

STATE GOAL

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

LOCAL GOALS

Clifton will sustainably develop infrastructure, human resources, and services to support the greater community needs as its first priority.

Clifton will assist its most vulnerable households where possible by helping to build relationships and networks resulting in sustainable and improved lives.

Clifton will work to build harmonious and well-coordinated relationships among its Boards, staff, and volunteers creating a positive customer interface for people and entities creating economic growth and overall vitality for the community.

Clifton government and staff will maintain close connections with pre-k through 12th grade educational business partners ensuring fairly priced, high quality curricula, teachers, staff, and extra-curricular activities are available for its citizens.

CLIFTON PUBLIC FACILITIES AND SERVICES: BROAD VIEW

Town government has a responsible role protecting public health, safety and welfare. Their charge is to provide 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 can place demand on Town resources. This is true whether the development is residential, commercial, industrial, or recreational. In turn, facilities and services, their existence or nonexistence, their location, efficiency, suitability, and cost will influence the scheme of development Clifton will experience. Planning and providing necessary facilities and services will work together to sustain or enhance the community experience.

MUNICIPAL ADMINISTRATION

Clifton town government administered a municipal budget of \$556,358 in FY 2017-2018. The principal categories and their budgets were general government, \$207,057; protection, \$32,738; health and sanitation, \$79,350; public works, \$129,880; welfare, \$2,500; social services, \$1,750; recreation, \$4,145; 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. 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'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 _____/year stipend. In addition to the Select Board, there is a regular Planning Board consisting of five permanent positions and two alternate positions all appointed by the Select Board. The Planning Board operates independently from the Select Board. Members

receive \$750/year stipend and the Chair receives \$1,000/year.

The Town Office, located at 135 Airline Road, is open 38 hours per week. The Town employs one full time and three part time staff. The Administrative Assistant, the only full time staff, is a Select Board appointee with no defined term of office. The Assistant 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 \$124,120 for administrative salaries in 2018. Three part time staff consists of a (Kathy's Position??), Code Enforcement Officer, and Tax Assessor.

As of 2018, the Code Enforcement Officer / Plumbing Inspector is a contractual employee. In 2018, the Town expended \$11,500 for Code Enforcement services. During 2016, 34 building permits and 16 plumbing permits were issued. Six possible code violations were investigated. Four permits went to the Appeals Board.

The elected Select Board meets monthly. 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 \$9,600 for Assessing services in 2018.

TOWN BOARDS, OFFICERS, and COMMITTEES

- Select Board - an elected five-member board that also serves as the Board of Assessors, Overseers of the Poor, and the Board of Road Commissioners.
- Regional School Union 63 Director – an elected position for a three-year term and receives nominal compensation from the District.
- Office of Treasurer - appointed by the Select Board with no term of office.
- Office of Tax Collector - appointed by the Select Board with no term of office.
- Office of Town Clerk - appointed by the Select Board with no term of office.
- Office of General Assistance Coordinator - appointed by the Select Board with no term of office.
- Office of Registrar of Voters - appointed by the Select Board with no term of office.
- Deputy Officers - appointed by the Select Board as needed with no term of office.
- Fire Chief, Fire Warden and Deputy Fire Warden - 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 - appointed by the Select Board with no term of office; currently combined with the Fire Chief position.
- Hazard Mitigation Officer - appointed by the Select Board with no term of office; created by the Select Board in August, 2003.

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Public Facilities and Services

- Planning Board - five members and two alternates appointed by the Select Board who serve three-year terms; Planning Board meets monthly.
- Board of Appeals - appointed by the Select Board; three members and one alternate who serve three-year terms; Board meets on an as-needed basis.
- Cemetery Board - appointed by the Select Board; three members serving 3 year terms.
- Code Enforcement Officer - appointed by the Select Board; annually reviewed.
- Local Plumbing Inspector - appointed by the Select Board; annually reviewed.
- Public Health Officer - appointed by the Select Board; annually reviewed.
- Animal Control Officer - appointed by the Select Board; annually reviewed. The town also contracts for Animal Care Services and for Veterinarian Services.
- Assessor's Agent - appointed by the Select Board; annually reviewed.
- Comprehensive Planning Committee - appointed by the Select Board; no specified number of members and no term of office.
- Holbrook Regional Recreation Committee - appointed by the Select Board and has three members who serve three-year terms.
- Sexton - appointed annually by the Select board and compensated by the family of the deceased.

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 ___ of the ___ budgeted for general assistance in 2018 and was reimbursed ___ 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 declined steadily over the past decade.

MUNICIPAL BUILDING AND TOWN LOT

The Municipal Building is a 40'x64' building with 2,560 square feet of space positioned on a 57 acre lot locally known as the "Spencer Lot." The history of how the municipal building came to be is in the History Chapter of this Comprehensive Plan. Town Office occupies half the building and what was formerly the library occupies the other half of the building acting as the meeting and voting space. The library closed in 2016 due to lack of use and failure to meet all the state minimum guidelines for being a library. 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 acts as customer service and some board meetings. Working space for the Code Enforcement Officer and the Assessor's Agent is also in this area. The Town Meeting Room (1,147 square-

feet) has an empty room maximum capacity of 150 people.

A contracted lawn service provides grounds maintenance for the municipal building. 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 a portion of 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 CITIZENS' COMMUNICATIONS

The Town uses multiple means for informal and formal communications. The Town has two websites; one for the town and one for the planning board:

<http://cliftonme.com/>

<https://sites.google.com/site/cliftonmaineplanningboard/>

The Town sends out a routine yet irregular email to subscribers with an attached newsletter; if people have an interest, they may contact the Town Office to be on the list. The sign in front of the Town Office serves as a posting location for major events such as clean-ups, meetings, or general notice. Under Maine laws, certain meetings require a newspaper notice and the Town defaults to the Bangor Daily News. As a note, these advertisements typically cost around \$700-\$800, so there is a pay off for boards being organized about important meetings. The Town has a social media presence on Facebook, however, this page is not current. The Town should decide if this is important, and if not, use the built in tools to deliberately delete the page.

EDUCATIONAL FACILITIES

MAINE REGIONAL SCHOOL UNIT 63 (RSU 63)

Clifton does not have and does not administer a school system. It is part of Maine Regional School Unit 63 (RSU 63) (<https://www.rsu63.org/>). Incorporated in 1967, RSU 63 includes the Towns of Clifton, Eddington, and Holden. There are three schools: Eddington Elementary, Holden Elementary, and Holbrook Middle School. Formerly, Eddington and Holden duplicated each other in terms of services and curriculum (K thru 4). With the reduced number of students and budget issues (see discussion below), grade levels consolidated with grades pre-k thru 1 attending Eddington and 2-4 attending Holden reducing teaching and administrative positions.

Eddington Elementary School sits at 440 Main Road in Eddington. In the 2014-15 school year, there were 166 pupils and 16 staff members. The school serves students from Grades K-4 and most Clifton students in these grades attend Eddington School. The Holden School sits at 590 Main Road (Route 1a adjacent to the Holden Town Office) in Holden. The Holbrook School operates at 202 Kidder Hill Road in Holden. The school serves students from Grades 5-8 residing in all three towns.

RSU 63 acts autonomously as its own political entity. In 2002-2003, the district budget was \$7,595,922 and Clifton was assessed \$530,100. Cost increased over the years as the table shows below. 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 district's Superintendent's Office is at the Holbrook School on Kidder Hill Road in Holden. The Airline Community School District (CSD) 8 has a small contract with MSAD 63 to provide state required superintendent oversight and other administrative services. CSD 8 funds about 12% of the central office administrative expenses – for example: salaries. Increases are inconsistent; however, over the past five years, the average year over year increases work out to 8.5% annually.

School Year	Clifton Assessment	Clifton Students	Cost/ Student	Year over Year %
2014-2015	\$694,923	129	\$5,387	
2015-2016	\$717,523	115	\$6,239	15.8%
2016-2017	\$706,218	110	\$6,420	2.9%
2017-2018	\$737,115	114	\$6,466	0.7%
2018-2019	\$750,231	101	\$7,428	14.9%

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. The district operates its own transportation system with mechanical support and bus drivers.

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, district voters drafted and obtained enough signatures petitioning to place the budget process on a general election 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 starting in the June 2004 elections.

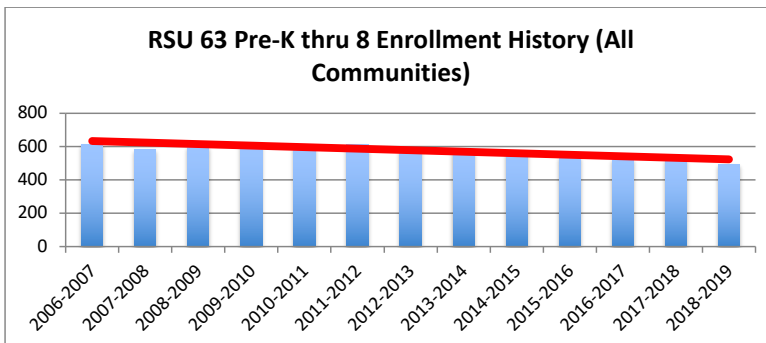
RSU 63 assesses the district based upon a town's state property valuation – regardless of enrollment or population. In 1966, Clifton's state valuation was 10.5% of the District total of \$3,800,000; Eddington's was 40.8% and Holden's was 48.7%. In 2000, Clifton's state valuation was 15.25% of the District total of \$227,200,000; Eddington's was 30.63% and Holden's was 54.12%.

In recent years, the school assessments for the three communities and Clifton's apportionment are in the table below – consistently just over 14%. Eddington is about a third and Holden carries just over half the burden.

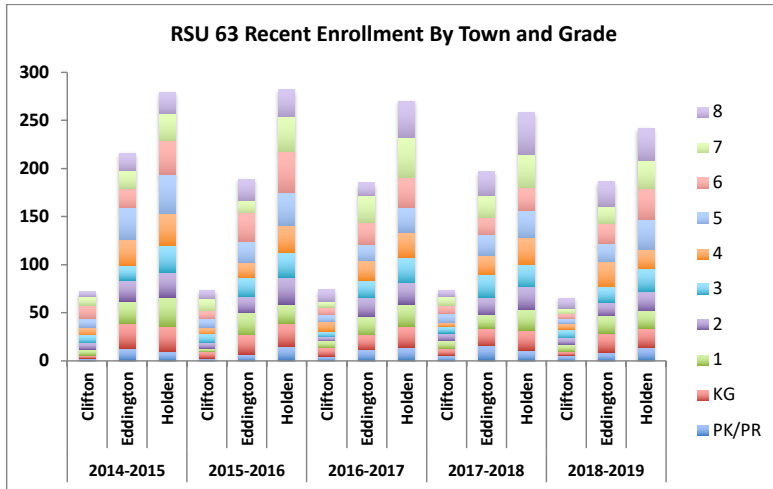
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Clifton	\$590,895	\$615,507	\$600,228	\$603,374	\$627,400
Eddington	\$1,324,958	\$1,405,560	\$1,375,863	\$1,376,831	\$1,427,978
Holden	\$2,220,008	\$2,323,802	\$2,277,797	\$2,273,947	\$2,387,906
Total	\$4,135,861	\$4,344,869	\$4,253,888	\$4,254,152	\$4,443,284
Clifton %	14.3%	14.2%	14.1%	14.2%	14.1%

In addition to a shift in valuation within the District, there has also been a shift in student enrollment. Clifton children accounted for 8.1% of the district’s enrollment in 1980, 10.4% in 1990 and 13.6% in 2000. Eddington’s decreased 10.6%, Holden’s expanded 23.2% with total District enrollment increasing 15.18% over the same period. During the past 12 years, with economic conditions worsening in the region during the Great Recession (2008-2016), an overall decrease in regional population, and facility infrastructure wearing down, a steady resource decline currently plagues the district.

Year	Clifton Enrollment %
1980	8.1%
1990	10.4%
2000	13.6%
2018	12.9%

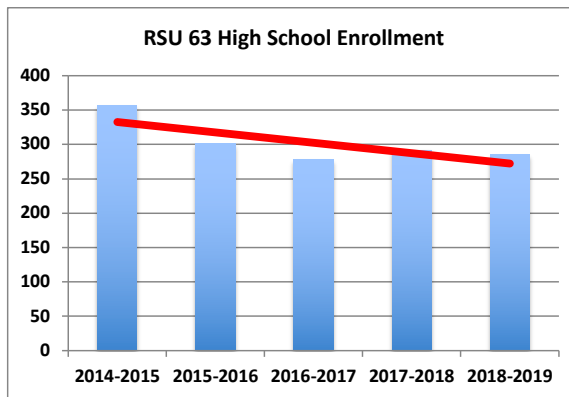


The graph above represents roughly a 1.7% year over year decline. To drill down a little further on enrollment, the following chart shows grade level detail by town further illustrating this downward trend and representing age demographics by sending town.



SECONDARY EDUCATION

RSU 63 does not have its own high school or a fixed contract with a specific high school. Parents and students are able to select which high school they would like to attend – this process has the local name “school choice.” While years ago, there was routine discussion of ultimately building a population to support a high school, with the decline, it is out of the question for the foreseeable future.



The Town of Clifton, through RSU 63, pays tuition to the selected high schools. Although, students can and have chosen to attend other high schools, the majority of Clifton students currently attend Brewer High School, a public school located at 79 Parkway South in Brewer. Historically, students also attended John Bapst Memorial High School, a private school located at 100 Broadway in Bangor. Recent years show this trend is changing favoring Bangor.

Clifton High School Students	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Bangor High School	1	1	4	7	8
Brewer High School	32	29	23	28	21
John Bapst Memorial High School	12	8	5	3	3
Hampden Academy	3	2	3	2	2
ME School of Science and Math					1
Old Town High School		1			

This final table regarding schools illustrates current trends in prek-12 student population size for Clifton compared to the entire district.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Clifton	129	115	110	114	101
All Students	926	848	809	823	781
Clifton %	13.9%	13.6%	13.6%	13.9%	12.9%

COMMUNITY AND CULTURAL FACILITIES AND SERVICES

PARKS, PLAYGROUNDS AND BALL FIELDS

As noted in the Recreation chapter, there are no public parks, playgrounds or ball fields 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. Interest seemed to wane and there is not currently an active group pursuing this type of facility. This may become something popular again in the future so it should be a “bin” item.

NON-GOVERNMENT MANAGED FEATURES AND FACILITIES

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 and 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 Clifton Historical Society owns and operates the museum. Currently artifacts and memorabilia donated to the Society are on display 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.

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 is undergoing renovation for compliance with state fire code. Although Comins Hall ownership by a private non-profit corporation, the Town generally contributes annually to its maintenance and upkeep.

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 2018.

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.

POLICE PROTECTION

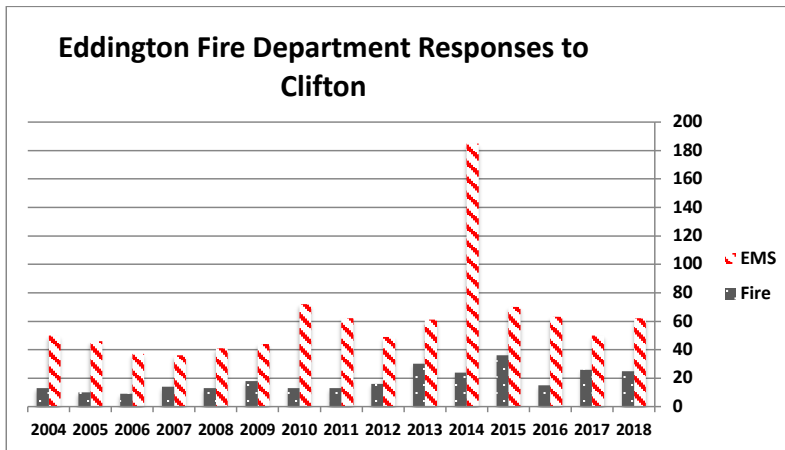
Until 1991, Clifton had an appointed constable. New regulations and certifications and increased costs made it necessary for the Town to rely solely on police protection services from the Penobscot County Sheriff's Department and the Maine State Police. These two organizations alternate coverage in Clifton. 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. Currently at least two Sheriff Deputies live in neighboring Eddington.

Public safety call management is through the Enhanced 9-1-1 system at the Penobscot Regional Communications Center (RCC). In 2018, the Town paid \$97,903 in county taxes, which allows the County to provide these services to the Town.

FIRE DEPARTMENT AND EMERGENCY RESCUE

The Town of Clifton holds a written contract for fire protection and emergency rescue with the Town of Eddington dating back to 1975. In FY 2017-2018, Clifton’s contract with the Town of Eddington was \$29,000 for their emergency response services. The contract contains a clause regarding how the Eddington and Clifton fire chiefs coordinate command on a fire scene in Clifton. Although the present Clifton fire chief is an officer in the Eddington Fire Department some may feel that the clause is no longer necessary. The advantage to keeping the clause is to benefit of future contracts in the event of a change in personnel in Clifton and Eddington.

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 average time for the first responder to arrive on scene in Clifton is approximately 10-15 minutes; that said this largely depends on time of day and prevailing weather conditions. Most Clifton calls are either along Route 9 or in the higher density Scott Point neighborhood.



As of 2019, the Eddington Fire Department Profile is as follows:

Location:	1 Station at 906 Main Rd., Eddington
Apparatus:	2 Engines (1992 & 2002) 1 Tanker (2016) 1 Rescue (2008) 1 Brush Truck (2017) 1 ATV (2007) 1 14’ Rescue Boat (2017)
Personnel:	2 Career Firefighter/EMT (42hrs/week) 20 Paid on-call Firefighters & EMT’s

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Public Facilities and Services

	Eddington – 13 Clifton – 1 Brewer – 1 Bangor - 2 Holden – 2 Milford – 1 Old Town - 1 Caribou – 1 (Student)
Staffing Hours:	2 Firefighter/EMT: 7am to 7pm x 365 1-2 live in students during academic periods
2018 Call Volume	EMS – 301; Fire – 142; Total – 443 Eddington – 313; Clifton – 87; Mutual Aid to Others - 43
Population Served:	Clifton – 921; Eddington – 2,225; Total – 3,146 Note: Clifton population based on Eddington Assessment; most current 2015 data estimate indicates about 780.
FY2018-2019 Financials	<u>Expenses</u> Operations – \$201,495 Debt Service - \$63,162 Reserve - \$42,500 Total - \$307,157 <u>Income</u> Clifton Contract - \$38,000 Billable EMS - \$10,000 Total - \$48,000 Net Cost to Eddington - \$259,157
Debt Service Detail	Engine 322 (2001) Initial Purchase \$175,000 20yr loan (2021) \$10,759/yr Engine 323 (2016) Initial Purchase \$315,000 7yr loan (2023) \$52,403/yr

To facilitate transport of people injured in snowmobile accidents, the Eastern Maine Snowmobile Club donated a rescue-toboggan to the Eddington Fire Department in 2000. Eddington Fire Department personnel receive training fighting forest fires a periodically, members have personnel who've attended specialty schools such as the State Forest Fire Fighting School.

EMERGENCY MANAGEMENT and HAZARD MITIGATION

The Select Board periodically appoints a local Hazard Mitigation Officer (not part of the Fire Department) 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 requirement for the town took effect November 1, 2003 based upon laws developed in the aftermath of the September 11, 2001 attacks on the World Trade Center and Washington, DC. A local government must have a state approved mitigation plan in order to receive hazard mitigation 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.

Winter Storms for the most part create inconveniences like unplowed roads/driveways, loss of electricity, loss of telephone service, and loss of heat. For 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. Back in 2002, the State Planning office 2015 projection estimated 16.4% of Clifton's population would be in these two age groups (41 under 5 years and 102 over 65 years). The actual 2015 mid-term Census review indicates 42 under age 5 and a whopping 150 people over age 65 live in Clifton.

In recent years, the Town was able to obtain a large industrial generator to provide power. The office currently maintains continuity of operations during power failures and is capable of providing warming for people when needed. Since the generator came on line, the area endured several storms knocking out power for days across the town. Only a few people took advantage of the shelter; however, for those with the need, it is an important resource. Placing a small kitchen in the building has been a point of discussion for several years; issues include sanitation liability and use frequency. There are also other potential non-government/non-profit organizations (NGO/NPO) to take care of people in the community during these events as previously discussed.

STREET LIGHTING, ROAD SIGNS, HOUSE NUMBERING, and HYDRANTS

Public safety and emergency response often depend on several small and integral measures enhancing 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 2018 were \$1,700. In 1992, Clifton adopted a Road Naming and House Numbering Ordinance. The town is in compliance with the 911 requirements.

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 \$800 for hydrant rental fees in 2018 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 2018, and \$0 to the Bangor Humane Society for a boarding contract.

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 roadwork. 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 2018, the Town expended \$10,000 in general road maintenance, \$76,380 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.

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

EmeraMaine is the electricity distribution provider for Clifton. Individuals deal directly with EmeraMaine for this service.

Telephone/Internet Service

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Consolidated Communications recently completely a buyout of Fairpoint Communications. Consolidated Communications provides telephone service to Clifton via landlines. Individuals deal directly with the provider. Customers may select a long distance phone service carrier from a large list of providers. Consolidated 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 using a digital subscriber line (DSL). Other methods include cellular, satellite, and in a very few cases internet over radio signal.

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 came directly delivered out of the Eddington Post Office; Clifton shares zip code 04428 with Eddington. In 2002, the Town of Eddington failed to come up with a building meeting Postal Service specifications and in 2003 sorting and delivery of Clifton's and Eddington's mail moved to the Bradley Post Office. The Eddington Post Office continues to provide window service, mail pick-up and rental post office 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. 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 historically 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 intermittently 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 \$79,350 in 2018. 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.

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

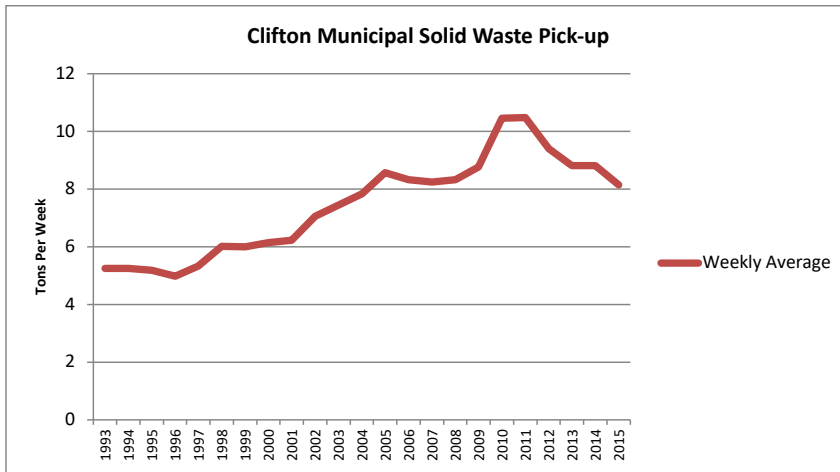
Year	Delivered Tonnage	Weekly Average	Percentage Change from previous year
1993	273	5.25	---
1994	274	5.25	0.0%
1995	270*	5.19	-0.2%
1996	259	4.98	-12.2%
1997	277	5.33	7.0%
1998	313	6.02	13.0%
1999	312	6.00	0.0%
2000	320	6.15	2.6%
2001	324	6.23	1.3%
2002	367	7.06	13.3%
2003	388	7.45	5.6%
2004	408	7.84	5.2%
2005	446	8.57	9.3%
2006	433	8.32	-2.9%
2007	429	8.25	-0.9%
2008	433	8.33	1.0%
2009	456	8.77	5.3%
2010	543	10.45	19.1%
2011	545	10.48	0.3%
2012	489	9.40	-10.3%
2013	458	8.81	-6.3%
2014	459	8.82	0.1%
2015	424	8.15	-7.6%

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.

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 2018, the Town of Clifton paid \$700 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.



Between 1993 and 2015 Clifton’s annual actual delivered tonnage increased by 55%, with dramatic increases occurring in 2010 and 2011. Weekly variations can greatly effect the overall cost of collection and the per ton average cost, which in turn effects the contractor’s bid.

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 consider some actions. Hopkin’s Pond residents now may also use a locked dumpster located on the municipal lot. The Town is researching both a Container ordinance and a Waste and Littering Ordinance. Discussions concerning 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 municipal lot provides a very adequate site for the annual cleanup 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. The Town expended a total of

\$10,000 in 2018 for bulky waste collection and disposal. 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. Household hazardous waste is exempt from state and federal hazardous waste regulations. Clifton works with other towns in the region for an annual hazardous waste collection day held in the fall at a location in Bangor. Citizens of Clifton obtain permits from the town office and then drive it themselves to the designated site in Bangor. Historically the site is by the airport and near the municipal garage.

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 \$8,850 State grant, the Town initiated recycling operations. In 1998, Clifton was awarded a Capital Investment Recycling Grant of \$9,525 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. Despite early program success, recent years, technological, and cultural shifts brought increased cost.

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 \$1,800 for recycling in 2018. Results of a November 2002 survey indicated that the majority of Clifton residents believe recycling services are adequate for the Town's needs. Currently, many recyclable products enter the solid waste stream for incineration (energy conversion). The Select Board looked at several options in the past few years. Currently, the issue is languishing; this is an area ripe for citizen action and opportunity.

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. The Town spent \$5,000 on cemetery maintenance in fiscal year ended 2018.

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 non-appropriated 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

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.

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).

STRATEGIES and POLICIES

The overarching policy for Clifton’s management of public facilities, services, and on-going business operations is:

The Select Board will continue to foster a participatory atmosphere with staff, boards, consultants, the general public, and most especially the governing body of the supporting school district emphasizing sustainably developing infrastructure, human resources, and services to support the greater community needs.

Multiple strategies are necessary to achieve the desired end state. Addressing staff, the Select Board will encourage skill and managerial development for the lead administrative position in the Town Office. Over the next several years, the Board will begin to consider the need to migrate towards a Town Manager who may have multiple duties and carry out some of the functions (for example, road and cemetery maintenance and financial oversight, economic development, planning support) currently conducted on a volunteer ad hoc basis by Select Board members or community members at large. The Select Board will also consider the potential to have some sort of economic development position funded almost exclusively through TIF accounts. Additionally, the Select Board will continue to review compensation packages for staff ensuring packages are regionally competitive with assigned duties.

As discussed throughout the plan document, there are about 60 vulnerable households in the community. The Select Board will seek volunteers or volunteer organizations to follow up with these most vulnerable households where possible (and where the household will freely accept the assistance) by helping to build local relationships and networks resulting in sustainable and improved lives.

Clifton will work to build harmonious and well-coordinated relationships among its Boards, staff, and volunteers creating a positive customer interface for people and entities creating economic growth and overall vitality for the community.

To this end, the two major boards, the staff, and the willing from the community will investigate the potential to develop a biennial community social event to help people better get

to know each other on a personal level.

Clifton will seek opportunities to find a developer for the industrial area as well as other diverse destination theme development opportunities for the community. The Planning Board and Select Board will also continue to work together to make adjustments in the CLUO to ensure regulations are current, relevant, and readily understood by most.

The Planning Board will take the lead to evaluate water and wastewater infrastructure needs via professional contracting over the next three to five years with an eye towards a feasibility study and analysis creating more predictability for the sanitation needs on Scott Point Road.

Clifton government and staff will maintain close connections with pre-k through 12th grade educational business partners ensuring fairly priced, high quality curricula, teachers, staff, and extra-curricular activities are available for its citizens. Strategies to support this policy are absolutely critical financially and for the future of the children in the community. A key strategy will be to expand the number of people from Clifton able to sit on the Board of Directors. Having only one voice and set of ideas against nine or more from other communities is not necessarily providing the best possible outcomes for Clifton. The Clifton Select Board will continue to monitor the school maintenance and construction activities and proposals to ensure expenses are within the threshold of the citizens' capacity and willingness to pay. For wider consideration, the Select Board will continue to investigate alternatives such as sending all students to the Brewer School District via a contract. Lastly, Clifton will stay abreast of technological improvements and consider more cost effective on-line learning opportunities in the years ahead, which may provide a more cost effective, diverse, and higher quality academic experience.