litigation.

NOW, THEREFORE, in consideration of the mutual promises and agreements set forth herein, the parties agree as follows:

1. The Property Owner shall comply with the following corrective actions:
 - a. The Parking Area shall be loamed and reseeded by _____.

- b. Cease all use of the Parking Area in conjunction with the adjoining restaurant for any reason, including but not limited to parking, seating, and tables, unless the Property Owner receives site plan approval from the Planning Board for a parking lot/expansion on the Parking Area for use by the restaurant on the Premises.
 - c. Place a barrier preventing restaurant customers from accessing the Parking Area and erect “No Parking” signage, by _____.
 - d. Pay a fine (or attorneys fees) in the amount of \$_____ by _____, 20__.
2. In the event that the Property Owner fail to comply with the terms of this Agreement, the Town shall reserve the right to initiate enforcement proceedings to resolve the violations and seek further proceedings under Section 300-5.10 of the Land Use Ordinance and 30-A M.R.S. 4452. In the event of breach of this consent agreement, the Town, in its sole discretion, may elect to enforce against the Property Owners based on this consent agreement and/or may commence an enforcement action under 30-A M.R.S. 4452 under the existing NOV.
3. When the terms of this consent agreement have been completed, it shall conclude this matter between the parties and shall resolve the violation. A copy of this agreement will remain in the property file.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the date first written above.

KYLE BANCROFT

Witness

TOWN OF RAYMOND

Witness

By _____
Susan Look, Interim Town Manager

EXHIBIT A

[Copy of Notice of Violation]

East Shore Tavern - eMail and Pictures

From: Kyle Bancroft <kjbancroft@hotmail.com>
To: Alex Sirois <alex.sirois@raymondmaine.org>
Date: Wed, 6 Dec 2023 19:19:05 +0000
Subject: 1248 R Roosevelt Trail - Batali Holdings LLC

Alex,

I am following up on my last email regarding the improvements to 1248R Roosevelt Trail that was sent to you on 11/28/23. I have not received any response to that email as of today.

As explained in the last email I have installed a yellow chain with a mounted no trespassing sign at the right side entrance to 1248R Roosevelt Trail.

I have positioned my dumpsters on the left side entrance to 1248R Roosevelt Trail to form a barricade and stop any vehicular traffic from being able to enter the lot.

To date the following actions have been taken to remedy this violation;

Installation of No Parking signage on perimeter fencing located at 1248R Roosevelt Trail.

Installation of Jersey Barriers on both entrances to 1248R Roosevelt Trail.

Installation of large No Parking signage at both side entrances to 1248R Roosevelt Trail.

Installation of bright safety yellow chain with hanging No Trespassing sign affixed in the middle. Completely blocking that entrance and stopping any and all vehicular traffic.

Placement of 2 large dumpsters side by side in conjunction with a Jersey Barrier to stop all vehicular traffic on that side as well.

I have attached photos of both of 1248R entrances again for your review. These were also sent in my previous email on 11/28.

I would ask that you provide a response as soon as you can to this email and to the status of the violation. If you could provide a detailed opinion from your position as the CEO on the current status of the violation after these corrections that would be helpful. If you personally feel that there are additional corrective measures that need to be taken then please state them in an official document and provide a detailed mitigation plan.

As always thank you for your time and effort. I look forward to your response. Have a great day.

Respectfully,

Kyle Bancroft
Batali Holdings LLC, East Shore Tavern







East Shore Tavern - Fire Inspection Memo

Bruce Tupper
Chief



Lee O'Conner
Deputy Chief

FIRE/RESCUE

1443Roosevelt Trail
Raymond, Maine 04071

Emergency 9-1-1

Chief's Office 655-1187

Dispatch 655-7851

LIQUOR LICENSE INSPECTION MEMORANDUM

LL-23-001

December 7, 2023

To: Sue Look - Interim Town Manager/Town Clerk
CC: Selectboard Members, Kyle Bancroft - East Shore Tavern
From: Wayne C. Jones - Raymond Fire Inspector
RE: Fire and Life Safety Inspection - "Conditions of Approval"

The Raymond Fire Rescue Department (RFRD) performed a Fire & Life Safety Inspection on 9/11/2023 @ 12:00:00 PM, to ensure compliance with the applicable codes and ordinances, for approval of a Liquor License Application by the Selectboard. East Shore Tavern was in compliance with adopted codes and ordinances at the time of inspection, subject to the "Conditions of Approval" as indicated in the RFRD Fire & Life Safety Inspection Report, and as noted in this Memorandum.

1. The grease hood system shall be cleaned every 6-months as required by Code.
2. The RFRD will be scheduled by the applicant to perform a follow-up inspection in 6-months of the date of inspection to check on grease hood buildup at the time of the 6-month cleaning. The inspection should be scheduled just prior to the time of the cleaning, for observation by the RFRD of the grease build-up conditions at that time frame.
3. All Fire Extinguishers and Grease Hood Suppression System receive the annual Inspection Testing & Maintenance as required by Code.

The RFRD would recommend to the Board that any Liquor License approval or Consent Agreements should include the "Conditions of Approval" as noted above and in the September 11, 2023, Fire & Life Safety Inspection Report.

Please feel free to contact me by phone or email with any questions.

Yours in Fire Safety,

Wayne C. Jones

Wayne C. Jones
Fire Inspector
Raymond Fire Rescue Department
(207) 894-4046
wayne.jones@raymondmaine.org

Cc: Kyle Bancroft, East Shore Tavern
Cc: File

Page 1 of 1

Abatement - Personal Property

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: 11/30/2023
CC:

Dear Board Members,

Good afternoon,

I have 1 abatement request for the board to consider at its upcoming meeting.

Girard Abatement:

Bruce & Melissa Girard recently purchased a park model trailer and attached sunroom located at Kokatosi Campground. Unregistered camper trailers and park models are assessed as personal property under Maine law.

Annually, Kokatosi campground graciously assists the town in the valuation of the seasonal campers at the campground by providing a list of owners and the make, model and msrp of the campers sited at the campground. Our office then applies a uniform depreciation schedule along with a certified ratio adjustment to the valuations provided to arrive at the assessed value.

The Kropf park model camper was reported to us by Kokatosi with an msrp of \$77,250.

The property was assessed for \$60,900.

In entering the information for this park model into our system, it appears that we selected the incorrect depreciation code and as a result the property was not depreciated in error. The assessment ratio of 74% was applied correctly. (The assessment ratio is applied to all personal property as directed by statute in order to maintain equity in assessment with the ratio of real property.)

I have corrected the account to the appropriate depreciation to be applied which results in an assessed value of \$38,000.

I am recommending the board issue abatement in the amount of \$22,900 valuation (\$361.11 tax) for the 2023 year.

Sincerely,

Curt Label, 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 Suzanne Carr, 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, 2023 assessment on December 12, 2023. You are hereby discharged from any further obligation to collect the amount abated.

Voted by the Raymond Board of Assessors on: December 12, 2023

Attest: _____ Sue Look, Interim Town Manager

Tax Year	#	M/L	ACCT#	OWNER OF RECORD	OLD ASSESSMENT	NEW ASSESSMENT	VALUATION ABATED	TAX AMOUNT	TAX RATE	MISCELLANEOUS INFORMATION
2023- 1		PP	208PP	Melissa Girard 95 Beaulieu Dr Lyman, ME 04002	\$ 60,900.00	\$ 38,000.00	\$ 22,900.00	\$ 364.11	0.0159	Incorrect depreciation applied to park model camper resulting in overvaluation.
TOTALS							\$22,900.00	\$364.11		



**APPLICATION FOR
ABATEMENT OF MUNICIPAL PROPERTY TAXES**

36 M.R.S. §§ 841 - 849, and Property Tax Bulletin No. 10

This application must be filed with your municipal assessor. A separate application should be filed for each separately assessed parcel of real estate claimed to be overvalued.

1. Name: Malissa Girard -
2. Mailing address: 95 Beaulieu Drive Lyman Me 04002
3. Physical address (if different than mailing address): _____
4. Phone: 207-929-0139 Email: Service@bbheating.net
5. Tax year for abatement: 2024
6. Assessed value of real estate: \$ 2024 63000.00
7. Reduction of real estate value requested: \$ 25000.00
8. Assessed value of personal property: \$ 6000.00
9. Reduction of personal property value requested: \$ 10,000.00
10. Reasons for requesting abatement (please be specific about the reason(s) you believe the 32000.00 assessment is illegal, erroneous, or that the property is overvalued for tax purposes, and include supporting documentation such as comparable sales/deed reference): _____

Good day I am completing this to lower my taxes I am at site 109 at Kokatosi Campground. This is alot of money for a seasonal trailer. I have no documentation but asked arand and people with the same trailer (at some year) is paying alot less for a tiny lot. please if you can adjust my tax bill.

Thank you malissa
Girard.

DECLARATION(S) UNDER THE PENALTIES OF PERJURY. I declare that I have examined this return/report/document and (if applicable) accompanying schedules and statements and to the best of my knowledge and belief they are true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Malissa Girard
Signature of applicant

10/19/2023
Date

Rev 03/22

VEHICLE ID NUMBER

1K9PS39T1LG010210

NEW / USED
USED

PURCHASE DATE
04/30/2022

YEAR
2020

MAKE
KROP
ISSUE DATE
06/16/2022

MODEL
TL

PRIOR TITLE
15803309

BODY
CT

TITLE NUMBER
16907675
ODOMETER

MAIL TO

GIRARD, BRUCE W JR
95 BEAULIEU DR
LYMAN, ME 04002

OWNER(S) NAME AND ADDRESS
GIRARD, BRUCE W JR
95 BEAULIEU DR
LYMAN, ME 04002

I printed this for the info
on it, please call if you
need anything, Sorry if I
did not do it right, malissa
Girard

Secretary of State



Bureau of Motor Vehicles

FIRST LIENHOLDER	
SECOND LIENHOLDER	
THIRD LIENHOLDER	

FIRST RELEASE	Interest in this vehicle is released by:
	Signature _____ Title _____ Date _____
SECOND RELEASE	Interest in this vehicle is released by:
	Signature _____ Title _____ Date _____
THIRD RELEASE	Interest in this vehicle is released by:
	Signature _____ Title _____ Date _____

THIS CERTIFICATE IS PRIMA FACIE PROOF OF OWNERSHIP ISSUED IN COMPLIANCE WITH STATE OF MAINE LAW
KEEP IN A SAFE PLACE - NOT IN VEHICLE

L16289108

VOID IF ALTERED

Island Options (Updated 06/19/19)

NCES & ACCESSORIES:

U A/C - \$1350	OR	24K-BTU A/C - \$2480 ✓	
Unit A/C in Loft			\$275
3 Foot Side-by-Side Refrigerator (3" Deeper)			\$1,300
Counter Dishwasher (18" Black Only)			\$545
3" Disposal			\$150
Washer/Dryer Installed (110v - Side Vent)			\$1,275
Washer/Dryer (110v)			\$150
3 Steel Appliances			\$550
Color Appliances (Dark Gray)			\$800
3" in Freezer			\$125
Wine Frig & Wine Rack			\$600
Fireplace: Flat (48") OR Curved (32")			\$800
Surround: Stacked Stone Look OR Wood			\$300
Full Height Stainless Range Hood			\$895
Up to OH Cabs. Or Behind Dlx. Range Hood			\$450
Height Backsplash Only: Glass Tile or Copper			\$175 ✓
TV I/P/O 39" LED TV - Mount on Wall			\$400
Close Soundbar Stereo w/Blu-Ray & Bluetooth			

RURAL OPTIONS:

Siding Colors		\$1,200
Make Siding, Entire Trailer		\$3,500
Make Siding on Front End & Dormers Only		\$1,200
Insulation (R19 Floor, R33 Roof, R13 Walls)		\$275 ✓
Residential Windows/Patio Door		\$325
Window Trim, Where Applicable - No Shutters		N/C
Window at Stair Well of Loft		\$400
Block Window (Each) LR OR BR		\$250
6 Windows w/Transom Above		\$895
Color (Standard Colors)		\$1,600 ✓
Room		\$175
Room		\$400
Patio Door		\$175
Nal Dormer Window I/P/O Fixed		\$25
Arch		\$6,000
Sheathing		\$600

JRE & BEDDING

Storage & 4 Chairs (Seat Pads Optional)		\$250
3 Island Cart - Antique Marula Pine Top		\$150
-A-Bed Loveseat		\$595
3m Bed I/P/O Short Queen		\$180 ✓
w/Bedsread I/P/O Short Queen		\$475
w/Bedsread I/P/O Short Queen		\$225
Up Bed Box w/Storage Under (\$400 King)		\$380
ort Queen Bed w/Bedsread		\$145
ide-a-Bed Sofa I/P/O Std.		\$495
oliner		\$600
Sofas I/P/O Std. Sofa & Chair		\$150
Ottoman w/Lift-Up Storage (For Pit Group)		\$600
At Head of Bed: Brown OR White		\$250
hirt Closets w/Shelf at Bed Overhead		
iture for Kids: \$225 Sofa \$175 Chair		

Price: 63,380 Options: 4,595 = 67,975 *MEAL*

DONALD J. SMITH

Retail Name: LINDA L. Date: 7-29-19
Plan:

PLUMBING & ELECTRIC OPTIONS:

12 Gallon Gas DSI Water Heater I/P/O Std.	\$255
16 Gallon Gas/Elec. DSI Water Heater	\$325
30 Gallon Electric Water Heater I/P/O Std.	\$175
Comfort Height Toilet w/Elongated Bowl	\$125 ✓
Marine Toilet w/Black Water Holding Tank	\$350
Gray Water Holding Tank	\$245
Extra TV Jack	\$35
Extra Porch Light	\$35
Extra Exterior Receptacle (1 Std.)	\$45
Exterior Water Faucet	\$55
Dimmer Switch (each)	\$45
4 Can Lights in Front Interior Eyebrow	\$125
Glass Vessel Sink in Bathroom	\$175
Apron Front Sink - WH Dbl Bowl / SS Single Bowl	\$200
Apron Front Sink - Hammered Copper Single Bowl	\$700
110V Junction Box Underneath Door Side	\$75 ✓
Under Cabinet Lights (ea.) <i>wood side of KIT sink</i>	\$45 ✓
55k BTU Upright Furnace	\$450
Pendant Lights Over Island OR Recessed Lights	

TABLE

MISCELLANEOUS OPTIONS:

Glass Tub OR Shower Door	\$250 ✓
↑Door Options: <u>3-Panel Obscure</u> OR <u>2-Panel Clear</u>	
Composite Riverstone Shower w/Clear Doors	\$675
Head Box Above Shower in Loft Unit	\$250
Solid Surface Countertops in Kitchen & Bath	QUOTE
<u>Brushed Nickel</u> or <u>Rubbed Bronze Hardware</u> Pkg:	
Cabinet Knobs, Lighting Fixtures, Faucet	
Cottage Package (Beadboard & WH. Cabinets)	\$1,200
Cabin Package (Cabinets & Wainscoting)	\$1,000
Solid Surface Window Sills	\$350
Stone OR Wood Front on Island w/Lights Under	\$500
Ship Lap Feature Wall - Driftwood OR White	\$1,000
Wood Drop Ceiling in Kitchen w/Glass Lights	\$1,000
Larger Window at Kit. Sink w/Pendant Light	\$250
Upgrade Linoleum Throughout	\$275
Dark Composite Stair Treads for Loft	\$175
Sliding "Barn" Style Interior Door	\$175
Roll or Reverse Plan	\$250
Custom Fee	QUOTE ✓

36" HTD w/Storm ** 475 ✓*

CHAIR = BALTIC PILLOW = BALIC
Interior Color: SEA VIEW DECOR
Bedsread Color: White OR Champagne
Wall Color: MALONEY SATIN Counter: LANTO
Lino Color: PRENILE RETRACE Std. Carpet in BR
Stools: Saddle OR Ladder-Back Color: Lakeland table
Cabinet Color: CAFE
Backsplash: MOSAIC TILE
Loft Rail Color: White OR Black
Tub OR Low-Step Shower
Exterior Color: Brystone stone gray black
Shutter Color: BLACK
Shingle Color: Georgetown Gray black

Raymond
11:05 AM

Personal Property Tax Commitment Book - 2024 15.900
APRIL 1, 2023 TAX COMMITMENT

9/13/2023
Page 11

Account Name & Address	Category	Assessment	Exempt	Total	Tax
149 GERVAIS MARK & LYN PO BOX 161 OLD ORCHARD BEACH ME 04064 25 INDIAN POINT RD	FURNITURE & FIXTURES	10,400 10,400	0	10,400	165.36 82.68 (1) 82.68 (2)
72 GETCHELL KAREN 84 MEYER RD PORTLAND ME 04102 58 TOMMAHAWK TR	FURNITURE & FIXTURES	4,900 4,900	0	4,900	77.91 38.96 (1) 38.95 (2)
208 GIRARD MELISSA 95 BEAULIEU DR LYMAN ME 04002 109 KOKATOSI	FURNITURE & FIXTURES	60,900 60,900	0	60,900	968.31 484.16 (1) 484.15 (2)
74 GIROUX RONALD 20 MAYFIELD DR WESTBROOK ME 04062 77 INDIAN POINT	FURNITURE & FIXTURES	10,200 10,200	0	10,200	162.18 81.09 (1) 81.09 (2)
124 GOODHUE SEBAGO REAL PROPERTY PO BOX 853 WOLFEBORO NH 03894 1292 ROOSEVELT TRAIL	FURNITURE & FIXTURES	65,500 65,500	0	65,500	1,041.45 520.73 (1) 520.72 (2)
213 GORE JOHN & RENEE 257 VARNEY MILL ROAD WINDHAM ME 04062 63 KOKATOSI	FURNITURE & FIXTURES	6,600 6,600	0	6,600	104.94 52.47 (1) 52.47 (2)
77 GOUZIE KIM & JOHN 49 WILDWOOD CIRCLE WESTBROOK ME 04092 KOKATOSI	FURNITURE & FIXTURES	4,400 4,400	0	4,400	69.96 34.98 (1) 34.98 (2)

	Assessment	Exempt	Total	Tax
Page Totals:	162,900	0	162,900	2,590.11
Subtotals:	3,814,000	1,887,100	1,926,900	30,637.71

Original Property Card

Account Number D0014P

Card # 1 of 1

Active Status Active

Owner Information	Business Information	Current Valuation	
Name GIRARD MELISSA Address 95 BEAULIEU DR LYMAN , ME 04002	Business GIRARD MELISSA Bus Locn 109 KOKATOSI District SITE 109 State Bus Code Mblu / / /	Total Appraised: 82,300 Total Assessed: 60,900 Total Value New: 82,250 Assessment Ratio: 74% BETE Exmpt 0 Net Assessment: 60,900	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">VISION</div> Personal Property Account Information Raymond, ME 11/30/2023 9:47:

Owned Items												
Line#	Type	Description	Qty	Replace Cost	Value New	Year	% Cond	Appraised	Assessed	Lessee	Line Notes	
2	05	SUNROOM/DECK	1	5,000	5,000	2013	1	5,000	3,700			
3	05	37' KROPF M-4720	1	77,250	77,250	2020	1	77,250	57,165			

Summary By State				Vist History						Prior Values	
Type	Description	AppraisedValue	AssessedValue	Date	ID	Info Source	Purpose/Result	Visit Notes	Year	AssessedValue	
05	REC VEHICLE	82,250	60,865	5/5/2011	KG			NEW ACCOUNT - OWNER, MAKE, MOD UPDATED ADDRESS AND PHONE NUM UPDATED MODEL AND VALUE PER KO	2023	60,900	
				9/2/2022	MM		50		2022	13,700	
				8/9/2022	MM		50		2021	16,300	
									2020	19,000	
									2019	21,400	
									2018	23,200	
									2017	25,100	

Account Number D0014P

Amended tax Card

Card # 1 of 1

Active Status Active

Owner Information		Business Information			Current Valuation			VISION	
Name	GIRARD MELISSA	Business	GIRARD MELISSA		Total Appraised:	51,400			Personal Property Account Information Raymond, ME 11/30/2023 10:55
Address	95 BEAULIEU DR LYMAN , ME 04002	Bus Locn	109 KOKATOSI		Total Assessed:	38,000			
		District	SITE 109		Total Value New:	82,250			
		State Bus Code			Assessment Ratio:	74%			
		Mblu	/ / /		BETE Exmpt	0			
					Net Assessment:	38,000			

Owned Items												
Line#	Type	Description	Qty	Replace Cost	Value New	Year	% Cond	Appraised	Assessed	Lessee	Line Notes	
2	05	SUNROOM/DECK	1	5,000	5,000	2013	1	5,000	3,700			
3	05	37' KROPF M-4720	1	77,250	77,250	2020	0.6	46,350	34,299			

Summary By State				Vist History						Prior Values	
Type	Description	AppraisedValue	AssessedValue	Date	ID	Info Source	Purpose/Result	Visit Notes	Year	AssessedValue	
05	REC VEHICLE	51,350	37,999	5/5/201	KG				2023	60,900	
				9/2/202	MM		50	NEW ACCOUNT - OWNER, MAKE, MOD	2022	13,700	
				8/9/202	MM		50	UPDATED ADDRESS AND PHONE NUM	2021	16,300	
								UPDATED MODEL AND VALUE PER KO	2020	19,000	
									2019	21,400	
									2018	23,200	
									2017	25,100	

Kokatosi Filing for 2023

Chandler, Mary PO Box 5365 Bradenton, FL 34281 207-383-7619	W17A	2000	44' Breckenridge M-844 SB	\$23,967	\$3,365	10x30x10 Old \$2,500
Girard, Malissa 95 Beaulieu Drive Lyman, ME 04002 929-0427	207-109	2020	37' Kropf 4720 M-	\$77,250	\$60,248	10x31x10 \$5,000
Gore, John & Renee 257 Varney Mill Road Windham, ME 04062 207-892-3942	63	2006	40' Breckenridge M-1240SEFDN	\$25,633	\$3,365	10x18x10 \$3,800
Gouzie, Kim & John 49 Wildwood Circle Westbrook, ME 04092 207-797-8388	P6	2007	40' Breckenridge M-1240 SEDB2	\$29,716	\$5,800	None
Griffith, Lisa & Jason 63 Maple Street Dover, NH 03820 603-743-3289	65	2007	40' Breckenridge M-1240 PG	\$36,638	\$7,550	10x30x10 \$5,000
Johnson, Brian & Sharon 10 Braney Road Millbury, MA 01527 508-277-5418	W3	2007	40' Breckenridge M-1240 FDB	\$37,431	\$7,675	10x20x10 \$4,000
Johnson, Kenneth & Kim 2120 Bayan Way FL 33872 3433	Sebring, 207-751- W18	2005	M-844 SB 44' Breckenridge Triple Slide	\$29,488	\$5,225	10x32x10 Old \$2,500

DEPRECIATION CODES

Table ID	Type	Description	Age	% Condition	Item Type
01	0	INVENTORY	0	1.00000	Item
01	0	INVENTORY	100	1.00000	Item
02	0	FURNITURE	0	1.00000	Item
02	0	FURNITURE	100	1.00000	Item
03	0	MACHINERY	0	1.00000	Item
03	0	MACHINERY	100	1.00000	Item
04	0	SOUND VALUE	0	1.00000	Item
04	0	SOUND VALUE	100	1.00000	Item
05	0	REC VEHICLE	0	0.90000	Item
05	0	REC VEHICLE	1	0.80000	Item
05	0	REC VEHICLE	2	0.75000	Item
05	0	REC VEHICLE	3	0.60000	Item
05	0	REC VEHICLE	4	0.55000	Item
05	0	REC VEHICLE	5	0.50000	Item
05	0	REC VEHICLE	6	0.45000	Item
05	0	REC VEHICLE	7	0.40000	Item
05	0	REC VEHICLE	8	0.35000	Item
05	0	REC VEHICLE	9	0.30000	Item
05	0	REC VEHICLE	10	0.25000	Item
05	0	REC VEHICLE	11	0.25000	Item
05	0	REC VEHICLE	12	0.25000	Item
05	0	REC VEHICLE	13	0.25000	Item
05	0	REC VEHICLE	14	0.25000	Item
05	0	REC VEHICLE	15	0.20000	Item
05	0	REC VEHICLE	16	0.20000	Item
05	0	REC VEHICLE	17	0.20000	Item
05	0	REC VEHICLE	18	0.20000	Item
05	0	REC VEHICLE	19	0.20000	Item
05	0	REC VEHICLE	20	0.15000	Item
05	0	REC VEHICLE	100	0.15000	Item
06	0	COMPUTER EQUIP	0	1.00000	Item







BUDGET GOALS

FY 2023 – 2024

1. **Maintaining or lowering the tax rate; presently the mil rate is \$15.90.**
2. **Continuing commitment to the improvement and maintenance of the Town roads.**
3. **Undesignated fund balance can be utilized within existing policy to accomplish priority number one. (see below policy)**
4. **All budget areas are on the table for discussion and review.**
5. **Core services driven budget**

Financial Policy Excerpt:

UNASSIGNED GENERAL FUND BALANCE (SURPLUS)

The purpose of maintaining surplus is to ensure adequate undesignated reserves to respond to unforeseen emergencies and provide overall financial stability.

In view of the unpredictability of non-tax revenues, the Town of Raymond shall set as a target sufficient fund balance to both protect the creditworthiness of the Town and ensure adequate liquid funds for emergency needs.

The goal of the Town is to have a level of undesignated surplus equal to at least 15% of the prior year's tax commitment. This level of surplus is to be exclusive of any amount already designated to be paid from surplus.

The appropriate use of any funds over that level shall be determined upon receipt of audited figures, and used, with Town Meeting approval, for equipment reserves, capital improvements, debt reduction, and/or real estate tax reduction.

Consideration of Adopting Impact Fees

Charisse Keach, Finance Director, would like to revisit the concept of implementing Impact Fees for the FY24-25 budget cycle. The intent is to have another revenue source to help reduce the impact to all taxpayers and assess this one-time fee against new development.

In accordance with the State of Maine Planning Office-

Impact fees can be charged against new developments to cover the cost of providing capital infrastructure improvements as it relates to the growth of the Town. The statutory requirements for impact fees are located in the Title 30-A, Section 4354.

Impact Fees may be used for:

Highway improvements: streets and intersection improvements to increase the capacity to handle traffic projected from new development,

Public Safety facilities: new buildings, improvements to existing buildings or new equipment for fire / emergency services required by the new demand placed on these services as a result of growth,

Parks and open space: the purchase or improvements to public parks, open space, and other recreational facilities if those new facilities or improvements are required to serve new residents of the community.

There must be a reasonable correlation between the need for additional facilities and growth due to new development and we would need to develop an impact fee ordinance that would be used as part of our (CIP) Capital Improvements Plan.

Assistant Code Enforcement Officer, Chris Hanson, gave a presentation at the Select Board meeting of March 28, 2023, on the possibility of adding impact fees to new building permits.

Some highlights of that meeting:

- With new housing permits and growth, we increase the need for services to our citizens and the need for more infrastructure.
- If we implement fees, this adds revenue to our budget.
- An Impact fee is a one-time fee established by the Town and paid through the

- Impact fees can ease the burden of growth and development to taxpayers.
- We can think of it as a savings program for future needs that are directly related to new development.

After considerable discussion, it was the Select Board's recommendation to move forward with this concept by referring it to the Comprehensive Plan Committee even though the completion of the "plan" is going to take at least two years.

Knowing that the Town would need an ordinance for this, there was discussion on whether it would be more appropriate to send to the Planning Board but in the end, it was decided to send to the Comprehensive Plan Committee. The town could also seek input and expertise from Ben Smith, our Comprehensive Plan consultant, or Jim Seymour, our planning consultant from Sebago Technics.

Update- Chris Hanson presented the concept to the Comprehensive

Plan Committee on May 3, 2023. They advised him to send it to the Planning Board but have expressed interest in using impact fees for more open space in the future.

Other municipalities that have impact fees are Windham, Gorham, Scarborough, Westbrook, Portland, and Standish. Most of these municipalities have fees for open space, recreation, public safety, and schools. Impact fees range from \$2,985 for a one-bedroom single-family home in Windham (includes open space, recreation, and public safety) to \$4,630 in Scarborough for schools.

Depending if the Select Board decides to move forward, our recommendation would be that the impact fees be a flat rate based on the number of bedrooms for all new residential construction and be based on square footage for new commercial construction. Raymond on average usually has about 30 (+/-) new homes built each year.

Respectfully submitted,

Charisse Keach

December 8, 2023

Budget Goals - Impact Fees - Maine Statute

MRS Title 30-A, §4354. IMPACT FEES

§4354. Impact fees

A municipality may enact an ordinance under its home rule authority requiring the construction of off-site capital improvements or the payment of impact fees instead of the construction. Notwithstanding section 3442, subsection 2, an impact fee may be imposed that results in a developer or developers paying the entire cost of an infrastructure improvement. A municipality may impose an impact fee either before or after completing the infrastructure improvement. [PL 1991, c. 722, §8 (RPR); PL 1991, c. 722, §11 (AFF).]

1. Construction or fees may be required. The requirements may include construction of capital improvements or impact fees instead of capital improvements including the expansion or replacement of existing infrastructure facilities and the construction of new infrastructure facilities.

A. For the purposes of this subsection, infrastructure facilities include, but are not limited to:

- (1) Waste water collection and treatment facilities;
- (2) Municipal water facilities;
- (3) Solid waste facilities;
- (4) Public safety equipment and facilities;
- (5) Roads and traffic control devices;
- (6) Parks and other open space or recreational areas; and
- (7) School facilities. [PL 1999, c. 776, §11 (AMD).]

[PL 1999, c. 776, §11 (AMD).]

2. Restrictions. Any ordinance that imposes or provides for the imposition of impact fees must meet the following requirements.

A. The amount of the fee must be reasonably related to the development's share of the cost of infrastructure improvements made necessary by the development or, if the improvements were constructed at municipal expense prior to the development, the fee must be reasonably related to the portion or percentage of the infrastructure used by the development. [PL 1991, c. 18, §3 (AMD).]

B. Funds received from impact fees must be segregated from the municipality's general revenues. The municipality shall expend the funds solely for the purposes for which they were collected. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

C. The ordinance must establish a reasonable schedule under which the municipality is required to use the funds in a manner consistent with the capital investment component of the comprehensive plan. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

D. The ordinance must establish a mechanism by which the municipality shall refund impact fees, or that portion of impact fees, actually paid that exceed the municipality's actual costs or that were not expended according to the schedule under this subsection. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW); PL 1989, c. 562, §17 (AMD).]

E. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW); PL 1989, c. 562, §18 (RP).]

[PL 1991, c. 18, §2 (AMD).]

3. Deposit fees in trust fund. Municipalities that are part of a school administrative district or other single or multicomunity school district may deposit collected impact fees in a trust fund to be used to pay their proportionate share of anticipated school capital costs.

[PL 2001, c. 38, §1 (NEW).]

SECTION HISTORY

PL 1989, c. 104, §§A45,C10 (NEW). PL 1989, c. 562, §§16-18 (AMD). PL 1991, c. 18, §§2,3 (AMD). PL 1991, c. 236, §2 (AMD). PL 1991, c. 722, §8 (AMD). PL 1991, c. 722, §11 (AFF). PL 1999, c. 776, §11 (AMD). PL 2001, c. 38, §1 (AMD).

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Comprehensive Planning:

- In fiscal terms, based on the rule-of-thumb measures of borrowing capacity, is it feasible for the community to fund capital improvements through a bond issue or other borrowing? Does the community prefer, and can it meet its needs by, pay-as-you-go funding of capital improvements rather than borrowing?
- What is the likely impact on the tax rate of borrowing for one or two important projects? Does this seem politically acceptable?
- How does overlapping debt (e.g., from the SAD or county), over which the community does not have full control, affect the community's fiscal resources?
- How have development patterns within the community created demand for and affected the cost of delivering major public services or capital improvements?
- Can the capital project be avoided or shared by combining resources with a neighboring community? Are there regional initiatives that can help to meet this need?

Implementation Strategies

Implementation strategies center on the capital improvements needed to accommodate projected growth and ways to fund them. These make up what the Act refers to as a “capital investment plan.”

Capital investment plan

A “capital investment plan”—a required part of a comprehensive plan—is a precursor to a formal Capital Improvements Plan (CIP). A growing number of communities prepare annual CIP's to manage financing of major capital projects. A CIP is a fiscal tool that budgets major capital improvements over a 5- or 6-year period and tracks the community's debt, reserve funds, and other methods to pay for improvements.

The capital investment plan identifies facilities needed to accommodate projected growth, assigns them priorities, and identifies possible funding sources. A formal CIP is a more detailed document that builds upon the capital investment plan: it includes detailed costs, often based on engineering, architectural, or other studies, and an actual capital budget for the upcoming year.

The elements of a capital investment plan include:

- Identification of public facilities and services that will be needed to accommodate projected growth. These might include new, expanded, or replaced infrastructure of all types for which the municipality has fiscal responsibility: transportation, solid waste, schools, waste water treatment and collection, fire and police protection, and recreational and open space, among others. The needed facilities and services in each of these areas should already have been identified in an earlier inventory and analysis, with a statement of policy regarding the community's intent to invest in or explore the needed expansion or improvement. *Ideally, the capital investment plan will not raise new needs but rather will compile, in a single section, those capital needs previously identified under transportation, recreation, and public facilities and services.*

A manual for Maine's communities

The capital investment plan should not include operating costs anticipated as the result of projected growth: for example, the need to hire personnel. These are important—and indeed may affect the committee's decision about how to manage growth—but should be addressed elsewhere (typically in the section dealing with the topic—for example, public facilities).

Nor does the plan have to address small items. Typically, to be included in a capital investment plan (and eventually a CIP) an item must carry a predetermined minimum cost: for example, \$25,000, \$50,000, or \$100,000. The cut-off can be more or less; it is up to the community to decide. It depends on what constitutes a significant cost for the community, that is, a cost that might be unusual or difficult for a single year's operating budget.

- Assignment of general priorities among the identified capital investments. One method is to rate each of the needs in one of the following categories:
 - Urgent: first priority; expansion or improvement is required to address an immediate public health or safety problem, to comply with a governmental regulation or mandate, or to complete an important, unfinished project. Failure to address the problem or mandate would hinder the community's ability to accommodate expected growth.
 - Necessary: second priority; project isn't needed to solve an immediate public health or safety problem related to growth, but should be undertaken in the near future to allow for proper servicing of expected growth.
 - Desirable: third priority; project would significantly improve ability of the Town to accommodate expected growth and would enhance the community's quality of life, but improvements can wait until other more pressing projects are finished and additional funds are available.
 - Deferrable: fourth priority; project would allow for ideal operations given projected growth but can be deferred without detriment to delivering the basic services.

Impact fees

Impact fees are one way to make development pay for municipal capital costs incurred because of the development.

State law (Title 30-A, M.R.S.A., Section 4354) authorizes impact fees for off-site infrastructure such as waste water collection and treatment facilities, water supplies, public safety equipment, fire protection facilities, roads, parks, and school facilities. Impact fees can not be used to pay for operating costs. Limitations on impact fees include:

- **Amount of an impact fee must be reasonably related to the development's share of the cost of the facility made necessary by the development. The cost of the facility must be documented, and there must be a way to distribute the cost between the development and others that contribute to demand for the facility, including the public at-large.**
- **Funds received from impact fees can be used only for specified improvements.**
- **There must be a reasonable schedule for making specified improvements, and fees must be refunded if improvements are not made according to schedule.**

A thoughtful capital investment plan and annual Capital Improvements Plan are foundations for impact fees.

For more, see the Maine State Planning Office's guide, "Financing Infrastructure Improvements through Impact Fees." A link is provided at the end of this chapter.

Comprehensive Planning:

- This (or a similar) rating system can also serve as a reality check on capital items included in the plan. Items that may be “nice” to have but for which there is no expectation for funding can be included but with a rating that indicates they are deferrable.
- Estimate of costs: In some cases, cost estimates already will be available from previous studies. In some cases an order-of-magnitude cost estimate can be obtained from a vendor. But in some cases cost estimates cannot be made without engineering, architectural, appraisal, or other services. These most likely will be beyond the budget for the comprehensive plan. A best guess is sufficient in these cases; a cost estimate is less important at this point than recognizing that the facility will be needed to accommodate projected growth. Where costs are unknown but a project is thought to be urgent or necessary, one of the plan’s policies should be to hire the expertise needed to take the capital planning to the next step.

As projects and their costs are being considered, it may become evident that one or more projects needed to accommodate projected growth are too expensive for immediate or short-term consideration. If so, the implications of not having the facility should be discussed. In particular, will boundaries of the designated growth areas have to be changed? Will there have to be specific measures to limit expected growth until the needed facility can be financed?

- General estimate of timing: The plan should set forth general estimates of when identified facilities or projects should be implemented. The timetable should be related to the priorities given the projects. For example, “urgent” projects might be proposed to be addressed within one to two years; “necessary” within the next three-to-five years; “desirable” within the 10-year planning period; and “deferrable” some time after the 10-year planning period. These timetables would be updated at least every five years when the comprehensive plan is updated; and more frequently if the community prepares an annual Capital Improvements Program.
- Identification of possible funding methods sources: The sources usually fall within one of the following categories: general fund (operating budget); a reserve fund, into which dollars are placed annually in anticipation of the replacement or construction of a needed facility; grants from other governmental agencies; borrowing either as a result of a bond issue or from a governmental agency; user fees; impact fees (see side bar); or private gifts or philanthropy (which often fund cultural facilities, for example).

For each item included in the capital investment plan, the likely source or sources of funds should be indicated. Depending on extent of needs, this may require a balance among sources to assure that neither borrowing capacity nor ability to raise property taxes is stretched, and that there are not unrealistic expectations in terms of governmental grants.

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Maine State Planning Office. (1997). The Cost of Sprawl. Available on the internet: <http://www.maine.gov/spo/landuse/docs/CostofSprawl>.

Other web address:

Property Tax Division of Maine Revenue Services: <http://www.maine.gov/revenue/propertytax/homepage.html>



Financing Infrastructure Improvements through Impact Fees

A Manual for Maine Municipalities on the Design and Calculation of Development Impact Fees

**Maine State Planning Office
January 2003**

**38 SHS, Augusta, Maine 04333
207-287-3261 <http://www.maine.gov/spo>**



This handbook is designed to provide Maine communities with the information and tools necessary when considering implementation of an impact fee ordinance. The handbook was prepared by the Southern Maine Regional Planning Commission (SMRPC), and may be downloaded from its website at <http://www.smrpc.org>. It may also be downloaded or ordered from the State Planning Office's Land Use website at: <http://www.maine.gov/spo/>.

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Introduction

In times of relative economic prosperity, many communities experience new development. For some of these communities new residents and businesses place demands on public facilities and services that require additional investment by local government. Residential development may bring in new students, requiring additional classroom space. Commercial development may generate additional traffic, causing the need for highway improvements. A growing population may require additional park and playground space.

Already strapped to raise the necessary funds for annual operating budgets, many communities have fallen behind in expanding and improving their capital facilities in the face of growing demand. As a result, local communities nationwide have been searching for alternate sources of funding for needed public improvements.

Due to the nature of many public facilities, additional capacity cannot be provided in small increments. A school cannot be expanded to accommodate the students from one new house. There is rarely one new building project that necessitates new fire equipment. Rather the need for new classrooms or firefighting equipment is the result of the cumulative demand from many small projects. Impact fees allow a municipality to equitably collect the cost of incremental marginal growth in demand for public facilities from those who create that demand, without overburdening any single development for the cost of wholesale improvements in service or facilities.

What Are Impact Fees?

Impact fees are charges assessed against new development that attempt to cover the cost of providing capital facilities needed to serve the development. Their use has been promoted as a way for growth to “pay its own way” by charging at the beginning for infrastructure needed by new development. Impact fees provide one way to help ensure that existing residents will not bear the cost of new facilities necessitated by the new development.¹

Impact fees have been developed as an extension of the legal theory that allows local governments to require both improvements on the site of the development and off-site. These improvements, known as “development exactions” have evolved throughout the past 50 years. Originally, courts upheld local government regulations that required developers of property to improve the property in manner that provided direct benefit to the future property owners, such as parks and street improvements. A number of court cases across the country in the early 1960s both struck down and upheld requirements for either off-site improvements or payment of fees in lieu of those improvements. Eventually courts supported regulations that require developers to make a financial contribution to a public fund for off-site improvements, as long as there was a direct relationship between the development and the need for the improvement, and as long as the funds were dedicated for that use. In the early and mid-1970s, a series of cases established a set of principles that guide the development of impact fees.

These court-imposed principles were codified into Maine law when the Legislature enacted the Comprehensive Planning and Land Use Regulation Act of 1987. The statutory requirements for impact fees can be found in Title 30-A MRSA, Section 4354, and will be discussed later in this manual.

How May Impact Fees Be Used?

Impact fees may only be used for financing facility improvements needed due to demand caused by new growth. Impact fees are a method of financing the capital improvements that are required by new development in a community. As such, they may be used to assist a community paying for improvements in sewer, water, public safety, and school facilities that are necessary due to increased demand from new construction in the municipality.

Impact fees may be used for:

- Highway improvements: streets and intersection improvements to increase capacity to handle traffic projected from new development;
- Public safety facilities: new buildings, improvements to existing buildings or new equipment necessary for police, fire or emergency services required by the new demand placed on these services by growth;
- Sewer and water: expansions to sewer and water treatment plants or collection and or distribution systems;

¹ Impact fees in Florida, Florida Advisory Council on Intergovernmental Relations, 1986

- Parks and open space: the purchase or improvements to public parks, open space and other recreation facilities if those new facilities or improvements are required to serve new residents of the community; and
- School improvements: school construction and improvement projects if those projects are designed to accommodate students living in newly constructed residences.

Impact fees may not be used to pay non-capital costs, or to pay for improvements required to cure existing deficiencies in public facilities.

Impact fees may not be used for:

- Operations and maintenance: salaries or day-to-day costs of replacing materials used in providing a governmental service;
- Meeting existing deficiencies: replacing portable classrooms, relieving already congested streets; or,
- Facilities not needed to serve new development or which do not benefit new development: improvements that will not serve the new development. There must be a reasonable connection between the need for additional facilities and growth due to new development, and between spending the fees collected and benefits received by the development paying the fee.

How Do Impact Fees Fit Into a Community's Growth Management Program?

One of the guidelines of Maine's Comprehensive Planning and Land Use Regulation Act is for municipal comprehensive plans to "develop a capital investment plan for financing the replacement and expansion of public facilities and services required to meet projected growth and development."² As one source of financing for public facilities, a locally adopted impact fee can be an integral part of a municipality's capital investment plan.

In the development of the capital investment plan, potential sources of financing for the needed improvements should be identified. Those investments that are projected to be required due to growth pressures on public facilities or services should be identified separately from those that are replacement of obsolete equipment and old facilities, or which are needed to remedy today's deficiencies in service. A municipality may consider impact fees as a source of financing for those improvements that are needed due to projected growth.

If the needed facility or equipment will not be serving the entire community, then an impact fee may only be collected from the developing properties that will be provided some benefit from the new or improved facility. In a situation such as this, where an impact fee will be collected on new development in only one part of town, the fee may cause a shift in the location of new development. This shift should be considered in the community's assessment of whether an impact fee is an appropriate financing tool.

² Title 30-A MRSA §4326, sub§3

Legal Requirements for the Development and Adoption of Impact Fees

Throughout the nation, as cases challenging impact fees have been decided, the courts have established a principle known as the *rational nexus test* for determining the legitimacy of an impact fee.

The rational nexus test consists of three requirements to assure the fairness of a fee:

- The expansion of the facility and/or service must be necessary and must be caused by the development;
- The fees charged must be based on the costs of the new facility/service apportioned to the new development;
- The fees must benefit those who pay; funds must be earmarked for a particular account and spent within a reasonable amount of time.

The Maine law that addresses a community's ability to develop, collect, and spend impact fees was written with the national body of case law in mind. Maine's impact fee statute, Title 30-A MRSA, §4354, was enacted in 1987 as part of a package of statutory changes that updated the state's planning and land use laws. A complete copy of the statute can be found as Appendix A. A summary of the statutory requirements is provided below.

The statute allows an ordinance enacted under a community's home rule authority to require the construction of off-site improvements or the payment of impact fees instead of the construction. An impact fee may be collected either before or after completing the infrastructure improvement.

The statute lists a number of types of facilities that may be financed through impact fees, but is clear that a municipality is not limited to only those listed. Included in the statute are:

- Waste water collection and treatment facilities;
- Municipal water facilities;
- Solid waste facilities;
- Fire protection facilities;
- Roads and traffic control devices; and
- Parks and other open space or recreational areas.

The statute requires that the amount of a fee must be reasonably related to the development's share of the cost of infrastructure improvements made necessary by the development, or reasonably related to the portion or percentage of the infrastructure used by the development.

Funds received from impact fees must be segregated from the municipality's general fund and may be used only for the infrastructure construction or improvement project for which they were collected.

A reasonable schedule must be adopted for the use of the funds in a manner consistent with the capital investment component of the comprehensive plan. The municipality must refund impact fees, or the portion of impact fees, that exceed the municipality's actual costs or that were not expended according to the schedule.

Considerations to be Addressed Prior to Developing an Impact Fee Ordinance

There are a number of issues that a community should consider prior to developing an impact fee ordinance, aside from the detailed technicalities of drafting the ordinance and determining the fee. Because of the potential effects of imposing impact fees on the cost of new development, the decision to collect an impact fee is not one a community should rush into. There must be sufficient planning and analysis of the needs of the community prior to adoption of a fee system. Below are a number of questions each community should consider prior to developing an impact fee ordinance. The answers to these questions can help the community determine whether they are ready to develop an impact fee ordinance or even whether impact fees are an appropriate tool for use in their finance management efforts.

Why is the impact fee being considered?

Some communities have said, "Oh, we need impact fees because we are growing too fast." While the adoption of a fee may have an impact on the rate of new development, impact fees should not be adopted in an effort to slow development. A community must identify the public facilities and services that are being affected by growth, the types of improvements that new growth is necessitating, and begin to plan the improvements needed prior to adopting an impact fee ordinance.

What are the community's priorities?

As part of its comprehensive planning process, a municipality should be looking at all of its capital investment needs. The capital investment plan should prioritize the future needs of the community and determine which new or improved facilities or equipment are required due to projected growth. All of the identified capital needs should be prioritized by importance and by whether they are short, medium, or long-term needs.

What are the alternative funding mechanisms or sources?

The capital investment plan should list the various options for financing the projects. Possible options may include, appropriation from the general fund within the year of construction, establishment of reserve accounts with annual contributions, short-term borrowing, long-term debt, grants from other levels of government, user fees and impact fees.

Is the community willing to risk the potential loss of development activity that may occur as a result of the imposition of fees?

In Maine, where housing or commercial markets typically cover more than one municipality, the imposition of an impact fee in one community has the potential to shift the desirability of building in that community compared to other municipalities within the same market area.

Will development move to adjacent communities with lower costs?

Depending on the size of the fee and the condition of the real estate market, an impact fee may raise the cost or price of housing or other development in the community. This increase in cost could result in other towns within the same market area becoming more attractive financially. Once the impact fee system has been in place long enough, research in other parts of the country has shown that real estate developers take the cost of the fee into account when making offers for raw land. This means that their final price is not increased by the amount of the fee, because they have been able to lower their up front costs. However, the fee is still a cost of doing business compared to municipalities without one and may result in higher prices.

How will the impact fees affect the community's economic development goals?

There should be some consideration of how the potential for higher development costs will impact the other goals of the municipality. If it is a community's objective to promote business or industrial development, the imposition of an impact fee for highway improvements may hamper the community's ability to achieve that goal as prospective businesses locate in neighboring towns without the fee.

Has the municipality adopted level of service standards for provision of the specific public facilities/service for which the impact fee is intended?

A community should establish levels of service it wants to maintain in order to determine the need for future facilities and the extent to which new development contributes to that need. Examples of a level of service standard are to have one baseball field for every 1,000 residents, to have fire ponds and dry hydrants no more than one half mile apart, or to keep the response rate for ambulance calls under ten minutes.

Are desired levels of service identified in the comprehensive plan, capital investment plan, or long term budget planning process?

The comprehensive plan should identify the current level of service that various municipal departments are able to provide and establish a goal for the ideal level of service. Remembering that impact fees cannot be used to finance improvements to existing deficiencies, the calculations to determine the impact fee must separate the improvements needed for projected growth from the improvements needed for today's

conditions. As an example consider a fee for school improvements in a community that has a school with a design capacity of 200 students, current enrollment of 250, and plans for new classrooms to provide for new capacity of 300. Whereas half of the new capacity is to remedy today's overcrowding, only half the cost of the expansion should be used in the calculation of the impact fee.

Has the municipality conducted a needs assessment for the specific facility/service for which the impact fee is intended?

The community should have a fairly reliable estimate prepared for the facilities in question. Traffic engineers have standard formulas that are used to estimate the capacity of an intersection or stretch of road. There are standards for the number of students in a classroom and the type of auxiliary facilities that should be provided for various sizes of schools. A community should take advantage of this type of information to prepare an assessment of the currently available capacity and using projected growth rates, when improvements are needed. The assessment should tie existing and future population demand for services to existing and future provision of services based on adopted level of service standards.

How will the municipality determine the costs of its needs once they have been identified?

In response to the needs assessment, a projection of the future improvements should be prepared. In order to develop an impact fee, the municipality must have an estimate of the costs of the improvements to be financed by the fee.

The calculation of impact fees must be based on reasonable estimates of the costs of improvements. The more refined the cost estimates, the more secure an impact fee ordinance will be if challenged. However, this does not require detailed engineering or architectural drawings and cost estimates. Cost estimates can be based on "ball park" averages as long as these have some reasonable basis. As an example, the Department of Education maintains information on the size and cost of recent school construction projects. Using these figures and the desired floor area per student can yield average costs per student. If an impact fee is being considered for parks or open space, average per acre sales prices for land in the neighborhood of where the park would likely be located can be obtained through the assessor's office.

How does the municipality's growth rate affect the use of impact fees?

In considering whether to develop an impact fee ordinance, a community should be looking at the overall rate of growth in the community and determine whether the fee will result in enough revenue to make the effort of ordinance development and administration worthwhile. Most likely, a community without a fast growth rate would not be considering the concept of impact fees. However, a rough estimate of the revenue to be generated through impact fees should be prepared fairly early in the process.

Considerations to be Addressed While Developing an Impact Fee

What types of development should pay the fee?

All types of development that directly contribute to the demand for the improvements that the fee will be financing must pay an impact fee. The fee should be assessed to all of those developments, regardless of the level of review required or regardless of the status of the applicant, developer or occupant of the development.

If the impact fee is paying for improvements to a facility that will be directly used by residential, commercial, and industrial uses, such as highway improvements, sewer facilities or public safety facilities, then the fee should be assessed on all three types of uses. On the other hand, if the fee will be used to finance a facility that will only be used by residents of the town, such as a recreation facility or school, then the fee should be collected from new residences only, and not commercial and industrial developments.

If a fee is being collected from new residential structures, then all new residences that contribute to the demand for increased service or expansion of facilities should be assessed the fee. New homes on individual lots create the same amount of traffic or supply as many public school students as do homes in a subdivision. Therefore, a municipality should not be assessing impact fees solely on new subdivisions and not homes built on individual lots. Similarly, if a current resident wanted to build a new house, it would be impermissible to exempt the house from the fee based solely on residency.

When should the fee be charged?

The community must decide at what point in time the fee will actually be collected, and therefore which individuals will be paying the fee. While general economic theory indicates that the final consumer of the development will ultimately be paying the fee, the point in which the fee is collected may impact on whose shoulders the burden of paying the fee falls and the ultimate cost of the fee. There are primarily three choices facing a community in determining when a fee will be collected: at the time a development is approved; or when a building permit is issued, when the development is occupied.

The demand for public infrastructure improvements comes about only when a new development is occupied. The closer to the time of occupancy an impact fee is collected, the more there is a connection between the individual paying the fee and the need for the improvements the fee is helping to finance.

The earlier in the development process the fee is collected the further it is removed from the actual consumer who is creating the demand for improvements to public facilities. For instance, if the fee on new residences is collected at the time a

subdivision is approved by the planning board, the subdivider or developer will be paying the fee. The homebuyer or renter may ultimately be paying the fee through increased prices or rents, but they are insulated from doing so. Changes in market conditions may result in the developer not being able to add the cost of the impact fee onto the price of the new home. In addition, requiring the fee to be paid so early in the development process, perhaps years before a particular house or apartment is occupied, most likely will result in the added costs of interest between the time the fee is paid and the unit sold or rented.

An additional potential drawback to collecting a fee at the time of development approval is that a separate mechanism must be established to collect fees from other similar developments that do not need to go through the same development review process. For example, if a municipality is collecting an impact fee from each new dwelling unit for the expansion of public parks, then a mechanism is needed to collect the fee from all new dwelling units in the town, not just those in a subdivision that requires approval from the planning board.

If a community has a system for the issuance of occupancy permits prior to the occupancy of new structures, then payment of the impact fee prior to the issuance of the certificate of occupancy may provide the greatest level of equity to the property owner. The fee is collected as late in the process as possible, allowing developers or property owners to retain their cash for a longer period of time. There is also less opportunity for the fee to be paid and then absorbed into the cost of development.

However, a community must have a certificate of occupancy system in place for all new developments in order for payment at that time to work successfully. If the code enforcement office does not assure that a certificate is issued prior to occupancy then there is too much chance that a fee may not be paid. In such cases, fee collection at the time of building permit issuance should be considered.

How will benefit zones and boundaries be addressed?

A municipality must determine the geographic extent of the community that will benefit from the planned improvements. Though many public facilities will have a town-wide benefit, some facilities or facility improvements may benefit only a portion of the community. If impact fees are being considered in order to provide some of the financing for a new fire substation, then the fee should only be paid by new development that will be within the service area of the substation. If the substation will always be used to fight fires in a certain area of town and sometimes used in other parts, then the fee should be adjusted to reflect the percentage of demand new developments in the other parts of the town will place on the services of the station.

Impact fees for highway or intersection improvements should be assessed based on the amount of traffic a new development will be contributing to that highway or intersection. Therefore, new development close to the improvement should be paying a more than development on the opposite side of town. The formula used to calculate

the fee should account for the percentage of traffic from a new use that will be using the improved highway or intersection.

The fee system must assure that those that pay the fee will benefit from the facility being financed, and that those who benefit from the facility do pay.

What about credit against double payment provisions?

New developments will be paying taxes that go towards payment for new facilities as well as impact fees. The impact fee formula should recognize this and fees should be reduced to reflect future tax payments for debt service on the facility. If the facility is going to be financed through long-term bonds, there is usually an analysis of the impact of debt service on the tax rate. An analysis should be done of the projected taxes to be paid by different types of development during the life of the debt.

What are implications of impact fees on local government finance?

The municipality's finance department must have the capacity to assure that impact fees can be properly accounted for. Most importantly, state law requires that impact fees remain segregated from the municipal general fund and be used only for the purpose for which they are collected. A separate account should be established upon enactment for each facility or type of improvement for which an impact fee is collected.

Records need to be maintained, including the date of each contribution, the person paying the fee, and property for which the fee was paid. State law requires that the municipality establish a mechanism for returning impact fees if they are not spent on the intended improvements within a reasonable amount of time. Long-term maintenance of these records is important in order to be able to return fees if necessary.

Potential Advantages and Disadvantages of Impact Fees

There are both advantages and disadvantages of using impact fees to assist finance capital improvements mandated by growth. Depending on one's point of view, some features listed below in category could be considered to be in the opposite category.

Advantages

DIRECT BENEFIT. Properly established, impact fees implement a policy where the beneficiaries of a service pay for the service. There may be cases that, without the funds provided through impact fees, local voters would not be willing to finance improvements. The assessment of impact fees allows for improved municipal service by permitting facility improvements to progress.

EQUITY AND EFFICIENCY. Many deem impact fees to be an equitable and efficient manner in which to raise funds for improvements to public facilities needed to

accommodate new growth. The link between those who pay for the improvements and those who shoulder the costs for the improvements provides an equitable solution to difficult and costly public construction projects. Once established, impact fees are an efficient method of collecting funds.

Another source of equity is that small-scale builders and single homes, as well as larger scale developments, are required to pay. Without an impact fee system, the cost of public improvements is sometimes cast upon the large developments. These developments may require some improvement solely to assure an adequate level of service, but frequently bear the costs for improvements necessitated by other development projects as well. With impact fees, each new development contributes its fair share to the cost of these improvements.

POLITICAL POPULARITY. Impact fees are frequently popular in localities that have seen rapid growth cause a decrease in the levels of service local government can provide without large expenditures for facilities improvements. As an alternate source of revenue available to local government, impact fees remove some of the costs of growth from the taxpayers and shift those costs to the individuals directly responsible for the new or improved facilities. If growth on the outskirts of a town results in the need for a new fire station in that area, impact fees allow the municipality to shift the cost of providing the new facilities to those who have caused the need for those facilities and will receive a direct benefit from them.

INCLUSION OF APPROVED BUT NOT YET BUILT DEVELOPMENTS. Impact fees may be structured to include previously approved, unbuilt developments from which exactions pertaining to the public facilities to be financed through the fees were not obtained. For instance, if there are still a number of vacant lots in a subdivision, an impact fee may still be collected for intersection improvements or school construction at the time a building permit or certificate of occupancy is issued for those lots. If, as part of the subdivision review process, the applicant or developer was required to either make improvements or a financial contribution in lieu of improvements, then a fee for those improvements would not be permissible on future construction in the subdivision.

MAY REDUCE BORROWING AND DEBT COSTS. By providing an alternate mechanism for financing public infrastructure improvements, impact fees can lower the amount a municipality will be required to borrow for major capital projects. If an impact fee is collected for a period of time prior to the construction of the project, the municipality has opportunity to reduce the principal being borrowed by the total amount of collected fees. If the fees are being collected after initiation of the project, the amount to be borrowed will not be reduced, but a portion of debt service will originate from the impact fee and not be incorporated into the town's tax rate.

Disadvantages

MAY NOT COVER TOTAL INFRASTRUCTURE COSTS. Municipalities will not be able to shift the entire burden of facilities construction or improvements to those responsible for new growth. Rarely will a new facility or an improvement to a new facility be built

solely to serve growth without also either serving some existing developments or correcting existing deficiencies in service. A new fire station will also provide service to the existing homes and businesses in the neighborhood, not just the new ones. Highway improvements and school expansions are almost never planned until there is congestion and overcrowding. Impact fees do not totally insulate the municipality from bearing some of the costs of new or expanded facilities; they merely reduce the portion required through traditional revenue sources.

DIFFICULT TO ESTABLISH AND POTENTIALLY DIFFICULT TO ADMINISTER. In order to establish a defensible impact fee system, the municipality must have completed a significant amount of research and planning. Impact fees must be based on identified needs with, at a minimum, a conceptual plan of solutions and cost estimates for that plan. As planning and project design proceed, the most recent and most refined cost estimates for the project can be used. For public facilities for which a specific project has not been identified, such park and open space acquisition, the community must establish desired standards for the level of service, such as acres of park land per capita, and estimate the cost of achieving that level.

Administration of an impact fee system requires long-term maintenance of segregated accounts, and a bookkeeping system that tracks contributions to and withdrawals from these accounts. While computerized bookkeeping software and basic spreadsheets facilitate the financial record keeping that is necessary, many of Maine's smaller municipalities may not be prepared to implement these practices.

FEE REVENUES DEPEND UPON THE RATE OF NEW DEVELOPMENT. The revenue flow from impact fees is as unpredictable as the rate of new construction. As the vagaries of the economy wax and wane, so will the annual total of fees collected. The construction of one large development may provide a large amount in fees one year that is not matched in subsequent years. This may lead to some fluctuation in the tax rate, as expenditures from taxation must change to reflect the amount of impact fees raised.

SOME QUESTION THE EQUITY OF IMPACT FEES. As much as this manual has presented impact fees as an equitable tool to shift the burden of financing new public facilities to those who create the demand for those facilities, there is an argument that impact fees create an inequity. The philosophy promoted by some analysts is that today's citizens and taxpayers are benefiting from investments made by previous taxpayers to construct the currently existing facilities and that impact fees remove their responsibility to provide for future citizens. The developers of the existing housing stock or commercial facilities did not pay impact fees. These commentators suggest by charging impact fees on new development, today's citizens benefit by our predecessors spending and avoid spending for tomorrow's citizens.

EFFECT ON LOW/MODERATE INCOME HOUSING PRICES. When assessed on residential development, impact fees may have the effect of increasing housing prices or the rent necessary to carry the capital costs of new housing. Some have raised the concern that this may result in new housing being even less affordable to low- and moderate-income families. This is a legitimate concern when there are impact fees

assessed throughout a majority of the housing market. However, in Maine the market for housing usually encompasses more than one municipality. All homes within that market area are competing with each other for buyers. The imposition of impact fees in only one municipality should not result in an increase in the price of homes in that municipality, because they would then not be able to compete with homes in neighboring municipalities without fees.

If impact fees are of concern regarding the price of housing, local ordinances should not waive those fees for moderately priced housing or housing reserved for low- and moderate-income families. Impact fees must be assessed on new development based on the impact the new development will have on the facility being improved. Unless there is a clear connection between the income of the occupant and the demand for service from the facility, then the impact fee should be assessed similarly on all similar housing units.

In communities that are truly concerned about price of low- and moderate-income housing, an acceptable solution would be for the municipality to appropriate funds as part of the annual budget process to pay the impact fee for qualifying units. In this manner, the fee is paid into the special account regardless of the income of the residents, and all housing units are treated fairly.

How-To Examples

Ordinance Format and Establishment of Fees

A municipality has a number of choices as to how to format the adoption of an ordinance establishing impact fees. The choices it makes will be dependent on the municipality's form of government, the staff or other technical assistance available to its municipal officials, and the level of trust the citizens have in their municipal officials. Among the decisions to be made are:

- whether to establish impact fees as part of an existing zoning or other land use ordinance or in a separate ordinance;
- whether the ordinance should include the actual fee amount or whether it merely authorizes the establishment of a fee and delegates the authority to set the fee to municipal officers;
- whether the fees will be established in advance; or
- whether they will be determined on an individual basis as determined by an analysis of impacts.

The following pages provide examples of ordinance provisions from a number of Maine municipalities. Accompanying each one is an analysis of the provisions to guide readers in how the examples could be used as models.

Brunswick was one of the first Maine municipalities to incorporate impact fee language into its Zoning Ordinance. In 1986, prior to the enactment of state law regarding impact fees, the Town Council enacted a new ordinance that included a provision allowing the Planning Board to require an impact analysis as part of the site review process and to require a developer to “participate in municipal infrastructure improvements.” During the review process, the Board was to establish the level of the participation. In the mid-1990s, the impact fee section was amended. However, the fees are still only applicable to projects which must go before the Planning Board and the Board may require participation only when it finds that development will result in a decline in the level of service of any existing municipal infrastructure system or service.

509 Community Facilities Impact Analysis

The Planning Board, in order to determine if the development will result in impacts outside the boundaries of the project, may require a facilities impact analysis which shall address the following:

509.1 Impact Analysis

- A. Estimated impact on the sewage treatment system, including assessment of capacity and ability to accept particular types of flowage and septage from on-site septic systems.
- B. Estimated impact on the water system, including flow estimates, capacity and assessment of existing or potential water pressure.
- C. Estimated impact on traffic system, including the impact of projected trips on flow characteristics and the impact of traffic on existing road system.
- D. Residential development, the estimated impact on the school system, based upon the demographic description outlined in Section 509.2.
- E. Estimated impact on the public safety providers.
- F. Estimated impact on the Public Works Department, including solid waste disposal.
- G. Estimated impact on the existing storm water management system, including flow and water quality.
- H. Estimated impact on the recreation resources and provisions of methods to meet projected needs, based on the demographic description outlined in Section 509.2.
- I. Any other impact identified through the review process.

509.2 Demographic Description

For residential development, the analysis must identify the demographic market the project intends to serve, including:

- A. average family size.
- B. numbers and ages of children.
- C. anticipated time period to fill all units or lots.

Associated data, such as anticipated family income levels, type of employment, and projected housing costs may also be presented to support projections associated with the above demographic description. If transfers from existing Town families and homes are expected, the impact on the secondary market must be projected. The basis for all projections must be provided.

510 Development Impact Fees

The Planning Board may require the applicant to participate in municipal infrastructure and/or service system improvements in accordance with Section 509, where it can be clearly demonstrated that the proposed development will result in a negative impact or decline in the level of service of any existing municipal infrastructure system or service. The Planning Board shall assess and establish the applicant's level of participating in the improvement of the system or service.

510.1 Conducting the Assessment

In conducting the assessment, the Planning Board shall consider the following:

- A. The status of the system and service in the comprehensive plan and capital improvement program relative to any planned improvements and scheduling.
- B. The net effect of the proposed development on the capacity of the infrastructure or service system, indicating the percentage share caused by the development.
- C. A cost estimate for improvement of this infrastructure or service system to meet the increased demand, and an estimate of the applicant's share of that cost.
- D. An assessment of municipal water and sewer system improvements provided by the appropriate agencies.

510.2 Improvement Responsibilities

As soon as the applicant's share of infrastructure and/or service system impact has been established by the Planning Board, the Board shall select the method by which the applicant is to participate in the infrastructure and/or service system improvement. The following alternatives are available.

- A. The applicant shall agree to make the necessary infrastructure and/or service system improvements, establish a construction or service schedule, and post a performance guarantee to cover all associated costs. The applicant may recover the improvement costs within 10 years after improvements are made. For the applicant to recover these costs, subsequent developments must realize a benefit by using the infrastructure and/or service system improvements financed by the applicant. Cost reimbursement for the applicant shall be established as subsequent developments go through the site plan or subdivision review process. In arriving at the appropriate cost share for subsequent developments, the same process must be used.

This ordinance may be at risk due to its applicability only to projects that come before the Planning Board and due to its assessment of a fee or upon the demonstration of a negative impact on a service or facility. All developments that create a demand for a service should be subject to the fee. The ordinance appears to potentially require a developer to participate at level beyond the proportional share required by the development.

North Berwick

North Berwick amended its zoning ordinance to establish an impact fee system in 1997. The ordinance stipulates that the Planning Board must require all applicants for subdivision approval to conduct a “community facilities impact analysis.” The builder of any speculatively built home must pay an impact fee prior to the issuance of a building permit. The amount of the fee is to be determined by the Board of Selectmen. Having not yet prepared the necessary capital improvement plans, no fees have been established by the town.

6.9 Community Facilities Impact Analysis

6.9.1 Applicability

- A. The Planning Board shall require all applicants of subdivisions to conduct a Community Facilities Impact Analysis as part of the subdivision review process.
- B. The Code Enforcement Officer shall require the applicant for building permit for a speculative dwelling to participate in the municipal infrastructure improvement program and pay a development impact fee at the rate currently in effect for roads, police, fire, and schools. Total fee to be paid for each dwelling unit before the building permit is issued.

6.9.2 Analysis

- A. Prepare the following demographic data:
 - 1. type of family;
 - 2. average family size of dwelling;
 - 3. forecast number of children;
 - 4. anticipated time interval to fill the dwellings;
 - 5. associated data, such as anticipated income levels, type of employment, and projected housing costs may also be presented to support projections associated with the above demographic data. Impact on the secondary market must be projected. The basis for all projections must be provided.
- B. The applicant shall have an analysis conducted using the demographic data above and shall address the following:
 - 1. Estimated impact on sewage disposal system, including flow estimates and assessment of capacity;

2. Estimated impact on the water system, including flow estimates, capacity and potential water pressure;
 3. Estimated impact on traffic patterns including the impact of projected trips on flow characteristics and structures, including traffic at intersections;
 4. Estimated impact on the school system;
 5. Estimated impact on the public works department;
 6. Estimated impact on storm water management, including flow rates and water quality;
 7. Estimated impact on public safety providers;
 8. Estimated impact on the recreational resources and provisions of methods to meet proposed needs;
 9. Any other study deemed appropriate by the Planning Board.
- C. Once the above analyses have been completed, the applicant shall present appropriate projections and impact assessments to the Planning Board for review and comment.

6.9.3 Development Impact Fees

- A. The per person or dwelling level of costing will be set and maintained by the Municipal Officers. The impact fee schedule will be updated at least annually to reflect current budget levels and current compliance with the Town of North Berwick Comprehensive Plan and the Town's Capital Improvement Program.

York

Also in 1997, the voters in York enacted an amendment to their Zoning Ordinance, based on the concepts of North Berwick's ordinance, to authorize the Board of Selectmen to establish impact fees. The zoning ordinance contains language mirroring the restrictions and authorizations of state law and establishes specific procedures for public notice and hearings for the Selectmen to follow prior to enacting a fee.

The impact fee provisions were enacted at a time when the York School Committee was planning expansion, improvement, or replacement of all five of the town's schools. The School Committee had already hired consultants to project future enrollment and classroom needs, and prepare preliminary cost estimates for the school building improvement program. Following enactment of the authorizing ordinance provisions, the Board of Selectmen established a committee to prepare a recommendation for a school improvement impact fee. In July 1998, the selectmen adopted an impact fee on all new residential construction and improvements to existing residences that increased the number of bedrooms.

The ordinance does not establish the specific type of facilities for which impact fees may be collected, instead limiting the use of impact fees to financing those improvements required to demand caused by new growth and prohibiting fees from being used for operating costs, remedying existing deficiencies, and from financing facilities not need to serve new growth.

Community Facilities Impact Fee Program

A. Preamble

The Town of York finds that new development places demands on municipal government to provide new services and expand and improve public facilities. In order to provide an equitable source of funding for these new services and facilities, the Town of York has established a municipal infrastructure improvement program which charges a proportionate share of the costs of facilities improvements to those who are creating the demand for these improvements.

B. Use of Impact Fees

1. Impact fees may only be used for financing facility improvements needed due to demand caused by new growth.
2. Impact fees may not be used for
 - a. Operations and maintenance: impact fees may not be used to pay salaries or to pay for day-to-day costs or replacement of existing equipment;
 - b. Meeting existing deficiencies: impact fees may not be used to replace portable classrooms or to relieve congested streets; or
 - c. Facilities not needed to serve new development or which do not benefit new development: impact fees may not be used to finance improvements that will not serve the new development. There must be a reasonable connection between the need for additional facilities and growth due to new development and between spending the fees collected and benefits received by the development paying the fee.

C. Applicability

1. The Code Enforcement Officer shall require the applicant for a Building Permit to participate in the municipal infrastructure improvement program and pay a development impact fee at the rate currently in effect for schools. The total impact fee shall be paid separately from any other fees required by this Ordinance and shall be paid at the time the Occupancy Permit is issued.
2. The Board of Selectmen shall establish the impact fee schedule and shall review and revise, if necessary, the impact fee schedule at least annually to reflect changes in planned improvements, current budget levels and compliance with the Town of York Comprehensive Plan and the Town's Capital Improvement Program. Prior to the establishment or revision of the impact fee schedule, the Municipal Officers shall hold two public hearings on the proposed fees. Notice of the public hearings shall be published in a newspaper of general circulation in the town at

least twice. The first notice shall be published no more than 30 days in advance of the first hearing and the second no less than seven days in advance of the first hearing.

3. The impact fee schedule shall indicate the improvements to be financed; the anticipated schedule for construction; and the characteristic of new development by which the fee shall be calculated such as, but not limited to:
 - a. number of bedrooms,
 - b. square footage of floor area, or
 - c. traffic generated.
4. The amount of the fee shall be reasonably related to the development's share of the cost of the facilities improvements made necessary by the development or, if the improvements were previously constructed at municipal expense prior to the development, the fee must be reasonably related to the portion or percentage of the improvement used by the development.

D. Segregation of Impact Fees from General Fund

1. The Code Enforcement Officer shall record the name of the individual paying the impact fee, the assessor's map and lot numbers for the property for which the impact fee is being paid, the amount of the fee paid for each facility for which fees are collected, and the date the impact fee was paid.
2. Upon collection of an impact fee, the Code Enforcement Officer shall transfer the funds to the municipal treasurer who shall deposit the impact fees in special non-lapsing accounts dedicated for funding the improvements for which the fee is collected.
3. Impact fee funds shall be maintained separately from and not be combined other municipal revenues.
4. Funds collected as impact fees shall be expended only for the infrastructure improvement for which the fee was collected.

E. Refund of Impact Fees

The Town shall refund impact fees, or that portion of impact fees, actually paid that exceed the Town's actual costs or that were not expended within ten years of the date they were collected. The Board of Selectmen shall establish the procedure for refunding impact fees or portions of impact fees not expended. Unexpended fees shall be returned to the owner of record at the time a refund is warranted.

F. Sunset Clause

The provisions of this section shall expire five years after their adoption, unless the governing body, prior to that time votes to maintain these provisions. Should this section be repealed or lapse, all unexpended refunds shall be returned in accordance with subsection D.

Appendix A

Title 30A MRSA, §4354. Impact fees

A municipality may enact an ordinance under its home rule authority requiring the construction of off-site capital improvements or the payment of impact fees instead of the construction. Notwithstanding section 3442, subsection 2, an impact fee may be imposed that results in a developer or developers paying the entire cost of an infrastructure improvement. A municipality may impose an impact fee either before or after completing the infrastructure improvement.

1. Construction or fees may be required. The requirements may include construction of capital improvements or impact fees instead of capital improvements including the expansion or replacement of existing infrastructure facilities and the construction of new infrastructure facilities.
 - A. For the purposes of this subsection, infrastructure facilities include, but are not limited to:
 - (1) Waste water collection and treatment facilities;
 - (2) Municipal water facilities;
 - (3) Solid waste facilities;
 - (4) Public safety equipment and facilities;
 - (5) Roads and traffic control devices;
 - (6) Parks and other open space or recreational areas; and
 - (7) School facilities.
2. Restrictions. Any ordinance that imposes or provides for the imposition of impact fees must meet the following requirements.
 - A. The amount of the fee must be reasonably related to the development's share of the cost of infrastructure improvements made necessary by the development or, if the improvements were constructed at municipal expense prior to the development, the fee must be reasonably related to the portion or percentage of the infrastructure used by the development.
 - B. Funds received from impact fees must be segregated from the municipality's general revenues. The municipality shall expend the funds solely for the purposes for which they were collected.
 - C. The ordinance must establish a reasonable schedule under which the municipality is required to use the funds in a manner consistent with the capital investment component of the comprehensive plan.
 - D. The ordinance must establish a mechanism by which the municipality shall refund impact fees, or that portion of impact fees, actually paid that exceed the municipality's actual costs or that were not expended according to the schedule under this subsection.
3. Deposit fees in trust fund. Municipalities that are part of a school administrative district or other single or multicommunity school district may deposit collected impact fees in a trust fund to be used to pay their proportionate share of anticipated school capital costs.

Appendix B

Impact Fee Calculation Templates

The following pages provide templates that include the suggested formulas that can be used in calculating reasonable impact fees. The tables that follow are for illustration only. The actual tables are contained in the CD provided with this manual. These formulas assume that a community has finished, or is involved in, a planning process that has identified the levels of service it wishes to provide, needed improvements in order to achieve those levels of service, cost estimates for those improvements, the percentage of the improvements required to remedy existing deficiencies in service and the percentage required to service new development.

Depending on the type of facility for which impact fees will be collected, differing levels of advance planning and cost estimates are warranted. For instance, if fees are to be collected for highway improvements, then it is suggested that the community has already identified the improvements and prepared fairly specific cost estimates for those improvements before calculating impact fees. For other types of facilities, such as open space and park land, simply developing a standard for acres per person and knowing the average cost per acre of land may suffice, without the need to identify a particular parcel to be purchased.

The manual contains a copy of the template and instructions for its use. Copies of the templates that can be used by municipal officials are available in two different manners. Templates can be downloaded from the Internet at <http://www.maine.gov/spo>. The second option is to use the CD containing the impact fee templates from the back of this manual. All regional councils across the state have been provided a supply of disks with the templates on them. The templates are Microsoft Excel workbooks. They should be able to be read on computers using either Macintosh or Windows operating systems.

The templates prompt the user to provide the relevant information needed to calculate defensible impact fees and provide the mathematical formulas to use that information. The spreadsheets for the templates, a list of the information needed to use them and instructions for their use are included on the following pages.

School Improvement Impact Fee

It is suggested that prior to collecting impact fees for school improvements, that a community should go through a process to identify the needed school improvements and have a reasonable estimate of their costs. There should also be an analysis of the current enrollment compared to the capacity of the school and a projection of future enrollment.

The School Improvement Impact Fee Template actually consists of two different spreadsheets that are linked together. The first sheet is used to calculate the cost of planned school improvements per student from new housing. The second sheet uses this figure and estimates of the average number of children enrolled in public school from various types of housing units to calculate the impact fee. The user should start with the "Cost Per Student" as the active sheet.

In order to use the School Improvement Impact Fee Template, the user must have access to the following information:

- The estimated costs of the planned improvements. This figure should include only the municipality’s costs and should exclude any costs for improvements not required by growth.
- The planned capacity of the school(s) after the improvements is completed.
- The current capacity of the school(s).
- The existing enrollment at the school(s).
- The projected peak enrollment with no new housing construction. The municipality should request that its consultant revise its model for projecting enrollment to assume there will be no new homes built in the community.
- The term and expected interest rate for the construction bonds.
- The expected effect of the tax rate of the construction bonds.
- The average valuation of new homes in the community, by size and type of housing unit.

Model Template for School Improvement Impact Fees

Part I: Cost per Student

School	Improvement Costs	Planned Capacity	Existing Enrollment	Increased Capacity	Projected Peak Enrollment w/out Migration	Planned Capacity for Net Migration	Percent of Increased capacity planned for new housing	Cost per student from New Housing
Elementary	<value>	<value>	<value>	#VALUE!	<value>	#VALUE!	#VALUE!	#VALUE!
Middle	<value>	<value>	<value>	#VALUE!	<value>	#VALUE!	#VALUE!	#VALUE!
High	<value>	<value>	<value>	#VALUE!	<value>	#VALUE!	#VALUE!	#VALUE!

Instructions for the use of this Template

This template consists of two worksheets. The above worksheet is used to calculate the cost of school improvements per student. The Impact Fee worksheet is linked to this worksheet and will calculate the impact fee. Prior to using this template a community should have already gone through a school facilities needs analysis and improvements planning exercise. In order to use this template the community will need to have a school improvement planned far enough to have reliable cost estimates, estimates of the future capacity of the new or expanded school and projections of enrollment. Do not use this template unless school improvements planning has progressed far enough to have produced these data.

All data required are marked by bold headings and grey <value> cells in the Microsoft Excel spreadsheet. As the values are entered, the “#VALUE!” errors will be replaced with calculations. You only need to enter values for the types of uses to which the impact fee will apply.

Improvement Costs are the estimated local share of costs for the new school construction or addition. Any expected construction grants from the State should be subtracted from the total costs of improvements. If there are proposed improvements that are not required to accommodate increased student enrollment, these costs should be subtracted from the total improvements costs.

Planned Capacity is the estimated student capacity of the new school or the estimated student capacity of the existing school after the addition or other improvements are completed.

Existing Enrollment is the most recent available student population at each grade level. If improvements are not proposed at all three grade levels, then those grade levels without planned improvements should not be included in the table.

Increased Capacity equals planned capacity minus existing enrollment, but not less than zero. ***This will be calculated for the user in the spreadsheet program.*** Prior to a decision to pursue an increase in school capacity, a school department or district should prepare projections of enrollment over at least a ten-year period. The increase in projection is usually based on past “survival rates” from grade to grade as well as information on births and new housing starts in the school district. Usually the consultant will make assumptions about future housing construction in the preparation of the projections. If possible the community should have the enrollment projections prepared a second time with an assumption of no new housing.

Projected Peak Enrollment w/out Migration represents highest enrollment without migration due to new housing during the projection period.

Planned Capacity for Net Migration represents the amount of the planned capacity of the new school or the facility improvements that are being planned for growth in enrollment due to new housing in the community. ***This will be calculated for the user in the spreadsheet program.***

Percent of Increased Capacity Planned for New Housing equals the planned capacity for net migration divided by the increased capacity. Depending on the demographic makeup of the community, there is sometimes a change in enrollment which can be accounted for as a result of the turnover of existing housing. If this can be documented, the percent of increased capacity planned for new housing should be reduced accordingly. ***This will be calculated for the user in the spreadsheet program.***

Cost per Student from New Housing equals the percent of increased capacity planned for new housing times the improvement costs, divided by the planned capacity for net migration and is the basis for the impact fee. ***This will be calculated for the user in the spreadsheet program.***

Part II: Impact Fee Calculations

	Single Family				Multifamily			Mobile Home		
	2 BR	3 BR	4 BR	5 BR	1 BR	2 BR	3 BR	1 BR	2 BR	3 BR
Number of Public School Pupils by Housing Type and Size										
K-Grade 4	0.087	0.234	0.426	0.401	0.008	0.079	0.139	0.040	0.056	0.376
Grades 5-8	0.058	0.140	0.269	0.248	0.010	0.040	0.114	0.000	0.043	0.231
Grades 9-12	0.025	0.092	0.110	0.295	0.010	0.034	0.095	0.000	0.028	0.078
Total	0.169	0.465	0.805	0.944	0.027	0.153	0.348	0.040	0.127	0.685
Impact Before Adjustment										
Impact	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Credit for Taxes paid on School Debt, 1st year										
Avg Value	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>
Mil Rate for Debt	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>
Tax/yr	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Taxes in 20 yrs	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PV of 20 yr tax	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Adjusted Impact	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Proposed Impact Fee	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

Data on the number of children in school for various housing types are derived from the 1980 Census of Population Public Use Microdata File. Though somewhat out of date, they are the best benchmarks that are publicly available and may be used unless more recent reliable information is available. These data represent the number of school aged children per housing unit in newly built (less than five years old) units. Each grade level is shown for single-family dwellings, multi-family dwellings, and mobile homes with different numbers of bedrooms. **All data required are marked by bold headings and grey <value> cells in Microsoft Excel. As the values are entered, the “#VALUE!” errors will be replaced with the calculations.** You only need to enter values for the types of uses to which the impact fee will apply.

The **Impact** value is derived by multiplying the number of children in each grade level from each type and size of housing unit times the average cost per student derived on the Cost Per Student worksheet. This operation derives the impact fee per housing unit prior to adjustments made for the future payment of taxes to support the debt service for the new facilities. **This will be calculated for the user in the spreadsheet program.**

The template adjusts the impact fee for the present value of future payments of taxes to support the debt service for the new facilities. **Avg Value** reflects the average assessed value of each type of housing unit. These values should be developed with assistance from the assessor. This figure should reflect the average value of new housing units, not of all housing units in the community.

Mil Rate for Debt reflects the projected impact on the municipal tax rate from debt service. (This is not the entire mil rate for the municipality; it is only the portion of the mil rate attributable to the debt incurred by the school improvement projects.) This figure is usually prepared by the school department or its consultants. If not, it can be derived by dividing the average debt service by the projected total valuation for the municipality.

Tax per Year is based on the estimate of impact of debt service on the construction bonds on the tax rate. It is the product of the Mil Rate for Debt times the Avg Value. ***This will be calculated for the user in the spreadsheet program.***

Taxes in 20 yrs reflects the amount of taxes to be paid over the assumed term of the school construction bonds. The length of time may be adjusted to reflect the term of the bonds by changing the “20” in the formula to the repayment period for the bonds. ***This will be calculated for the user in the spreadsheet program.***

PV of 20 yr tax is the present value of 20 annual contributions of the estimated tax payment, based on a 5% interest rate. In the template, the formula is presented as PV(0.05,20,-B15) where 0.05 represents the interest rate, 20 represents the term of the financing and B15 represents the annual tax contribution. The first two numbers in the formula may be changed to reflect the expected interest rate and term of the financing. ***This will be calculated for the user in the spreadsheet program.***

Adjusted Impact is the difference between the calculated impact fee and present value of the tax payments. If adjusted impact fee is less than zero, no impact fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Proposed Impact Fee is the adjusted impact fee rounded down to the nearest fifty dollars. If the suggested impact fee is less than \$0, “#NUM” will be returned as the proposed fee – no fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Credit for Taxes on School Debt must be adjusted in each year of the impact fee program to reflect the taxes paid as vacant land or an unimproved lot for the years prior to construction and taxes to paid in the remaining years of the construction bond.

Parks and Open Space Impact Fee

In order to use this template, a community must have gone through a planning process to identify the desired acreage of parks and open space per 1,000 residents. Do not use this template without having determined the desired level of service for this type of public facility. It is important to note that this template uses only the cost of purchasing land for calculating an impact fee. It has been developed in order to provide funds for the general purchase of land for parks and open space, without the necessity of having a specific purchase or park development in mind. The costs of improving raw land into usable park space are not included. If a community has progressed far enough along in its park and open space planning process that it has a specific improvement in mind then the estimates of these costs could be included.

Additionally, though this template may be used for calculating the impact fee for future purchases of park and open space land, if the community has an existing deficiency of park and open space land (i.e. it is not currently meeting its desired number of acres per 1,000 population), then funds from impact fees should not be expended until the community has made up the deficit. The ordinance that establishes the impact fee program should specify that the funds collected through impact fees should be set aside until the specified number of acres to eliminate the current deficit has been purchased.

In order to use the Parks and Open Space Impact Fee Template, the user must have access to the following information:

- The desired level of service (number of acres per 1,000 population) the community would like to maintain.
- The expected average cost per acre for purchasing park and open space land to the community. If the community expects to receive funds other than from local property taxes, these funds must be subtracted from the cost of the land.
- The term and expected interest rate for any borrowing anticipated to purchase park and open space land.
- The expected impact on the tax rate of such debt.
- The average valuation of new homes in the community, by type and size of housing unit.

Model Template for Parks and Open Space Impact Fees

	Desired Acres per 1,000 pop	Average cost per acre	Cost per 1,000 pop	Cost per person						
	<value>	<value>	#VALUE!	#VALUE!						
Average Household Size by Type of Dwelling Unit										
Detached Single Family				Attached Single Family and Multi-Family			Mobile Home			
	2 BR	3 BR	4 BR	5+ BR	1 BR	2 BR	3 BR	1 BR	2 BR	3 BR
	1.58	2.57	3.02	3.08	1.17	1.85	2.14	1.39	1.93	3.29
Unadjusted Impact by Type of Dwelling Unit										
	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Credit for Taxes paid on Open Space Debt, 1st year										
Avg Value	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>
Mil Rate for Debt	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>	<value>
Tax per year	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Taxes in 20 yrs	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PV of 20 yr tax	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Adjusted Impact	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Proposed Impact Fee	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

Instructions for the use of this Template

In order to use this template, a community must have gone through a planning process to identify the desired acreage of parks and open space per 1,000 residents. **Do not** use this template without having determined the desired level of service for this type of public facility. If the community has an existing deficiency of park and open space land (i.e., it is not currently meeting its desired number of acres per 1,000 population), then funds from impact fees should not be expended until the community makes up the deficit.

All data required are marked by bold headings and grey <value> cells in the Microsoft Excel worksheet. As the values are entered, the "#VALUE!" errors will be replaced with the calculations. You only need to enter values for the types of uses to which the impact fee will apply.

Enter the desired number of **acres per 1,000 residents** and the expected average cost per acre to purchase park and open space land. **The template will calculate** the expected cost per 1,000 population and per person.

Average Household Size by Type of Dwelling Unit presents data derived from the 1980 Census of Population Public Use Microdata File. Though somewhat out of date, they are the best benchmarks that are publicly available and may be used unless more recent reliable information is available. These data represent the average household size in newly built (less than five years old) units and are shown for detached single family dwellings, attached single-family and multi-family dwellings, and mobile homes with different numbers of bedrooms. Other data should only be used if a community has done more recent research at a local level.

The **Unadjusted Impact** by type of dwelling unit is based on the community's desired level of service, its expected cost per acre and average household sizes. ***This will be calculated for the user in the spreadsheet program.*** If the community does not plan on borrowing funds for the purchase of park and open space land, the proposed impact fee is in the table below. The "unadjusted impact" has been rounded down to the closest \$50.

	Proposed IMPACT FEE by Type of Dwelling Unit if No Loans for Land Purchase									
	Detached Single Family				Attached Single Family and Multi-Family			Mobile Home		
	2 BR	3 BR	4 BR	5 BR	1 BR	2 BR	3 BR	1 BR	2 BR	3 BR
Proposed Impact Fee	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

If the community will be borrowing funds to purchase park and open space land, then the impact fee must be adjusted to account for future tax payments for the debt service.

The template adjusts the impact fee for the present value of future payments of taxes to support the debt service for the new facilities. **Avg Value** reflects the average assessed value of each type of housing unit. These values should be developed with assistance from the assessor. This figure should reflect the average value of new housing units, not of all housing units in the community.

Mil Rate for Debt reflects the projected impact on the municipal tax rate from debt service incurred for park and open space land. This figure is usually prepared by the municipal treasurer in preparation for borrowing funds. If not, it can be derived by dividing the average debt service by the projected total valuation for the municipality.

Tax Per Year is based on the estimate of the impact of debt service on the borrowed funds on the taxes paid by new development. It is the product of the Mil Rate for Debt times the Avg Value. ***This will be calculated for the user in the spreadsheet program.***

Taxes in 20 yrs reflects the amount of taxes to be paid over the assumed term of the borrowing. The length of time may be adjusted to reflect the term of the bonds or other debt by changing the "20" in the formula to the length of the debt. ***This will be calculated for the user in the spreadsheet program.***

PV of 20 yr tax is the present value of 20 annual contributions of the estimated tax payment, based on a 5% interest rate. In the template, the formula is presented as PV(0.05,20,-B15) where 0.05 represents the interest rate (5%), 20 represents the term of the financing and B15 represents the annual taxes paid. The first two numbers in the formula may be changed to reflect the expected interest rate and term of the financing. ***This will be calculated for the user in the spreadsheet program.***

Adjusted Impact is the difference between the calculated impact fee and present value of the tax payments. If adjusted impact fee is less than zero, no impact fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Proposed Impact Fee is the adjusted impact fee rounded down to the nearest fifty dollars. If the suggested impact fee is less than \$0, “#NUM” will be returned as the proposed fee — no fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Credit for Taxes on Debt must be adjusted in each year of the impact fee program to reflect the taxes paid as vacant land or an unimproved lot for the years prior to construction and taxes to paid in the remaining years of the bond.

Highway Improvements Impact Fee

This template differs from the others that are included in that it cannot be used to calculate an impact fee in advance. Due to the varying relationships between traffic generation and property value, the impact fee must be calculated on the specific information on each new use. Also, unlike the other types of improvements, a highway impact fee is more likely to differ depending on the location of the new development. The impact fee paid by a new development must reflect the demand for service that new development will place upon the system. Two identical developments in opposite parts of a municipality will contribute different amounts of traffic to a particular stretch of road or intersection. The impact fee must reflect this difference.

In addition, the Highway Improvements Impact Fee Template bases the impact fee on peak hour traffic. Highways are designed to accommodate a certain amount of traffic in a given “design hour” rather than a specified level of traffic during the day. In order to collect an impact fee from a new use based only on that use’s impact on the highway or intersection to be improved, we must know what its contribution to the traffic during the peak hour will be. Therefore, the community must know when the peak hour of traffic on the road or through the intersection to be improved is, and must be able to estimate the amount of traffic each new use will generate during that hour. Finally, the community must be able to estimate the percent of the traffic from the new development that will be using the road or intersection.

In order to use this template, a community must have gone through at least a preliminary planning process for specific highway improvements. While engineering need not have been completed, the community must have completed enough planning in order to have identified the improvements planned, the new capacity of the street or intersection and have a cost estimate of the improvements. This template also requires knowledge of the existing traffic and the design capacity of the existing street or intersection. Do not use this template without having completed this type of preliminary planning.

In order to use the Highway Improvement Impact Fee Template, the user must have access to the following information:

- The estimated costs of the planned improvements. This figure should include only the municipality’s costs.
- The current design capacity (on an hourly basis) of the highway or intersection.
- The planned capacity (on an hourly basis) of the highway or intersection after the improvements will be completed.

- The current peak hour traffic of the highway or intersection to be improved.
- The term and expected interest rate for any construction debt to be incurred by the municipality.
- The expected impact on the tax rate of the construction bonds.
- The traffic to be generated from the new development that will be using the highway or intersection during the peak hour. This figure will need to be calculated for each individual use.

Model Template for Highway Improvements Impact Fees

Current Peak Hour Traffic	Current Design Capacity (Peak Hour)	Future Design Capacity (Peak Hour)	Increase in Capacity	Local Share of Improvement Cost	% of Increase in Capacity for New Growth	Portion of Cost for New Growth	Impact per Vehicle Trip
<value>	<value>	<value>	#VALUE!	<value>	#VALUE!	#VALUE!	#VALUE!
Land Use	Weekday Peak Hour Trips	Unit	Number of Proposed Units	Unadjusted Impact			
Single Family	1.02	dwelling unit	<value>	#VALUE!			
Apartment	0.67	dwelling unit	<value>	#VALUE!			
Mobile Home	0.58	dwelling unit	<value>	#VALUE!			
General Office	1.56	1,000 sq. ft	<value>	#VALUE!			
Medical / Dental Office	4.36	1,000 sq. ft	<value>	#VALUE!			
Hotel (Saturday peak)	0.72	room	<value>	#VALUE!			
Specialty retail (gross leasable area)	6.41	1,000 sq. ft	<value>	#VALUE!			
Shopping Center (<100,000 sq. ft. gross leasable area) (Saturday peak)	4.97	1,000 sq. ft	<value>	#VALUE!			
Light Industrial	1.08	1,000 sq. ft	<value>	#VALUE!			
Manufacturing	0.78	1,000 sq. ft	<value>	#VALUE!			
Sit Down Restaurant (Saturday peak)	20.00	1,000 sq. ft	<value>	#VALUE!			
Fast Food Restaurant without Drivethru	63.50	1,000 sq. ft	<value>	#VALUE!			
Fast Food Restaurant with Drivethru (Sunday peak)	72.74	1,000 sq. ft	<value>	#VALUE!			
Convenience Store, 24 Hour	65.24	1,000 sq. ft	<value>	#VALUE!			
Convenience Store, open 15-16 Hours	36.22	1,000 sq. ft	<value>	#VALUE!			

Credit for Taxes paid on Highway Improvement Debt, 1st year, and Proposed Impact Fees							
Land Use	Avg Value	Mil Rate for Debt	Tax per year	Taxes in 20 yrs	PV of 20 yr tax	Adjusted Impact	Proposed Impact Fee
Single Family	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Apartment	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Mobile Home	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
General Office	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Office	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Hotel (Saturday peak)	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Specialty retail (gross leasable area)	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Shopping Center (<100,000 sq. ft. gross leasable area) (Saturday peak)	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Light Industrial	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Manufacturing	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Sit Down Restaurant (Saturday peak)	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Fast Food Restaurant	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Fast Food Restaurant without Drivethru	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Fast Food Restaurant with Drivethru (Sunday peak)	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Convenience Store, 24 Hour	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Convenience Store, open 15-16 Hours	<value>	<value>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

Instructions for the use of this Template

In order to use this template, a community must have gone through at least a preliminary planning process for specific highway improvements. While engineering need not have been completed, the community must have completed enough planning in order to have identified the improvements planned, the new capacity of the street or intersection and have a cost estimate of the improvements. This template also requires knowledge of the existing traffic and the design capacity of the existing street or intersection.

Do not use this template without having completed this type of preliminary planning. **All data required are marked by bold headings and grey <value> cells in the spreadsheet program. As the values are entered, the “#VALUE!” errors will be replaced with the calculations.** You only need to enter values for the types of uses to which the impact fee will apply.

Enter the current **Peak Hour Traffic, Current Design Capacity** (vehicles per hour) of the street or intersection, and **Future Design Capacity** (vehicles per hour) of the street or intersection after the improvements.

The template calculates the **Increase in Capacity** that is planned for new growth. Impact fees may not be used to finance improvements for existing deficiencies, so only the portion of the cost that is to expand the highway or increase the capacity of the intersection beyond today’s traffic can be financed with impact fees.

Enter the **Local Share of Improvement Costs** of the highway or intersection. If the Maine Department of Transportation is going to be participating in the construction of the improvements, impact fees may be used only for the local share of the cost.

The **Percentage of the Increase in Capacity for New Growth** represents increase in capacity of new growth divided by the difference between the current capacity and the capacity after improvement. ***This will be calculated for the user in the spreadsheet program.***

The **Portion of Cost of New Growth** is the percentage of the increase in capacity for new growth times the local share of the costs of improvement. ***This will be calculated for the user in the spreadsheet program.***

The **Cost of the Impact per Vehicle Trip** represents the portion of the cost for new growth divided by the increase in capacity for new growth. In order to determine the impact fee for a new development the contribution of the development to the highway’s or intersection’s peak hour traffic must be known. ***This will be calculated for the user in the spreadsheet program.***

Average Peak Hour Traffic for a variety of uses is detailed. Adjustment may be made for trips occurring at “non peak hours” and trips to or from the use that are from vehicles currently on the road (known as “drive-by” trips). Assistance may be available from the Division Traffic Engineer at the Maine Department of Transportation Division office or from your regional council.

The **Unadjusted Impact by Land Use** is based on the Number of Proposed Units, the Average Daily Traffic, and the Impact Per Vehicle Trip. If the community does not plan on borrowing funds for the purchase of park and open space land, the proposed impact fee is in the table below. The “unadjusted impact” has been rounded down to the closest \$50.

Land Use	Proposed Impact Fee
Single Family	#VALUE!
Apartment	#VALUE!
Mobile Home	#VALUE!
General Office	#VALUE!
Medical / Dental Office	#VALUE!
Hotel (Saturday peak)	#VALUE!
Specialty retail (gross leasable area)	#VALUE!
Shopping Center (<100,000 sq. ft. gross leasable area) (Saturday peak)	#VALUE!
Light Industrial	#VALUE!
Manufacturing	#VALUE!
Sit Down Restaurant (Saturday peak)	#VALUE!
Fast Food Restaurant without Drivethru	#VALUE!
Fast Food Restaurant with Drivethru (Sunday peak)	#VALUE!
Convenience Store, 24 Hour	#VALUE!
Convenience Store, open 15-16 Hours	#VALUE!

If the community will be borrowing funds for the highway improvement, then the impact fee must be adjusted to account for future tax payments for the debt service. This process is accomplished in lines 23 through 38.

The template adjusts the impact fee for the present value of future payments of taxes to support the debt service for the new improvements. **Avg Value** reflects the average assessed value of each type of development. These values should be developed with assistance from the assessor. This figure should reflect the average value of new units, not of all development in the community.

Mil Rate for Debt reflects the projected impact on the municipal tax rate *from debt service for the transportation improvement projects*. This figure is usually prepared by the municipal treasurer in preparation for borrowing funds. If not, it can be derived by dividing the average debt service by the projected total valuation for the municipality.

Tax Per Year is based on the estimate of the impact of debt service on the borrowed funds on the taxes paid by new development. It is the product of the Mil Rate for Debt times the Avg Value. ***This will be calculated for the user in the spreadsheet program.***

Taxes in 20 yrs reflects the amount of taxes to be paid over the assumed term of the borrowing. The length of time may be adjusted to reflect the term of the bonds or other debt by changing the “20” in the formula to the length of the debt. ***This will be calculated for the user in the spreadsheet program.***

PV of 20 yr tax is the present value of 20 annual contributions of the estimated tax payment, based on a 5% interest rate. In the template, the formula is presented as PV(0.05,20,-D22) where 0.05 represents the interest rate (5%), 20 represents the term of the financing and D22 represents the annual taxes paid. The first two numbers in the formula may be changed to reflect the expected interest rate and term of the financing. ***This will be calculated for the user in the spreadsheet program.***

Adjusted Impact is the difference between the calculated impact fee and present value of the tax payments. If adjusted impact fee is less than zero, no impact fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Proposed Impact Fee is the adjusted impact fee rounded down to the nearest fifty dollars. If the suggested impact fee is less than \$0, “#NUM” will be returned as the proposed fee — no fee should be paid. ***This will be calculated for the user in the spreadsheet program.***

Credit for Taxes on Debt must be adjusted in each year of the impact fee program to reflect the taxes paid as vacant land or an unimproved lot for the years prior to construction and taxes to paid in the remaining years of the bond.

Appendix C

Regional Council Land Use Technical Assistance Contacts

Androscoggin Valley Council of Governments
John Maloney
125 Manley Road, Auburn, ME 04210 207-783-9186

Greater Portland Council of Governments
Rick Seeley
68 Marginal Way, 4th Floor, Portland, ME 04101 207-774-9891 or 800-649-1304

Hancock County Planning Commission
Tom Martin
395 State Street, Ellsworth, ME 04605 207-667-7131

Kennebec Valley Council of Governments
Chris Huck
17 Main Street, Fairfield, ME 04937 207-453-4585 or 800-731-5109

Lincoln County Planning Office
Bob Faunce
PO Box 249, Wiscasset, ME 04578 207-784-2617

MidCoast Council for Business Development and Planning
Katrina Van Dusen
49 Pleasant Street, Brunswick, ME 04011 207-729-0144

Mid Coast Regional Planning Commission
Eric Galant
166 South Main Street, Suite 201, Rockland, ME 04841 207-594-2299 or 800-339-6389

Northern Maine Development Commission
Jay Kamm
PO Box 779, Caribou, ME 04736 207-489-8736 or 800-427-8736

Penobscot Valley Council of Governments
Dean Bennett
PO Box 2579, Bangor, ME 04401 207-942-6389 or 800-339-6389

Southern Maine Regional Planning Commission
David Versel
21 Bradeen Street, Suite 304, Springvale, ME 04083 207- 324-2952

Washington County Council of Governments
Judy East
PO Box 631, Calais, ME 04619 207-454-0465

FY 2024-2025 Budget Schedule

PROPOSED SCHEDULE FY2024 BUDGET DEVELOPMENT JULY 1, 2023 – JUNE 30, 2024

("Joint Meeting" is a Budget-Finance Committee meeting with the Select Board invited)

Date	Who	Description												
Tuesday, December 12, 2023	Select Board	Set budget goals and approve tentative meeting calendar												
Friday, January 12, 2024	Outside Agencies	Submit proposed budget(s) to Town Manager and Finance Director												
Tuesday, January 30, 2024	Department Heads	Submit proposed budget(s) to Town Manager and Finance Director												
Wednesday, February 21, 2024	Town Manager	Submit proposed budget to Select Board and Budget-Finance Committee												
Wednesday, February 28, 2024	Joint Meeting	<p>Department Head Review #1 (CIP Requests with be reviewed & discussed at the time of the coinciding department review.)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Administration</td> <td>Public Safety</td> </tr> <tr> <td>Assessing</td> <td>Animal Control</td> </tr> <tr> <td>Code Enforcement</td> <td>Fire Department</td> </tr> <tr> <td>General Assistance</td> <td>Technology</td> </tr> <tr> <td>Town Insurances</td> <td>Debt Service</td> </tr> <tr> <td>Employee Benefits</td> <td>TIF</td> </tr> </table>	Administration	Public Safety	Assessing	Animal Control	Code Enforcement	Fire Department	General Assistance	Technology	Town Insurances	Debt Service	Employee Benefits	TIF
Administration	Public Safety													
Assessing	Animal Control													
Code Enforcement	Fire Department													
General Assistance	Technology													
Town Insurances	Debt Service													
Employee Benefits	TIF													
Thursday, March 7, 2024	Joint Meeting	<p>Department Head Review #2 (CIP Requests with be reviewed & discussed at the time of the coinciding department review.)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Public Works</td> <td>Public Services</td> </tr> <tr> <td>Solid Waste</td> <td>Cemeteries</td> </tr> <tr> <td>Town Buildings</td> <td>Provider Agencies</td> </tr> <tr> <td>Parks & Recreation / Tassel Top</td> <td></td> </tr> <tr> <td>Raymond Village Library</td> <td>Revenues</td> </tr> </table>	Public Works	Public Services	Solid Waste	Cemeteries	Town Buildings	Provider Agencies	Parks & Recreation / Tassel Top		Raymond Village Library	Revenues		
Public Works	Public Services													
Solid Waste	Cemeteries													
Town Buildings	Provider Agencies													
Parks & Recreation / Tassel Top														
Raymond Village Library	Revenues													
Tuesday, March 12, 2024	Joint Meeting	Budget Workshop @ 7:30 PM following Select Board Regular Meeting												
Monday, March 25, 2024	Select Board	Warrant article review and recommendations												
Tuesday, April 2, 2024	Budget-Finance Committee	Vote on recommendations for each budget warrant article												
Tuesday, April 9, 2024	Select Board	Final Warrant Approval												
Tuesday, June 11, 2024	Annual Town Meeting	Secret Ballot Referendum Vote – 7am-8pm at JSMS Gym												

Raymond's Fire Protection Ordinance Sprinkler System Requirements Discussion Items

Most municipalities in our area do not have their own ordinance pertaining to sprinkler systems and they rely on State/Federal law. Only neighbor with one is Windham.

Discuss changing the parts of the building included in the calculation to determine whether or not the building is required to have a sprinkler system from "gross floor area", which includes all areas that "share a common foundation, roof or walls", to "living area".

Discuss reducing the square foot threshold of "living area" from 4,800 sq ft to 4,000 sq ft. (this would be the same as Windham's ordinance).

Discuss adding language (sample below is from the International Building Code (IBC)) to allow "fire areas":

901.7 Fire areas.

Where buildings, or portions thereof, are divided into fire areas so as not to exceed the limits established for requiring a fire protection system in accordance with this chapter, such fire areas shall be separated by fire barriers constructed in accordance with Section 707 or horizontal assemblies constructed in accordance with Section 711, or both, having a fire-resistance rating of not less than that determined in accordance with Section 707.3.10

Discuss adding an appeal section, to ZBA possibly.

Sprinkler Ordinance Letter from John Snow

Town of Raymond Maine
Interim Town Manager

Sue Look:

GRIEVANCE from John Snow / demand for sprinkler system / new residential construction - Cornerstone Dr. Raymond

Sue:

Wanted first to thank you for spending time with me on the phone Thursday. I feel like you must be quite busy to stop, chat and listen to our frustration. Again – Thank You.

Concerning the home we are building, please know as I have expressed to others that this home is nothing out of the ordinary – **not excessively large at all. The livable area is close to 2150 sq.ft.** I would enjoy looking at the average home being built today in our part of Maine – thinking this property is not excessive at all. 21-A Cornerstone Drive does have a large footprint because it is a ranch style home. We do not go up but with 3rd. car stall on the garage, the footprint is larger. It does have an unfinished basement – don't most homes in Maine have the same ? The sq.ft. calculations used by your fire department for demanding a sprinkler system included main living area, the entire unfinished basement, all of the garage with no living quarters involved and they are telling us that the covered porches front and rear were part of that original calculation.

We, meaning so many in the local area were taken back with just the fact that this is an average size single family residence and the fire department is treating it like Maines' State Code included modest residential single family homes.

Doing research - there is strong language with the original code concerning multi story, multifamily, commercial buildings, public buildings, apartments, difficult to access properties – etc.

Then to be redundant, why would an average size single family residential home even be considered when thinking sprinkler system.

***** We currently meet code for fire safety requirements like (2) exits for rooms, egress windows, smoke alarms in key areas. The question I am asked time and again by people in the building industry is “what is the underlying reason the Raymond Fire Department is demanding that our new home has such a fire sprinkle system” ? We are all puzzled.**

Please know that when talking to officers of fire departments, officials of the same and code enforcement personnel – we have been told that these sprinkler requirements are not new or a surprise - adopted long ago and each seems to mention dates for when all these codes were put into place. They make it sound like we, myself (public) and builders alike should accept these old requirements dating back years – like 2018 was mentioned – 2021 was mentioned and then supposedly an update in 2022.

Then my questions is:

Why do I have 4 neighbors on Cornerstone Drive that have built homes after all these supposed requirements were initiated and not one of them was prompted to install a sprinkler system ? The immediate home across the street has a strikingly similar footprint, completed a short time ago and has never heard of a fire sprinkler system in something residential like we live in.

Did the city have a recent meeting adopting new (different) codes ? We all have talked about the city adopting NFPA 1 & 101 but has the city defined what structures should be included / then excluded. Back to that comment – should just all average homes being built in Raymond and surrounding communities have to install a system like this ?

NOTE.....

Either through the code adoption process or legislative action, 44 states have rejected fire sprinkler requirements. Only two states – California and Maryland – require them for all new one- and two-family homes.

Delaware, Colorado, Illinois and Wyoming have not chosen to pursue statewide requirements, although Delaware builders are required to give buyers a cost estimate for sprinklers and install them if the buyer wants.

NOTE

NFPA 1 & 101

NFPA 13D only requires sprinklers to be installed in living areas. The standard does not require sprinklers in smaller bathrooms or closets, pantries, garages or carports, attached open structures, attics, and other concealed non-living spaces.

We are hoping our voice supports concern for “actions forced on us by the city of Raymond”.

Wonder what the officials who are trying to force these rules on home owners (industry) would do if the next time any of them is buying a new truck or car and then told that this new vehicle **will now be required** to have this new \$12,000.00 “SPECIAL SAFETY RATED TIRE”. It will be added to the price of their new purchase. It saves lives People perish every day because of tire issues.
There is no difference here.

We currently incorporate a number of safety features into new homes to insure that home owners are prompted quickly in the event of a fire. I personally think that if the fire department would put themselves in our shoes, they might not over look some basics.
Why don't they just recommend a nice hammer to be placed next to the egress windows. It could be mounted in a safety box and if there was a fire, people would not perish when confused while trying to learn how to get out of that window that the fire department demanded that we install.

Sue / Selectman

Please help us with this issue. Stuck in the middle where we do not want to install a sprinkler system in this new single family residence. Then if you do not intervene and all these rules change in weeks – what course of action should we take to be reimbursed?

Help if you are willing:

John & Eleanor Snow (904) 465-7062

Cyber Security Addition of Exception for Public Access, etc.

From: Kevin Woodbrey <kevin@woodbreyconsulting.com>
To: Sue Look <sue.look@raymondmaine.org>
Date: 10/24/2023 12:09 PM
Subject: Two more policy exceptions

These also apply to section 2.1.2

Policy Exception:

Single application kiosk mode may be enabled on designated public access or specialty use workstations to restrict usage to just one authorized program. This is allowed for use cases requiring limited dedicated functionality such as:

- Library catalog terminals
- License/permit self-service stations
- Public internet access stations
- Map search kiosks
- Room scheduling tablets

Kiosk mode requirements:

- The workstation must be clearly labeled as a single function system.
- Usage must be limited to only the application necessary to fulfill the function.
- The application should auto-launch on startup in full screen without easy exit.
- Access to underlying OS or programs must be restricted through permissions.
- Workstations must be securely fastened to prevent theft of equipment.
- Approval must be obtained from the department head, application owner and IT.
- Sessions should auto log off after a period of inactivity to prevent access creep.
- Kiosk devices should be segmented from other networks when possible.

Please submit requests to configure systems in kiosk mode to the IT Helpdesk including justification. Feasibility will be assessed jointly with the application owner. Other devices are prohibited from operating in kiosk mode.

Policy Exception:

Highly restricted workstations with limited functionality and strict access controls may be provisioned for public and authorized volunteer use in municipal buildings when necessary to enable specific services to residents. These dedicated access systems have heightened protections and controls including:

- Access is limited only to pre-approved applications necessary for the intended functional use case. Systems are configured to prevent access beyond permitted programs.
- Workstations clearly display notifications that functionality is limited only to provided applications. All other activities are prohibited.

- Auto screen locks with login timeouts activate after 10-15 minutes of inactivity by public users or volunteers, ending the session.
- Dedicated connectivity, hardware and peripherals electronically isolate public systems from backend government networks, servers and data stores.
- Standard restricted accounts disable administrative privileges needed to change configurations, software or security controls.
- Physical theft deterrence and protections secure the workstations.
- Shared generic accounts may be utilized to access the permitted applications on these restricted workstations given the limited functionality.
- IT performs monthly audits of group policy restrictions on public and volunteer workstations to identify any changes or violations.

Please submit requests to provision specialized public and volunteer access workstations to the IT Helpdesk including justification and required functionality. Joint feasibility analysis will be conducted with facilities, security and the supervising department. All access must comply with responsible usage standards.

--

Kevin Woodbrey
Woodbrey Consulting Inc
20 Egypt Road
Raymond, ME 04071

207-221-2726 Office
207-807-4784 Cell

Cyber Security Addition of Exception for Law Enforcement

From: Kevin Woodbrey <kevin@woodbreyconsulting.com>
To: Sue Look <sue.look@raymondmaine.org>
Date: 10/24/2023 10:18 AM
Subject: Access Control Policy exceptionn

Hi Sue,

Here is the exception that I am submitting for approval by the Select Board.

2.1.2 Access Control Policy

Policy Exception:

Shared accounts may be granted for local, county, state and federal law enforcement agencies when the following conditions are met:

- A written request and justification must be submitted by the agency leadership to the Town Manager.
- The request form must be signed by the Town Manager to validate the business need and approve creation of the shared account.
- Shared accounts should be granted only for the minimum access required by the agency to perform duties.
- Accounts will expire automatically after no more than 1 year after creation. Renewal requests must be resubmitted for approval if continued access is required.
- The agency leadership remains accountable for all usage of the shared account.
- Actions taken with the shared account must be periodically reviewed.
- Permission will be revoked if the account is used for unauthorized access or activities.

To request a shared account, law enforcement leadership must submit the completed Policy Exception Shared Account Request Form signed by the Town Manager. Account credentials will be provided once the form is approved. Agencies are encouraged to request the minimum necessary duration for access to prevent credentials from becoming evergreen. Approvals are granted at the discretion of the Town Manager. Other departments are not eligible for shared accounts.

Kevin

--
Kevin Woodbrey
Woodbrey Consulting Inc
20 Egypt Road
Raymond, ME 04071

207-221-2726 Office
207-807-4784 Cell

Cyber Security Addition of Exception for Law Enforcement

From: "Charisse Keach" <charisse.keach@raymondmaine.org>
"Sue Look" <Sue.Look@raymondmaine.org>, alex.sirois@raymondmaine.org,
To: bruce.tupper@raymondmaine.org, Curt.Lebel@raymondmaine.org, joseph.crocker@raymondmaine.org,
Nathan.White@raymondmaine.org, richard.dowe@raymondmaine.org
Date: 11/09/2023 03:18 PM
Subject: Re: Cyber Security Policy

Hi Sue,

I haven't read the whole document and maybe you'll be extending the review deadline but from what I have read, I do have a few suggestions.

Under 2.1.2 Access Control Policy it refers to "principles of least privilege". What does that mean in layman terms?

on pg. 11 it states in the 2nd bullet "Annual mandatory cybersecurity training will be required covering access control policies, protocols and responsibilities before network access is granted". Employees would need access before completing an annual mandatory training.

on pg. 11 last bullet refers to "City Manager"; should be changed to Town Manager.

Table of Contents, it has BYOD however you wouldn't know what that acronym stands for until you get to that page. I would suggest spelling it out on the Table of Contents page.

on page 14 - 2.1.4 BOYD Policy some of the language would not be known to the average person i.e.. BitLocker, FileVault, Jailbreaking, rooting?

on page 14 - Policy Requirements 3rd to the last bullet point: The municipal may monitor and restrict access. I'm thinking this should say "The municipality may monitor and restrict access".

on page 16 - 2.1.5 Password Policy; again, the use of language the average person wouldn't understand. Second to last bullet under Policy Requirements; "Hashed storage with salting is required where technically feasible".

As you know, I did forward the 2.7.12 Credit Card Payment Policy to Shawn McPherson with Medical Reimbursement Services and he does not see a problem with complying with that policy.

That's all I have at the moment but will certainly continue to review.

Thank you,
Charisse

From: "Sue Look" <Sue.Look@raymondmaine.org>
To: <alex.sirois@raymondmaine.org>, <bruce.tupper@raymondmaine.org>, <charisse.keach@raymondmaine.org>, <Curt.Lebel@raymondmaine.org>, <joseph.crocker@raymondmaine.org>, <Nathan.White@raymondmaine.org>, <richard.dowe@raymondmaine.org>
Date: Wed, 25 Oct 2023 09:38:11 -0400
Subject: Cyber Security Policy

Good morning,

Attached please find the new Cyber Security Policy.

I will start by explaining that we needed to get this in place quickly for the bond process and did not have time to get everyone's input ahead of time. We have already found a couple of things that need to be changed, and I will be asking the Select Board at their November meeting on the 14th to approve the revisions.

Please take time between now and November 8th (I am sorry it is not much time!) to see if there is anything that would cause issues for your area and send me the page # and what you would like

changed or pop in and discuss it with me.

Thank you!

Sue Look
Interim Town Manager & Town Clerk
207-655-4742 x131

Sue Look
Town Clerk of Raymond Maine
207-655-4742

Town of Raymond Maine
Comprehensive Information Technology
Policies, Procedures and Standards
Handbook

Adopted 10-10-2023

Revised 12-12-2023

Revised this 12th day of December 2023, by the Raymond Select Board:

Joe Bruno, Chair

Rolf Olsen, Vice-Chair

Teresa Sadak

Samuel Gifford

Derek Ray

Version 2023-12-12

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Introduction

1.1 Purpose and Scope

The purpose of this comprehensive IT policies, procedures and standards manual is to establish standardized guidelines, protocols, and best practices for the management, administration, and security of information technology resources within our municipal government. This manual will serve as the primary reference for all acceptable and prohibited uses of IT assets by municipal employees, contractors, volunteers, and constituents.

This provides a framework that will be used to incrementally migrate, update, and audit existing IT assets, software, technologies, controls and processes to comply with these documented standards over the next 3-5 years. The transition plan will be designed to minimize disruption to operations while bringing infrastructure modernization and maturity improvements that align with organizational objectives. Compliance requirements will be adapted appropriately for legacy systems based on associated risks and lifespans.

This manual applies to all personnel who access or utilize the municipal's IT infrastructure, systems, software, hardware, data, devices, networks and facilities. This includes full-time and part-time staff, contractors, consultants, partners, elected officials, volunteers, and authorized third parties. All users must comply fully and without exception.

This manual aims to:

- Provide clear guidelines and requirements for appropriate use of municipal IT assets
- Standardize IT configurations, processes, controls and methodologies
- Define required security controls and protocols to safeguard information resources
- Outline technology acquisition protocols and life cycle management
- Ensure IT policies and governance align with municipal goals and initiatives
- Reduce risk of disruptions, legal liability, data loss and non-compliance

The scope covers:

- Servers, computers, mobile devices, network infrastructure
- Software platforms, databases, licensing and permit systems
- Websites, cloud services, geospatial systems and applications
- Records, documents and data stored or transmitted electronically
- Internet access, email, telecoms, radios, and peripheral devices
- Physical facilities and infrastructure housing IT equipment

The scope includes all municipal-owned and managed technology, as well as any personal devices authorized for government business. This manual governs resources located on-premises and remotely. All users must comply fully.

1.2 Definitions

To ensure clarity across policies, the following key terms are defined:

Information Technology (IT) - All municipal computer systems, hardware, software, services, infrastructure, and other information processing technologies.

Policy - High level municipal requirements mandating or prohibiting actions to meet municipal government objectives.

Standard - Technical configurations and specifications for systems, software, and devices based on municipal best practices.

Procedure - Instructions outlining steps to complete tasks or processes in line with municipal policies.

Personal Information - Any data related to an individual which could potentially identify them. Examples include name, address, Social Security number, etc.

Confidential Information - Sensitive municipal data accessible only to authorized personnel including citizen records, personnel files, strategic plans, etc.

Third Party - Any external entity such as a vendor, contractor, partner, or other agency that interacts with the municipal government.

Service Account - User account created for a specific software program or service instead of an individual.

Mobile Device - Portable computing equipment such as smartphones, tablets, laptops.

User - Any authorized person including employees, officials, contractors, volunteers who utilize municipal IT resources.

1.3 Revision History

This IT Policies, Standards and Procedures Manual will be updated periodically to account for changes to municipal IT infrastructure, systems, statutory requirements, government processes, and industry best practices.

The Municipal IT Department will review and approve any revisions prior to release of an updated version. The revised manual will be submitted to the municipal governing entity. Upon final approval, the revised manual will be formally communicated and accessible to all municipal employees, contractors, officials, and relevant external entities.

The revision history will document the following for each update:

- Version number (date and time)
- Summary of changes
- Approving department and authority

Historical versions will be archived for reference. The current approved manual will supersede any prior revisions.

All users of municipal IT resources are responsible for adhering to the current version. The Municipal IT Department will maintain the revision history and provide access to archived versions if required.

Version	Changes	Approved By
2023-10-04 13:12:41	Initial draft containing only Introduction and IT Policies sections	
2023-12-12	Remove 2.7.10 Remote Vehicle Monitoring Policy and 2.8.6 Building Alarm Policy and add definitions of various terms and Add exceptions to 2.1.2	

2 IT Policies

Purpose: Establishes required governance policies and guidelines spanning across areas of IT acceptable use, general practices, systems administration, data privacy, security, infrastructure, and communications to direct technology initiatives, inform decision-making, maintain regulatory compliance, and manage risk.

2.1 Acceptable Use Policies

Purpose: Establishes policies and guidelines spanning appropriate usage, access control, passwords, email, social media, compliance, accounts, and other areas to inform municipal workforce technology utilization, protect government systems and data, and meet statutory obligations.

2.1.1 Appropriate Use of Technology Policy

Purpose: Establishes guidelines and requirements for the acceptable and responsible use of municipal government information technology resources including systems, hardware, software, applications, networks, and data. It aims to ensure use of technology aligns with government business needs, complies with laws and policies, protects confidential citizen data, maintains productivity, and prohibits unauthorized activities. This policy applies to all municipal employees, contractors, volunteers, and authorized users granted access to government IT resources.

General Use Requirements:

- General Requirements:
- IT resources are provided exclusively for authorized municipal government business purposes. Any personal use requires department head approval.
- Users must comply with all applicable federal, state and municipal laws, regulations, and policies when using IT resources.
- Users have no reasonable expectation of privacy when using municipal systems or networks, which may be monitored and logged at any time.
- Access to confidential citizen data and municipal records is limited to the minimum necessary to carry out assigned job duties.
- Downloading unauthorized software, applications, files or connecting unauthorized personal devices requires IT approval.
- When working remotely, personnel must maintain the same security controls and usage standards as when on municipal premises.
- Accounts, devices, software, data and outputs generated on municipal IT systems remain municipal government property.
- Resources may not be used to pursue discriminatory, harassing or unethical purposes.
- Violations may result in prosecution, termination of employment/contract, and/or legal prosecution.

Acceptable Use Examples:

- Accessing municipal-provided software, applications, and systems necessary to carry out job duties
- Communicating with colleagues, officials, partners, and citizens regarding municipal matters
- Reviewing work-related websites, online resources, and training materials
- Occasional brief personal browsing, email or chat during breaks in compliance with HR policy
- Downloading work documents to municipal-owned devices assigned to user
- IT support staff performing authorized system maintenance, upgrades and troubleshooting
- Municipal record backup, archiving and authorized data sharing for business needs
- Limited ad-hoc use of external drives for municipal files where scanned and encrypted

Prohibited Use Activities:

- Any illegal activities under local, state, or federal laws
- Accessing, distributing, or storing inappropriate, abusive, or obscene content
- Online gambling, unauthorized business activities, or other unauthorized personal use
- Attempts to circumvent security controls or access systems/data outside of authorization
- Unauthorized vulnerability scanning, hacking, or security testing of municipal systems
- Installing unapproved or pirated software, applications, or media files
- Launching malware, keyloggers, viruses or carrying out other disruptive attacks
- Sending spam, phishing emails, or other unauthorized communications
- Disclosing confidential citizen data or strategic municipal information without approval
- Saving or transmitting sensitive municipal data to personal accounts or unauthorized services
- Unauthorized recording of phone calls, video, or other surveillance within municipal facilities
- Using municipal resources for discrimination, harassment, stalking or other unethical acts
- Excessive personal use that interferes with municipal productivity and operations
- Any other activities deemed inappropriate per municipal policies and standards
- Failing to report known violations, breaches, or suspicious system activities

Compliance:

- Violations of this policy may result in disciplinary action up to and including termination of employment, contract, or access privileges.
- Severe or repeated violations that break local, state or federal laws will be referred for criminal prosecution.
- Department heads and supervisors are responsible for enforcing this policy within their divisions. They must promptly address any violations observed or reported.
- The Municipal IT Department will monitor systems on an ongoing basis to ensure compliance and investigate any suspected violations.
- Annual policy attestation and training is mandatory for all personnel. Access may be suspended until requirements are met.
- Temporary access may be granted to personal devices during a declared emergency to facilitate remote work by critical employees, provided they agree to and follow standard security protocols.

- Any exceptions to this policy must be approved in writing by the Municipal IT Director and Town Manager.

To maintain access privileges, all municipal government workforce members must understand and comply with this policy. Disciplinary procedures will be impartially carried out based on the severity and frequency of violations.

2.1.2 Access Control Policy

Purpose: Institutes requirements and protocols for managing access to municipal government IT infrastructure, systems, applications, databases, and confidential data based on the principles of least privilege (the idea that at any user, program, or process should have only the bare minimum privileges necessary to perform its function) and need-to-know. It seeks to grant access to technology resources strictly according to assigned job functions, implement layered access controls, actively monitor access, and promptly revoke access following personnel termination or status changes. This access control policy applies across the municipality's IT environment and to all government workforce members requiring technology access.

- All IT systems and applications must implement role-based access control (RBAC) with user privileges restricted based on job functions.
- Access must be granted according to the principle of least privilege, allowing only required user rights.
- Shared or generic user accounts are prohibited. All accounts must be traceable to a single named user.
- Account creation must involve a formal access request process with management approval.
- Upon employee or contractor termination, all access must be revoked immediately.
- Privileged administrator and service accounts must be segregated, closely monitored, and limited to essential personnel.
- Multifactor authentication (MFA) is required for all remote system access and for accounts with elevated privileges.
- Strong passwords, password vaulting, and rapid rotation must be implemented in line with municipal standards.
- Password sharing, improper storage, and circumvention of controls is prohibited.
- Access to confidential citizen data requires additional authorization and audit logging.
- Role-based permissions must be reviewed by system owners at least quarterly and modified appropriately.
- Automatic account lockout after a defined number of incorrect login attempts is required.
- Active monitoring of unauthorized access attempts, privilege escalation, and suspicious insider activities must be performed.

Compliance:

- Department heads and managers are responsible for enforcing access policies within their divisions and ensuring alignment with personnel changes.
- The Municipal IT Department will conduct periodic access reviews and audits to identify any policy violations or unnecessary access.
- Any unauthorized or inappropriate access by personnel will result in escalating disciplinary action up to and including termination based on severity.

- For severe violations that constitute a criminal offense such as data breach or computer misuse, the Municipal IT Department will refer the incident for criminal investigation and prosecution by law enforcement.
- Annual mandatory cybersecurity training will be required covering access control policies, protocols and responsibilities before network access is granted.
- Proof of policy compliance will be required during audits and technology acquisition approvals. Non-compliance may impact funding or result in decommissioning of systems.
- Exceptions to the policy must be submitted in writing and approved by the Municipal IT Director and City/Town Manager with compensating controls documented.

Policy Exception:

Single application kiosk mode may be enabled on designated public access or specialty use workstations to restrict usage to just one authorized program. This is allowed for use cases requiring limited dedicated functionality such as:

- Library catalog terminals
- License/permit self-service stations
- Public internet access stations
- Map search kiosks
- Room scheduling tablets

Kiosk mode requirements:

- The workstation must be clearly labeled as a single function system.
- Usage must be limited to only the application necessary to fulfill the function.
- The application should auto-launch on startup in full screen without easy exit.
- Access to underlying OS or programs must be restricted through permissions.
- Workstations must be securely fastened to prevent theft of equipment.
- Approval must be obtained from the department head, application owner and IT.
- Sessions should auto log off after a period of inactivity to prevent access creep.
- Kiosk devices should be segmented from other networks when possible.

Please submit requests to configure systems in kiosk mode to the IT Helpdesk including justification. Feasibility will be assessed jointly with the application owner. Other devices are prohibited from operating in kiosk mode.

Policy Exception:

Highly restricted workstations with limited functionality and strict access controls may be provisioned for public and authorized volunteer use in municipal buildings when necessary to enable specific services to residents. These dedicated access systems have heightened protections and controls including:

- Access is limited only to pre-approved applications necessary for the intended functional use case. Systems are configured to prevent access beyond permitted programs.
- Workstations clearly display notifications that functionality is limited only to provided applications. All other activities are prohibited.
- Auto screen locks with login timeouts activate after 10-15 minutes of inactivity by public users or volunteers, ending the session.

- Dedicated connectivity, hardware and peripherals electronically isolate public systems from backend government networks, servers and data stores.
- Standard restricted accounts disable administrative privileges needed to change configurations, software or security controls.
- Physical theft deterrence and protections secure the workstations.
- Shared generic accounts may be utilized to access the permitted applications on these restricted workstations given the limited functionality.
- IT performs monthly audits of group policy restrictions on public and volunteer workstations to identify any changes or violations.

Please submit requests to provision specialized public and volunteer access workstations to the IT Helpdesk including justification and required functionality. Joint feasibility analysis will be conducted with facilities, security and the supervising department. All access must comply with responsible usage standards.

Policy Exception:

Shared accounts may be granted for local, county, state and federal law enforcement agencies when the following conditions are met:

- A written request and justification must be submitted by the agency leadership to the Town Manager.
- The request form must be signed by the Town Manager to validate the business need and approve creation of the shared account.
- Shared accounts should be granted only for the minimum access required by the agency to perform duties.
- Accounts will expire automatically after no more than 1 year after creation. Renewal requests must be resubmitted for approval if continued access is required.
- The agency leadership remains accountable for all usage of the shared account.
- Actions taken with the shared account must be periodically reviewed.
- Permission will be revoked if the account is used for unauthorized access or activities.

To request a shared account, law enforcement leadership must submit the completed Policy Exception Shared Account Request Form signed by the Town Manager. Account credentials will be provided once the form is approved. Agencies are encouraged to request the minimum necessary duration for access to prevent credentials from becoming evergreen. Approvals are granted at the discretion of the Town Manager. Other departments are not eligible for shared accounts.

2.1.3 Remote Access Policy

Purpose: Defines secure remote access requirements, protocols, cybersecurity controls and acceptable use standards for municipal government employees, contractors, vendors and third parties connecting remotely to internal networks, systems and other IT resources. It aims to enable remote work while maintaining rigorous protections against unauthorized remote system access.

Policy Requirements:

- The Municipal IT Department must provision secure remote access technologies and capabilities to facilitate remote work by authorized personnel.
- All remote access sessions must utilize multi-factor authentication, including for third parties like contractors and partners.
- Remote access traffic must leverage encryption as specified in municipal security standards, such as VPNs, SSH, SFTP, TLS, etc.
- Access must only be granted on a least privilege basis according to specific job duties and deactivated promptly upon employee termination or status change.
- Personnel must comply with all organizational cybersecurity policies and take reasonable precautions when accessing municipal networks remotely.
- Connecting to municipal networks directly from public systems or unauthorized personal devices is strictly prohibited.
- Activity logs from remote access technologies will be monitored regularly to detect anomalies and potential breaches.
- Personal mobile devices used for remote access must utilize approved security applications and configurations.
- Ad hoc exceptions for emergency remote access from unmanaged systems must be pre-approved in writing by Municipal IT.

Compliance:

- The Municipal IT Department is responsible for providing and maintaining secure remote access technologies, options and support to enable remote work for authorized personnel.
- Department heads and managers must ensure compliance with remote access policies within their divisions. This includes revoking access promptly for employees who are terminated or change roles.
- Employees and contractors are required to report any potential unauthorized or suspicious remote access to municipal networks to the IT Helpdesk immediately.
- Any users found to be in violation of the remote access policy may have their remote access privileges revoked and also face disciplinary action per municipal codes.
- Annual cybersecurity training provided by Municipal IT will include education on proper remote access protocols for personnel. Failure to complete training may result in remote access being denied.
- The Municipal IT Department will regularly audit logs from remote access technologies to identify any potential security risks or policy violations requiring investigation.

- External audits of compliance to remote access policies will be conducted during annual risk assessments. Lack of compliance may impact municipal insurance coverage.

2.1.4 **Bring Your Own Device (BYOD) Policy**

Purpose: Establishes mobile device management requirements, security controls, and acceptable use standards for personal devices used to access municipal government emails, data, networks, and other restricted resources. It seeks to enable flexibility of bring your own device (BYOD) access models while safeguarding government systems, maintaining regulatory compliance, and protecting sensitive information.

Policy Requirements:

- Only municipal-approved mobile platforms, operating systems, and applications may be used for BYOD access.
- Personal mobile devices must be encrypted using municipal-standard methods such as BitLocker, FileVault, etc.
- Passwords/passcodes used to unlock devices must meet complexity standards as defined in the Password Policy.
- Municipal data should only be accessed on BYOD devices through approved, official apps provided by the Municipal IT Department. Local storage or copying of municipal data is prohibited.
- Jailbreaking, rooting, disabling security features, or using compromised devices is strictly forbidden for BYOD usage.
- Current anti-malware and anti-virus software must be installed and maintained on devices.
- The Municipal IT Department reserves the right to remotely wipe BYOD devices that become lost, stolen or compromised.
- Users have no reasonable expectation of privacy over any municipal data stored on personal devices. The municipality may monitor and restrict access.
- Users must promptly report any lost or compromised devices with municipal data to the IT helpdesk.
- Non-compliant devices may have their network access revoked until they are in compliance.

Compliance:

- The Municipal IT Department will maintain a list of approved device types, operating systems, and applications for BYOD access. This list will be updated as technology and security needs evolve.
- Users must immediately report any lost or compromised personal devices used for municipal BYOD access to the IT helpdesk. Failure to report may result in disciplinary action.
- The Municipal IT Department reserves the right to remotely wipe lost or compromised BYOD devices to ensure municipal data is secure.
- BYOD devices found to be non-compliant with this policy may have their network access temporarily revoked until compliance is achieved.

- The Municipal IT Department will monitor and regulate access from BYOD devices to ensure adherence to data management laws and policies. Any unauthorized access attempts may be subject to investigation.
- Department heads are responsible for ensuring personnel are aware of and understand this BYOD policy as part of cybersecurity training.
- Violations of this policy may result in disciplinary procedures in accordance with municipal codes.

2.1.5 Password Policy

Purpose: Institutes requirements and standards for the creation, protection, storage, and lifecycle management of passwords, credentials, and multifactor authentication mechanisms used to control access to municipal government IT systems and data. It aims to maintain security by enforcing strong password complexity rules, maximum expiration times, history tracking, secure transmission and storage, and protocols to revoke compromised credentials.

Policy Requirements:

- All IT systems and applications require secure password authentication for access. Anonymous or default logins are prohibited.
- Passwords must meet complexity standards defined by Municipal IT, including minimum length, use of upper/lowercase letters, numbers and special characters.
- Password maximum age must be set requiring users to change passwords regularly, with previous passwords tracked to prevent reuse per Municipal IT guidelines.
- Passwords must not be shared between users or systems for any reason. Vendor-supplied default passwords must be changed immediately.
- Multifactor authentication (MFA) must be implemented wherever available to provide an additional layer of security beyond passwords.
- Privileged administrator, service, and management account passwords require additional controls, rotation frequency, and secure storage/access per Municipal IT standard.
- Plaintext password storage is prohibited. Hashed storage (hashing is the process to convert a password into something that looks completely different from its original form through a mathematical algorithm) with salting (means to add an additional string of 32 or more characters to the password before it gets hashed) is required

Compliance:

- The Municipal IT Department will provide training and guidance to personnel on strong password hygiene practices and controls.
- Department heads and managers are responsible for overseeing compliance with this password policy within their divisions and teams.
- Any sharing of passwords or use of weak passwords may result in access revocation and/or disciplinary action per municipal codes.
- At least annually, Municipal IT will require password resets across all systems to ensure compliance is maintained.
- Security audits will assess password controls across systems for alignment with this policy. Lack of compliance may impact technology funding or lead to decommissioning of systems.
- Proof of password policy adherence will be required as part of any new system procurement or deployment process.
- Exceptions must be submitted in writing to Municipal IT with compensating control measures for review and approval by the IT Director and Town Manager.

2.1.6 Email Policy

Purpose: Provides appropriate use guidelines, retention rules, and security protocols for the municipal government email system. It seeks to promote proper security, data protection, public records compliance, email hygiene, and productivity for government workforce communications and collaboration. This email policy applies to all municipal employees, contractors, officials and other email account holders.

Policy Requirements:

- Municipal email accounts should only be used for official municipal business communications and not personal purposes.
- Any personal use of municipal email should be incidental, kept to a minimum, and not interfere with employee productivity or operations.
- Users should exercise caution in opening email attachments or clicking links to avoid malware infections. Attachments should be scanned using municipal IT-provided tools when possible.
- Large file attachments should be stored and shared from municipal network drives or cloud storage instead of email when feasible.
- Emails considered municipal records must be retained and archived as required by open records laws and municipal retention schedules.
- Confidential citizen or internal information being transmitted via email must be labeled and encrypted as per data protection standards.
- The Municipal IT Department reserves the right to monitor, filter and access municipal email accounts at any time for security purposes.
- Email accounts may not be used for unlawful discrimination, harassment, or other unethical activities prohibited by municipal policies.

Compliance:

- The Municipal IT Department will provide ongoing training to personnel on proper security, retention and use of municipal email.
- Department heads are responsible for ensuring compliance with the email policy within their divisions through awareness and enforcement.
- Any use of email deemed excessive for personal reasons may result in warnings and access restrictions.
- Violations of records retention by failing to properly archive emails may lead to disciplinary action per municipal codes.
- Confirmed incidents of harassment, discrimination, or unlawful use may also trigger disciplinary procedures.
- The Municipal IT Department will perform monitoring for security purposes and provide tools for retention and discovery of emails as needed for open records requests, legal holds and eDiscovery purposes.

- Annual audits will assess municipal email use practices and technical controls for compliance to regulations and this policy.

2.1.7 Social Media Policy

Purpose: Establishes allowed usage, public communications standards, security protocols, and administration rules for official municipal government social media accounts on approved platforms. It also governs personal social media usage by government employees and officials. This policy aims to enable social media citizen engagement while maintaining information security, protecting the government's reputation, and following ethics/appropriateness standards.

Policy Requirements:

- Official municipal social media accounts must be approved, created and managed by designated staff from the Municipal Communications Department.
- Content published on official municipal social media must maintain a professional tone, follow branding standards, and protect confidential citizen data or records.
- Personal social media accounts of municipal employees should not claim to officially represent the municipal government without authorization.
- Excessive use of personal social media during municipal work hours that interferes with duties is prohibited.
- Social media, whether official municipal accounts or employees' personal accounts, may not be used to harass, discriminate, or threaten others, or otherwise violate laws/policies.
- Personnel are prohibited from sharing copyrighted or proprietary municipal information on unauthorized social media channels.
- Job postings and recruitment must utilize approved official social media accounts and go through the HR Department.

Compliance:

- The Municipal Communications Department is responsible for overseeing, monitoring and maintaining all official social media accounts representing the municipal government.
- Department heads and managers must ensure personnel are aware of and comply with social media policies, and avoid excessive personal use during work time.
- Violations of the policy, such as harassment online or sharing confidential information, may result in disciplinary procedures as per municipal codes up to termination.
- The HR Department will investigate any complaints related to employee social media misconduct and refer criminal matters to the appropriate authorities.
- Municipal IT can monitor social media traffic on municipal networks and systems and restrict unauthorized platforms if needed.
- Annual social media policy training will be required for all employees to support policy awareness and compliance.

2.1.8 Compliance Policy

Purpose: Mandates that municipal government information technology systems, infrastructure, controls, data collection and usage practices comply with all required federal and state of Maine laws, regulations, and statutes covering areas such as accessibility, public records, surveillance, cybersecurity, telecommunications, procurement, information handling, and data privacy. This policy seeks to ensure ongoing governance, management and operations of IT adhere to the complex and evolving regulatory compliance landscape.

Required Compliance Areas:

- Data Privacy and Security - Laws related to confidentiality, privacy, and security of sensitive data, including HIPAA, FERPA, GLBA, and breach notification laws.
- Surveillance and Wiretapping - Laws governing electronic monitoring, recording, and surveillance such as wiretap statutes.
- Public Records and Transparency - Laws providing public access to municipal records and information.
- Accessibility - Regulations requiring accessible design of electronic information and services, including Americans with Disabilities Act.
- Information Handling - Laws covering information reproduction, copyright, trademarks, and licensing.
- Telecommunications - Regulations around telecom services, communications, and infrastructure.
- Cybersecurity - Laws and regulations addressing cybersecurity practices for government agencies.
- Procurement - Regulations related to fair and open software/hardware procurement and licensing.
- Family Educational Rights and Privacy Act (FERPA) - student education record privacy
- Health Insurance Portability and Accountability Act (HIPAA) - healthcare information security and privacy
- Fair Credit Reporting Act (FCRA) - governs background check information
- Maine Notice of Risk to Personal Data Act - requires breach notification
- Maine Criminal History Record Information Act - regulates criminal records access
- Maine Insurance Information and Privacy Protection Act - governs confidentiality of insurance records
- Maine Public Records Law - provides public access to municipal records
- Maine Uniform Information Practices Act - privacy protections for public records
- Maine Archives and Records Management Law - records retention and disposition
- Federal Communications Commission (FCC) - telecoms regulation and accessibility
- U.S. Copyright Act - governs software licensing and information reproduction

Responsibilities:

- IT Leadership must keep abreast of current and emerging regulations impacting municipal IT.
- IT Security must ensure compliant safeguarding and handling of protected data.
- All personnel must comply with required laws and regulations when utilizing municipal IT resources and systems.

2.1.9 Fire and Rescue Vehicle Shared Accounts Policy

Purpose: Permits the controlled usage of shared generic accounts on fire, EMS and other emergency response vehicle mobile data terminals (MDTs) to provide required multi-user access to dispatch data, hazmat databases, building preplans, patient information and other systems necessary for crisis response. This policy aims to balance practical operational needs during incidents with appropriate access controls and auditing.

Applicability:

This applies to all shared accounts configured on MDTs installed in fire trucks, ambulances, battalion chief vehicles and other emergency response units with a legitimate need to access data from multiple users.

Policy Statements:

- Shared generic accounts may be configured on MDTs where use of individual user accounts is impractical.
- Shared accounts should only grant access to IT systems, applications, and datasets required for the specific vehicle type and emergency function.
- Shared vehicle MDT accounts are exempt from password expiration policies but must have complex passwords changed at least annually.
- MDT access privileges should be limited to authenticated emergency vehicles through firewall rules except for required public safety broadcasts.
- All MDT connection logs and shared account usage must be recorded and regularly audited to identify any unauthorized access.
- Any personnel misuse, abuse or unauthorized access of shared MDT accounts constitutes a policy violation subject to disciplinary action.

Compliance:

- The IT department is responsible for configuring secure shared accounts on MDTs according to the principle of least privilege.
- Fire and rescue leadership must ensure personnel understand appropriate MDT account usage and prohibitions on misuse.

2.1.10 Privileged Access Policy

Purpose: Institutes controls, restrictions, reviews, and monitoring mechanisms for privileged administrator, service, and management accounts across municipal government IT systems. It seeks to limit standing highly privileged access only to essential personnel, enforce multifactor authentication, closely track activity, regularly rotate shared passwords, and block standard users from privilege escalation.

Scope:

This policy applies to all IT staff, contractors, vendors or third parties who access the organization's systems using accounts with administrator privileges.

Policy Statements:

- Privileged accounts must only be granted to authorized IT staff members with a legitimate business need for elevated access to maintain and support systems.
- Multi-factor authentication (MFA) using a one-time-password (OTP) token or biometric method is required for all privileged account access.
- Privileged access sessions must utilize dedicated privileged access workstations isolated from the corporate network or laptops with hard disk encryption.
- Just-in-time dynamic privileged credentials should be used where technically feasible instead of standing static accounts.
- All privileged access usage must be logged and monitored to detect anomalies and abuse.
- Credentials for privileged accounts must be securely stored in an encrypted password vault or manager with access strictly limited based on roles.
- Privileged accounts should be periodically audited and validated at least quarterly to ensure proper management.
- Shared privileged accounts are prohibited whenever possible. If required, usage must be tightly restricted and tracked to individual users.

Enforcement:

- Any misuse, unauthorized access, or policy violations related to privileged accounts may lead to disciplinary measures up to termination.

2.1.11 Approved End User Application Software Policy

Purpose: This policy establishes the approved applications and software available for installation and use on municipal government end user workstations and devices. It aims to maintain standard configurations, efficient support, licensing compliance and security.

Scope: This policy applies to all municipal employees, contractors, officials and other end users issued computers, laptops, smartphones or tablets by the government entity. It allows installation of software applications from both the standard suite and an approved catalog.

Policy Statements:

- All workstations will have a standard suite of productivity software installed by IT including operating system, web browser, email client, office suite, PDF reader and security tools.
- An approved software catalog maintained by IT lists additional applications available for on-demand installation by end users for purposes aligned with municipal business needs.
- End users may submit requests for additions to the approved catalog, which will be evaluated based on need, licensing, costs and security considerations.
- Applications not included in the standard suite or approved catalog are prohibited from use on municipal devices without explicit authorization by IT.
- Software metering and auditing tools will monitor for any unauthorized applications resulting in access restrictions until unapproved installations are removed.
- Application whitelisting restrictions will be implemented where feasible to only allow installation and execution of approved software titles.
- Shareware, adware, trial versions and outdated unsupported applications are expressly prohibited without approval.
- Licensed commercial business applications take priority over unlicensed free/open source alternatives with vendor support availability preferred when possible.

Compliance:

- IT is responsible for managing the standard suite and approved application catalog available to end users based on requests.
- End users must not download or install unapproved applications without permission or attempt to circumvent restrictions.
- Violations may result in removal of software, access revocation and/or disciplinary action.

2.2 General Policies

Purpose: Defines cross-functional municipal government information technology policies covering standards/procedures compliance, documentation, planning, risk management, and geographic information systems to institute consistent governance.

2.2.1 IT Standards and Procedures Compliance Policy

Purpose: Establishes a requirement for municipal government IT teams and users to fully comply with documented IT standards and procedures in order to maintain consistency, enhance security, improve efficiency and promote stability across the technology environment. It requires submitting formal risk-based exceptions for any deviations from mandated configurations, processes or protocols.

Scope:

This policy covers all IT infrastructure, systems, software, services, platforms, and data usage throughout the organization as documented in Sections 3 through 6 of the IT Policy and Procedures Manual. It applies to any internal or external teams, vendors, contractors and third parties that manage, access or support the organization's technology.

Policy Statements:

- All hardware and software must be configured according to the organization's documented architecture and product standards outlined in Section 3.
- Any variance from approved configurations or architectures requires a formal waiver process including risk analysis and approval from IT leadership.
- All defined procedures for system availability, change management, incident response, audits and maintenance in Sections 4 through 6 must be followed.
- Non-compliance with procedures requires management approval along with risk acknowledgement and mitigation plans.
- IT vendors, contractors and partners must agree to comply with applicable standards and procedures.
- Routine internal audits will measure compliance levels across infrastructure against standards and procedures.
- Lack of compliance may result in project delays or cancellations, withholding of funding, or removal of unauthorized systems.
- Compliance reports will be reviewed by IT leadership on a quarterly basis.

2.2.2 IT Documentation Standards Policy

Purpose: Mandates comprehensive documentation and maintaining up-to-date records covering municipal government IT infrastructure, systems, software, policies, processes, procedures, configurations and architecture diagrams. It seeks to preserve institutional knowledge, enable troubleshooting, speed incident response, facilitate audits, and support disaster recovery scenarios and new/temporary employee onboarding through availability of accurate IT documentation.

Policy Statements:

- All IT systems, hardware, software, configurations, processes and procedures must be thoroughly documented.
- Documentation must be kept updated as changes occur and reviewed annually.
- Documentation should be stored in a centralized repository with access controlled based on job roles.
- Operating procedures should be developed for critical IT processes.
- Information security policies and controls must be documented for regulatory compliance.
- Physical topology diagrams are required for network infrastructure.
- Logical network diagrams must be maintained for critical systems.
- Data flow and application architecture diagrams should illustrate system interactions.
- Vendor-supplied documentation should be maintained for all purchased hardware/software.
- Project documentation and technical specifications are required for development efforts.
- Disaster recovery plans must document processes to restore critical systems and data.

2.2.3 Change Management Policy

Purpose: Institutes a structured and controlled IT change management process for modifications to municipal government systems, networks, databases, hardware, software and data center facilities. It aims to reduce business disruptions, maintain IT stability, systematically implement needed technology upgrades and enhancements, provide oversight and meet user community needs through standardized submission, review, approval, scheduling, testing, implementation and post-change validation procedures.

Policy Statements:

- All changes to IT systems must follow defined change management procedures. This includes software, hardware, network, and data center infrastructure.
- A change management process with associated tools should be established to track requests, approvals, scheduling, testing, implementation and verification of changes.
- Change requests must describe the change, justification, implementation plan, rollback plan, and expected impact.
- A change advisory board of stakeholders should review and approve/deny high risk or impactful change requests.
- Changes should be scheduled during approved change windows and adhere to established freeze periods.
- Proper communication of approved changes and maintenance windows must be made to impacted users/groups.
- Testing and staging environments should be provisioned to adequately test changes prior to production implementation.
- All application, system, network and device configuration changes must be tracked and documented in a central change repository.
- Implemented changes must be reviewed post-deployment to confirm proper functioning and stability.

2.2.4 Business Continuity and Disaster Recovery Policy

Purpose: Requires regular development, reviewing, testing and updating of business continuity and disaster recovery plans to restore essential municipal government IT operations and systems following minor disruptions, major outages or catastrophic events. It seeks to mitigate business disruption and data loss risks while maintaining continuity of government operations and services during a crisis.

Policy Statements:

- The organization must develop and maintain business continuity and disaster recovery plans to restore critical operations in the event of a outage or catastrophe.
- A business impact analysis must be conducted to identify critical systems, acceptable downtime, and recovery priorities.
- Recovery time objectives (RTOs) should be defined for essential systems and processes.
- Plans should delineate procedures for failover to alternate facilities or cloud infrastructure when warranted by the severity of an incident.
- Regular DR testing and exercises should be conducted to validate recovery capabilities, identifying gaps.
- Continuity and DR responsibilities should be defined for IT teams, departments and vendors.
- Critical equipment must have redundancies and fault-tolerant configurations.
- Offsite backups must be maintained with ability to restore essential data quickly.
- Succession planning should ensure qualified personnel are ready to manage continuity events.
- Emergency communications protocols are required to keep staff, customers, and stakeholders informed.

2.2.5 IT Policy Manual Responsibilities

Purpose: Defines clear accountability and requirements for routine maintenance, periodic reviews and updates, and version controls of the comprehensive municipal government IT policy manual between the government entity and any contracted IT services provider. It aims to keep this foundational IT governance and compliance document current based on evolving technologies, statutory obligations, risks, audits, and organization learning.

Policy Statements:

- When IT services are contracted, the municipal department responsible for oversight must designate an employee to be accountable for the manual.
- The responsible municipal employee will coordinate policy review and updates with the contracted IT service provider.
- The contracted IT Director holds overall accountability for routine maintenance and updates of the manual.
- Proposed policy changes must be reviewed and approved by both municipal and provider IT leadership.
- Municipal legal/compliance review should occur for policy updates when deemed necessary.
- Policy reviews and updates should occur annually at minimum.
- A policy change log must be maintained tracking updates.
- Updated manual must be accessible to both municipal and provider staff.

2.2.6 GIS Policy

Purpose: Outlines allowable usage, accuracy, data sensitivities, access controls and security obligations related to municipal government geographic information systems (GIS), geospatial data, digital maps, and location intelligence platforms. It aims to balance open government data publication, citizen privacy rights, supporting day-to-day operations, enabling strategic decisions based on location data while meeting regulatory compliance mandates.

Policy Statements:

- All GIS data utilized by municipal departments must be properly classified according to sensitivity and made accessible to personnel based on least privilege principles.
- GIS systems acquisition, usage, data accuracy, and data imports must comply with relevant state and federal regulations.
- A centralized enterprise GIS platform should be maintained as the authoritative repository with controlled access, monitoring, backups, disaster recovery, and cybersecurity controls.
- GIS datasets deemed confidential must have additional access restrictions and utilize encryption both at rest and in transit.
- A designated municipal GIS data steward will be responsible for administering the central platform, ensuring proper data classification, providing access, maintaining data quality and integrity, enforcing information security, and ensuring compliance.
- Any external sharing or distribution of GIS data must be approved by the data steward based on classification.
- GIS systems and data stores will be included in enterprise IT risk assessments, vulnerability scanning and penetration testing activities.
- GIS documentation will include up-to-date architectural diagrams, data models, schemas, flows, interfaces and inventories.

2.3 Systems Management Policies

Purpose: Outlines policies related to administering municipal government technology infrastructure including asset inventory, system documentation, monitoring, provisioning/deprovisioning, maintenance, and security update processes to optimize lifecycle management.

2.3.1 IT Asset Inventory

Purpose: This policy mandates maintaining a frequently updated, accurate and comprehensive centralized inventory of all municipal government information technology hardware and software assets. It seeks to support IT lifecycle management, security, acquisitions planning, budgeting, safeguarding of equipment, compliance, and technology decision-making through maintaining detailed inventory records and tracking of IT assets.

Policy Statements:

- Centralized inventory of all IT hardware and software must be maintained with assignment details, criticality, end of life/support status, and configuration specifications.
- Asset inventory must be validated annually at minimum through discovery scanning, manual audits and department input.
- Inventory records must track purchase date, cost, licensing, warranty/support status, approved uses, and end of life estimates.
- Asset inventory should integrate with procurement, change management and provisioning systems where feasible.
- Unique municipal asset tags must be assigned and remain affixed to inventoried equipment.
- Changes in asset status must trigger inventory updates in near real-time or via daily scheduled synchronizations.

2.3.2 Hardware Documentation Policy

Purpose: Requires thoroughly documenting all municipal government IT infrastructure devices, components, configurations, topology schematics, infrastructure interconnections, cabling, network addresses, console/management interfaces, and other technical specifications. It aims to create a complete reference source to enable incident troubleshooting, disaster recovery, forensic investigations, internal audits and effective infrastructure management.

Policy Statements:

- Detailed network topology diagrams must document all hardware interconnectivity, cabling, traffic routing and flows between network devices.
- Standards should outline required fields and conventions for inventory spreadsheets, asset management system data, and asset tag label formats.
- Photographic and/or video documentation should catalog physical hardware installations, cabling and device interfaces.
- Network addresses, configuration files, and equipment settings must be documented for disaster recovery purposes.
- Asset documentation should note space, power, and cooling requirements for equipment.
- Maintenance schedules and life cycle replacement timelines should guide proactive asset lifecycle management.
- Documentation process should detail required information to collect for new hardware deployment vs ongoing change maintenance.
- Process and automation should enable linking inventory systems with procurement records and shipment tracking.
- Rollback documentation is required when replacing or decommissioning hardware detailing return to previous state.

2.3.3 Software Documentation Policy

Purpose: Mandates comprehensive documentation of all municipal government-installed software titles, versions, licensing details, configurations, customizations, systems integrations, workflows, data flows, networking, accessible interfaces, privileges, vulnerabilities and operating procedures. It seeks to maintain software inventory, licensing, inform business continuity planning, comply with intellectual property restrictions, enable audits, and support new user training.

Policy Statements:

- Centralized records must be maintained of all software titles, versions, license details (terms, usage rights), renewal/maintenance dates, and proof of purchase.
- Documentation must cover the extent of software installations, customizations, configurations, integrations between systems, and operating procedures.
- All source code repositories, scripts, databases, configuration files, schemas, and API documentation must be kept current.
- Software change management logs must capture version history, updates, bug fixes, patches, and feature additions applied over time.
- Data flow and application architecture diagrams must outline relationships and interfaces between software systems, applications, databases, operating systems, and dependencies.
- Standard operating procedures must provide usage instructions for municipal personnel to follow for critical software programs.
- Software user manuals, technical specifications, training materials, administrator guides must be maintained.
- Compliance with software terms of service, licenses, copyrights and intellectual property must be ensured.
- Vulnerabilities, flaws, or unpatched versions identified in software applications must be documented, risk assessed, and updated.

2.3.4 Network Monitoring Policy

Purpose: Requires continuous proactive automated monitoring of municipal government networks for performance metrics, utilization patterns, availability, latency, errors and other key indicators. It aims to facilitate rapid problem identification, dynamic capacity planning, security analytics, and baseline trend analysis.

Policy Statements:

- Continuous network monitoring must include bandwidth utilization, latency, uptime and key performance metrics based on technology.
- Threshold-based alerts must notify IT staff of issues such as outages, congestion and abnormal traffic patterns.
- Troubleshooting mechanisms must allow network traffic analysis and tools to identify root cause.
- Monitoring systems must retain historical network operations data and generate reports on availability, utilization and health metrics.

2.3.5 Hardware Monitoring Policy

Purpose: Mandates continuous automated monitoring of essential municipal government IT infrastructure components and devices for availability, utilization, performance, errors, and other key health/telemetry data points based on technology type. It seeks to detect problems proactively, identify inadequate capacity, improve preventive maintenance, provide outage alerting, and collect data to improve future infrastructure designs.

Policy Statements:

- Systems must be instrumented to monitor availability, utilization and health data points relevant to each hardware device/platform.
- Monitoring must alert on conditions indicative of failure or degraded performance for proactive maintenance.
- Threshold-based alerts should notify support staff of issues like storage capacity, RAM exhaustion, I/O bottlenecks.
- Data from hardware monitoring allows analysis of growth patterns and informs capacity planning.

2.3.6 Network Documentation Policy

Purpose: Maintains updated diagrams, topology mappings, data flows, configurations, addressing schemas, credentials rosters, cabling schematics, and inventory listings fully documenting municipal government network components, logical connectivity and physical relationships. It aims to support incident response, troubleshooting, disaster recovery, infrastructure changes, technology upgrades and day-to-day administration by keeping accurate network documentation accessible only to authorized IT staff.

Policy Statements:

- Documentation must be maintained covering overall network architecture, data flows, topology and components.
- Network diagrams must outline LANs, WANs, subnets, VLANs, routing schemes, and traffic flows between networks.
- Detailed diagrams are required for critical infrastructure and key systems and services.
- An inventory of all networking equipment must be kept current including makes, models, configurations, IPs, and purpose.
- Schema documentation should define network addressing, DHCP scopes, NAT setups, WiFi networks, and VPN configurations.
- Network credentials, passwords, infrastructure cabling and telecom circuits must remain securely stored.
- Changes to networks must trigger documentation updates along with diagrams of before and after states.
- Network documentation must remain accessible to authorized IT staff in electronic repositories with role-based access controls.
- Physical copies of network documentation must have limited distribution and be marked confidential.

2.3.7 Access Provisioning and Deprovisioning Policy

Purpose: Standardizes and controls processes for timely requesting, reviewing, approving, fulfilling and revoking user access to municipal government information technology resources. It seeks to appropriately provision and deprovision access based on assigned job duties, need and principles of least privilege. This policy aims to integrate provisioning workflows with human resources systems and offboarding processes, effectively monitor access changes, and prevent unauthorized access especially following personnel departures.

Policy Statements:

- Formal user access request and approval workflows must be followed for granting access to IT systems and data.
- Access should be granted based on job role utilizing the principle of least privilege.
- A centralized identity and access management system should be used to fulfill access requests where possible.
- Access to confidential data requires additional approval by data owners.
- Access for third parties like vendors must be limited to required systems through time-bound accounts.
- Upon employee, contractor or third party termination or transfer, all access must be deactivated within 24 hours.
- Manager attestation should be required confirming deprovisioning after offboarding.
- Periodic access reviews by system owners must validate proper entitlements are assigned.
- Provisioning and deprovisioning activity should be monitored to detect delays or violations.

2.3.8 Software Update Policy

Purpose: Requires keeping software on all municipal government systems maintained at current versions and promptly patched with relevant fixes to mitigate vulnerabilities, align to vendor support levels, resolve platform bugs/defects, and take advantage of improved capabilities, performance, compatibility, and security features. It aims to optimize system stability, interoperability, compliance and security through up-to-date software while minimizing business disruptions from testing/deploying updates.

Policy Statements:

- Software on all municipal systems must be kept up-to-date with the latest security patches, updates, and versions supported by vendors.
- Automated patch management solutions should be deployed where possible for operating systems and software applications.
- Risk-based prioritization should determine installation order and deadlines for critical versus lower-risk updates.
- Change management procedures will govern process for testing and installing updates.
- Impacted departments and personnel must receive timely notification of pending updates and maintenance windows.
- Workstations, laptops, and mobile devices connecting remotely must maintain current endpoint security.

2.3.9 User Provisioning and Deprovisioning Policy

Purpose: Mandates that all municipal government employee, contractor and third party user account provisioning and deprovisioning strictly follow established protocols for access requests, reviews, approvals, fulfillment and revocation. It seeks to automate fulfillment and removal of access where feasible, integrate with HR systems, prevent standing excessive access especially after terminations, and routinely verify correct entitlements to computing resources.

Policy Statements:

- Formal request and approval workflows must be followed for granting new user accounts or modifying access to IT resources.
- Access should be granted based on assigned job duties and the principle of least privilege.
- Access to confidential information requires additional justification and manager approval.
- Upon employee termination or transfer, all access must be revoked within 24 hours.
- Manager attestation should be required to confirm deprovisioning.
- Access must be reviewed quarterly to ensure entitlements remain appropriate for each user's current role.
- Provisioning and deprovisioning activity should be logged and monitored to detect delays.
- Shared accounts are prohibited whenever possible. If created, usage must be strictly audited.
- Role-based permissions should be utilized rather than assigning access individually.

2.4 Data Management Policies

Purpose: Specifies policies around classifying data, establishing retention rules, securing backups, archiving historical records, utilizing document management systems, assessing third-party services, and protecting customer information to comply with legal obligations and protect sensitive data.

2.4.1 Data Classification Policy

Purpose: Requires classification of all municipal government information into defined sensitivity tiers based on data contents, level of risk if compromised, and required protection levels. It aims to determine approved location storage locations, access permissions, encryption requirements, retention rules, handling procedures and protection controls based on how the data is classified. Proper classification is foundational for compliant data management according to content and risk.

Policy Statements:

- All municipal electronic data must be categorized into defined classification levels based on the sensitivity and criticality of the data.
- Specific handling rules, usage permissions, storage locations, transmission methods, retention periods, and protection controls will be defined for each classification level per municipal standards.
- Data owners are responsible for appropriately classifying data resources under their management based on the risk assessment of the data.
- Data must be clearly labeled according to its classification where possible, such as marking file share directories or database columns.
- Sharing municipal data with external third parties requires verifying the recipient's clearance level and authority to receive the classification of data being shared.
- Unclassified data should be labeled and protected at a minimum level according to Municipal IT guidance.

Compliance:

- The Municipal IT Department will provide training and guidance to personnel on proper data classification and handling according to the municipal's standards.
- Department heads are accountable for enforcing the data classification policy and ensuring data under their purview is properly categorized and protected.
- Any unauthorized access, sharing or mishandling of confidential municipal data by personnel may result in disciplinary action per municipal codes.
- The Municipal IT Department will conduct periodic audits to identify any improper classification or unsecured confidential data requiring remediation.
- Annual policy attestation will be required by all employees to promote awareness and compliance. Failure to complete attestation may result in system access revocation.

- Policy adherence will be monitored as part of any new system procurement, development or data sharing initiative. Lack of compliance may impact budgetary approvals.

2.4.2 Data Retention and Destruction Policy

Purpose: Defines consistent data retention schedules and secure destruction methods to comply with municipal government records requirements, minimize unnecessary storage costs, and prevent unauthorized access or retrieval from decommissioned equipment and media. It aims to maintain information availability for required retention duration while permanently purging data no longer needing preservation based on classification.

Policy Statements:

- Formal data retention schedules must be defined and followed consistently across systems and storage locations.
- Minimum and maximum retention periods should comply with all legal, regulatory, audit and business retention requirements.
- Data stewards should work with legal/compliance to update retention schedules as requirements change.
- Data destruction procedures must be environmentally responsible and render data unrecoverable.
- Retention tags or classification metadata should identify retention periods within systems.
- System and backup purging processes must adhere to defined retention periods.
- Registered documents set for destruction should follow secure digital shredding techniques.
- Physical documents must be crosscut shredded, pulped, burned or chemically destroyed when no longer retained.
- Certificates of destruction should be obtained from vendors disposing of retired physical media and paper records.

2.4.3 Backup and Retention Policy

Purpose: Outlines municipal government backup frequency, retention duration, restoration testing procedures, offsite physical storage security, and data recovery objectives based on resource criticality and acceptable downtime. It seeks to provide properly secured backups/retention enabling complete data restoration and system recovery within defined time frames to support business continuity at optimized storage costs.

Policy Statements:

- Backup schedules, retention, and media must adhere to State of Maine statutes including:
- Title 10, §945 - Requiring regular backup of business electronic records
- Title 5, §131 - Continuing duty to keep records through required retention periods
- Frequency of backups, rotation schedules, retention periods and offsite storage must align to recovery objectives defined in the disaster recovery plan.
- Strict chain of custody, access controls, and physical security must be maintained for offsite backup media as per Title 5, §131.
- Annual documented restoration testing from backups must validate ability to meet recovery time objectives, as per Title 5, §131.
- Encryption meeting Maine statute Title 10, §1350-E must be applied to any backups containing confidential or sensitive information.
- Maximum allowable backup cycles must account for medium life expectancy and data degradation over defined retention timeframes.
- Secure destruction procedures for expired backups must render data non-recoverable while maintaining confidentiality obligations.
- Robust inventory tracking, logging, and reporting must account for all backup media locations through destruction.
- Documented backup administration processes must delineate assigned roles, responsibilities and controls.

2.4.4 Archival Policy

Purpose: Establishes procedures, handling protocols, security controls, integrity verification processes and environmental requirements for the long-term storage, preservation, and accessibility of historical municipal government records deemed to have enduring legal, administrative, fiscal or historical value. It aims for proper identification, retention and protection of permanent records over decades.

Scope: This policy covers the archival of paper documents, physical media, electronic records, and digital data designated for permanent retention per municipal records retention schedules.

Policy Statements:

- The Municipal Clerk's office shall maintain and enforce a master records retention schedule defining archival designations and periods.
- Paper documents shall be inventoried, packaged and transferred to the secure municipal archives facility using proper handling procedures to avoid damage or loss.
- Physical media such as recordings and photographic materials shall be professionally archived to prevent deterioration.
- Digital records designated for archival shall have verified backups created and transferred to highly secure archival systems maintained by IT.
- Archived information must remain fully accessible to authorized requestors as per freedom of access laws.
- Environmental conditions shall be maintained within target thresholds to prevent deterioration.
- Digital archives shall be periodically verified for integrity and migrated to current formats and media before systems are retired or upgraded.
- Archived records may only be disposed of after defined retention periods with proper approval per policy.

2.4.5 Document Management Policy

Purpose: Requires mandatory utilization of the centralized electronic document management system for properly classifying, indexing, storing, retaining, and enabling discovery of official municipal government documents based on defined metadata standards, taxonomies, access controls, and content lifecycles. It aims to preserve documents in appropriate repositories, automate retention, consistently apply access restrictions, and facilitate eDiscovery.

Scope: This policy covers all official final versions of municipal documents including policies, reports, meeting minutes, project files, departmental records, forms, and any other documents requiring retention. It applies to all municipal employees, contractors and system users.

Policy Statements:

- All final official versions of municipal documents must be stored in the document management system with appropriate metadata attached for classification and searchability.
- Naming conventions, folder structures and retention rules must be consistently followed organization-wide.
- Access controls will be implemented to restrict confidential documents only to authorized personnel based on role.
- The current official version of documents must be clearly identified if multiple revisions exist. Outdated versions should be moved to archive folders.
- Documents must be retained within the system to meet municipal records retention requirements, allowing for legal holds.
- Regular backups of the document repository must occur to safeguard from data loss.
- Prior to any system migration or decommissioning, all files and metadata must be successfully migrated to a new platform.
- The IT department is responsible for system administration, access controls, and managing backups and migrations.

2.4.6 Cloud Computing Services Policy

Purpose: Outlines assessment, risk evaluation, and security control responsibilities when adopting cloud computing models, platforms and services to process or store municipal government data based on sensitivity levels. It aims to enable prudent cloud adoption to achieve benefits like scalability, resilience and efficiency while maintaining oversight, managing risks, and protecting sensitive information stored externally.

Policy Statements:

- Use of cloud computing services must go through an approval process based on data sensitivity and security requirements.
- Contract terms must give the organization sufficient control over data and termination rights.
- Vendor risk assessments are required to validate security posture, resiliency and compliance controls.
- Data classification must dictate allowable cloud deployment models: IaaS, PaaS, SaaS.
- Sensitive data usage in cloud environments requires encryption both at rest and in transit.
- Ongoing security monitoring of cloud resources must be performed for breach detection.
- Incident response plans must cover data breaches or outages involving cloud services.
- Business continuity and disaster recovery plans must incorporate cloud-based systems.
- Access controls for cloud services must align with internal identity management policies.
- Cloud administrators must adhere to privileged access management policies.

2.4.7 Customer/Client Data Protection Policy

Purpose: Establishes standards and controls for properly classifying, limiting access, encrypting and safeguarding any customer or client data stored and processed within municipal government systems to maintain information security. It seeks to ensure compliance with privacy regulations, prevent unauthorized exposure, demonstrate due care, uphold public trust and maintain strict data stewardship even when external parties entrust the government with information.

Policy Statements:

- All customer or client data stored or processed by the organization must be properly classified and protected.
- Data classification should dictate approved storage locations, access controls, encryption requirements, retention and disposal methods.
- Access to customer data must be limited to personnel who require it for authorized business purposes only.
- Sharing data externally must be approved by legal and information security teams.
- Strong encryption (256-bit AES minimum) must be applied to customer data both at rest and in transit over networks.
- Breaches involving customer or client data must be reported to leadership within 1 hour of detection.
- Data protection requirements must be formally defined in vendor contracts.
- Consent procedures must govern use of data for secondary purposes like analytics or marketing.
- Customers should have accessible methods to update preferences and restrict data usage.
- Ongoing audits will validate proper policy compliance related to customer information safeguards.

2.4.8 Data Labeling and Handling Policy

Purpose: Requires properly labeling municipal government information to clearly indicate sensitivity level on reports, dashboards, databases, and displays containing restricted or confidential data. It further mandates adhering to defined handling procedures and protections based on the associated label such as encryption, storage, transmission, destruction and personnel access controls. This policy aims to prevent improper exposure or modification of sensitive information through compliant use of classification labels.

Policy Statements:

- All municipal data must be categorized and labeled according to the defined classification system.
- Labels should clearly identify sensitivity level on reports, files, database columns and screens displaying data.
- Handling procedures for access, storage, transmission and disposal must adhere to the controls required for each classification tier.
- Personnel must protect labeled data commensurate with classification scheme requirements.
- Confidential data at rest must require strong encryption. Confidential data in motion must require secure transmission protocols.
- Only authorized users should have access to restricted or confidential data based on job duties.
- External sharing of restricted information must follow published protocols.
- Confidential labeled data must maintain metadata identifying owners, custodians and approved usages.
- Regular assessments will audit data handling practices for compliance with labeling and controls.

2.4.9 Signed Legal Documents Storage Policy

Purpose: Dictates secure centralized storage locations, defined backup procedures, version controls, access protocols, decryption capabilities and retention rules for signed legal agreements, contracts and other official documents executed on behalf of and binding the municipal government. It aims to safeguard critical documents with long-term legal significance against loss, destruction or expiration.

Policy Statements:

- All finalized legal agreements, contracts, and documents bearing official municipal signatures must be stored in the official Document Management System (DMS) to enable proper backups, archival, and records retention.
- If a DMS has not yet been procured and implemented, signed hardcopy documents must be stored in a fireproof safe onsite with an additional physical copy stored offsite.
- Once a DMS is operational, all hardcopy signed documents will be digitized and uploaded with appropriate metadata applied based on records management procedures. The hardcopies will be destroyed after digitization.
- The Documents Management System must meet data security controls as per municipal IT policies, with access limited based on job function.
- Backup and retention periods will comply with statutory requirements for legal documents and records.

2.5 IT Policies Affecting HR

Purpose: Establishes municipal government information technology policies related to personnel management processes including hiring practices, staff training, procurement controls, equipment checkout, and offboarding procedures to integrate with human resources systems.

2.5.1 General Staff Hiring Policy

Purpose: Establishes required municipal government pre-employment screening, identity verification, background checks, onboarding controls, security training, and policy acknowledgement processes for information technology staff and any personnel requiring access to sensitive systems. It seeks to validate character and qualifications prior to enabling access to technology resources and trusted roles.

Policy Statements:

- Candidates must undergo mandatory background checks including criminal history, education, employment and reference verification.
- Applicable licenses and certifications related to IT claimed during hiring must be validated.
- New staff must acknowledge receiving this policy manual and sign agreement to comply with Section 2.1 Acceptable Use Policies.
- Orientation will review key organizational IT policies related to conduct, ethics, discrimination, and security.
- Signed policy compliance agreement must be on file prior to start date.
- Applicable access provisioning will only occur once policy commitment is documented.
- IT systems access, equipment, and communication channels must be provisioned on start date as per on-boarding procedures.

2.5.2 General Staff Termination Policy

Purpose: Defines access revocation, account deactivation, device return, policy re-acknowledgement, and data protection procedures comprising the employee and contractor separation and offboarding processes. It aims to rapidly eliminate access while underscoring limitations on appropriating municipal government information, intellectual property or technology.

Policy Statements:

- As part of off-boarding process, staff must re-acknowledge Section 2.1 Acceptable Use Policies related to ongoing data protection responsibilities.
- Access revocation includes termination of rights to utilize or retrieve any municipal data, resources, and systems as per signed IT policies.
- Exit interviews will reaffirm limitations on appropriation of municipal intellectual property, resources, and information.
- Immediately revoking access to systems and facilities upon termination.
- Conducting exit interviews upon voluntary departures.
- Collecting all company-issued equipment and assets.
- Disabling accounts across all systems including SaaS apps.
- Changing system credentials the former employee had access to.
- Communicating termination to internal teams and external vendors.

2.5.3 IT Training Policy

Purpose: Requires ongoing skills development, education, and certification maintenance for municipal government information technology staff to stay updated on evolving technologies, cybersecurity threats, regulatory obligations, and solution capabilities. It seeks to enhance IT competencies, service quality and cost efficiencies through motivated knowledgeable personnel equipped with current expertise.

Policy Statements:

- All IT staff must complete a minimum of 40 hours of technical training annually.
- Training needs assessments will be conducted annually and may be incorporated into performance reviews.
- IT staff are encouraged to pursue relevant professional certifications with policy covering exam fees and study resources.
- A department training budget will be maintained to cover registration fees for conferences, classes, workshops, and e-learning materials.
- When feasible, internal knowledge sharing events will be conducted to cross-train team members.
- Training completion will be tracked with records maintained by the IT department.
- Failure to meet required training hours may impact performance evaluations and job advancement opportunities.

2.5.4 General Staff Technology Training Policy

Purpose: Necessitates ongoing general security awareness and role-based training covering proper usage, data protection, incident response and specific municipal government software systems for all personnel. It aims to empower employees to support cyber defense, compliance, technology innovations and appropriate data handling through applied knowledge.

Policy Statements:

- All staff must complete annual security awareness training covering topics such as:
 - Identifying and reporting phishing attempts
 - Importance of strong passwords and multi-factor authentication
 - Proper handling and storage of sensitive data
 - Detecting social engineering attacks
 - Securing workstations and mobile devices
 - Responding to security incidents and policy violations
- Role-specific training will be provided on proper security controls and acceptable use policies for systems and applications that staff interact with.
- Training needs assessments will identify required skills and knowledge gaps related to use of municipal technologies.
- In-depth classroom or hands-on training sessions will be provided following new system implementations or upgrades.
- IT will maintain a training curriculum covering both general security topics and system-specific training areas.
- Departments heads are responsible for ensuring staff complete assigned security awareness and technology training activities.
- Training completion will be tracked and reinforced through periodic knowledge assessments.

2.5.5 IT Procurement Policy

Purpose: Establishes procurement planning, budgeting, vendor selection, contracting, purchasing authorization controls and approval workflows for municipal government information technology projects and acquisitions. It seeks to ensure IT investments optimally achieve departmental objectives and community needs while proactively managing costs and risks.

Policy Statements:

- All purchases of IT equipment, software, and services must follow defined procurement processes and policies.
- Procurement requirements should define competitive bidding thresholds, capital expenditure approvals, and purchasing authorization levels.
- Purchase requests must provide details on business need, options evaluation, and cost analysis.
- An IT architecture review should occur for purchases above a defined dollar amount to ensure compatibility and standardization.
- Software license agreements must be reviewed by legal counsel with restrictions on non-disclosure, intellectual property, and liability.
- Major system purchases should have a project implementation plan including testing, training, support, and post-implementation review stages.
- Equipment must be received and validated against orders prior to payment along with appropriate documentation.
- Vendor master data must be kept current including banking details, remittance addresses, and contact information.
- Procurement status reports should track purchasing volume, spend, and vendor distribution.

2.5.6 Equipment Checkout Policy

Purpose: Outlines procedures, liabilities, security responsibilities and use restrictions for municipal government employees temporarily assigned mobile laptops, tablets, phones or other portable computing devices necessary for remote work or business travel. It aims to enable flexibility while securing devices and information when accessed externally.

Policy Statements:

- All IT equipment designated for temporary employee checkout must be properly inventoried and tracked.
- Equipment must be approved for checkout use with any restrictions documented.
- Employees checking out equipment must submit a request identifying pickup date, duration needed, and business justification.
- Equipment will be signed out indicating name, department, contact information, and expected return date.
- Extensions on duration require re-approval by IT.
- Employees are responsible for safeguarding equipment while in their possession and will be liable for loss or damage.
- Equipment must be returned in acceptable working condition with all accessories and carrying cases.
- Checkout period may not exceed 60 days without justification.
- Upon return, equipment will be inspected, data securely wiped, and any issues documented before redeployment.

2.6 Communications Policies

Purpose: Defines policies specific to managing public-facing communications channels utilized by the municipal government including email systems, TV studios, electronic signage, websites and social media accounts to effectively engage citizens.

2.6.1 Department Email Addresses Policy

Purpose: Requires establishing and maintaining published generic department and function email addresses for each municipal government division that persist through staff turnover. It aims to provide consistent constituent contact points and simplify routing of messages to appropriate current personnel.

Policy Statements:

- Each municipal government department will be assigned a generic email address using the department name, e.g. finance@municipality.gov, hr@municipality.gov.
- The department email account will be separate from any individual staff accounts.
- The account credentials will be managed by the department head and shared with relevant staff required to access the inbox.
- Emails sent to the department address will be received and handled by appropriate staff rather than sitting with a single person.
- During staff transitions, the department email access will transfer to the new department head.
- Department email addresses will be published as the primary contact details on the municipal website and materials.
- Individual staff should use their personal municipal email for day-to-day business as usual communications.

2.6.2 IPTV Policy

Purpose: Outlines municipal government requirements, programming standards, system capabilities, legal prerequisites, and community access rules for the Institutional Network (I-Net) public, education and government cable television channels and video on demand platforms. It aims to maintain compliance with state statutes and Federal Communications Commission regulations for public media.

Policy Statements:

- The official legal record of municipal board and committee meetings shall be the unedited video recordings.
- Meeting videos will be made available on-demand within 3 business days or prior to the next scheduled meeting, whichever comes first.
- The full unedited meeting videos will remain accessible to the public online for a minimum of 2 years.
- Video metadata will include recording date, meeting name, agenda topics, and time stamps.
- Closed sessions which are not public will not be recorded or made accessible. Only open public sessions are recorded.
- The Municipal Clerk's office is responsible for posting meeting recordings and maintaining the video archives.
- The municipal IPTV channel shall follow Federal Communications Commission (FCC) public, educational, and government (PEG) access cable television requirements.
- PEG programming shall be segregated from commercial channels and content.
- The IPTV channel shall serve the needs and interests of the local community.
- Reasonable time must be allocated for each programming category: public, education, and government.
- Rules for priority access consideration shall be fairly applied to municipal departments, public schools, community organizations and individuals.
- Editorial control rests with the individual program producer rather than the cable operator.
- Complaints related to FCC PEG compliance shall be directed to the municipal clerk's office and cable advisory board.
- Reasonable time slots and channel capacity must be allocated for public content not produced by the municipal government or schools.
- Community organizations and individuals may request time slots for public content on a first-come, first-served basis.
- Requests must describe the general content or subject matter without need to submit full productions prior to allocation.
- Public content must meet community standards and may not include commercial promotions, illegal activity, copyright violations or obscene material.
- A maximum 30 minute time slot may be allocated per week for ongoing public content from an individual or group.
- Preferred prime time slots will be distributed equitably when demand exceeds available capacity.

- Complaints of unfair time slot allocations will be reviewed by the cable board to ensure policies are applied consistently.

2.6.3 IPTV Multimedia Presentation Policy

This policy supersedes:

Town of Raymond Policy - Raymond IPTV Content Display Policy - Adopted January 10, 2023

Purpose: Defines requirements, quality standards, testing procedures, technical specifications, accessibility mandates, and legal disclaimers for creating and presenting video programming intended for broadcast on the municipal government Institutional Network (I-Net) public, education and government cable television channels.

Policy Statements:

Presenters must be authorized by one of the following:

- Official Raymond Board Chair
- Raymond Town Manager
- Raymond Town Department Manager

Responsibilities:

- General public presenting content
 - Correctly formatted and supported content type
 - Manipulation of content before or during the meeting
 - List of website URL's that might be used in the presentation
 - Notifying the Communications Director of the presentation and the content type to be displayed. This notification should be at least 4 business days before the presentation.
 - Arriving at least 30 minutes before the meeting to test the presentation
 - Display of content during the presentation
- Municipal employee with Windows domain account presenting content
 - Signon to raymondmaine.int with their Windows domain account
 - Correctly formatted and supported content type
 - Manipulation of content before or during the meeting
 - List of website UR L's that might be used in the presentation
 - Notifying the Communications Director of the presentation and the content type to be displayed. This notification should be at least 4 business days before the presentation
 - Arriving at least 30 minutes before the meeting to test the presentation
 - Display of content during the presentation
- IPTV Videographer
 - Signing on the iptv.guest account for general public presenters
 - Setting the IPTV displays so the content may be tested before the meeting
 - Supply the password for the IPTV public WiFi when the presenter uses their own laptop
- Communications Director
 - Notifying the IPTV Videographer and Tech support of any presentations and content to be displayed at least 2 business days before the presentation
 - Test access to the websites that the presenter may try to access
- IPTV Tech Support

- Answer questions about supported Content Types and Content Access

Supported Content Types:

- The IPTV laptop is Windows 10 based with the listed software installed for display of content.
- All software and the Windows OS are kept current with service. Content types are supported if they can be displayed by the following software:
 - Microsoft Office 365 Pro including Word, Excel, PowerPoint
 - LibreOffice including Draw, Writer, Calc and Impress
 - Internet Browsers including Chrome, Firefox, Edge
 - Multimedia AudioVideo support with VLC media player (check www.videolan.org for supported file types)
 - Google Earth Pro Desktop
 - Adobe Acrobat Reader

Supported Content Access Methods:

- IPTV Laptop
 - The IPTV laptop is connected to the Internet and the Intranet. It has USB, USB-C ports allowing for USB attachable media storage devices and an SD card reader.
 - Devices that are natively supported by Windows 10 are supported. No devices that require non-native Windows 10 drivers will be supported.
 - The laptop is equipped with Webroot Endpoint and DNS Protection. This may block some websites so a list of websites to be used in a presentation should be forwarded to the Communications Director with the presentation notification.
- Presenter Supplied Laptop
 - The laptop can access the public WiFi at the IPTV station to display content. The Videographer will supply the password.
 - The laptop must have an external video display port with one of the following interface types and resolutions:
 - USB-C -1080p
 - VGA- 720p
 - HDMI - 1080p
 - mini HDMI - 1080p
 - Display Port - 1080p
 - mini Display Port - 1080p
- Audio is only supported through the HDMI interface

All video, audio, and slide presentations produced for public broadcast on the municipal IPTV channel must follow defined standards.

- Presentations by municipal employees must comply with municipal branding, style, and logo guidelines.
- Narration and slides must contain appropriate disclaimers indicating they are not official legal documents.
- Presentations covering sensitive topics require additional review and approval prior to broadcasting.

- Presenters must have sufficient rights, consents, and licenses for any third party materials utilized in productions.
- Background music or media requires licensing appropriate for broadcast use.
- Presentations must meet TV closed captioning and other multimedia accessibility requirements.
- Presentation files and transcripts will be archived according to records retention policies post-broadcast.
- Presenters must arrive sufficiently early before broadcast to test their presentations and any required technology in the studio.
- Presentations must be tested to identify any compatibility issues or unsupported file formats needing correction.
- Proper cables and adapters must be confirmed available in advance if presenting from personal devices.
- Presenters should have technical rehearsals in the studio prior to live broadcasts when feasible.
- Presentation slides and embedded videos must be formatted at appropriate resolutions and aspect ratios suited for broadcast.
- Adequate transition and timing rehearsals should occur to smooth delivery and transitions.
- Broadcast equipment and software must be tested to ensure reliable audio levels and signal quality.
- Contingency plans should be in place for technical failures during live presentations or loss of connectivity.

2.6.4 Electronic Signage Policy

This policy supersedes:

Town of Raymond – Electronic Sign Policy - Adopted 1/9/2018

Purpose: Establishes appropriate usage guidelines, content standards, placement criteria, administration roles, and system security requirements for digital signage displays located within municipal government facilities. It seeks to effectively communicate with the public while preventing unauthorized access or abuse of signage systems.

Policy Statements:

- The primary purpose of the Town of Raymond’s electronic signs is to promote the Town of Raymond’s meetings, events and services.
- Additionally, the signs will:
 - Enhance Town communications and transparency.
 - Help Raymond be a more welcoming place for the public.
 - Recognize achievements and events within the Town of Raymond.
 - Promote safety awareness in the community.
- All electronic signage display screens located in municipal facilities are for official use only.
- Signage must be located in appropriate public areas with approval from department heads.
- Content displayed must meet branding guidelines and have educational, public service or administrative purposes.
- Emergency messaging takes precedence over standard content when necessary.
- Commercial advertising, political endorsements and inappropriate material are prohibited.
- The communications department will manage and approve content with input from stakeholders.
- Technical specifications will ensure accessibility for citizens and comply with laws.
- Remote device management capabilities must secure signage endpoints and software.
- The Town Manager may delegate sign management responsibilities as necessary.
- Priority will be given to Town departments, elected committees, and Selectmen-appointed boards and committees.
- Postings will be based upon space availability at the discretion of the Town Manager.
- The Town Manager reserves the right to deny use of the sign, alter the contents and the design of information, and post/remove messages as he/she sees fit.
- Exceptions may be granted by the Town Manager on an as needed basis at his/her sole discretion.
- How to Request a Posting
 - An application must be received by the Town Office at least 10 days prior the desired date of posting.
 - Applications will be available at the Town Office and on www.raymondmaine.org.
 - The application will include:
 - Contact information for the requestor
 - The nature of the event to be posted and how this event benefits the citizens of the Town of Raymond

- The desired text, and any desired pictures

2.6.5 Public Website Policy

Purpose: Defines requirements for architecture, administration, emergency contingency provisions, accessibility, cybersecurity, public records compliance and continuity planning for the primary official municipal government public-facing website and any affiliated domains. It aims to maintain a secure, current, usable public information portal representing the government entity.

Policy Statements:

- The municipal website and any affiliated domains must be managed by the communications department or an approved vendor.
- Website content must follow policies covering branding, accessibility, language, and ethical standards.
- Appropriate disclaimers and privacy policies must be published.
- Web hosting providers and technologies must meet security, resilience, and regulatory compliance standards.
- Web traffic, usage patterns and analytics must be monitored to enhance services.
- Web vulnerable code scanning, penetration testing, and remediation are required according to security policies.
- Webmaster roles, change approval processes, and access controls must be maintained.
- Content must be routinely backed up with contingencies for defacement or data loss scenarios.
- The public website will serve as the central public information portal with social media as supplemental outreach channels.

2.6.6 Public Social Media Policy

Purpose: Outlines approved usage, accessibility, public communications, security protocols and content standards for official social media accounts formally representing the municipal government across social media platforms. It seeks to effectively expand citizen outreach and engagement through social channels while safeguarding information and aligning to the government brand.

Policy Statements:

- The municipality's official social media accounts must be managed and maintained by the communications department.
- Accounts should be created only on approved platforms based on target audiences, demographics and municipal branding.
- Content must be accessible, professional, politically neutral and adhere to applicable laws and policies.
- Social media managers must be trained on privacy, security, accessibility and records retention requirements.
- Security controls like multi-factor authentication must be enabled to prevent unauthorized access.
- Social media posts may require public records retention, e-discovery and legal holds.
- Comments and messaging must be monitored consistently and inappropriate content removed promptly.
- Disclaimers should state that third-party content does not reflect municipal opinions or endorsements.

2.6.7 Integration with Local FEMA Plans

Purpose: Enables prudent sharing and coordination of municipal government information technology assets, systems, data and personnel as dictated by Federal Emergency Management Agency (FEMA) incident response plans activated within the locality during major emergencies or disasters. It aims to integrate IT capabilities into community-wide emergency preparation, readiness and response efforts.

Policy Statements:

- The municipality will collaborate with the county office of emergency management and FEMA to integrate IT capabilities into emergency operations plans.
- IT will designate staff roles aligned to the incident command system (ICS) for responding to disasters and emergencies declared by FEMA.
- Technology resources including computers, mobile devices, radios, networks, and satellite communications will be made available to the emergency operations center (EOC) as required.
- Municipal IT policies will enable sharing appropriate data with authorized FEMA response teams during incidents to coordinate efforts.
- IT will maintain and periodically test contingency plans invoked upon activation of FEMA emergency response plans for the locality.
- Any gaps identified in IT resources or capabilities to support the community's FEMA plan will be addressed in collaboration with emergency management leadership.

2.6.8 Municipal Meetings Policy

This policy supersedes:

Town of Raymond - Municipal Meetings Policy - Adopted 10/8/2019

Purpose: Standardizes rules, accessibility requirements, parliamentary procedures, public participation and records handling for open meetings of municipal boards, committees, commissions and government bodies. It seeks to maintain transparency, consistency, order, legal compliance and productive outcomes across public meetings.

Policy Statements:

- All municipal boards, committees and commissions shall conduct meetings following the latest edition of Robert's Rules of Order for parliamentary procedures, except where overridden by local, state or federal laws.
- Electronic video recordings shall be considered the official primary record of municipal meetings when available. Written minutes shall be considered supplemental records.
- Meeting videos shall be made publicly accessible on the municipal website or YouTube within 3 business days or before the next scheduled meeting, whichever comes first.
- Written minutes must identify all video timestamp ranges corresponding to agenda items, motions, votes, and key discussions, in addition to supplemental details.

2.7 Security Policies

Purpose: Prescribes cybersecurity and information protection policies covering technologies, controls, awareness, vendor management, and risk mitigation planning to guard municipal government systems and data against internal and external threats.

2.7.1 Encryption Policy

Purpose: Outlines requirements for layered network security defenses incorporating monitored firewalls, intrusion detection/prevention systems, segmentation, regular vulnerability scanning, wireless controls, remote access restrictions and current endpoint security to protect municipal government networks from compromises and cyberattacks initiated both internally and externally.

Policy Statements:

- Acceptable encryption algorithms, protocols, and minimum key lengths must adhere to industry standards and best practices.
- Encryption should be utilized for data at rest and in transit wherever technologically feasible.
- Highly sensitive data must require encryption when stored, accessed, or transmitted.
- Policies must balance end user experience and usability when applying encryption controls.
- A secure key management process is required covering generation, distribution, storage, rotation, and destruction of keys.
- Access to encryption keys should be logged and tightly restricted based on roles.
- Encryption deployment must align with data classification scheme and regulatory compliance obligations.
- Standards should outline approved technologies, configurations, and implementation practices.
- Encryption requirements should be formally defined for vendors, contractors and other third parties.
- Periodic audits must validate correct encryption usage, key management and policy compliance.

2.7.2 Network Security Policy

Purpose: Outlines requirements for layered network security defenses incorporating monitored firewalls, intrusion detection/prevention systems, segmentation, regular vulnerability scanning, wireless controls, remote access restrictions and current endpoint security to protect municipal government networks from compromises and cyberattacks initiated both internally and externally.

Policy Statements:

- Network perimeter controls like firewalls, IDS/IPS must follow documented standards for secure configuration and maintenance.
- Network segmentation should isolate and restrict traffic between subnets based on data classification levels.
- Wireless networks must incorporate authentication, encryption and access control best practices.
- Network infrastructure security logging and monitoring is required to detect potential attacks and anomalies.
- Ports and services should be disabled if not explicitly required for approved business use.
- Network vulnerability scanning must regularly test defenses and identify gaps or misconfigurations.
- Patch management processes must maintain currency of network device software and firmware.
- Change management procedures are required for network changes or reconfigurations.
- Network diagrams and data flows must be kept updated and aligned with infrastructure.
- Networks carrying payment card data must adhere to PCI DSS wireless guidelines

2.7.3 Vendor Management Policy

Purpose: Defines security controls, risk assessment requirements, access restrictions and contract clauses when allowing external vendor, contractor, partner and consultant connections to municipal government networks, systems and data. It seeks to enable prudent third party business relationships while ensuring accountability, layered defenses and protections govern all remote and onsite vendor access.

Policy Statements:

- Formal risk assessments must be conducted for all third party vendors processing, storing or accessing the municipality's confidential data.
- Risk levels should be determined based on data classification and vendor assigned trust levels.
- Legal agreements must document security expectations, liability, failure reporting, and right-to-audit clauses.
- All vendor accounts accessing municipal resources must utilize strong multifactor authentication and least privilege restrictions.
- Vendor remote access must route through isolated network segments with additional inline controls.
- Valid vendor certificates must be installed to securely authenticate any external connections.
- Vendor credentials and passwords should be regularly rotated and immediately revoked after engagements.
- Change management procedures must be followed when modifying vendor access privileges.
- Timely deprovisioning of access must occur for vendor personnel no longer assigned to municipal projects.
- Periodic review of vendor entitlements is required to ensure appropriate and timely deprovisioning.

2.7.4 Teleworking Policy

Purpose: Extends existing municipal government information technology security policies, protocols, employee awareness responsibilities and acceptable use standards to remote work and telecommuting situations. It seeks to maintain effective safeguards, access restrictions and data protections for government networks, systems and information when accessed externally.

Policy Statements:

- Employees approved for telework must adhere to all security, acceptable use, and general HR policies when working remotely.
- Required hardware, software, and networking equipment will be provided by IT to facilitate secure remote access.
- Teleworkers are prohibited from connecting to internal networks directly from personal or public systems.
- Multifactor authentication must be utilized for any remote access connections to internal resources.
- Teleworkers must ensure confidential data is not transmitted or stored on unauthorized systems.
- Regular anti-malware scanning and prompt application of system updates is required for remote endpoints.
- Teleworkers must take precautions to prevent unauthorized access to work devices or materials within home environments.
- Secure VPN must be utilized when accessing internal applications and data remotely.
- Remote desktop access to internal systems should employ strong session encryption algorithms.

2.7.5 Secure Password Storage Policy

Purpose: Prohibits plaintext storage or transmission of municipal government user credentials or passwords. It requires properly hashing passwords, limiting access to hashes, utilizing salted hashes, and encrypting passwords for transmission across networks. This policy seeks to prevent password compromise, theft and misuse through technical protections and restricted access.

Policy Statements:

- User credentials and passwords must not be stored or transmitted in plaintext.
- Passwords must be hashed using secure cryptographic algorithms before persistence.
- Hashed passwords should leverage salting with a unique, random salt per user.
- Secure password stores such as password management systems must be used to securely store credentials.
- Access to password stores must require multifactor authentication aligned to privilege requirements.
- The use of authorized password stores must be audited regularly by IT security.
- Shared account credentials must only be stored in approved central, encrypted stores with access limited to required personnel.
- Administrative passwords must follow defined complexity standards and rotation frequency.
- Passwords or access keys for encrypted data stores should be kept separate from the data.
- Compromised credentials must be changed immediately across all systems.

2.7.6 Mobile Device Management Policy

Purpose: Defines requirements for central enrollment, configuration, encryption, remote wipe capabilities, access controls, allowable applications and acceptable use standards for all municipally-issued smartphones, tablets, laptops and mobile devices based on data sensitivity levels. It aims to maintain appropriate mobile security, data protection and operational control irrespective of device location.

Policy Statements:

- All municipality-issued mobile devices must be enrolled in the central mobile device management (MDM) system.
- MDM capabilities should include inventory tracking, configuration control, remote wiping, app management, and automated policy enforcement.
- Passcode complexity, data encryption, remote wipe, installed app restrictions, and antenna control policies will be implemented based on data risk levels.
- Jailbreaking, rooting, unlocking bootloaders, or otherwise circumventing built-in device security controls is strictly prohibited.
- Required MDM agents must not be uninstalled, disabled or worked around without explicit authorization from IT.
- Remote wipe of municipal data will be performed if a device is lost or stolen.
- Mobile devices must be kept secure when traveling and not left unattended in public.
- Any loss or theft of municipal mobile devices must be reported immediately to IT and management.

2.7.7 Vulnerability Management Policy

Purpose: Mandates continuous vulnerability identification, risk-based prioritization, centralized tracking and remediation of security weaknesses discovered within municipal government information systems, software applications, and network infrastructure following established practices. It seeks to systematically find and mitigate risks thereby measuring and enhancing organizational cyber resilience.

Policy Statements:

- An inventory of all IT assets and software must be maintained, along with assignment to data owners.
- New systems must have vulnerabilities identified prior to production deployment through static or dynamic analysis testing.
- Automated vulnerability scanning tools will be configured to perform periodic scans of networks, servers, endpoints, applications, databases, and other systems.
- Detected vulnerabilities will be classified and risk rated based on severity, exploitability, and potential impact.
- Asset owners will be provided with vulnerability reports, and expected to remediate issues within defined timelines based on severity risk rating.
- Vulnerability remediation will follow change management processes and incorporate compensating controls if immediate patching is infeasible.
- IT security team approval is required for exemptions or acceptance of any vulnerabilities deemed high risk.
- External penetration tests will be performed annually to identify vulnerabilities through simulated attacks against the environment.

2.7.8 Central Credentials Repository Policy

Purpose: Requires use of an approved centralized password vault or secure digital wallet for storage, access controls and management of credentials necessary for administering municipal government systems, data and devices. It aims to reduce standing access while improving password strength, periodic rotation and revocation when employees are off-boarded or transition between roles.

Policy Statements:

- All credentials and passwords necessary for administering municipal systems and hardware must be securely stored in an approved central password management repository.
- This includes passwords for server operating systems, network devices, workstations, system administrator accounts, software logins, and hardware/firmware passwords.
- The central password repository must utilize encryption and multifactor authentication for access.
- Only IT staff with an essential administrative job function may be granted access to the repository.
- Passwords must be programmatically generated with sufficient complexity and rotated at appropriate intervals.
- Repository permissions and access must be reviewed quarterly to ensure only authorized users have continued access.
- Logging and auditing capabilities must track all password viewing, access and usage.
- Onboarding/offboarding processes must immediately grant or revoke access for IT administrators.

2.7.9 Electronic Signature Policy

Purpose: Enables, establishes legal validity, and governs the permitted use and required controls when accepting electronic signatures on municipal government records, forms, registrations, contracts and other documents requiring execution or approvals. It aims to improve efficiency and continuity while still maintaining integrity, non-repudiation, and legal compliance.

Policy Statements:

- Electronic signatures should meet requirements to be legally binding and enforceable.
- An electronic signature policy and process must be defined covering how they are used, technologies enabled, access controls, and signature validity.
- Acceptable electronic signature methods may include username/passwords, PINs, digital signatures, or third party signing services.
- Multifactor authentication should be utilized where possible for identity assurance.
- Signed records must maintain authenticity, integrity, non-repudiation, and audit log traceability.
- All uses of electronic signatures should follow records management policies for retention requirements.
- Procedures must ensure continued verifiability of signatures over long term records retention.

2.7.10 Remote Vehicle Monitoring Policy *left blank for future use*

Purpose: Allows tracking, telematics and driver monitoring on municipal government vehicles to cost-effectively improve fleet safety, fuel efficiency, routing, and asset security balanced by restrictions preventing unauthorized personal location tracking or data misuse. It aims to enhance municipal operations through vehicle telemetry data while recognizing and mitigating privacy concerns.

Policy Statements:

- GPS tracking and telematics systems installed on municipal vehicles are for official purposes only related to fleet management, safety, and asset protection.
- Detailed locational tracking and reporting of official municipal vehicles may occur without notice. Personal use vehicles will be excluded.
- Drivers may be monitored for speed, acceleration, braking, seat belt usage and idle times to improve safety and economy.
- Alerts may be configured to detect unauthorized usage during off hours or geographical restrictions.
- Vehicle telemetry systems and collected data will be adequately secured against unauthorized access or tampering.
- Collected vehicle usage statistics, geospatial data, and reports will be protected appropriately per data classification.
- Any driver privacy concerns related to vehicle telematics monitoring should be raised to the Fleet program manager.

2.7.11 Internet Proxy Policy

Purpose: Requires routing all municipal government employee computer and mobile device external internet traffic through an authorized network proxy server to enforce content filtering, logging, threat protection, bandwidth management and access controls aligned to acceptable use policies. It aims to securely manage internet usage, prevent inappropriate activities, and protect government resources.

Policy Statements:

- All employee internet access must route through the authorized web proxy server on the municipal network.
- The proxy will perform content filtering to restrict access to prohibited or inappropriate websites in accordance with Acceptable Use Policies.
- Websites categorized as blocked will be inaccessible to standard users. Whitelist exceptions require IT approval.
- The proxy will log all internet access including sites visited, files downloaded, and user attribution. Logs will be retained per regulatory requirements.
- Encrypted HTTPS traffic may be decrypted at the proxy for logging, filtering, and malware prevention where legally permissible. Employees receive a warning upon policy acknowledgement at hiring.
- Prohibited activities including accessing illegal content, torrents/P2P, malicious sites will be blocked and reported via alerts.
- The proxy must load balance web requests across internet connections and provide denial of service attack mitigation.

2.7.12 Credit Card Payment Policy

Purpose: Establishes network segmentation, system security, key handling, physical controls, and strict access restrictions when processing, storing or transmitting payment card data to maintain compliance with mandated payment card industry data security standard (PCI DSS) requirements. It aims to enable secure digital payment capabilities while preventing unauthorized card data exposure.

Policy Statements:

- All credit card payment activities must comply with the Payment Card Industry Data Security Standard (PCI DSS).
- Cardholder data includes the full card number, expiration date, CVV code, and name. This information must be protected.
- Only approved municipal payment systems and methods may be used to process payments.
- Any new payment technologies or services must be assessed and approved to ensure PCI compliance.
- Cardholder data may only be used for processing payments and must not be stored in municipal systems unmasked.
- Secure mechanisms must tokenize/mask data at point of transaction.
- Physical media containing card data must be securely stored with strict access controls if permitted under policy.
- Personnel accepting payments must complete annual PCI DSS awareness training.
- Quarterly network and application scans must validate PCI compliance. Any gaps or policy violations must be remediated urgently.

2.7.13 Removable Media and Storage Device Usage Policy

Purpose: Outlines approved usage, data restrictions, maintenance processes and prohibited activities related to memory sticks, flash drives, external drives, optical discs and other removable media devices within the municipal government environment. It seeks to prevent data loss, malware infections and inappropriate information access through controlled portable media.

Policy Statements:

- Use of removable media such as USB drives, external hard drives, CD/DVDs is only permitted for authorized purposes. Personal use is prohibited.
- Storage devices must be scanned for malware before use and encrypted as per data protection standards.
- Confidential data should not be stored on removable media except for essential backup or transfer operations with approval.
- Removable media containing municipal data should be physically secured when not in use.
- IT asset management records should track assignment of USB drives to users and device inventories.
- Removable media should be permanently erased or destroyed prior to disposal according to data sanitization standards.
- Writing confidential data to consumer cloud drives, email platforms or exchange via unauthorized services is prohibited.
- IT approval is required for connecting unauthorized devices like personal phones or storage devices to municipal systems.

2.7.14 Vulnerability Disclosure Policy

Purpose: Defines secure policies and procedures including communications channels, coordinated disclosure timelines and legal safe harbor that govern external security researchers ethically reporting discovered vulnerabilities within internet-accessible municipal government digital systems, services and applications. It aims to enable improved security and citizen trust through responsible disclosure protocols.

Policy Statements:

- This policy provides guidelines for security researchers and third parties to responsibly report vulnerabilities discovered in municipal systems.
- Discovered vulnerabilities should be reported via encrypted email to security@municipality.gov which will create a security event ticket.
- Sufficient details should be provided to reproduce and validate the vulnerability, along with a suggested severity rating based on impact.
- Public disclosure of vulnerabilities by the researcher should not occur until reasonable time for remediation has passed after notification.
- Subject to verification, individuals or organizations who follow this policy will not face negative consequences for discovering and reporting vulnerabilities responsibly.
- After mitigation, credits and acknowledgement may be provided to reporters at their discretion.
- Confirmed significant vulnerabilities will be addressed based on severity within the following response timeframes:
 - Critical - 7 days
 - High - 30 days
 - Moderate - 90 days
 - Low - 180 days
- An encrypted public key will be made available for securely communicating vulnerability details.

2.7.15 IT Forensics and Legal Investigations Policy

Purpose: Establishes prudent requirements for proactive security logging, regular baseline backups, chain of custody, evidence preservation, accountability and data recovery to support municipal government investigations, litigation responses and court proceedings involving electronically stored information. It aims to balance security, privacy and compliance obligations.

Policy Statements:

- This policy establishes procedures to support legal investigations and e-discovery requests involving municipal IT systems and data.
- Formal information requests must be validated and approved by the City Attorney prior to IT assistance.
- IT will maintain baseline forensic images of critical systems to expedite investigation or recovery needs.
- Forensic tools will utilize write-blocking to preserve digital evidence integrity during analysis.
- Chain of custody will be followed when handling and transferring evidence media.
- Collected evidence will be securely stored in a manner allowing for admission as exhibits in legal proceedings.
- Documents and electronic records designated as responsive to an investigation will be comprehensively identified and preserved.
- Redaction of privileged, confidential or non-responsive data will occur prior to release.
- The City Attorney will coordinate the review and release of electronic records to parties in litigation.
- IT security will ensure all exported records are properly authenticated.

2.8 Infrastructure Policies

Purpose: Provides policies guiding management of municipal government networks, systems environments, buildings, electronic access controls and other technology infrastructure to maintain reliability, business continuity, and physical security.

2.8.1 Resilient Network Policy

Purpose: Requires architects to design municipal government networks with redundancy, fault tolerance, traffic engineering and failover capabilities that maximize availability and eliminate single points of failure. It aims to sustain reliable connectivity, prevent outages, and maintain business continuity through intentional resilient network characteristics.

Policy Statements:

- The municipal network will be architected to maximize resilience and redundancy.
- A fiber optic backbone ring will be implemented utilizing redundant connections between locations.
- In the event of a fiber cut or node failure, traffic will automatically reroute in the opposite direction on the ring.
- Critical network availability zones will be established served by redundant fiber rings.
- 10Gbps minimum ring capacity will prevent outages during peak demand. Self-healing 1Gbps rings can serve standard locations.
- Rings will incorporate automatic failover to redundant paths based on open shortest path first (OSPF) routing.
- Ring connections will utilize a compatible framing architecture like SONET/SDH.
- Network operations staff will be trained to rapidly isolate and bypass failed ring segments.
- Requirements like diversity, distance, and quality will apply for new fiber installations.

2.8.2 Building Automation Policy

Purpose: Defines physical, logical and administrative security safeguards required for building automation systems controlling lighting, HVAC, energy management, physical access and other capabilities that enable smart energy efficient municipal government facilities. It seeks to prevent unauthorized access or manipulation of automated environmental systems.

Policy Statements:

- Building automation systems controlling HVAC, lighting, electrical, and security must be properly secured against unauthorized access.
- Access will be limited to facilities management staff with least privilege permissions. Multifactor authentication should be enforced.
- Systems must be isolated from the corporate network and other high risk assets.
- Monitoring will detect abnormal equipment behavior and failures. Alerting will notify staff of issues.
- Disaster recovery plans will cover rebuilding system programming and restoring configs from backups.
- Change management procedures will be followed for any modifications to equipment or automation programming.
- Systems will undergo periodic pentesting to validate the effectiveness of security controls. Vulnerabilities will be remediated.
- Equipment should receive timely firmware updates to fix known holes and maintain warranty coverage.
- Physical controls will prevent unauthorized access to automation controllers, wiring and networked components.

2.8.3 VoIP Server Policy

Purpose: Outlines installation, configuration, authentication, availability redundancy, encryption, access restrictions and network security precautions required when deploying Voice over IP (VoIP) phone systems to provide enterprise telephony capabilities across municipal government locations and personnel. It aims to enable unified communications with security, resiliency and compliance.

Policy Statements:

- The municipal VoIP phone system must be secured against unauthorized access and abuse.
- The PBX will be configured to use complex passwords, IP address whitelisting, and limit remote login.
- Voicemail PINs will enforce complexity standards and be distributed separately from phone extension assignments.
- Automated remote alerts will notify on detected attacks, breaches, or outages impacting the VoIP system.
- Network traffic will be encrypted between the PBX, phones, and voice gateway using TLS/SRTP.
- Vulnerability scans will assess any risks, misconfigurations, or unpatched PBX components.
- The PBX and phones will reside on an isolated network segment to restrict traffic.
- QoS prioritization will ensure optimal voice quality on the network.

2.8.4 E-Mail Server Policy

Purpose: Establishes architecture, storage, backup, redundancy, security hardening, anti-spam, continuity provisions and access control measures required to ensure availability, integrity and data protection for municipal government email platforms, data stores and mailbox accounts. It seeks to balance communication capabilities supporting operations with appropriate safeguards.

Policy Statements:

- E-mail servers enabling staff mailboxes must be secured against unauthorized access.
- Servers will have unnecessary services disabled, utilize TLS encryption, and be kept updated.
- Mailboxes will require strong passwords that expire periodically.
- Server logs will feed into security information and event management (SIEM) systems for centralized analysis.
- Boundary defenses like spam filtering and attachment sandboxing will detect malicious emails.
- Mail flow will incorporate mechanisms to block phishing attempts and graymail.
- E-mail continuity and retention capabilities will meet policy and statutory requirements.
- Mail server access controls will follow least privilege principles and access will be monitored.

2.8.5 Physical IT Infrastructure Access Control Policy

Purpose: Manages physical access to restricted areas containing sensitive municipal government information technology infrastructure through defined electronic access control requirements, multifactor authentication, video surveillance, visitor protocols, access reviews and revocations aligned to security roles. It aims to allow necessary physical proximity while preventing unauthorized entry.

Scope: This policy applies to controlled areas including data centers, network closets, server rooms, telecom facilities, and areas specially designated to house sensitive IT assets. It covers all employees, contractors and third parties who require physical access to these restricted facilities.

Policy Statements:

- Electronic access control systems using badge readers or biometric scanners must be installed on entry points to restricted IT facility areas.
- Physical access to restricted areas will be granted only to personnel with designated job roles requiring proximity to sensitive infrastructure for tasks like hardware maintenance, cabling, monitoring or repair.
- Security teams will administer access control permissions and maintain a definitive up-to-date roster of authorized staff needed in these areas.
- Any new access requests or adjustments to access must go through an approval workflow including the asset owner and security manager.
- Comprehensive physical access logs will be maintained and regularly reviewed to identify anomalies.
- Electronic locks must default to failing closed if the access control system or power source is disrupted.
- All physical access points must have updated video surveillance with 90 days retention to correlate access logs and events.
- Annual audits will validate that electronic lock access to sensitive facilities aligns with least privilege principles.

Compliance: Facility managers and asset owners are responsible for requesting appropriate access for their teams. Security managers must approve requests and ensure adherence to this policy. Violations may result in disciplinary action.

2.8.6 Building Security and Alarm Policy *left blank for future use*

Purpose: Establishes integrated electronic, network and physical security controls required to detect unauthorized entry, tampering or threats to municipal government facilities while enabling rapid, effective incident response. It seeks to protect infrastructure, information and occupants through layered defenses.

Policy Statements:

- Physical access controls must secure municipal buildings, offices, and facilities housing IT infrastructure or sensitive data.
- Security controls will include door access card readers, CCTV cameras, duress/panic buttons, motion detectors, glass break sensors and tamper alarms as appropriate.
- Card reader access must be integrated with IT user account management and provisioning systems.
- Alarms must notify security personnel and systems must create audit logs of all access and events.
- Warning signage will be posted making unauthorized entrants aware of monitoring and alarm systems.
- Contingency plans must cover alarm failures, communication disruptions, and duress scenarios preventing card use.
- Technical controls will aim to channel and restrict access, detect intrusions, delay breach progress and respond rapidly to incidents.
- All physical security systems must be included in backup routines, redundancy configurations and disaster recovery plans.

2.8.7 Website Server Policy

Purpose: Defines secure configuration, redundancy, backup, access restrictions, vulnerability management, and continuity provisions needed to keep public-facing municipal government web servers available and protected from compromise. It aims to maintain ongoing uptime and availability of online services that citizens rely on.

Policy Statements:

- The website server environment must adhere to system hardening standards based on best practices.
- Operating systems, applications, and content management systems must utilize security capabilities and receive regular patches/updates.
- Unnecessary ports, protocols, and services will be disabled to reduce the attack surface.
- Network firewall rules will restrict traffic to only required ports.
- Web application firewalls or filtering devices will provide additional security layers against attacks.
- User access to backend website management interfaces will require multifactor authentication.
- Server logging will be centralized and monitored for signs of unauthorized access or abuse.
- Minimum TLS version for web traffic will meet cryptography standards.
- Backup and disaster recovery provisions must allow restoration of servers and website content.
- Default credentials on websites, applications, and devices will be changed.
- Server user access will be limited based on the principle of least privilege.
- File and folder permissions will be properly configured according to approved standards.
- Input validation and sanitization will help prevent website application attacks.
- Source code will be reviewed for vulnerabilities prior to deployment to production.
- Continuous security and vulnerability scanning will identify risks for remediation.

2.8.8 Intranet Server Policy

Purpose: Outlines access control rules, traffic restrictions, security hardening, web encryption, and availability measures required for internal employee-only municipal government intranet servers providing authenticated access to tools and resources. It seeks to enable workforce productivity through internal web apps while preventing external intrusions.

Policy Statements:

- Intranet web servers allowing employee access must be secured to prevent unauthorized use.
- Content must be properly access controlled based on defined user roles and privileges.
- Authentication will integrate with the employee directory and use multifactor methods where possible.
- Intranet resources will only be accessible from the internal corporate network or via VPN tunnels.
- Web traffic must utilize TLS encryption and verified certificates to prevent eavesdropping.
- Servers will have unnecessary services and ports disabled to minimize vulnerabilities.
- Operating systems and web platforms will be kept fully patched and up-to-date.
- Backup routines must ensure content and configuration can be restored after outages.
- Security controls will undergo periodic penetration testing and remediation to identify gaps.

2.8.9 Video Surveillance Infrastructure Policy

Purpose: Establishes capabilities, cyber protections, high availability, open architecture to support integrations, footage retention rules, and access controls mandated for IP-based video surveillance, camera systems and video analytics supporting physical security for municipal government facilities. It aims to enable ongoing situational awareness and forensic investigations.

Policy Statements:

- Surveillance cameras should utilize PoE for connectivity and power where feasible. PoE switching must provide reliable power.
- Cameras must have adequate resolution, storage and bandwidth to enable facial recognition and license plate capture according to system capabilities.
- Video analytics systems require defined use cases, protections and oversight to ensure responsible use.
- Facial recognition capabilities must meet accuracy thresholds prior to deployment in coordination with legal and IT teams.
- License plate recognition requires proper lighting, positioning, resolution and machine learning algorithms.
- Continuous footage streams are needed at sufficient quality levels to support analytics.
- Facial and license plate data constitute sensitive personal information requiring strict access controls and encryption.
- Surveillance servers, workstations and networking equipment will reside on isolated, segmented networks per standards.
- Access controls will govern viewing, search and export of footage based on defined roles. Multifactor authentication is required.
- Encryption must be employed for video at rest and in transit if confidential data could be captured.
- Infrastructure redundancies and backups should allow continuous recording and access to feeds/archives.
- Physical security controls will prevent unauthorized access to surveillance infrastructure and wiring.

3 IT Standards

Purpose: Defines detailed technical specifications, configuration requirements, and design architectures for municipal government software, hardware, networks, facilities, security controls and cloud environments based on industry leading practices to optimize performance, reliability, continuity and security of technology resources.

3.1 Open Source Software Standards

Purpose: Defines security, licensing and procurement controls when adopting open source software platforms across municipal government systems to realize benefits like flexibility and lower costs while managing associated risks.

3.2 IPv6 Adoption Standards

Purpose: Standards and migration approaches for transitioning municipal government networks, systems and devices from IPv4 to IPv6 addressing to align with industry direction and prevent address exhaustion disruptions.

3.3 Firewall Standards

Purpose: Establishes specifications for firewall architecture, encryption capabilities, segmentation, configuration, logging, performance, redundancy and security capabilities to protect municipal government networks.

3.4 Network Infrastructure Standards

Purpose: Provides standards for deploying and managing high availability wired LAN, secure wireless LAN, and reliable WAN connectivity linking all municipal government facilities and users.

3.4.1 Wired LAN Standards

Purpose: Provides detailed technical standards and specifications for designing, deploying and managing secure, high performance, and reliable wired local area network (LAN) infrastructure to sustain connectivity for municipal government users and systems within facilities.

3.4.2 Wireless LAN Standards

Purpose: Defines architecture, segmentation, authentication, encryption, access control and monitoring requirements when implementing and operating municipal government workplace and public wireless local area networks (WLAN). It aims to enable mobility while restricting unauthorized access.

3.4.3 WAN Connectivity Standards

Purpose: Outlines technical specifications, service level requirements, diversity, failover, and security controls when procuring and implementing high speed, low latency, reliable and secure wide area network (WAN) connectivity between municipal government facilities.

3.5 Workstation Configuration Standards

Purpose: Defines standard hardware and software configurations, security controls, managed device settings, and administrative policies for municipal government workstations by operating system and user role to optimize security, performance and support.

3.6 Server Standards

Purpose: Prescribes specifications for hardened server installation, configuration, authentication, encryption, access controls, virtualization, administration and lifecycle replacement of municipal government servers.

3.7 Server Room and Data Center Standards

Purpose: Provides detailed requirements for physical security, power delivery, battery backup, generator backup, HVAC temperature/humidity controls, water detection, fire suppression systems and cabling within rooms and data centers housing critical municipal government IT server and network infrastructure. It aims to create resilient reliable spaces protecting critical systems from environmental threats, disruptions and unauthorized physical access.

3.8 Equipment Racks and Cabinets

Purpose: Requirements for standardizing IT infrastructure rack design, power distribution, cooling, cable management and equipment mounting to provide consistent and safe installation.

3.9 Access Control and Authentication Standards

Purpose: Specifies standards for electronic physical access control systems, user authentication methods, and secure remote access to provide identity validation and restrict unauthorized access to municipal government resources.

3.9.1 Access Control Standards

Purpose: Defines requirements for electronic physical access control systems including supported strong authentication methods, audit logging, door controller and electrified lock specifications, request/approval processes, and integration with other security systems. It aims to allow appropriate access while preventing unauthorized entry to restricted areas.

3.9.2 Authentication Standards

Purpose: Establishes approved methods, protocols and technologies to authenticate identity when granting access to specific municipal government IT resources based on data sensitivity levels. It aims to properly verify users are who they claim to be through standards covering passwords, multi-factor authentication, biometrics, digital certificates, single sign-on, and identity federation.

3.9.3 Network Access Standards

Purpose: Specifies secure protocols, encryption algorithms, configuration controls, timeout thresholds, logging, and layered defenses required when accessing internal municipal government enterprise networks or resources remotely over untrusted external networks. It seeks to enable secure remote connectivity to government systems for authorized users.

3.10 VoIP Infrastructure Standards

Purpose: Defines detailed availability, call routing, quality of service, security, power backup, redundancy, surge protection, and wiring requirements for municipal government Voice over Internet Protocol (VoIP) communications systems including IP phones, PBXs, voice gateways, session border controllers and underlying network infrastructure. It aims to deliver reliable enterprise telephony capabilities.

3.11 Video Surveillance Standards

Purpose: Outlines minimum camera resolution, retention duration, availability, cyber protection, secure integrations, access control and data handling mandates for video surveillance, IP cameras, digital video recorders, video analytics, and monitoring workstations used to enhance physical security of municipal government facilities based on industry best practices.

3.12 Cellular Device Standards

Purpose: Establishes standard secure configurations, device management standards, data encryption, remote wipe abilities, system integrations, and acceptable use policies for municipally-owned cellular phones, smartphones, wireless hotspots and cellular-enabled devices issued to government employees based on data sensitivity levels. It aims to maintain appropriate mobile security.

3.13 Cloud Computing Standards

Purpose: Defines security, redundancy, procurement, and governance requirements when adopting infrastructure (IaaS), platform (PaaS), software (SaaS) or other cloud computing delivery models to provide services involving municipal government data. It seeks to enable cloud benefits while ensuring provider oversight, managing risks, retaining control over sensitive data, and supporting continuity.

3.14 Database Server Standards

Purpose: Outlines specifications for secure installation, configuration, encryption, access controls, permissions, auditing, redundancy, and disaster recovery when deploying and managing database servers containing restricted municipal government information. It aims to protect the confidentiality, integrity and availability of database systems and data.

3.15 Email Server Standards

Purpose: Provides minimum requirements for storage quota assignment, retention duration, attachment restrictions, encryption, IMAP/POP3 access controls and authentication mechanisms for municipal government enterprise email platforms along with availability, redundancy, security hardening and backup specifications. It seeks to balance communication utility with security for email infrastructure.

3.16 Directory Services Standards

Purpose: Defines specifications for centralized directory services and identity stores supporting single sign-on, role-based access controls, password synchronization, identity lifecycle management, and redundancy for municipal government user authentication systems. It aims to streamline identity management and access control administration.

4 IT Procedures

Purpose: Provides instructions and standardized processes for executing routine IT management tasks related to assets, changes, incidents, availability, backups, projects and other technology operational areas to maintain consistent, efficient service delivery.

4.1 Asset Management Procedures

Purpose: Provides instructions for maintaining a frequently updated centralized inventory of all municipal government information technology hardware and software assets including data sources, scanning processes, inventory maintenance workflow, and integration with other IT systems for tracking licenses, contracts, acquisitions and depreciation.

4.2 Change Management Procedures

Purpose: Outlines required procedures and responsibilities for requesting, reviewing, approving, scheduling, testing, implementing, documenting and verifying changes to municipal government technology systems, infrastructure, hardware, software, applications and services per defined change management processes.

4.3 Incident Response Procedures

Purpose: Formally defines roles, responsibilities, internal/external communications channels, triage processes, reporting requirements and steps to detect, analyze, prioritize and respond to information security incidents, cyber attacks and data breaches against municipal government digital assets according to established protocols.

4.4 Disaster Recovery Procedures

Purpose: Provides detailed checklists of sequential recovery steps, testing methods, and responsibilities for enacting municipal government disaster recovery plans to restore essential IT operations, critical infrastructure and key systems to re-establish productivity following different type of outage or disruption scenarios.

4.5 Backup and Restore Procedures

Purpose: Delineates standardized processes, scheduling, reporting, verification testing, and data protection handling requirements for conducting backups of critical municipal government systems and data along with executing restores of files, folders, applications, databases, servers and operating systems when needed.

5 IT Security

Purpose: Prescribes information security protocols, controls, and safeguards required to maintain confidentiality, integrity, and availability of municipal systems and data based on risk assessments and recognized standards to guard against cyber threats.

5.1 Acceptable Encryption Standards

Purpose: Specifies approved advanced encryption algorithms, protocols, minimum key lengths, industry standards and implementation methods required when implementing cryptographic protection controls to secure highly sensitive or confidential municipal government data at rest, in transit, or for communications based on data classification risk assessments.

5.2 Password Security Standards

Purpose: Establishes baseline complexity requirements, rotation frequency, reuse prohibitions, failed login policies, multifactor authentication specifications, storage hashing parameters, and transmission encryption methods according to current industry recognized best practices for authentication credentials protecting access to municipal government systems.

5.3 Access Control Standards

Purpose: Provides detailed technical specifications and configurations for implementing least privilege role-based access control (RBAC), identity federation, authorization limitations, and separation of duties when granting access across diverse municipal government computing systems and resources based on assigned roles and data sensitivity.

5.4 Network Security Standards

Purpose: Defines baseline requirements, controls, protocols, perimeter defense capabilities, encryption mechanisms, redundancies, compensating controls and recommended technologies to implement layered network security defenses protecting all municipal government networks against both internal and external-based cybersecurity threats and attacks.

6 Compliance and Audits

Purpose: Validates alignment with legal, regulatory and policy mandates related to technology management and data protections through risk assessments, compliance audits, and evidence collection. Seeks to identify gaps, reduce deficiencies, and strengthen governance.

6.1 Compliance Requirements

Purpose: Identifies key regulatory compliance obligations, data types, infrastructure categories, agency reporting, technology usage standards and general security controls that invoke applicable federal, state and municipal statutes, regulations and ordinances which municipal government IT systems, networks, and data activities must adhere to.

6.2 Information Security Audits

Purpose: Outlines methodology, frequency, auditors, review categories, vulnerability probing restrictions, reporting formats and notification procedures for both internal self-assessments and third party audits evaluating the effectiveness of implemented security controls and adherence to policies for the municipal government's information security program. It seeks to identify gaps, policy violations and improvement opportunities.

7 Appendix

Purpose: Supplemental reference materials, links, supporting documents, guidelines and forms used in administering municipal government IT policies, standards and procedures. Enables lookup of additional details for carrying out technical, administrative and managerial tasks covered in Sections 2 through 6.

7.1 Glossary of Terms

Purpose: Provides definitions and explanations of key information technology and information security terminology, acronyms, and abbreviations used within municipal government IT policies, standards and procedures to ensure consistent understanding across documents.

Access Control - Managing access to resources and systems based on identity and authorized permissions.

Active Directory - Microsoft directory service managing permissions and access to resources.

Antivirus Software - Program designed to detect, stop and remove viruses and other malicious code.

Asset Management - The process of tracking, maintaining and protecting IT hardware and software assets.

Authentication - Verifying the identity of a user or system attempting access.

Backdoor - Undocumented way of gaining remote access to a system bypassing normal security controls.

Backup - Copying data to a second location to enable recovery in case of data loss.

Bandwidth - Maximum volume of data that can be transmitted over a network connection in a given time period.

Botnet - Network of compromised devices infected with malware allowing centralized remote control by an attacker.

BYOD - Bring Your Own Device; the practice of allowing employees to use personal mobile devices to access company data and systems.

Cloud Computing - Utilizing shared computing resources, software and information provided over the internet rather than local servers.

Cybersecurity - Protecting systems and data from digital attacks to ensure confidentiality, integrity and availability.

Data Breach - Unauthorized access, theft or release of sensitive information.

Data Classification - Categorizing data by sensitivity and business impact to determine protection requirements.

DDoS - Distributed Denial of Service; Malicious attempt to disrupt network traffic by overwhelming a target with fake requests.

DLP - Data Loss Prevention; controls to prevent unauthorized data exfiltration.

DMZ - Demilitarized Zone; a subnet segmenting an organization's internal network from the public internet.

DNS - Domain Name System; system that resolves human readable hostnames to machine IP addresses.

DoS - Denial of Service; cyber attack aiming to disrupt system and network availability.

Encryption - Encoding data in a form that can only be accessed by authorized parties.

Endpoint - Laptops, desktops, mobile devices and other systems used to access networks and applications.

Firewall - A network security system that monitors inbound and outbound traffic based on security rules.

Hacker - An unauthorized user that attempts to gain access to computer systems for malicious purposes.

Hash - Transforming a string into a fixed alphanumeric string using a cryptographic algorithm.

IDS - Intrusion Detection System; monitors networks and systems for malicious activity.

Information Security - Protecting the confidentiality, integrity and availability of data and systems through controls.

IP Address - Numerical internet protocol address uniquely identifying a computer system connected to a network.

IT - Information Technology; the infrastructure, systems, software, networking for managing and processing data.

LAN - Local Area Network linking computers within a facility or campus.

Log - Record of events, access or changes in a computer system stored sequentially.

Logic Bomb - Code intentionally inserted into a system to execute a malicious action when specified conditions are met.

Malware - Malicious software intended to compromise systems such as viruses, trojans, spyware.

MFA - Multifactor Authentication; Authentication using two or more proofs of identity.

NGFW - Next-Generation Firewall; Advanced network firewalls incorporating application data and intelligence.

Password - A secret string of text entered to authenticate and gain access to a computer system.

PCI DSS - Payment Card Industry Data Security Standard for handling credit cards.

Penetration Testing - Authorized simulated attacks against an environment to test security posture.

PHI - Protected Health Information regulated under HIPAA.

PII - Personally Identifiable Information that can identify an individual.

Ransomware - Malware that encrypts data until ransom is paid.

Router - Network device that forwards packets between networks using routing tables.

Server - A computer that provides data or services to other devices on a network.

Software - Programs and applications that run on computer systems and devices.

Spyware - Software that covertly monitors activity and sends data to interested parties.

SQL Injection - Code injection attack against databases.

SYSLOG - Standard for sending log messages across a network.

Trojan - Malware that misleads users about its true intent.

Virus - Malicious software that replicates itself to infect computer systems.

VLAN - Virtual Local Area Network used to isolate traffic on the same physical network.

VPN - Virtual Private Network; provides secure remote internet access to a local network.

Vulnerability - Security flaws or misconfigurations in systems that attackers can exploit.

WAF - Web Application Firewall; Protects web apps from attacks and applies security policies.

WAN - Wide Area Network that links networks across a large geographical area.

WLAN - Wireless Local Area Network - Network segment connected over WiFi rather than cabling.

Worm - Self-replicating malware that spreads itself automatically over networks.

XSS - Cross-Site Scripting; code injection attack against websites.

7.2 References

Purpose: Lists and provides links to specific laws, statutes, regulations, standards and guidance documents referenced in policies established within the municipal government IT policy manual to enable lookup of background information and validate compliance.

Information Security Standards and Frameworks

- ISO/IEC 27001 - Information security management systems requirements
<https://www.iso.org/standard/27001>
- NIST Cybersecurity Framework - Industry standards for critical infrastructure
<https://www.nist.gov/cyberframework>
- ISACA COBIT 2019 - IT governance and management framework
<https://www.isaca.org/resources/cobit>
- CIS Critical Security Controls - Top cyber defenses developed by experts
<https://www.cisecurity.org/controls>

Compliance Regulations

- PCI DSS - Payment Card Industry Data Security Standard
<https://www.pcisecuritystandards.org/>
- HIPAA - Health data privacy and security standards
<https://www.hhs.gov/hipaa/index.html>
- SOX - Financial data controls in Sarbanes-Oxley Act
<https://www.soxlaw.com/>
- GDPR - Data privacy regulations in EU
<https://gdpr.eu/>

Government Legislation

- FISMA - Federal Information Security Modernization Act
<https://www.cisa.gov/topics/cyber-threats-and-advisories/federal-information-security-modernization-act>
- FERPA - Student privacy protection regulations
<https://studentprivacy.ed.gov/ferpa>
- CCPA - California consumer data privacy protections
<https://oag.ca.gov/privacy/ccpa>

Municipal Government Guidelines

- National Institute of Standards in Technology IT Guidelines for Local Governments
<https://csrc.nist.gov/publications/detail/sp/800-100/final>
- Maine Notice of Risk to Personal Data Act
<https://www.mainelegislature.org/legis/statutes/10/title10ch210-Bsec0.html>

- Maine Criminal History Record Information Act
<https://legislature.maine.gov/statutes/16/title16ch7sec0.html>
- Maine Insurance Information and Privacy Protection Act
<https://www.mainelegislature.org/legis/statutes/24-A/title24-Ach24sec0.html>
- Maine Title 1, Chapter 13: PUBLIC RECORDS AND PROCEEDINGS
<https://legislature.maine.gov/statutes/1/title1ch13sec0.html>
- Maine Title 1, Chapter 14: ELECTRONIC ACCESS TO PUBLIC INFORMATION
<https://legislature.maine.gov/statutes/1/title1ch14sec0.html>
- Maine Title 1, Chapter 14-A: NOTICE OF INFORMATION PRACTICES
<https://legislature.maine.gov/statutes/1/title1ch14-Asec0.html>
- Maine Title 1, Chapter 14-B: DATA GOVERNANCE PROGRAM
<https://legislature.maine.gov/statutes/1/title1ch14-Bsec0.html>
- Maine Title 5: ADMINISTRATIVE PROCEDURES AND SERVICES Part 1: STATE DEPARTMENTS
Chapter 6: STATE ARCHIVIST §95-A. Protection and recovery of public records
<https://legislature.maine.gov/statutes/5/title5sec95-A.html>
- Maine Title 5: ADMINISTRATIVE PROCEDURES AND SERVICES Part 1: STATE DEPARTMENTS
Chapter 6: STATE ARCHIVIST §95-B. Local government records
<https://legislature.maine.gov/statutes/5/title5sec95-B.html>

Industry Best Practices

- ISACA Policy Templates for IT Governance
<https://www.isaca.org/resources/frameworks-standards-and-models>
- SANS Institute Information Security Policy Templates
<https://www.sans.org/information-security-policy/>