

STATE GOAL

To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

INTRODUCTION

Town governments have a responsible role in protecting public health, safety and welfare. They are charged with the task of providing basic services to the community. The desirability of Clifton as a place to live and work depends to a significant degree on how well the Town performs this function. Growth and development in Clifton will place more demands on Town government and the public facilities and services it provides. This will be true whether the development is residential, commercial, industrial, or recreational. In turn, facilities and services, their existence or nonexistence, their location, their efficiency, their suitability, and their cost will influence the kind and amount of development Clifton will experience. Planning for and providing necessary facilities and services will work together with land use regulation to enable Clifton to exercise successful control over growth.

In this section of the Plan, we will look at Clifton's municipal administration and ask how well it is set up to handle anticipated growth. We will evaluate Town facilities and services in relation to anticipated 'growth' and 'rural' areas of the Town. This evaluation and projection process involved all town officials and was aided by citizen response surveys in November 2000, December 2001, and November 2002. We will propose policies and strategies that will help Clifton to be better prepared for the challenges ahead. We will lay the foundation for a Capital Investment Strategy that will tie the Town's needs and resources together to anticipate capital expenditures and maintain budgetary control.

MUNICIPAL ADMINISTRATION

Clifton town government administered a municipal budget of \$256,253 in FY 2002-2003. The principal categories and their budgets were general government, \$114,748; protection, \$16,340; health and sanitation, \$41,678; public works, \$75,000; welfare, \$2,500; social services, \$1,750; recreation, \$2,237; and cemeteries, \$2,000.

Town Government

The Town of Clifton is part of U.S. Congressional District 2, Senate District 6 and House District 127. The Town of Clifton has a Select Board/Town Meeting form of government. The Select Board consists of five members who serve staggered three-year terms. The Town Office is overseen by an Administrative Assistant who is appointed by the Select Board with no defined term of office. The Town's fiscal year runs from February 1 to January 31 with Annual Town Meeting held on the third Saturday of March at the Municipal Office. Currently, a Select Board position receives \$1,000 per year in compensation. Survey results obtained in the process of compiling this Plan show that more than half of the respondents indicated a town manager will be needed within the next ten years.

The Town Office, located at 135 Airline Road, is open 38 hours per week. The Administrative Assistant, a full time position, holds the offices of Tax Collector and Town Clerk. A second staff position takes on the responsibilities of the Treasurer, Registrar of Voters and General Assistance Coordinator position and is allotted 25 hours per week. The Town expended \$45,202.74 for administrative salaries in 2002.

The elected Select Board meets twice a month. The Select Board also serves as the Board of Assessors; however, the Town does employ a professional State Certified Assessor's Agent to assist the Select Board with assessing tasks. The Town expended \$6,200 for Assessing services in 2002.

As of 2002, the Code Enforcement Officer / Plumbing Inspector is a contractual employee. In 2002, the Town expended \$2,477.60 for Code Enforcement services. During 2002, 34 building permits and 16 plumbing permits were issued. Six possible code violations were investigated. Four permits went to the Appeals Board.

A survey conducted as part of the comprehensive planning process indicates that the majority of respondents feel budget management, service management, general assistance, office staff, auditing and assessing services are adequate. However, a majority of the same respondents indicate inadequate communication between officials and the public.

Town Boards, Officers, and Committees

- *Select Board* is an elected five-member board that also serves as the Board of Assessors, Overseers of the Poor, and the Board of Road Commissioners.
- *MSAD #63 Director* is elected for a three-year term and receives nominal compensation from the District.
- *Office of Treasurer* is appointed by the Select Board with no term of office.
- *Office of Tax Collector* is appointed by the Select Board with no term of office.
- *Office of Town Clerk* is appointed by the Select Board with no term of office.
- *Office of General Assistance Coordinator* is appointed by the Select Board with no term of office.
- *Office of Registrar of Voters* is appointed by the Select Board with no term of office.
- *Deputy Officers* are appointed by the Select Board on an as needed basis with no term of office.
- *Fire Chief, Fire Warden and Deputy Fire Warden* are appointed by the Select Board with no term of office. Burning permits are available from the Wardens at their homes or from the staff at the Town Office.
- *Emergency Management Director* is appointed by the Select Board with no term of office. Currently this office is combined with the Fire Chief position.
- *Hazard Mitigation Officer* is appointed by the Select Board with no term of office. This office was created by the Select Board in August, 2003.

- *Planning Board* has five members and two alternates who serve three-year terms and are appointed by Select Board. The Planning Board meets monthly.
- *Board of Appeals* is appointed by the Select Board. There are three members and one alternate who serve three-year terms. The Board meets on an as-needed basis.
- *Cemetery Board* is appointed by the Select Board. There are three members who serve three-year terms.
- *Code Enforcement Officer* is appointed by the Select Board and is an annually appointed position.
- *Local Plumbing Inspector* is appointed by the Select Board and is an annually appointed position.
- *Public Health Officer* is appointed by the Select Board and is an annually appointed position.
- *Animal Control Officer* is appointed by the Select Board and is an annually appointed position. The town also contracts for Animal Care Services and for Veterinarian Services.
- *Recycling Coordinator* is appointed annually by the Select Board. (This position has been unfilled since May 2002.)
- *Assessor's Agent* is appointed by the Select Board and is an annual position.
- *Comprehensive Planning Committee* is appointed by the Select Board. There is no specified number of members and no term of office.
- *Holbrook Regional Recreation Committee* is appointed by the Select Board and has three members who serve three-year terms.
- *Community Development Block Grant Committee* was organized to work specifically on a Housing Rehabilitation project with the Towns of Eddington and Bradley and has no specified number of members or term of office.
- *Sexton* is appointed annually by the Select board and is compensated by the family of the deceased.
- *Penobscot Valley Council of Government Representative* is appointed by the Select Board annually.
- *Municipal Review Committee Representative* is appointed by the Select Board annually.

Municipal Building and the Town Lot

In the early 1990s, Clifton residents recognized the need to renovate or replace the Town Hall and Town Office. In the mid 1980s, the Town had made improvements to the woodshed of the Harold Allan School. This 10' x 14' room functioned as the Town Office for board meetings. In 1995, the Office started having hours for a Town Manager who served also as Clerk and Tax Collector. Lacking running water, an electric toilet was installed. On March 18, 1991, voters had designated tax map 7, lot 4, (on Route 9) as the future home of Clifton's municipal building and raised \$500 for initial planning of the project. The parcel is slightly larger than 56-acres and is locally known as the "Spencer lot," named after Herbert Spencer, who gifted the property to the Town in the 1930s. In 1992, voters started appropriating a capital reserve account for the project.

A Municipal Building Committee was formed and appointed by the Select Board in 1995. In December 1998 construction of the building began. The new Town Office was ceremoniously

opened in April of 1999. The cost of the municipal building project was \$196,160.05. This sum was raised by combining \$57,500 plus \$10,089 interest from the capital reserve, \$31,173 from harvesting the town lot, \$71,531 from selling tax acquired properties, and a \$30,000, 30-month loan. The Municipal Building is 100% handicap accessible and has a parking area with a surface of packed gravel. Upon completion of the municipal building project, \$6,099 remained in the fund. Some of this money has been used to install a flagpole, build ramps at the three entrances of the building, fabricate a window between the clerk's offices and improve lighting in the Town Meeting Room. In 2001, the addition of a second streetlight allowed both the driveway entrance and the parking area to be adequately illuminated. The rear of the building is illuminated by the security light on the sand shed.

The Municipal Building is a 40'x64' building with 2,560 square feet of space, of which the Town Office occupies 960 square feet. The Town Office has a secure office space for the Administrative Assistant and another employee, a private room to interview general assistance applicants and a fire rated vault for record storage. The front section of the office is used for customer service and board meetings. Working space for the Code Enforcement Officer and the Assessor's Agent is also in this area. Tax maps and records, Planning Board, Code Enforcement, Cemetery Board, Comprehensive Planning Committee and Waste Management files, computer and printer are also located in the front section of the Town Office so that materials and documents are available for meetings when the office is closed. The Town Meeting Room is a 28'8" x 40' (1,147 square-feet) area adjacent to the Town Office, and is designed for an empty room maximum capacity of 150 people. In 1999, the town purchased 80 folding chairs for the Town meeting room. The Meeting Room is used by the Public Library, Girl Scouts, and other community organizations. In a November 2002 survey, respondents indicated the municipal building is adequate for the needs of the Town.

Grounds maintenance of the Municipal Building is achieved by a contracted lawn service. The municipal building lot is currently in need of some landscaping. Plowing and sanding are part of the Town's Winter Roads Contract and trash disposal for the municipal buildings are by means of a dumpster whose costs are included in the Town's roadside trash collection contract. In 1999, voters approved a long-range forestry plan for the Town Lot. The Plan anticipates possible future uses for the Lot and anticipated harvesting and revenue.

Town Official and Citizen Communications

Easily accessed information, clear and accurate, is essential to the operation of a community-based and responsive town government. The Town of Clifton welcomes and encourages public participation and input in the delivery of town services and the operation of all facilities. The 2002 citizen survey indicated only 40% of respondents found communication between officials and citizens adequate. In 2001, the Select Board implemented the use of the 'Citizen Concern Form'. By completing this form and submitting it to the Town Office the citizen creates a written record of their concern which is forwarded to the appropriate officials. The town will also consider creating a municipal web page to assist in bridging the communication gap.

EDUCATIONAL FACILITIES***MSAD #63***

Clifton does not have and does not administer a school system. It is part of Maine School Administrative District (MSAD) #63, which was incorporated in 1967 and includes the Towns of Clifton, Eddington, and Holden. In 2002-2003, the District budget was \$7,595,922 and Clifton was assessed \$530,100. Clifton participates in the District through an elected school board director, a yearly vote on the school budget and parent involvement at the schools. The MSAD #63 Superintendent's Office is located at the Holbrook School on Kidder Hill Road in Holden, and also serves administratively for the Airline Community School District (CSD) #8. The District's share of the Superintendent's expense is about 88%; with the Airline CSD #8 funding the remainder.

The administration of the District consists of a Superintendent, Assistant Superintendent/Instruction, Director of Pupil Services, Director of Transportation & maintenance, and three principals. A thirteen member Board of Directors governs the District: seven (7) from Holden, five (5) from Eddington and one (1) from Clifton. Through partnerships with neighboring school districts; MSAD #63 also educates multi-handicapped pupils from ages 5 to 9 in a regional classroom located at the Holden School. In accordance with state directives a gifted and talented program is in place but on hold. The district operates its own transportation system consisting of one full-time mechanic and eleven (11) bus drivers.

Table District enrollment by town as of 04/01/03

Town	Elementary	Secondary	Total
Clifton	110	40	150
Eddington	202	119	321
Holden	294	199	492
(Totals)	606	358	963

Source: MSAD #63

Each of the three towns in SAD #63 is taxed on the basis of that Town's state valuation – regardless of enrollment or population. In 1966, Clifton's state valuation was 10.5% of the District total of \$3,800,000; Eddington's was 40.8% and Holden's was 48.7%. In 2000, Clifton's state valuation was 15.25% of the District total of \$227,200,000; Eddington's was 30.63% and Holden's was 54.12%.

In addition to a shift in valuation within the District, there has also been a shift in student enrollment. Clifton children accounted for 8.09% of the districts enrollment in 1980, 10.41% in 1990 and 13.58% in 2000. Since 1967, the year the District was created; Clifton's enrollment has grown 120.97%, Eddington's has decreased –10.57%, Holden's has grown 23.24%, with the total District enrollment increasing 15.18% in that time span.

In 1999, the State Legislature passed LD1346, ‘An Act to Improve the School Administrative District and Community School District Budget Development and Approval Process’. The Act encourages school and municipal officials and the general public to begin eight months or more before the budget vote to meet and discuss the schools’ and the towns’ program and financial needs, revenue sources other than the property tax, and the financial capacity of the taxpayers to meet identified needs. A budget format could be adopted that would follow a ‘cost center budget format’ that breaks the budget down into six expenditure categories. A third provision of LD1346 provided an alternative budget adoption process, which could add a district wide referendum vote on the budget package in addition to the open district meeting.

In 2002, a citizen petition of MSAD #63 voters was drafted and obtained enough signatures to place the budget process issue on the June 10, 2003, ballot. By a vote of Clifton 101 yes, 27 no; Eddington 156 yes, 118 no; and Holden 287 yes, 27 no; the District adopted the referendum budget approval method as described in the Budget Development Act. The new referendum voting procedure will take place in June 2004.

Approximately one-half of respondents to a November 2002 survey indicated transportation and the school buildings as adequate. Over one-half indicated budget management was inadequate. Both curriculum and the board of directors got mixed reviews with no majority opinion as to adequacy or inadequacy. Approximately 58% of respondents indicated they saw the potential need for an elementary school in Clifton within the next 20 years.

The Maine School Administrative District 63 (MSAD) transports children to and from school and school related activities. Because Clifton students are bussed to Brewer High School, Holbrook School and Eddington School the bus routes pass through the proposed I-395 connector road interchange on route 9.

The school district is also in the process of preparing a new strategic plan for 2004 – 2009. The 1998-2003 MSAD#63 strategic plan is included as Appendix C.

Eddington Elementary School

Eddington Elementary School is located at 440 Main Road in Eddington. In the 2002-2003 school year, there were 153 pupils and 16 staff members. The school serves students from Grades K-4 and most Clifton students in these grades attend Eddington School.

Holden School

The Holden School is located at 590 Main Road in Holden. In the 2002-2003 school year, there were 148 pupils and 16 staff members. The school serves students from Grades K-4.

Holbrook School

The Holbrook School is located at 202 Kidder Hill Road in Holden. In the 2002-2003 school year, there were 305 pupils and 27 staff members. The school serves students from Grades 5-8 residing in all three towns.

Secondary Education

Since MSAD#63 does not have its own high school, parents and students are able to select which high school they would like to attend. The Town of Clifton, through MSAD #63, pays tuition to the selected high schools. Although, students can and have chosen to attend other high schools, the majority of Clifton students attend either Brewer High School, located at 79 Parkway South in Brewer, or John Baptist Memorial High School, located at 100 Broadway in Bangor. Brewer High School serves students from Grades 9-12 with a staff of 60 individuals. In the 2002-2003 school year, 185 of the 862 pupils enrolled at Brewer High School were from MSAD #63. John Baptist High School also serves students from Grades 9-12 with 40 full-time teachers. In the 2002-2003 school year, 136 of the 485 pupils enrolled at John Baptist Memorial High School were from MSAD #63.

COMMUNITY AND CULTURAL FACILITIES AND SERVICES***Parks, Playgrounds and Ballfields***

As noted in the Recreation section, there are no public parks, playgrounds or ballfields in Clifton. Many residents participate in activities sponsored by the Holbrook Recreational League. In the 2002 resident survey, nearly half (47%) of the respondents indicated a need for this type of community facility within 5 years.

Clifton United Baptist Church

The Clifton United Baptist Church, located at 742 Airline Rd, was organized in 1838 and the main Church building was built in 1886. With a relatively small congregation; but, a large amount of enthusiasm, the Church is a center of activity throughout the week and year in addition to worship services and religious holidays. With its Clifton Chimes Newsletter, Public Suppers, men's Dart ball League, ladies' Help Some How Club and the Morning Glories, the Church is a focus of the Clifton community.

Clifton Historical Museum

The Clifton Historical Museum located at 15 Rebel Hill Road consists of the Harold Allen School building and the old Town Hall building. The museum is operated by the Clifton Historical Society. At the current time the artifacts and memorabilia which have been donated to the Society are displayed in the School. Once renovations to the old Town Hall building are complete it will also be used for displays and other activities. Donations of memorabilia or items pertinent to the history of the area are welcome, as well as monetary or labor donations.

Visits and activities with local schools are encouraged. Currently the Clifton Historical Society planning with students at the Holbrook School to work on a Maine State Historical Society project, the Maine Memory Network. This project involves students and historical groups working together to scan and put on the Internet site, pictures, documents and information pertinent to local areas, in this case the Clifton area.

Several open-house days are scheduled each summer, and special visits may be made by arrangement with members of the Society. Admission is free. An Anniversary program scheduled for Saturday, May 10, 2004, will celebrate the Society's 10th anniversary, and will showcase the new museum exhibits in both buildings.

Clifton Public Library

The Clifton Public Library, an independent nonprofit organization, has occupied the Town Meeting Room since the Municipal Building opened in 1999. In addition to its regular hours on Wednesdays from 1:30 p.m. to 7:00 p.m., the Library sponsors a story hour for children during the summer months. The Librarian reports that the facility maintains 7500 to 8000 books, offers many large print selections, a number of books on tape and has a sizeable collection of videotapes to loan. The Town of Clifton gave the Library \$500 in 2002. In a survey conducted during the course of this plan, the majority of respondents indicate that Library services are adequate for the needs of the Town. However, some planning needs to begin for the time when the library outgrows its current space and/or the Town needs more space for meetings.

Eddington / Clifton Civic Center (Comins Hall)

Comins Hall is located in Eddington Village at 1387 Main Road. In July 2003, the Hall was placed on the historical register of the State of Maine. Any established club or organization in Eddington or Clifton may use Comins Hall free of charge. Residents may rent Comins Hall for a small fee. The entire building needs to be brought into compliance with state fire code before the large upstairs auditorium can be used. Although Comins Hall is owned by a private corporation, at recent Town Meetings, an annual contribution of \$200 to the Eddington-Clifton Civic Center has been approved. The 2002 survey did not solicit input on the need for a community center. No facilities specifically for the elderly, for children or for community social gatherings exist within the Town.

Social Services

Although not available directly through the Town, many social services are available to Clifton residents. Clifton United Baptist Church makes donations to Saint Patrick's Church in Brewer for their food cupboard, from which Clifton residents in need can obtain food. Manna Ministries of Bangor also assists residents by providing a food cupboard and soup kitchen. Penquis Cap, Eastern Area Agency on Aging, the Red Cross, United Cerebral Palsy and New Hope Hospice were each voted a \$50.00 donation from the Town in 2002.

General Assistance

By statute, the Select Board acts as ‘Overseers of the Poor’. The Clifton Board has chosen to appoint a General Assistance Coordinator to act as their agent. Clifton expended \$336 of the \$2500 budgeted for general assistance in 2002 and was reimbursed 50% of that amount by the State. Typically, application for assistance comes from a person in a temporary emergency situation rather than an ongoing need. If appropriate, the Coordinator refers the applicant to agencies which may be able to provide additional aid or, in the case of denial, be a better resource for the resident. Local general assistance expenditures have declined steadily over the past decade.

PUBLIC SAFETY FACILITIES AND SERVICES

Public safety services are as important to small town residents as to larger urban neighborhoods. Prompt response with adequate, properly trained personnel and optimal, well-maintained equipment is often vital to preservation of life and/or protection of property. The cost of such services and facilities in rural areas with sparse financial and personnel resources is a challenge. Perhaps because of the critical nature of the services involved and the recognition of shared risks, regional cooperation and pooling of resources are necessary and commonplace. Clifton has availed itself of this regional option to provide its residents with quality public safety measures. Respondents to the 2002 survey gave high adequacy ratings to the public safety categories, especially fire and emergency rescue.

Police Protection

Until 1991, Clifton had an appointed constable. New regulations and certifications and increased costs made it necessary for the Town to rely solely on police protection services from the Penobscot County Sheriff’s Department and the Maine State Police. These two organizations alternate coverage in Clifton. On any given day, at any given hour, response time may be a few minutes to over an hour, depending on where the nearest deputy or trooper may be located. Public safety calls are handled through the Enhanced 9-1-1 system at the Penobscot Regional Communications Center (RCC). In 2002, the Town paid \$40,576.50 in county taxes, which allows the County to provide these services to the Town.

The Penobscot County Sheriff’s Office reports receiving 132 calls for service in Clifton in 2002. The most numerous category of call (13) was for a welfare check of a resident. Next most numerous were property damage, traffic accidents, and calls for information with 11 each. Other calls included: criminal mischief (9), erratic vehicle operation (7), assist another agency (7), civil complaints (6), traffic hazard (5), traffic offense (4), and alarm going off (4).

When asked to prioritize spending for the Town’s housing needs in a December 2001 survey, Clifton residents rated spending for “law enforcement to make our neighborhoods safer” as their number four (#4) priority of 17 choices. This ranked higher than new family homes, new rental housing, or playgrounds. Again in November 2002, residents responded to a survey stating a need for contracted police protection for Town within the next five to ten years. Of respondents,

41% saw a need within 5 years and 35% within 10 years, for a total of 76% seeing a need for a contract within the next 10 years. Both the I-395 connector road and projected development in Town will necessitate a continuing monitoring of the law enforcement and police protection situation.

Fire Department and Emergency Rescue

The Town of Clifton has had a written contract for fire protection and emergency rescue with the Town of Eddington since 1975. In FY 02-03, Clifton's contract with the Town of Eddington was \$12,000 for their emergency response services. That contract calls for \$13,000 in FY 03-04 and will be renegotiated in 2004. The contract contains a clause regarding how the Eddington and Clifton fire chiefs coordinate command on a fire scene in Clifton. Because the present Clifton fire chief is an officer in the Eddington Fire Department some may feel that the clause is no longer necessary, but we urge that the clause remain in future contracts in the event of a change in personnel in Clifton and Eddington. In a November 2002 survey, one-half of respondents indicated that within five to ten years there will be a need for Clifton to have their own Fire Station. The response was 24% within 5 years, 35% within 10 years, and 24% within 20 years, for a total of 83% seeing a need within 20 years.

In 2002, the Eddington Fire Department had a roster of 22 firefighters, all are paid on-call firefighters, 11 of which were Clifton residents. The Department has a part-time Chief, a Deputy Chief, two Captains, and four Lieutenants. The Eddington Fire Department has a written Automatic Aid Agreement with the communities of Holden and Brewer. In a recent survey, the majority of respondents indicated that fire protection and emergency medical and rescue services are adequate for the needs of the Town. Respondents further ranked Fire Chiefs and Fire Wardens the highest of all public safety categories. There was not one respondent that indicated the current Fire Chiefs and Fire Wardens were inadequate.

As with police calls, emergency fire, medical and rescue calls are handled through the Enhanced 9-1-1 system at the Penobscot Regional Communications Center (RCC). The following table indicates the types of emergency calls that were answered in Clifton from 1996 through 2002.

EDDINGTON FIRE DEPARTMENT EMERGENCY RESPONSE TO CLIFTON									
EMERGENCY	2002	2001	2000	1999	1998	1997	1996	1985	1975
EMS	32	34	31	23	23	15	17	-	-
Fire	11	14	11	11	13	4	12	10	8
Rescue	5	11	6	9	4	7	5	12	1
Service	4	6	2	2	2	-	-	2	-
Other	2	-	1	1	1	-	2	5	-
Clifton Totals	54	65	51	46	43	26	36	29	9

Source: Town of Clifton Annual Reports

The average time for the first firefighter to arrive on scene in Clifton was approximately 10 minutes. The department was called out to Clifton 54 times in 2002. Emergency medical and

rescue continued to be the most frequent type of call. A review of Department records indicates that the total number of calls in Clifton have increased from 9 in its first year, 1975, to a high of 65 in 2001. Yet the number of yearly fire related calls (structure, chimney, grass/woods, and vehicle fires) has remained fairly consistent. Meanwhile, EMS and rescue calls have increased steadily, hitting a high of 45 in 2001. The Eddington Department has kept up with this changing role of the Department.

To facilitate transport of people injured in snowmobile accidents, the Eastern Maine Snowmobile Club donated a rescue-boggin to the Eddington Fire Department in 2000. Other vehicles owned by the fire department include a 1989 Polaris four wheel drive ATV, a 1980 Emergency-One Tanker, a 1987 Ford emergency first responder vehicle, and a 1995 Ford pick-up. In 2001, a thermal imaging camera was purchased. In August 2002, a 1992 Central States Pumper (fire engine) was put into service to replace the 1956 Seagrave fire engine. The new engine pumps 1,250 gallons per minute and holds 1,000 gallons of water. The Seagrave fire engine was sold to a group of firefighters in Pikesville, Maryland, from whom the Eddington Fire Department had originally purchased the engine.

Grass, and woods fires that may result from lightning strikes or unattended or out of control permit burns are a recurring hazard for Clifton with its large tracts of woods. When it is difficult to get the engine and tanker close to such fires, the department must rely on hand tools, Indian (backpack) tanks, the ATV, private bulldozers/skidlers, skidder tanks, and the State Forestry helicopters to suppress the fire. Since the fall of 2002 a state owned 200 gallon skidder tank has been stored in Clifton's recycling building and is available to suppress grass/woods fires. Thirteen members of the Eddington Fire Department are trained to fight forest fires and six of them have completed the State Forest Fire Training Class.

Emergency Management and Hazard Mitigation

Although separate from Fire Chief responsibilities, the Emergency Management Director for Clifton in 2002 was also the Town's Fire Chief. In August, 2003, the Select Board appointed a new position of 'Hazard Mitigation Officer' to help prepare and administrate the Town's Hazard Mitigation Plan. The Town recognizes the importance of pre-disaster mitigation planning and the need to complete a Hazard Mitigation Plan to control and streamline the administration of federal disaster relief and mitigation programs. The Town understands that for disasters declared after November 1, 2003, a local government must have a mitigation plan approved pursuant to this section in order to receive HMGP project grants. In May 2003, the Town completed a letter of intent to the Maine Emergency Management Agency requesting grant funds to complete such plan.

In the past the Town has dealt with emergencies such as flooding, forest fires, and winter storms. Flooding in Clifton usually occurs after heavy rainfall when the ground is unable to absorb the rain because it is saturated or frozen. It can also result from beaver dams blocking the natural flow of the water. The Parks Pond dam is also a potential flooding hazard if it is not maintained. In the 1990's, Clifton incurred a major expense to mitigate erosion resulting from flooding. The

Town was able to acquire a \$59,946 Hazard Mitigation Grant from the Federal Emergency Management Agency to replace culverts, re-ditch and re-engineer the Chick Hill Road.

With sixty percent of the Town's acreage in forests, the potential devastation due to fire is great. Past forest fires have burnt small acreages but have increased the Town's unanticipated expenditures. The following table summarizes the financial impact of major fires since 1985.

YEAR	ACRES	EXPENDITURES	STATE REIMBURSEMENT
1986	3	\$ 845	\$ 422
1985	5	\$1,394	\$ 697
1991	2	\$ 980	\$ 490
2001	4	\$5,036.	\$ 0

Source: Town of Clifton records

In response to this recurring issue, in 2002 the Town created a Forest Fire Protection Account and also began purchasing Forest Fire Insurance through the Maine Municipal Association. Winter Storms for the most part create inconveniences like unplowed roads/driveways, loss of electricity, loss of telephone service, and loss of heat. But for the some, such as the elderly, young children, and seriously ill people, these inconveniences may become life threatening if they continue for more than a few hours. The 2000 census found 39 people under the age of 5 and 68 people over the age of 65 living in Clifton. These two age groups represent 14.4 % of Clifton's population in 2000. State Planning office 2015 projections estimates that 16.4% of Clifton's population will be in these two age groups (41 under 5 years and 102 over 65 years). At the present, there is no facility in Clifton that can be designated as a temporary emergency shelter for such people.

Street Lighting, Road Signs, House Numbering, and Hydrants

Public safety and emergency response often depend on several small but integral measures that enhance the effectiveness of equipment and personnel. Street lighting at intersections provides safer turns and convenience for general traffic and improves response time for emergency vehicles. Bangor Hydro fees for streetlights in 2002 were \$1566. In 1992, Clifton adopted a Road Naming and House Numbering Ordinance. Since then, road signs have been installed and an initial 9-1-1 map has been devised to give fire, police, and rescue a systematic way to find an address quickly.

Water supply is always a major concern with fire suppression in rural areas. Where hydrants are not available, pumpers must rely on tankers. For a major fire in Clifton, tankers from Brewer, Holden, Dedham, Aurora, and Mariaville would be needed. While drafting from a water body is often employed, weather conditions and fire location may not be optimal. With the Bangor Water District line entering the Town from the west on Airline Road only to R. Leon Williams Lumber

Mill that is the extent of hydrant availability. The Town paid \$509.84 for hydrant rental fees in 2002 for a hydrant in front of the Mill and across from Bruckhoff Road.

Animal Control Officer

Clifton contracts for animal control. An animal control ordinance was adopted in September of 2001. Maine State Law requires that each owner or keeper of a dog at the age of six months or more, on or before January first of each year, obtain a license from the Town Clerk. The Town expended \$1,000 for animal control officer services in 2002, and \$724.23 to the Bangor Humane Society for a boarding contract. Clifton also contracts with a Veterinarian Service, but had no expenditures in 2002. Although the majority of respondents to a November 2002 survey indicate that Animal Control services are adequate, 28 percent of respondents indicated that these services are inadequate for the Town's needs. The Town's most vexing issue with Animal Control is retaining an Officer for any length of time and truly establishing an ongoing control program as opposed to simply a complaint response system.

PUBLIC WORKS FACILITIES AND SERVICES

In the context of this Plan, we will use the term "Public Works" to mean those activities and accounts that are included under "Public Works" by the Town's auditor. Specifically, this subsection will inventory and analyze the administration and delivery of services Clifton provides relative to Winter Road Maintenance (Snow Removal and Sanding), General Road Maintenance, and Capital Road Improvements.

Board of Road Commissioners

Prior to 2000, Clifton elected a Road Commissioner, who managed all of the Town's road work. The Select Board dispensed the appropriated funds and the Road Commissioner dispersed the money. In March of 2000, the Town voted to have the Select Board serve as the Board of Road Commissioners in order to more efficiently consolidate information about the roads, keep tighter control on contracted work, and simplify decision making.

Road Construction and Maintenance

The Town of Clifton does not own any road working equipment or have any public works employees; therefore, it contracts for all road construction and maintenance. The Town currently maintains 6.21 miles of roads year-round within Clifton. Winter snow plowing and sanding of 11.48 miles is put out to bid. The contract includes the Town maintained roads and State-owned Rebel Hill Road (5.27 miles on Route 180 from the intersection with Route 9 to the Otis town line). In 2002, the Town expended \$25,000 in general road maintenance, \$40,688 in winter road maintenance and \$27,956 for capital road improvements. Capital projects include ditch work, skim and seal on road surfaces, culvert and drainage remediation work, and asphalt treatments. Annual maintenance involves placing or repairing road signs, grading gravel roads, sweeping, brushing, filling potholes, etc.

Each year the town raises a sum of money to supplement the money received from the State's Urban Rural Initiative Program formerly known as Local Road Assistance. From July 1, 2000, forward funds receive from MDOT for the Urban Rural Initiative Program must only be expended on capital improvements and cannot be used for routine maintenance. In general, a capital improvement is defined as work on a road or bridge that has a life expectancy of at least 10 years or restores the load-carrying capacity.

In 2000, the Select Board recognized a need for major work to be done on the roads. They requested an increase in spending for maintenance and capital improvements beginning in 2001. An analysis of the condition of each road, the work needed and an estimated cost for the improvement needs to be done. An attempt has already been made to inventory the roads in Town in terms of dedicated width and ownership but this clarification must occur before any major construction work can be undertaken. The MMA municipal roads manual should be used as a reference on dealing with such road issues.

RSMS (Road Surface Maintenance System) is a tool to help town officials take care of their roads more efficiently by managing both time and money. Road monies are best managed by finding the most cost-effective way to distribute the limited amount of dollars among the many roads that need attention. Time is managed by taking into account the life expectancy of different types of road repairs to establish when and how often the work should be performed. This tool provides a disciplined, systematic way for the town to identify necessary road maintenance and to decide on a plan of action to address those needs in a timely fashion. The most important benefit is that the RSMS allows priorities and needs to be explained in a clear and concise manner. Under RSMS, road funding decisions can be made with confidence since there is reasonable assurance that maximum benefit will be attained for every tax dollar that is spent.

Sand / Salt Shed

In 1985, the town spent \$13,000 to replace wells on the Scott Point Road due to salt contamination from the Town's sand/salt pile located on the Senter Mill lot. In 1987, when the hazards and liabilities of open sand/salt piles were being recognized statewide, Clifton voters began appropriating to a capital reserve account for a sand/salt shed. In 1999, a 50' x 80' concrete and metal structure was constructed behind the Municipal Building on the town lot. It has a capacity of 1,500 cubic yards. The shed is equipped with a ventilator fan for air quality and has a ramp in front for easier truck loading. The driveway to the facility is secured from public access by a locked gate. The cost of the sand shed project was \$117,230.94. This sum was raised by \$45,000 plus \$23,129 in interest from the capital reserve account, \$8,300 in site work paid from a Maine State grant for the Recycling Center and \$40,000 transferred from the SAD#63 account and repaid over four years. The shed needs some type of door covering for security purposes. Access to the Recycling Building and to any future facilities beyond may be hampered by the locked gate.

In the 2002 survey, respondents gave the sand shed a 96% approval rating. Winter maintenance scored 68% and 56% found annual maintenance and road signs adequate. Road improvement split with 40% finding it adequate and 40% finding it inadequate. For a more comprehensive

look at road accounts, see the Fiscal Capacity section. For more information on roads in town, please see the Transportation section.

PUBLIC UTILITIES

Even when not municipally owned or administered, public utilities significantly influence growth and development within a community. Although Clifton does not envision much, if any, industrial development; residential, recreational, and light commercial growth require reasonable availability of basic utility services and increase demand for new and improved service.

Electric transmission lines

Electrical service throughout the town of Clifton is provided by Bangor Hydro Electric Co. Individuals deal directly with Bangor Hydro for this service.

Telephone service

Verizon provides telephone service to Clifton via landlines. Individuals deal directly with Verizon. Customers may select a long distance phone service carrier from a large list of providers. Verizon has two relay box units located in Clifton. Residents of Clifton may choose from a variety of cellular telephone companies if they so desire. U.S. Cellular owns and pays personal property tax on one cellular tower located on Peaked Mountain. Internet access for residents is usually via telephone landline. Some residents may opt for a personal satellite dish allowing high-speed access.

Cable/satellite transmission

Clifton residents receive the four television stations broadcast to the greater Bangor area. Residents wishing greater selection must subscribe to a satellite TV company. There is no cable TV access in Clifton

Postal Service

From the 1980s to 2003, Clifton mail was delivered out of the Eddington Post Office; and Clifton shares zip code 04428 with that town. In 2002, the Town of Eddington failed to come up with a building meeting Postal Service specifications. Therefore, in 2003, the sorting and delivery of Clifton's and Eddington's mail was moved to the Bradley Post Office which meets USPS requirements. The Eddington Post Office continues to provide window service, mail pick-up and rental post office boxes. A need for a post office in Clifton within 20 years was indicated by 83% of Clifton respondents in the 2002 survey. Of Clifton's approximately 305 households, about 275 receive home delivery and about 30 have post offices boxes.

Public Water and Sewer

The Town of Clifton does not have a municipal public drinking water supply. Clifton residents rely on drilled or dug wells for drinking water. However, there are two wells classified by the Maine Drinking Water Program as public supply sources. These wells are identified on Map E-7 in the Natural Resources section of this Plan. The first public well is located at Parks Pond Campground and the other at the Katahdin Scout Reservation (Camp Roosevelt).

The Bangor Water District Line enters the town from the west on Route 9 for a distance of approximately one-quarter mile and uses Floods Pond in Otis for their water supply. The Bangor Water District has expressed willingness to work with the Town to implement a public water system if the Water District has access to the Town's aquifers.

No public sewer system exists in Clifton. Households are served by private septic systems. The Town of Clifton has access to a small amount of funding to assist low-income families to repair failing septic systems and/or install new systems through the Department of Environmental Protection's (DEP) Small Community Grant Program. A threat to a stream or water body must exist to qualify for assistance.

Since the Town of Clifton does not have municipal water or sewer supplies, the town's long-range plan is to have water and sewer lines professionally evaluated to see if it would be cost-effective and efficient to provide municipal water and / or sewer systems.

HEALTH AND SANITATION***Solid Waste Management***

One of the most direct services the Town provides its residents is collection and disposal of solid waste. Municipal solid waste (MSW) is trash, garbage or refuse and other discarded solid materials. The three main types of solid waste that Clifton manages are 1) non-bulky weekly trash, 2) bulky wastes, and 3) hazardous household wastes. The most cost effective and environmentally safe disposal of these potentially hazardous materials has become a significant issue for Clifton during the last decade. The management of this service has numerous challenges for the Town in required administrative time, and logistics of dealing with continuously changing regulations and marketing variables. Total expenditures for all solid waste disposal were \$43,748 in 2002. Clifton appropriates tax revenue to pay for this service although surrounding towns have initiated 'user fees' such as pay-per-bag which pass major costs of collection and disposal along to the generator of the waste.

In a November 2002 survey, the majority of respondents indicate that trash collection services are adequate for the Town's needs. Survey respondents indicated they saw a need for the Town to have a transfer station in the future..

Weekly Trash Collection and Disposal

The Town of Clifton contracts with a private hauler for weekly roadside trash collection. Beginning in 1989, Clifton contracted separately for roadside pick-up and disposal. Some businesses and a few residences rent dumpsters and the town pays the disposal fees (tipping fees) for incineration at PERC for all commercial and residential waste. The exception is the Boy Scout Camp, which received notification in 1995 that the Town would no longer pay for their disposal costs. The Town expended \$12,600 for trash collection and \$18,445 for trash disposal at PERC in 2002.

The Town of Clifton is a charter member of the Municipal Review Committee (MRC). MRC was organized in 1991 to ensure the continuing availability of long-term, reliable, safe and environmentally sound methods of solid waste disposal at stable and reasonable costs. In 2002, the Town of Clifton paid \$417.84 in dues to MRC and received \$4,455 in cash distributions. The MRC's waste disposal agreement with the Penobscot Energy Recovery Company's (PERC) facility in Orrington continues until March 31, 2018 and allows member communities to pay a net disposal cost of \$45 per ton even when the actual tipping costs exceed that amount. Actual tipping fees for Clifton have increased from \$36.29 per ton in 1991 to \$59.92 per ton in 2002.

The following table shows Clifton's historical tonnage from 1993 to 2002.

Year	Delivered Tonnage	Weekly Average	Percentage Change from previous year
1993	273	5.25	---
1994	274	5.25	0.00 %
1995	270*	5.19	-0.15 %
1996	259	4.98	-12.20 %
1997	277	5.33	6.95 %
1998	313	6.02	13.00 %
1999	312	6.00	0.00 %
2000	320	6.15	2.56 %
2001	324	6.23	1.25 %
2002	367	7.06	13.27 %

Source: Penobscot Energy Recovery Company and Town Records

**Total tonnage delivered was actually 295, but included 25 tons from Camp Roosevelt. From 1995 on, that tonnage was no longer charged to the Town.*

Between 1993 and 2002 Clifton's annual actual delivered tonnage increased by 34.43%, with dramatic increases occurring in 1998 and 2002. Perhaps the drop in tonnage in 1996 may be attributed to the new recycling program that was in its first full year. The 43 ton increase in 2002 raises the weekly average from 6.23 to 7.06 tons. Weekly variations can greatly effect the overall cost of collection and the per ton average cost, which in turn effects the contractor's bid. In summary, Clifton's weekly trash tonnage varies in a predictable seasonal pattern, but in 2002

overall annual tonnage took an unpredicted jump that has implications for future waste management decisions and budgets.

Citizen's concerns about trash debris at the end of seasonal camp roads, animals scattering trash, illegal dumping in wooded areas, and nonresidents bringing waste into Clifton for collection has prompted the Select Board to take the following actions. Springy Pond Road residents may also use the dumpster located on the municipal lot. The Town is researching both a Container ordinance and a Waste and Littering Ordinance. Discussions concerning the of investigating, documenting and cleaning up illegally dumped materials continue.

Bulky Waste Collection and Disposal

Bulky wastes, commonly referred to as 'white goods' and 'brown goods', are made up of items too large for curbside pick up and materials that are unacceptable for PERC disposal. The Recycling Center provides a very adequate site for the annual clean up of bulky wastes. Starting in the fall of 2001 the Select Board contracted for a private waste company to bring in its own employees and equipment to provide this service. This was a very successful change, alleviating concerns of safety, liability, and planning logistics for the Town. During the 2002 spring clean-up, the Town recycled 24.66 tons of white goods and metals and sent 20.03 tons of bulky wastes to be landfilled. The Town is currently considering how to ensure availability of funds to have both a spring and fall clean-up. The Town expended a total of \$4,835.85 in 2002 for bulky waste collection and disposal. In a survey conducted in November 2002, the majority of respondents indicate that bulky waste services are adequate for the Town's needs. To date, all bulky waste collection and disposal costs are paid for through tax money. The only user fee passed on to residents is the Freon recovery charge. The administration and the voters view waste management costs as a town responsibility.

Household Hazardous Waste and Universal Waste Collection and Disposal

Household hazardous wastes (HHW) are items generated by households that are corrosive, toxic, ignitable, or reactive, and as such are hazardous to humans and/or the environment if disposed of improperly. Because these wastes are generated by households they have been exempt from hazardous waste regulation under state and federal hazardous waste management rules. In 2001 Clifton expended \$862.16 when we joined with other municipalities in a household hazardous waste collection at Bangor Public Works. The disposal bill for a similar collection in the fall of 2002 came to \$596.63 after the State paid a share of the costs. In May of 2002, the Town of Clifton and the City of Brewer signed a contract that provided for the disposal of Clifton's universal waste at Brewer's facility. This venture will involve additional administrative time for office staff and the town may choose to pass on the disposal fee costs to the residents. Thus, Clifton residents currently have two options for disposal of many of the waste materials that are not acceptable for incinerator or landfill.

In a survey conducted for this plan, respondents indicate that hazardous waste collection services in the Town are adequate for the Town's current needs. However, very few residents have actually participated in the collections.

Recycling and Composting Program

Throughout the early 1990s, the State increased its efforts to promote recycling through the Waste Management Act in an attempt to decrease both waste tonnage and disposal costs, to clean up landfill sites and to preserve and protect natural resources. In 1995, with the assistance of a \$8850 State grant, the Town initiated recycling operations. In 1998, Clifton was awarded a Capital Investment Recycling Grant of \$9525 from the State and the Town raised \$9525 to match it to build a Recycling Center on the town lot on the Airline Road and to improve the recycling program. The Administrative Assistant has been acting as the recycling coordinator since May of 2002. The coordinator administers the Recycling and Composting Program and is responsible for reporting to and advising the Select Board on matters relating to waste management budgets and policies. Other municipal employees include a Recycling Attendant who works two three-hour shifts per month and the Recycling Hauler who works 12 to 20 hours per year (currently the same person fills both positions).

Since 1995, Clifton has contracted with the City of Bangor to accept and process the Town's recyclable materials. From 1995 to 2001, Bangor charged a fee of \$28.00 per ton. However, in September of 2001 the city initiated a new fee schedule based on the actual processing costs for each material. Fees, especially for HDPE#2 at \$72.00 per ton, then became a much larger factor in calculating the cost/benefit ratio for recycling. The Town joined the Maine Resource Recovery Association (MRRA) for the marketing of its materials in 1995. This fee continues to be \$4.00 per ton plus an annual fee of \$50.00. The MRRA also provides information and is a resource for recycling problem solving.

Each community in Maine is required to submit an annual report regarding its solid waste management practices. The State's objective is for all towns to achieve a 50% recycling rate. The following table shows Clifton's historical recycling rates.

TOWN OF CLIFTON RECYCLING RATES	
Year	Rate
1993	12.1%
1994	14.4%
1995	20.1%
1996	23.6%
1997	25.4%
1998	25.9%
1999	25.7%
2000	49.0%
2001	31.6%

Source: State Planning Office

**** Note:** In 2000, the Town was allowed to count approximately 120 tons of brush cut along town roads and delivered to Williams' mill to be chipped and used for boiler fuel in the recycling rate.

With the increased expenses associated with recycling and declining revenues from the sale of recyclable materials, the cost/benefit analysis for the recycling budget and program promises to be a continuing issue for the town. The Town of Clifton expended approximately \$1,337 for recycling in 2002. Results of a November 2002 survey indicate that the majority of Clifton residents believe recycling services are adequate for the Town's needs.

CEMETERIES

The Select Board appoints a three- member Board to administer the town appropriation and the perpetual care accounts with the savings accounts being audited annually. The Cemetery Committee is charged with overseeing the care of the Town's cemeteries. In the spring of 2002, all the cemeteries were raked and cleaned. Each of the cemeteries are mowed and raked five times during the summer months. In 2002, the pre-release program of the Charleston Correctional Center provided assistance in filling loom and leveling off low areas of the Maplewood Cemetery. The Town hopes to continue to use this service in the future to make maintenance easier. The Cemetery Committee is pursuing funds to purchase fencing for the Maplewood Cemetery. In 2002, there were 35 Cemetery Trust accounts with an ending interest balance of \$6,243.26. The Town spent \$2,086.73 on cemetery maintenance in fiscal year ended 2002.

The cemetery committee owns two mowers and a weed whacker, which is stored in the Town recycling building. In a November 2002 survey, the majority of respondents indicated that cemetery maintenance was adequate for the town's needs.

Maplewood Cemetery (Mount Waldo Cemetery)

The Maplewood Cemetery is located on Rebel Hill Road and became town property in 1892. At a special town meeting held Sept. 24, 2001, the Town transferred \$2,000 from unappropriated surplus to purchase additional acreage adjacent to Maplewood. The actual cost of the property was \$1,200 plus cost of the survey. The deed for the additional 2.0 acres was recorded on 4-17-2003.

The cemetery now has 3.78 acres, and approximately 183 family lots. As of the end of 2002, there were no family lots available. The new addition needs to be prepared and a master plan established before lots can be designated and sold.

Mt. Pleasant Cemetery

The Mt. Pleasant Cemetery located on the Airline Road at the corner of Mill Lane, was conferred to the town in 1879. The cemetery is approximately 2 acres in size. A large portion of this cemetery (~1.7 acres) needs to be prepared for new lots. The natural slope of the land lends itself to terracing but a master plan is needed to utilize the land efficiently.

As of the end of 2002, there were approximately 49 family lots purchased with another possible 10 available.

Scott Cemetery

Scott Cemetery is located on the Scott Point Road and is the oldest established cemetery in Town. The cemetery was deeded to the Town in 1894 and contains six graves. There are no lots available for purchase in this cemetery. The cemetery covers 1,426 sq. ft. (46 ft x 31 ft).

POLICY AND IMPLEMENTATION PLAN

In order to plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development, the Town of Clifton has developed the following policies and implementation strategies:

F1. Policy

The Town will assess road maintenance needs and the adequacy of the current budget for the needs of the town.

Short-term Implementation Strategy

- A. The Select Board will implement a Road Surface Management System to better prepare for road construction and maintenance expenditures.
- B. The Select Board will include a Road Commission report in the Town's annual report detailing projects that were completed in the previous year.

F2. Policy

The Town will evaluate the need for public water/sewer facilities to support future growth and current development in the Town.

Short-term Implementation Strategy

- A. The Board of Selectmen will seek technical assistance from the University of Maine in providing water quality tests for residents, specifically in the Chemo Pond area.

Long-term Implementation Strategies

- B. The Select Board will seek funding sources to work with Bangor Water District to perform a feasibility study of providing municipal water throughout the Town of Clifton.
- C. The Select Board will seek funding sources to assess the feasibility of a municipal waste treatment system for the Town of Clifton.

F3. Policy

The Town will maintain all municipally owned public buildings, equipment and documents to the highest extent possible.

Near-Term Implementation Strategies

- A. The Town Clerk will oversee organization of all past, present and future town records, documents, inventories. Whenever possible records and documents will be digitized and archived on electronic media.
- B. The Select Board will investigate the possibility of enlisting the assistance of an intern and/or work study student to assist the Town Clerk with organization of municipal records and documents.
- C. The Town Clerk will maintain all Town ordinances, with approval dates, in a binder available for quick access by the general public.
- D. The Select Board, or their designee, will research the cost, and budget for purchasing a storage and/or display system for organizing, cataloging, storing and displaying all Town maps.
- E. The Select Board, or their designee, will research the cost, and budget for a fireproof safe to store all financial records and money in the municipal office.
- F. The Select Board and Planning Board, in conjunction with the Code Enforcement Officer, will design a standardized record keeping system for all code enforcement documents.
- G. The Select Board and Planning Board will investigate the benefit of increasing building permit fees and/or implementing impact fees on new development to assist in funding of new public facilities and services.

Short-term Implementation Strategies

- H. The Select Board will budget for and seek grants for the landscaping of the municipal building grounds and paving of the municipal building parking lot.

F4. Policy

The Town will assess the effectiveness of the current level of Town Government.

Near-Term Implementation Strategies

- A. The Select Board, or their designee(s), will annually review the Comprehensive Plan to assess the town's accomplishments for the year and to plan for the next year.
- B. The Select Board will review, on a regular basis, whether local committees and boards should be appointed or elected.
- C. The Select Board, or their designee(s), will ensure job descriptions are written for every elected official position and paid town employee and the appropriate manual is made available to the employees.
- D. The Select Board and Planning Board will investigate the feasibility of making the Code Enforcement Officer position a salaried position.
- E. The Select Board, or their designee(s), will prepare, for town vote, a general ethics policy for all employees, boards, and committees.
- F. When preparing the annual budget, the budget committee will include a budget amount for trainings and educational materials for the Select Board and Planning Board.

Short-term Implementation Strategies

- G. The Select Board will investigate the logistics and legal issues of creating a Board of Assessors separate from the Select Board.
- H. The Select Board, or their designee, will investigate the pros and cons of a Town Manager form of Government and prepare a document of findings to be presented to the Town's voters.
- I. The Select Board, or their designee(s), will ensure job descriptions are written for every appointed official position and the appropriate manual is made available to the appointees.

F5. Policy

The Town will provide residents with adequate police and fire protection and emergency services in the most cost-effective manner possible.

Near-Term Implementation Strategies

- A. The Select Board will investigate the feasibility of sharing police protection costs with neighboring communities through a shared patrol duty officer.
- B. The Select Board, or their designee(s), will investigate and report to the Town the logistics of creating neighborhood and/or community watch groups.

Short-term Implementation Strategies

- C. The Select Board when renewing the Fire and EMS protection contract with the Town of Eddington will review, and update if necessary, the clause concerning Fire Chief responsibilities and control of fire scenes in Clifton.

Long-term Implementation Strategies

- D. The Select Board, in conjunction with the Fire Chief, will seek funding to plan, design and construct a Fire Substation in Clifton, including forest fire fighting equipment and ATV and snowmobile for rescue.

F6. Policy

The Town will provide residents with adequate and cost-effective solid waste disposal options.

Near-Term Implementation Strategies

- A. The Select Board will fill the recycle coordinator position as soon as possible so that there is one individual whose sole responsibility is to evaluate and upgrade waste disposal options for the town.

Short-term Implementation Strategies

- B. The Select Board, or their designee(s), will educate the residents on hazardous wastes and their proper disposal.
- C. The Select Board, or their designee(s) will seek funding and assistance to perform a feasibility study on creating or participating in a regional transfer station for waste disposal.
- D. The Select Board, or their designee(s), will annually assess the cost-effectiveness of recycling versus disposal of household items.

F7. Policy

The Town will ensure an adequate amount of space is available in public cemeteries to fill the needs of Clifton residents.

Near-Term Implementation Strategies

- A. The Cemetery Committee will inventory all available burial plots and evaluate the need for developing and/or acquiring additional burial space.

- B. The Cemetery Committee will continue improving the landscaping of existing cemetery plots to reduce the cost of long-term maintenance.

Short-term Implementation Strategies

- C. The Cemetery Committee will research and secure funding for improving the aesthetics of the cemeteries.
- D. The Cemetery Committee will create master plans for all cemeteries with developable acreage to ensure efficient use of the property at a minimum expense. Such plans will address issues of roadways within the cemeteries and off road parking for funeral services.
- E. If findings of the Cemetery Committee evaluation of burial space warrant, the Select Board will budget for the acquisition, planning and development of additional land for burial plots.
- F. The Cemetery Committee will consider creating urn gardens in areas of the cemeteries that have unsuitable land cover for burial.

F8. Policy

The Town will assess the effectiveness of communications and representation on the MSAD #63 Board of Directors.

Near-Term Implementation Strategies

- A. The Select Board will communicate local concerns to the Department of Education in regards to apportionment of school board representation from Clifton on the MSAD #63 Board of Directors.
- B. The Select Board will communicate local school budget concerns or issues with the Select Boards of other communities in the District (Eddington and Holden) prior to the MSAD #63 budget vote.
- C. The Select Board will assess the percentage of Clifton residents voting on the budget at the MSAD #63 board meeting, take an exit poll of all Clifton voters to indicate if there was a clear understanding of the school budget and voting process and compile the results to include in an official communication to the Department of Education, MSAD #63, and other Towns in the District (Eddington and Holden).
- D. The representative on MSAD #63 Strategic Plan Committee will continue to actively participate in meetings and communicate results to the Select Board.

- E. The Board of Selectmen will support MSAD #63's efforts to create a website in order to more effectively communicate with communities, parents, and students.

Short-term Implementation Strategies

- F. The Select Board, or their designee(s), will request the locally appointed School Board Director and/or school principals to submit articles to the Town's newsletter.

Long-term Implementation Strategies

- G. The Select Board, or their designee(s), will identify, and communicate to MSAD #63, suitable sites within Clifton available for future location of a school.

F9. Policy

The Town will develop an overall plan to maximize the development of the 56-acre "Town Lot."

Long-Term Implementation Strategies

- A. The Select Board will solicit volunteers to serve on a parcel development committee charged with creating a plan for the town-owned lot on which the current Town office is located. The Plan will include, but is not limited to, strategies for developing this location for future schools, local post office, fire station, recycling center, transfer station, indoor and outdoor recreation facilities, and respective parking areas.
- B. The Select Board will present, for Town vote, the final plan for the development of the "Town Lot," with cost estimates and priority ranking of each project.

TOWN SERVICES SURVEY

	check	zero	?	blank	total responses
PUBLIC SAFETY:					
___ POLICE PROTECTION	14	5	2	4	25
___ FIRE PROTECTION	19	1	1	4	25
___ EMERGENCY MEDICAL & RESCUE	18	2	1	4	25
___ FIRE CHIEF AND FIRE WARDENS	20	0	1	4	25
___ ANIMAL CONTROL	11	7	1	6	25
___ STREET LIGHTS	17	2	1	5	25
WASTE MANAGEMENT:					
___ TRASH COLLECTION	20	2	1	2	25
___ BULKY WASTE CLEANUPS	15	5	2	3	25
___ HAZARDOUS WASTE COLLECTION	15	2	2	6	25
___ RECYCLING	14	4	2	5	25
TOWN ROADS MANAGEMENT:					
___ ANNUAL MAINTENANCE	14	7	1	3	25
___ ROAD IMPROVEMENT	9	10	1	5	25
___ SNOWPLOWING AND SANDING	17	2	0	6	25
___ SAND / SALT SHED	20	0	1	4	25
___ ROAD SIGNS	14	6	1	4	25
TOWN OFFICE OPERATION:					
___ BUDGET MANAGEMENT	10	6	2	7	25
___ SERVICES MANAGEMENT	12	3	3	7	25
___ COMMUNICATION BETWEEN OFFICIALS AND THE PUBLIC	10	11	0	4	25
___ GENERAL ASSISTANCE	16	0	2	7	25
___ MUNICIPAL BUILDING	20	1	0	4	25
___ OFFICE STAFF	17	2	0	6	25
___ ANNUAL REPORTS/ AUDITING	15	3	0	7	25
___ BOARD OF ASSESSORS /ASSESSING AGENT	13	3	1	8	25
PLANNING AND LAND USE REGULATION:					
___ PLANNING BOARD	17	4	1	3	25
___ CODE ENFORCEMENT OFFICER	19	4	0	2	25
___ ORDINANCES AND PERMITTING	14	7	0	4	25
___ BOARD OF APPEALS	16	2	1	6	25
___ COMPREHENSIVE PLANNING COMMITTEE	18	0	0	7	25
CEMETARY MANAGEMENT:					
___ CEMETARY MAINTENANCE	13	5	2	5	25
___ CEMETARY IMPROVEMENT	13	5	2	5	25
MISCELLANEOUS SERVICES:					
___ COMMUNITY DEVELOPMENT COMMITTEE	10	3	2	10	25
___ HOLBROOK REGIONAL RECREATION	14	0	2	9	25
___ CLIFTON PUBLIC LIBRARY	13	4	1	7	25
___ CLIFTON HISTORICAL SOCIETY	15	4	0	6	25
___ OTHER SERVICE ORGANIZATIONS	10	0	4	11	25
EDUCATIONAL SYSTEM:					
___ SAD#63 BUDGET MANAGEMENT	4	14	2	5	25
___ SCHOOL CURRICULUM	8	4	6	7	25
___ SCHOOL TRANSPORTATION	12	2	4	7	25
___ SCHOOL BUILDINGS	13	1	3	8	25
___ SAD#63 BOARD OF DIRECTORS	5	8	4	8	25

25 Surveys
17 Responded
8 No Responses

COMPREHENSIVE PLANNING – OPINION SURVEY

POTENTIAL NEW TOWN SERVICES

There are several municipal services that Clifton currently does not have. Do you foresee the day the Town might need any of the following? Please indicate if you think the Town needs to start thinking about or planning for any of the listed services. Place a check mark (✓) in the space if you think a new service or a major expansion of an existing service will be needed in the suggested time frame.

Public water supply 4____ within 5 years, 6____ 10 years, 3____ 20 years =13

Municipal sewage system 4____ within 5 years, 1____ 10 years, 5____ 20 years =10

Regional transfer station for waste disposal 7____ within 5 years, 5____ 10 years, 1____ 20 yrs
=13

Fire Station 4____ within 5 years, 6____ 10 years, 4____ 20 years ==14

Post Office 6____ within 5 years, 5____ 10 years, 3____ 20 years =14

Elementary School 1____ within 5 years, 6____ 10 years, 3____ 20 years =10

Bus service to Bangor/Brewer 3____ within 5 years, 7____ 10 years, 2____ 20 years =12

Town management form of government 6____ within 5 years, 8____ 10 years, 0____ 20 years
=14

Contracted police protection 7____ within 5 years, 6____ 10 years, 0____ 20 years =13

Playground, ball field, tennis courts, etc. 8____ within 5 years, 3____ 10 years, 3____ 20 years
=14

WHAT DO YOU LIKE BEST ABOUT LIVING IN CLIFTON?

WHAT DO YOU LIKE LEAST ABOUT LIVING IN CLIFTON?

Clifton Comprehensive Plan

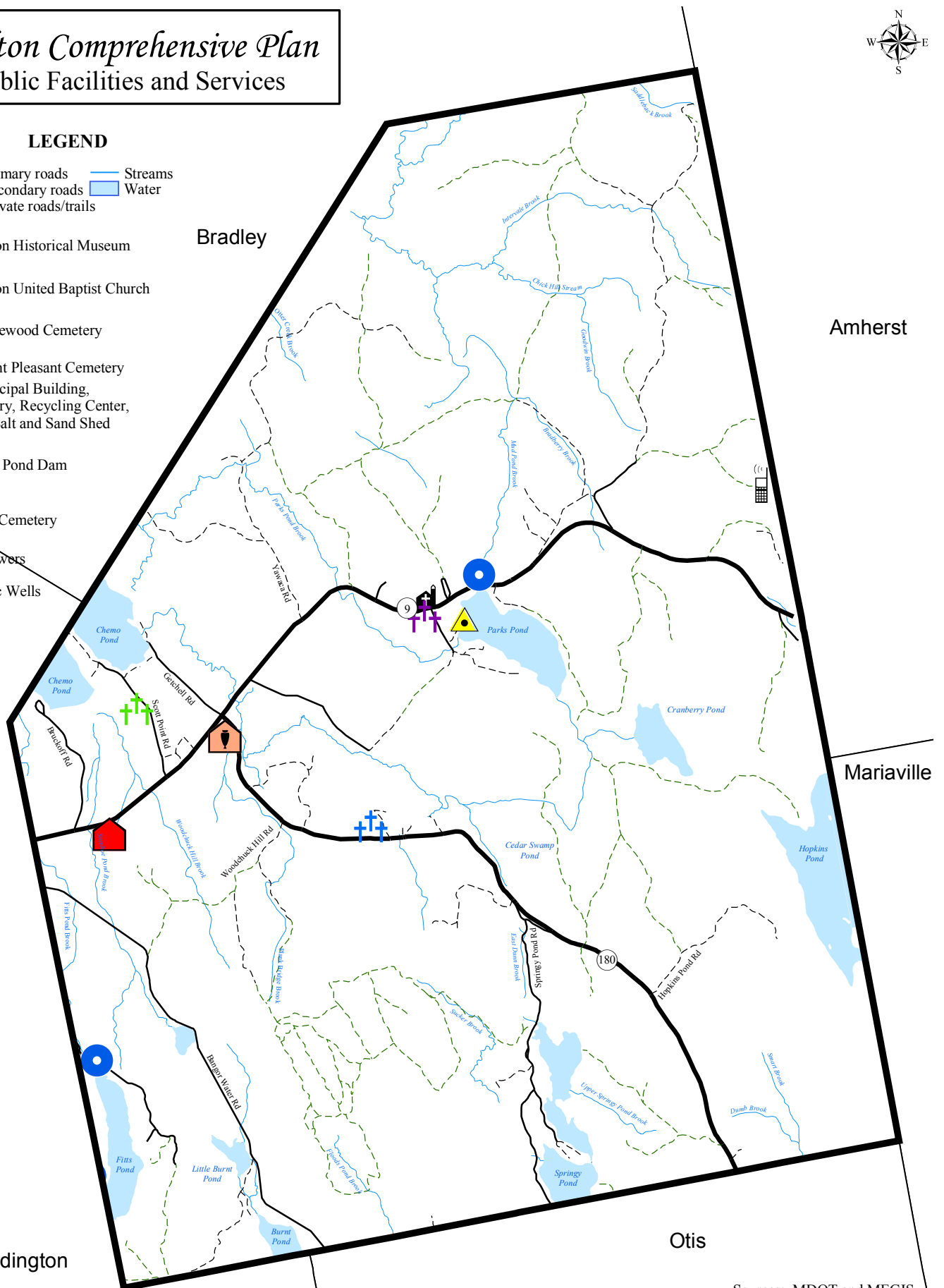
Public Facilities and Services



LEGEND

- Primary roads
- Secondary roads
- - - Private roads/trails
- Streams
- Water

- Clifton Historical Museum
- Clifton United Baptist Church
- Maplewood Cemetery
- Mount Pleasant Cemetery
- Municipal Building, Library, Recycling Center, and Salt and Sand Shed
- Parks Pond Dam
- Scott Cemetery
- celltowers
- Public Wells



0 0.5 1 Miles

Sources: MDOT and MEGIS
Map created: August 2004

Map F-1