



Town of Windham

Town Offices
8 School Road
Windham, Maine

Meeting Agenda

Town Council

Tuesday, April 28, 2026

6:00 PM

Council Chambers

I. Roll Call of Members.

II. Pledge of Allegiance.

III. Minutes to be Approved:

[CD 26-080](#) To approve the Minutes of the April 14, 2026 Council meeting.

Attachments: [DRAFT-TC-MINUTES-April 14, 2026](#)

IV. Adjustments to the Agenda.

VI. Public Participation.

The public is invited to address the Council on any item of business not on the agenda for tonight's meeting.

NOTE TO CITIZENS: Citizens have the right and are encouraged to speak during public participation regarding items not on the agenda, or regarding an item when it comes up on the agenda.

All comments and questions during public participation or on an agenda item must be directed to the Chair and be limited to not more than three (3) minutes per speaker; except that the Chair may grant another three (3) minutes at his/her discretion.

Anyone who has already addressed the Council during public participation, on an agenda item, or during a public hearing will be asked to wait until all others have spoken before being recognized a second time.

VII. Councilors' Comments.

VIII. PUBLIC HEARINGS.

[26-056](#) To receive comment and approve a municipal services budget for fiscal year 2026-2027.

Attachments: [26-056 Cover Sheet.pdf](#)
[Windham Finance Committee Budget FY27 EDIT 4.28.2026.pdf](#)
[FY27 Finance Committee Capital Plan.pdf](#)
[Finance Committee Review of Managers Budget.pdf](#)
[Finance Committee Revenues.pdf](#)
[Finance Committee Expenses.pdf](#)
[RSU Budget Presentation.pdf](#)

[26-071](#) To receive public comment and act on proposed amendments to Chapter 185 Shoreland Zoning Ordinance and Chapter 120 Land Use Ordinance of the Code of the Town of Windham, pertaining to standards to effectively provide municipal review and approval of development proposals for the development of new or expanded non-residential uses in the shoreland zoning districts.

Attachments: [26-071 Cover Sheet.pdf](#)
[26-03 SZMC TC MEMO 999 Roosevelt Trail 04-13-2026.pdf](#)
[DEP Shoreland Zoning Approval 2021-12-16.pdf](#)

IX. CONSENT AGENDA.

X. UNFINISHED BUSINESS & GENERAL ORDERS.

[26-048](#) To countersign the Regional School Unit No.14 Warrant calling a Regional School Unit Budget Referendum to be held on June 9, 2026.

Attachments: [26-048 Cover Sheet.pdf](#)
[RSU Warrant-Notice of Elec. 6-2026.pdf](#)

[26-059](#) To appoint Leo Gerrior to the Planning Board for a three-year term to end February 15, 2029.

Attachments: [26-059 Cover Sheet.pdf](#)

[26-060](#) To appoint Gabe Andrews, a community member with a professional background in conservation, ecology and trail building and personal interest in hunting and trail running to represent residents with those interests, to the East Windham Steering Committee.

Attachments: [26-060 Cover Sheet.pdf](#)
[East Windham Steering Committee Charge adopted 1.27.2026.pdf](#)

- [26-074](#) To appoint James VanNest to the Comprehensive Plan Steering Committee.
- Attachments:** [26-074 Cover Sheet.pdf](#)
[Comprehensive Plan Steering Committee Charge.pdf](#)
- [26-083](#) To amend the charge of the Comprehensive Plan Steering Committee membership from one Councilor to ___ Councilors.
- Attachments:** [FINAL_Comprehensive Plan Committee Charge_032426.pdf](#)
- [26-076](#) To appoint a councilor to the Comprehensive Plan Steering Committee.
- Attachments:** [26-076 Cover Sheet.pdf](#)
[Comprehensive Plan Steering Committee Charge.pdf](#)
- [26-075](#) To nominate a councilor to be considered to serve on the Maine Municipal Association's Legislative Policy Committee.
- Attachments:** [26-075 Cover Sheet.pdf](#)
[MMA 2026-2028 Legislative Policy Committee.pdf](#)
- [26-068](#) To find that public benefit is derived by not offering for sale the property identified as tax account F2435R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.
- Attachments:** [26-068 Cover Sheet.pdf](#)
[Highland Cliff Rd.pdf](#)
- [26-069](#) To find that public benefit is derived by not offering for sale the property identified as tax account M7277R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.
- Attachments:** [26-069 Cover Sheet.pdf](#)
[Depot Street.pdf](#)

[26-079](#) To approve a Memorandum of Agreement with Greater Portland Council of Governments, Maine Department of Transportation, and the municipalities of Portland, Westbrook and Raymond to formalize a partnership agreement to conduct the Route 302 Corridor Study from Portland to Raymond and authorize the Town Manager to take the necessary actions to execute said agreement.

Attachments: [26-079 Cover Sheet.pdf](#)
[DRAFT MOA - Route 302 Corridor Study.pdf](#)
[Attachment A_Route 302 Corridor Study Scope_4-6-26.pdf](#)

[26-082](#) To adopt amendments to the town's fund balance policy.

Attachments: [26-082 Cover Sheet.pdf](#)

[26-087](#) To approve the expenditure of \$47,023, the cost of a police cruiser to replace a vehicle deemed a complete loss by the Town's insurer, of which the Town will be reimbursed \$30,525 and the remaining balance will be funded from 13100-47410.

XI. Council Correspondence.

[CD 26-078](#) FOAA Status Report.

Attachments: [Attny Request 7 Flagship Lane.pdf](#)
[6 Challenge Drive Deed.pdf](#)
[FOAA 770 Roosevelt Trail Property.pdf](#)
[FOAA Code Violations 770 Roosevelt Trl Response 4.23.2026.pdf](#)
[FOAA Code Violations All Building Permits Contractors 2025 Response 4.23.20](#)

[CD 26-082](#) CMP Rate Decrease and PUC Required Customer Notice.

Attachments: [CMP Letter and Notice Rates.pdf](#)

XII. Town Manager's Report.

XIII. Committee Reports.

A. Council Subcommittees.

1. Appointments Committee.
2. Finance Committee.

Next meeting will be April 30, 2026 at 4:30 PM.

3. Ordinance Committee.

Meets the third Wednesday of each month. Last met April 15, 2026.

B. Other Committees.

1. Parks & Recreation Advisory Committee.

Meetings occur the second Monday of each month.

2. Windham Economic Development Corporation.

The W.E.D.C. has scheduled a remotely accessed board meeting via Microsoft Teams on May 7th at noon.

3. Natural Resources Advisory Committee.

The committee met on April 22nd at 5:30 PM.

4. Greater Portland Council of Governments (GPCOG).

Dates:

PACTS Policy Board Meeting: Thursday, April 30, 2026, 11:00 AM - 1:00 PM

PACTS Policy Board Meeting: Tuesday, May 26, 2026, 11:00 AM - 1:00 PM

GPCOG General Assembly, Annual Summit & Reception: Thursday, May 28, 2026, 2:00 - 7:00 PM.

5. ecomaine.

The board last met on April 16th. The ecomaine Finance Committee is scheduled to meet on Thursday, May 21st at 3:00 PM.

6. Forbes Lane Neighborhood Park ad hoc Committee.

The committee met on April 15th and will have their final meeting on Wednesday, April 29th. The committee will make its recommendation to Council at their meeting of May 12th.

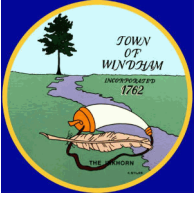
XIV. Discussion Items.

[CD 26-045](#) Update from County Commissioner, Tom Tyler.

[CD 26-083](#) Sewer Capacity and Potential Moratorium on Large-Scale Wastewater Users.

[CD 26-084](#) Buffer Zones in Residential Areas.

XV. Agendas & Scheduling.**XVI. ADJOURN.**



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-080

Agenda Date: 4/28/2026

Version: 1

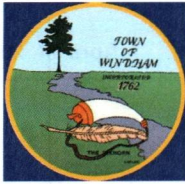
Status: Passed

In Control: Town Council

File Type: Minutes

Agenda Number:

To approve the Minutes of the April 14, 2026 Council meeting.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Meeting Minutes - Draft

Town Council

Tuesday, April 14, 2026

6:00 PM

Council Chambers

I. Roll Call of Members.

Council-Chair Morrison called the meeting to order at 6:02 p.m.

Present: 6 - David Nadeau, Mark Morrison, William Reiner, Margaret Terry, Douglas Fortier and Katie Cook

Absent: 1 - Brett Jones

II. Pledge of Allegiance.

Council-Chair Morrison led the Council in the Pledge of Allegiance.

III. Minutes to be Approved:

[CD 26-066](#) To approve the Minutes of the March 24, 2026 Council meeting.

Attachments: [DRAFT TC-MINUTES-March 24, 2026..pdf](#)

A motion was made by Councilor Nadeau, seconded by Councilor Fortier, that the Minutes be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

IV. Adjustments to the Agenda.

VI. Public Participation.

There was no public participation.

VII. Councilors' Comments.

Councilor Nadeau stated that Administrative Assistant Tammy Hodgman had sent an email out to vote for Windham Historical Society in an online competition, and he encouraged everyone to support the Society.

VIII. PUBLIC HEARINGS.

[26-052](#) To receive public comment and act on an application submitted by Le Kine Kitchen LLC, located at 999 Roosevelt Trail, Building #2, Unit 11, for a new Marijuana Manufacturing Facility. (Application received in the Clerk's Office)

on 3/9/2026.)

Attachments: [26-052 Cover Sheet.pdf](#)

[Le Kine Kitchen LLC Addendum](#)

[Marijuana Ordinance 3-19-2026](#)

A motion was made by Councilor Nadeau, seconded by Councilor Fortier, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

26-067

To receive public comment and act on a new application submitted by Luchador Taco Corp d/b/a Luchador Tacos, at 781 Roosevelt Trail, and to find that the requirements of 28-A M.R.S.A. §653 have been met for a new Liquor License.

Attachments: [26-067 Cover Sheet.pdf](#)

[New Liquor License Application Luchador Tacos](#)

A motion was made by Councilor Nadeau, seconded by Councilor Fortier, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

IX. CONSENT AGENDA.

X. UNFINISHED BUSINESS & GENERAL ORDERS.

26-035

To approve applications for watershed protection grants, such funding to be paid from fiscal year 2025-2026 watershed protection funds in account 11500-46930 and carry forward surplus funds in perpetuity for future projects.

Attachments: [26-035 Cover Sheet.pdf](#)

[2026 WPG Recommendations Memo.pdf](#)

[2025 WPG Final Reports Summary Memo.pdf](#)

Environmental & Sustainability Coordinator Mary Wicklund said that last year was a very successful year. She described successful projects held at Collins Pond, Sebago Lake (including an underwater drone survey program) and with the Presumpscot Land Trust. Beach and Orchard roads performed habitat stabilization and road work.

She described those that had applied this year, scored on rubrics by the Natural Resources Advisory Committee. The committee recommended that all four applicants be funded. Little Sebago lake is continuing their milfoil removal project and repairing their boat used for preservation. Mill Pond is working with Sebago Lake and Collins Pond, and will be doing a hand pull of milfoil this year and see what the results will be. Presumpscot

Regional Land Trust plans continuous monitoring for this year. Overlook Road Association plans work on their road leading to Highland Lake. The amount asked for this year was \$35,000; for every dollar spent this year each will leverage \$5.50, meaning the total for the work done will be \$195,000, a good return on the Town's investment.

Councilor Nadeau wanted to make sure that applicants know they have to keep up with maintenance on road projects used with these funds.

Councilor Terry asked how much funds we take in for watercraft excise tax and was directed to the attachments.

Councilor Morrison congratulated Mill Pond on the work they had done to mitigate milfoil.

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

26-036

To appoint Tom Tyler, a community member with hunting experience to represent residents with those interests, to the East Windham Steering Committee.

Attachments: [26-036 Cover Sheet.pdf](#)

[East Windham Steering Committee Charge adopted 1.27.2026.pdf](#)

A motion was made by Councilor Nadeau, seconded by Councilor Terry, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

26-045

To adopt a Solar Array Reserve Policy.

Attachments: [26-045 Cover Sheet.pdf](#)

[Solar Array Reserve Memo 3-18-26.pdf](#)

[Solar Array Reserve Policy.pdf](#)

Town Manager Robert Burns stated that the reserve account was discussed at the last meeting. Since then, Assistant Finance Director Levi Robinson has crafted a plan going forward. It is hoped that the solar array will pay for itself using the methods described within the plan. Assistant Finance Director Robinson was thanked for his efforts.

A motion was made by Councilor Nadeau, seconded by Councilor Fortier, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

26-050

To approve a System Sales Agreement between the Town and Radio

Communications Management, Inc. for the purchase of a replacement radio/repeater infrastructure system for the Police, Fire and Public Works departments from Radio Communications Management, Inc. (RCM), in the amount of \$798,889.26 as funded in capital account FR-2024-006, and authorize the Town Manager to take any further action.

Attachments: [26-050 Cover Sheet.pdf](#)
[Windham - RCM Agreement 03-13-2026 \(Draft\).pdf](#)
[Windham Radio System - Sites update 26.pdf](#)

Manager Burns stated that at the Council Meeting held on September 23, 2025, the Council allocated the funds for this program but had asked for a presentation on the subject.

Fire Chief Brent Libby and Police Chief Kevin Schofield made a presentation to show why the current radio system is obsolete and inadequate. The warranty for the current system expired back in 2015. There is poor radio perception in certain parts of Town, particularly in North Windham. Several audio files were played in which radio calls from North Windham were unintelligible. All the hardware and software components at four existing sites would be replaced. The tower at the South Windham site will be changed from a receive only site to a send and receive site. They are also hoping to replace several older radios with a P25 Digitized Radio. Portable coverage (i.e. radios carried by a responder on their person) should be improved with these changes.

Councilor Terry asked if a new tower would be built at Freeman Hill? Chief Libby stated that the same tower would be used but new equipment would be installed. Chief Schofield stated that Cumberland County had previously used this technology. This would be capital funded.

Councilor Nadeau asked how the financial arrangement would work with the tower on the Windham Center Public Safety Building? It was stated that the company would bear the costs of installation, and in return would get several years rent free before eventually paying rent to the Town.

A motion was made by Councilor Nadeau, seconded by Councilor Terry, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

26-051

To certify that the public purpose of the affordable housing district is being met and that the required housing affordability and other conditions of approval, including limitations on uses of tax increment revenues for approved development project costs, set forth in the Certificate of Approval issued by the Maine State Housing Authority for the District and the related Affordable Housing Development Program are being maintained, and to further authorize the Town Manager to take any other action related thereto to approve the annual report.

Attachments: [26-051 Cover Sheet.pdf](#)
[Affordable Housing TIF District - Annual Report - 2025-2026.pdf](#)
[title30-Asec5250-A-1.pdf](#)

Manager Burns stated that this is an annual report submitted by the Town relating to the New Marblehead 1 Housing Development. This report ensures that the Town remains compliant.

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook
Absent: 1 - Councilor Jones

26-055 To approve amendments to the Master Fee Schedule.

Attachments: [26-055 Cover Sheet.pdf](#)
[CURRENT MASTER FEE SCHEDULE proposed 4.14.2026.pdf](#)

Manager Burns stated that this was a fee update for Dedimus Justice services, marriage ceremonies, impoundment fees, shore land zoning, and eliminating trash bags.

Councilor Terry asked if fees could be increased for liquor licenses. Town Clerk Anthony Blasi stated that it was not possible, as the fees are set by the State.

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook
Absent: 1 - Councilor Jones

26-057 To find that public benefit is derived by not offering for sale the property identified as tax account L4885R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.

Attachments: [26-057 Cover Sheet.pdf](#)
[Parcel Information and Map.pdf](#)
[Account Statement.pdf](#)

Manager Burns stated that the owners are able to pay their taxes in full with interest and recommended that the Council approve the sale back to them.

Councilor Nadeau asked if the owners were completely up to date? Manager Burns stated that they were compliant and that this was a primary residence and he is happy that the owners were able to resolve the situation.

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

[26-058](#) To appoint Elizabeth Schidzig to the Windham Economic Development Corporation for a two-year term to expire February 15, 2028.

Attachments: [26-058 Cover Sheet.pdf](#)

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

[26-061](#) To approve lists of Election Clerks submitted by the Democratic and Republican Town Committees who will serve a term of two years.

Attachments: [26-061 Cover Sheet.pdf](#)
[Democrat and Republican Worker Lists](#)
[title21-Asec503-A.pdf](#)

A motion was made by Councilor Nadeau, seconded by Councilor Terry, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

[26-070](#) To approve the July 1, 2026 to June 30, 2027 contract for services provided by the Animal Refuge League.

Attachments: [26-070 Cover Sheet.pdf](#)
[ARL Contract FY 2027.pdf](#)
[ARL Renewal Letter.pdf](#)
[FY2025 Impact Report.pdf](#)

Manager Burns stated that prices have gone up but the increases could be handled by the proposed budget.

A motion was made by Councilor Nadeau, seconded by Councilor Cook, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

[26-062](#) To receive the Finance Committee's FY2026-2027 proposed municipal budget and set April 28, 2026 as the date for the public hearing.

Attachments: [26-062 Cover Sheet.pdf](#)
[Windham Finance Committee Budget FY27 EDIT4.10.26.pdf](#)
[FY27 Finance Committee Capital Plan.pdf](#)
[Finance Committee Review of Managers Budget.pdf](#)
[Finance Committee Revenues.pdf](#)
[Finance Committee Expenses.pdf](#)

Councilor Nadeau wished to thank the Budget Committee, the Finance Committee, and Town Staff for all their hard work. This budget comes to the Council by a unanimous vote from the Finance Committee.

Manager Burns presented the Finance Committee's Budget to the Council using the keynote (see the attachment to the minutes). He congratulated Town Department Heads on their diligence on fitting the vision for the budget.

Councilor Morrison asked if the mil-rate would change with the addition of the school's budget? Manager Burns replied that the mil-rate would not be set until commitment this summer.

Councilor Terry asked if the roof on the new Public Safety Building was being replaced? Chief Schofield said that it was on the part of the building dating from 1988.

In addition to the presentation, Manager Burns reference the other attached documents. One included a tabular breakdown of the capital budget. One was changes to revenue. There was also tabular sheets of revenue and expenses.

Councilor Morrison thanked Manager Burns for his presentation.

Councilor Nadeau stated that all departments did a great job in having little or no increases. He also stated that the Town's money comes from revenue sharing, excise tax, and property tax. The first two sources can have unpredictable numbers, and it can be difficult to try and project those figures. Once a budget is passed, that is all the money there is, and it is spent.

Councilor Fortier asked what the average household increase would be as the budget stands now? Finance Director Susan Rossignol and Assistant Director Robinson stated that it would be roughly \$95.00.

A motion was made by Councilor Nadeau, seconded by Councilor Reiner, that the Order be approved. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

XI. Council Correspondence.

[CD 26-067](#) FOAA Status Report.

Attachments: [FOIA Building and Code Enforcement Activity 30 days 3.24.26.pdf](#)
[RecordsSunlightAccess Request 2026 0331 Acknowledgment and Response.pdf](#)

CD 26-069 Growth Permit Summary.

Attachments: [Growth Permit Summary 3-26-2026.pdf](#)

CD 26-070 Charter Communications - Spectrum Correspondence.

Attachments: [2026.3.20 Charter Programming Notice \(The Cowboy Ch rebrand\) ME, NH.pdf](#)
[2026.3.27 Charter Price Change Notification -me.nh.pdf](#)

CD 26-075 Department Quarterly Reports.

Attachments: [Town Clerk Quarterly Report.pdf](#)
[Police Dept third quarter report. jan march 26.pdf](#)
[Fire EMS Quarterly Report Jan - Feb- March 2026.pdf](#)
[Windham Communications Quarterly Report.pdf](#)
[Economic Development Rpt March 2026.pdf](#)
[Economic Development and Parks Use.pdf](#)
[Assessing Quarterly Report-FY2026-Q3.pdf](#)
[Planning FY25-26 Q3 Report.pdf](#)
[Code Enforcement Department Quartely Report 01-01-26 to 03-31-26.pdf](#)
[Parks and Rec Report January - March 2026.pdf](#)
[HR Quarterly Report Jan - Mar 2026.pdf](#)
[Library Quarterly update 04012026.pdf](#)

CD 26-077 Trek Across Maine Event.

Attachments: [Trek Across Maine 2026.pdf](#)

XII. Town Manager's Report.

Manager Burns stated that Public Works had been picking up trash along Gray and River Roads. To date they have picked up 395 bags of trash, 28 tires, and various medical devices. Road postings have been lifted, a sure sign of Spring.

Last week he met with representatives from Maine Department of Transit. They had previously looked at installing a traffic signal at Route 302 at Foster's Corner. Three different concept plans were prepared and one was decided to be the most feasible. They are going to redo all the drainage systems, and tighten the approaches to slow vehicles down. This has been a high crash area and they wish to remedy that. The trees and rotary will remain unchanged. The Town will have more information out as it becomes available as it will be a high impact project and delays are expected.

The Flash Vote survey results on possible charter amendments to move the Town

Meeting to a secret ballot are in: 327 valid responses were recorded; 75% of respondents had not attended a Town Meeting. The majority of respondents thought it was a good idea. Those that had attended the meeting were fairly split on the idea, but there was a slight lead among those who wanted to make the change.

CD 26-033 North Windham Sewer System Update.

Scope, Schedule, Budget.

Manager Burns stated that clean water testing of the wastewater treatment plant will be held June 10-13. The sewer will have its first flush on June 23. There is a meeting on April 15 to discuss the conveyance phase of the project: the sewer line that connects the new middle school to the treatment facility. Work will likely impact the shoulder of the road on River Road with more in-depth work to happen on Route 302. Physical connections to businesses should occur on June 23.

XIII. Committee Reports.

A. Council Subcommittees.

1. Appointments Committee.

Met tonight and had three good interviews and the applicants will be moved forward at the next meeting.

2. Finance Committee.

Just presented the 2026-2027 Municipal Budget to the Council. Administrative Assistant Tammy Hodgman is working on scheduling the next meeting.

3. Ordinance Committee.

Will meet April 15, 2026, at 4:00PM.

B. Other Committees.

1. Parks & Recreation Advisory Committee.

Councilor Jones was not present to give an update.

2. Windham Economic Development Corporation.

Meetings are scheduled for May.

3. Natural Resources Advisory Committee.

Watershed protection grants were presented tonight and a meeting will be held on the night of April 15.

4. Greater Portland Council of Governments (GPCOG).

Has not met.

5. ecomaine.

A Finance Committee meeting was held and a budget was advanced to the Board of Directors. The Board will meet on April 15 and Manager Burns will attend.

6. Windham Middle School Repurpose Advisory Committee.

The final meeting was held last week and Manager Burns will present the results tonight.

Councilor Morrison said that the Forbes/Misty Park Ad-Hoc Committee will be presenting their recommendations at the first Council meeting in May. Public Works has been doing treework in the area.

XIV. Discussion Items.CD 26-072 Proposed Charter Amendments.

Attachments: [B McCall email Charter Amendments.pdf](#)
[Council-Manager Charter \(2026.03.19\)B McCall.pdf](#)
[Flash Vote Report Town Meeting Survey.pdf](#)

CD 26-071 Update on the Proposed Community Center.

Attachments: [260414 WCC Budget Diagram.pdf](#)
[WINDHAM - COMMUNITY CENTER - OVERALL PLANS 041326.pdf](#)
[250282 Windham Community Center Rendering 2026-04-02.pdf](#)

XV. Agendas & Scheduling.**XVI. ADJOURN.**

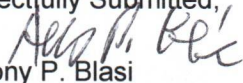
The meeting adjourned at 9:14 p.m.

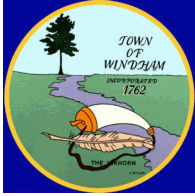
A motion was made by Councilor Fortier, seconded by Councilor Reiner, that the be adjourned. The motion carried by the following vote:

In Favor: 6 - Councilor Nadeau, Councilor Morrison, Councilor Reiner, Councilor Terry, Councilor Fortier and Councilor Cook

Absent: 1 - Councilor Jones

Respectfully Submitted,


Anthony P. Blasi
Town Clerk, BA, CCM



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-056

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To receive comment and approve a municipal services budget for fiscal year 2026-2027.

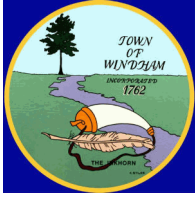
II. Basis for Council Action.

Council approval of this item is required because;

- a. according to Article II, Section 3(G) of the Charter, the Town Council shall have the power to "approve an annual budget and recommend same to the Town Meeting, subject to the provisions of this Charter, and
- b. according to Article V, Section 4 of the Charter, "[t]he proposed budget prepared by the Manager shall be reviewed by the Council which shall approve the budget with or without amendments. The complete Town budget as approved by the Council shall be printed and distributed and the Council shall fix the time and place for holding a public hearing on the budget and shall give public notice of such hearing as provided in this Charter. The Council shall then review the budget and recommend it with or without change to the annual Town Meeting, no later than thirty (30) days prior to the beginning of the new fiscal year.

III. Issue Summary.

Please refer to the attachments.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-056

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To receive comment and approve a municipal services budget for fiscal year 2026-2027.

II. Basis for Council Action.

Council approval of this item is required because;

- a. according to Article II, Section 3(G) of the Charter, the Town Council shall have the power to "approve an annual budget and recommend same to the Town Meeting, subject to the provisions of this Charter, and
- b. according to Article V, Section 4 of the Charter, "[t]he proposed budget prepared by the Manager shall be reviewed by the Council which shall approve the budget with or without amendments. The complete Town budget as approved by the Council shall be printed and distributed and the Council shall fix the time and place for holding a public hearing on the budget and shall give public notice of such hearing as provided in this Charter. The Council shall then review the budget and recommend it with or without change to the annual Town Meeting, no later than thirty (30) days prior to the beginning of the new fiscal year.

III. Issue Summary.

Please refer to the attachments.



**2026-2027
Finance Committee's
Proposed Budget**

April 10, 2026

Budget Components

- ▶ Revenues
 - ▶ Revenue Sharing
 - ▶ Homestead
 - ▶ BETE/BETR (Business Personal Property)
 - ▶ Municipal Fees (permits, etc.)
 - ▶ Grants
 - ▶ Excise Tax
 - ▶ General Taxes
- ▶ Expenditures
 - ▶ County Tax
 - ▶ Municipal budget
 - ▶ RSU Budget
 - ▶ TIF Budget
 - ▶ Overlay
- ▶ Net Amount determining Mil Rate

Budget Drivers and Influences

- ▶ **Projected Stable & Slightly Increasing Revenues**
- ▶ **General Operating Budget**
- ▶ **Fixed Expenses**
 - ▶ Insurances
 - ▶ Workers Comp, General Liability & Casualty, Health Care
 - ▶ Contractual obligations (service suppliers, GPCOG, MMA, etc.)
 - ▶ Energy (electric, propane gas, diesel and gas)
 - ▶ Long Term Contracts, Debt expenditures, Wage adjustments
- ▶ **Personnel Changes/Additions**
 - ▶ Employees will contribute 0.5% towards the State's PFML program
 - ▶ Truck Driver CDL/Laborer
 - ▶ Police SRO Comfort Dog funded by remaining BTI Program Funds for 5 yrs.
 - ▶ Finance Committee Addition of ½ year Patrol Officer (for traffic control)
 - ▶ Finance Committee Addition of Shared Per Diem EMS position (25% share)
 - ▶ Dependent on Gray, Casco & Raymond also funding their portions
 - ▶ Finance Committee Reduction of Land Use/Shoreland Zoning Officer
 - ▶ Responsibilities will be shared/reallocated

Budget Comparison (Year to Year)

	FY 25/26 Approved Budget	FY 26/27 Manager's Budget	FY 26/27 Finance Comm. Budget	Overall Increase FY26 to FY27
Revenues	\$ 18,377,698	\$ 15,971,859	\$16,666,915	-9.31%
Town Expenses	\$ 34,679,954	\$ 34,438,062	\$33,767,876	-2.63%
NET	\$16,302,256	\$18,466,203	\$17,100,961	4.90%
Overlay	\$ 131,759	\$ 131,759	\$ 131,759	0.0%
TIF	\$ 1,512,647	\$ 1,512,647	\$ 1,512,647	0.0%
RSU14	\$ 30,581,935	\$ 34,688,822	\$ 34,688,822	13.4 %
County	\$ 2,157,074	\$ 2,354,531	\$ 2,354,531	9.15%
Total	\$ 50,685,671	\$ 52,849,618	\$ 55,788,720	10.1 %

Comparison Tax Bills 25/26 and Proposed 26/27

2025 REAL ESTATE TAX BILL

BILLING INFORMATION	
LAND VALUE	\$433,000
BUILDING VALUE	
HOMESTEAD EX	
EXEMPTIONS	
PERSONAL PROP	
TAXABLE VALUE	\$433,000
TOTAL TAX	\$ 5,222
PAYMENTS	
TAX DUE	\$ 5,222

DATE DUE	AMOUNT DUE
10/01/2025	\$ 2,611
04/01/2026	\$ 2,611

ESTIMATED BILL RATE DISTRIBUTION		
SCHOOL	7.28	\$3,152
COUNTY	0.51	\$ 221
MUNICIPAL	4.27	\$1,849
TOTAL	\$12.06	\$5,222

2026 REAL ESTATE TAX BILL

BILLING INFORMATION	
LAND VALUE	\$433,000
BUILDING VALUE	
HOMESTEAD EX	
EXEMPTIONS	
PERSONAL PROP	
TAXABLE VALUE	\$433,000
TOTAL TAX	\$ 5,746
PAYMENTS	
TAX DUE	\$ 5,746

DATE DUE	AMOUNT DUE
10/01/20 26 ²⁷	\$ 2,873
04/01/20 27 ²⁸	\$ 2,873

ESTIMATED BILL RATE DISTRIBUTION		
SCHOOL	8.25	\$ 3,572
COUNTY	0.56	\$ 243
MUNICIPAL	4.46	\$ 1,931
TOTAL	\$13.27	\$ 5,746

Proposed Change

ESTIMATED BILL RATE DISTRIBUTION			
SCHOOL	\$ 0.97	\$	420
COUNTY	\$ 0.05	\$	22
MUNICIPAL	\$ 0.19	\$	82
TOTAL	\$ 1.21	\$	524

Comparative Mill Rates 25/26

TAX RATE - LOCAL COMMUNITIES

	<u>Population*</u>	<u>FY25</u>	<u>FY26</u>	<u>Certified Ratio</u>	<u>Adjusted Mill Rate at 100%</u>
GRAY	8,426	9.70	9.68	100%	9.68
RAYMOND	4,603	17.20	18.80	55%	10.34
SEBAGO	1,941	13.64	14.84	72%	10.68
NEW GLOUCESTER	5,775	14.89	15.47	72%	11.14
WINDHAM	19,493	11.47	12.06	100%	12.06
STANDISH	10,819	12.60	12.40	100%	12.40
FALMOUTH	12,853	13.38	13.85	96%	13.30
GORHAM	18,290	14.70	14.80	90%	13.32
WESTBROOK	20,631	14.75	15.10	90%	13.59
CUMBERLAND	8,599	23.25	25.18	57%	14.35

* <https://www.maine.gov/dafs/economist/demographic-projections>

COLA Increase Projections

Towns/Cities	7/1/24	7/1/25	7/1/26
Brunswick			3
Cape Elizabeth	3		
Casco	3.5		3.3
Cumberland Cty.	3		3
Cumberland	5	3 / 4 union	4
Falmouth	3.6 avg		3
Freeport	4.6	3.5	
Gorham	4	7	4
Scarborough	4.7		
Standish	4	3.5	3.5
South Portland	3		
Yarmouth	3.5/4.5	4	
AVERAGE	3.85%		
WINDHAM	3%	3.5%	3%

7

Potential Town Capital Projects

Potential Projects	26/27	27/28	28/29	Est. Cost	Method of Payment
Gambo Park		X		1.5 m	Capital/Fund Balance
Wastewater Disposal Field Expansion		X		1.5m	TIF Bond
Old North Windham Fire Station Incubator			X	TBD	TIF Bond
Windham Middle School / Community Center Project		X		TBD	Capital/Fund Balance/Bond
MDOT North Windham Moves Project		X		\$28.125M \$3.125M	Grant/TIF Bond
MacIntosh Brook Culvert Replacement	X			\$624,000 \$208,000	Capital/Grant

Small Capital Projects/Equipment

Projects/Equipment included in upcoming budget

- ▶ Public Safety Items
 - ▶ Fire-Rescue - New Ambulance
 - ▶ Police - Tasers
- ▶ Public Safety Projects
 - ▶ Dry Hydrants
 - ▶ Knox Box Changeover
 - ▶ Public Safety Roof Replacement
- ▶ Information System Items
 - ▶ PD Servers & Licensing Refresh
 - ▶ Firewalls & Access Points Refresh
- ▶ Comprehensive Plan Update (1st year of 3 years total)
- ▶ Parks & Recreation Projects
 - ▶ Community Park Stormwater Treatment
 - ▶ Forbes Lane Park
- ▶ Repaving of Mountain Division Trail
- ▶ Public Works Items
 - ▶ Brine System and Calcium Tank
 - ▶ Tilt Trailer, Mower, Dump Truck, Pickup Truck, Chipper, Asphalt Planer, Used Bucket Truck
- ▶ Public Works Projects
 - ▶ Equipment Rental, Supplies and Materials, Gravel Road Reconstruction, Surveying, Pavement Assessment, Paving and Reconstruction, Sand Shed Roof Repair
 - ▶ Varney Mill Estates Drainage
 - ▶ Public Works Wash Bay Upgrade
 - ▶ Continuance of Smith Cemetery project

Current Capital Projects In Process

Projects - In Process

- ▶ Smith Cemetery
- ▶ North Windham Public Safety Building
- ▶ Gravel Road Reconditioning
- ▶ North Windham Wastewater Treatment Plant and Conveyance System
- ▶ North Windham Wastewater Treatment System Service Connections
- ▶ MDOT North Windham Moves Project Design (connector roads, adaptive tech signals, bike/ped facilities)
- ▶ Windham Middle School Reuse to Community Center preliminary engineering
- ▶ Gambo Property Road Installation & Public Works Laydown Yard

Long- and Short-Term Debt

- ▶ Short-Term Debt / Lease Purchase Agreements
 - ▶ Tasers, PD Server Replacement, Pickup Truck, Chipper, Used Bucket Truck
- ▶ Long-Term Debt / Bond
 - ▶ Ambulance, Dump Truck - 10-yr Bond Payment / General Fund
 - ▶ North Windham Moves MDOT 20-yr Bond Payment / TIF Revenue

Legal Debt Limitation is 15% of State Valuation \$4,292,500,000 or \$643,875,000. The Town's current total indebtedness (Town) is \$26,850,800 this is .626% of the state valuation, so the Margin for additional borrowing is: \$617,024,200. Bonding Agencies recommend that an average of 12 to 14% of the total operating budget as debt service is consistent to addressing infrastructure needs.*

**No school debt. FY26 Bond schedule for early spring 2026 for \$7,832,414.*

Major Projects funded by TIF Districts

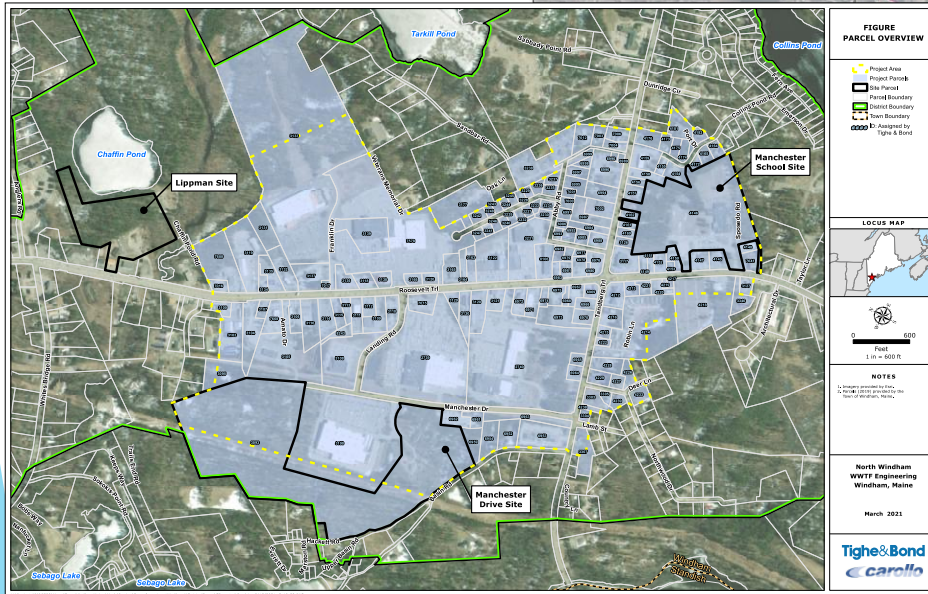
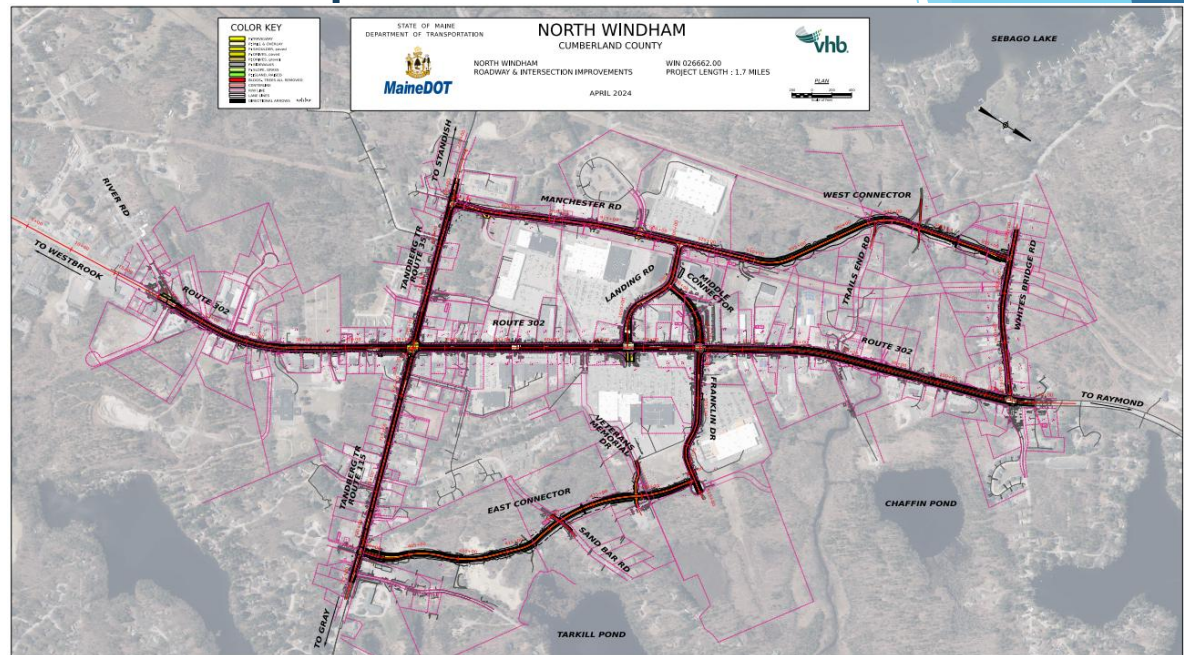
▶ Major Projects

- ▶ MDOT North Windham Moves RAISE Grant Project, TIF* (10% Town, 10% State, 80% Fed)
- ▶ NW Wastewater Treatment Facility, TIF (SRF** @ 2.0% 30 yrs.)
 - ▶ North Windham Wastewater Conveyance Project and Sewer Connections
 - ▶ Environmental impacts; aquifer, phosphorous/nitrogen.
 - ▶ Economic Impacts; valuation, & jobs.
- ▶ North Windham Public Safety Building (\$2.4 Million)

Mobility - Wastewater Improvements

Two Major Projects

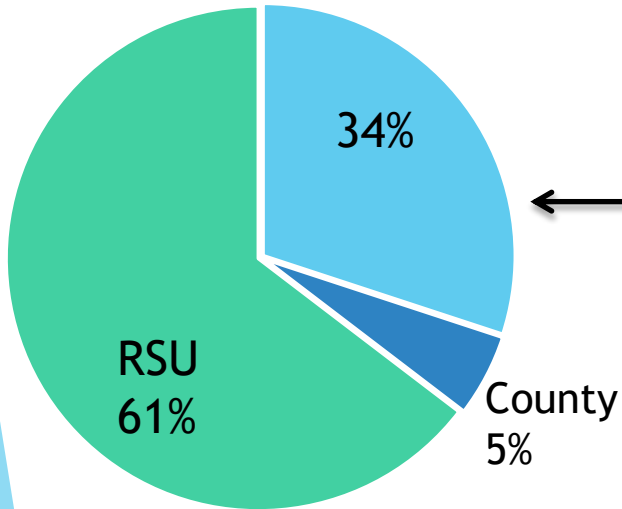
- NW Mobility local access roads
- NW Wastewater Treatment Facility



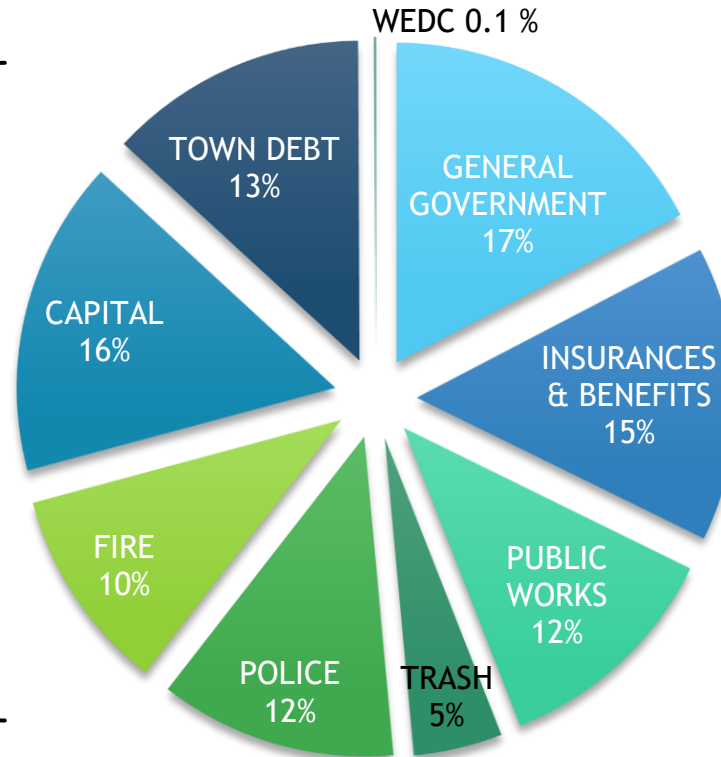
FY26/27 Budget Allocation

WHERE DOES THE MONEY GO?

Town Budget



Municipal Portion



- GENERAL GOVERNMENT
- INSURANCES & BENEFITS
- PUBLIC WORKS
- TRASH
- POLICE
- FIRE
- CAPITAL
- TOWN DEBT

Safety Measures in Budget

- Revenue projections on numerous line items are projected conservatively to weather normal market adjustments.
 - Excise tax, permitting fees, revenue sharing, interest earnings, etc.
- Utilizing residual capital funds towards long-term capital items reducing total capital outlay for 2026-2027.
- Additionally, at the Annual Town Meeting (Saturday, June 13th) a warrant article will provide the authority for the Town Council to move funds from Unassigned & Assigned fund balance as necessary to meet obligations.

FY26/27 Budget Timeline

Timeline for the Town Meeting

- ▶ Presentation to Council Tuesday, February 24th
- ▶ Manager & Finance Committee
revisions completed prior to Tuesday, April 14th
- ▶ Public Hearing Tuesday, April 28th
- ▶ Warrant Approval Tuesday, May 12th
- ▶ Town Meeting Date Saturday, June 13th

Budget Submission required 90 days prior to new fiscal year (March 31, 2026)

				DIRECT BUDGET FUNDING - CAPITAL PROJECTS				CAPITAL PROJECTS FUNDED WITH OTHER FUNDING PROGRAMS										
	FY 27 - CAPITAL PROJECTS (DEPT REQUESTS)	PROJECT	ADD NEW	19100	19200	19300	19400	GRANTS	EXISTING BOND FUNDS	IMPACT FEES	FUND BALANCE	REC FUND BAL	FY 27 BOND	FY 27 LEASE	FY 22 CARRY FWD	MISC REV	TOTAL	
				CAPITAL EQUIPMENT	ROAD IMPROV	BUILDINGS & FACILITIES	REC PROJ	1000-37131	1000-37133	1000-25003	1000-37133	1000-37133	19500-47525	19500-47531	1000-37149	1000-36900	NOT FUNDED	
1	FR-2030-005	NEW AMBULANCE (DEBT - 10 YR BOND)		465,000	0	0	0						59,000				406,000.00	
2	FR-2023-006	DRY HYDRANTS (carry fwd)		10,000	0	0	0								10,000		0.00	
3	FR-2027-004	KNOX BOX CHANGEOVER (50% /50%) business		148,000	0	0	0			74,000						74,000	0.00	
4	IS-2027-001	PD SERVERS AND LICENSING REFRESH (5 yr lease)		85,000	0	0	0							19,975			65,025.00	
5	IS-2027-002	FIREWALLS AND ACCESS POINTS REFRESH-carry fwd)		20,500	0	0	0								20,500		0.00	
6	PL-2027-001	COMPREHENSIVE PLAN UPDATE		150,000	0	0	0								60,621		89,379.00	
7	PD-2027-002	TASERS - axon lease		14,400	0	0	0							14,400			0.00	
8	BG-2027-004	BRINE SYSTEM (debt-7 yr lease)(no lease - 19100) -carry fwd)		10,000	0	0	0								10,000		0.00	
9	BG-2027-005	TILT TRAILER (debt-lease 7 yr)(no lease - 19100)-carry fwd)		10,000	0	0	0								10,000		0.00	
10	PW-2026-002	DUMP TRUCK #11 (debt - 10 yr bond)		315,000	0	0	0						41,978				273,022.00	
11	PW-2022-003	PICKUP #81 (debt - 7 ytr lease)		85,000	0	0	0							15,118			69,882.00	
12	PW-2027-004	CHIPPER (debt - 7 yr lease)		45,000	0	0	0							8,004			36,996.50	
13	PW-2026-009	ASPHALT PLANER (impact fees - carry fwd) no fund bal		23,000	0	0	0			6,357					16,643		0.00	
14	PW-2027-010	CURBSIDE COLLECTION TOTERS (impact fees)		19,400	0	0	0			19,400							0.00	
15	PW-2027-011	USED BUCKET TRUCK - (debt lease 7 yr)		45,000	0	0	0							8,004			36,996.50	
16	RD-2020-012	ROAD PROJECTS OUTSIDE CONTRACTORS/FLAGGING		50,000	0	0	0		50,000								0.00	
17	RD-2020-013	ROAD PROJECTS - EQUIPMENT RENTAL (carry fwd)		50,000	23,616	0	0								26,384.00		0.00	
18	RD-2020-011	ROAD PROJECTS - SUPPLIES & MATERIALS		50,000	0	0	0		50,000								0.00	
19	RD-2023-005	ENGINEERING SERVICES		50,000	0	0	0								50,000		0.00	
20	TM-2021-006	PUBLIC DIRT ROAD SURVEYING (utilize 22 carry fw)		30,000	0	0	0								30,000		0.00	
21	RD-2023-002	VARNEY MILL ESTATE DRAINAGE IMPROVEMENT (utilize fy 22 carry fw - not needed)		100,000	0	0	0								100,000		0.00	
22	rd-2027-009	CITIOLOGIX (PCI) PAVEMENT ASSESSMENT (utilize 22 carry fw)		17,500	0	0	0								17,500		0.00	
23	RD-2024-001	PAVING AND RECONSTRUCTION MCINTOSH BROOK CULVERT REPLACEMENT (grants, fy 22 carry fw)		600,000	550,000	0	0		50,000								0.00	
24	TM-2026-002	FORBES LN/MISTY DRIVE PARK		832,000	0	0	0	624,000							208,000		0.00	
25	TM-2022-010	NO W. MOVES RAISE GRANT (BOND- TIF)		3,125,000	0	0	0						262,913				2,862,087.00	
26	PR-2025-004	COMMUNITY PARK STORMWATER TREATMENT(op 3- utilize		233,020	0	0	0								69,822.00		163,198.00	
27	BG-2027-001	SALT SAND SHED ROOF -30,000 (utilize 22 carry fw 16,500.)		60,000	0	0	0								30,000.00		30,000.00	
28	BG-2027-006	CALCIUM TANK EXPANSION (utilize 22 carry fw)		9,000	0	0	0								9,000		0.00	
29	PW-2026-004	PUBLIC WORKS WASH BAY UPGRADE (utilize 22 carry fw)		35,000	0	0	0								35,000		0.00	
30	PW-2027-006	PUBLIC SAFETY ROOF REPLACEMENT (utilize 22 carry fw)		100,000	0	0	0								100,000		0.00	
31	PR-2024-006	FORBES LN/MISTY DRIVE PARK		50000	0	0	0	40,000				10,000					0.00	
32	PR-2025-003	REPAVING MOUNTAIN DIVISION TRAIL		75000	0	0	0					75,000					0.00	
33	FY 27 BUDGET - DEPARTMENT REQUESTED PROJECTS		6,911,820	0	0	573,616	0	0	664,000	150,000	99,757	0	85,000	363,891	65,500	803,470	74,000	4,032,586
34					19100	19200	19300	19400	GRANTS	BOND FUNDS	IMPACT FEES	FUND BALANCE	REC FUND BAL	FY 27 BOND	FY 27 LEASE	CARRY FWD	MISC REV	TOTAL
35					CAPITAL EQUIPMENT	ROAD IMPROV	BUILDINGS & FACILITIES	REC PROJ	1000-37131	1000-37133	1000-25003	1000-37133	1000-37133	19500-47525	19500-47531	1000-37149	1000-36900	NOT FUNDED
36					\$281,521	\$1,849,322	\$174,000	\$125,000	\$664,000	\$150,000	\$99,757	\$0	\$85,000	\$363,891	\$65,500	\$643,027	\$74,000.00	
37	CAPITAL PROJECTS - MISC FUNDING																	
38	BUDGET FUNDED AND MISC FUNDED CAPITAL PROJECTS																	

4/8/26

FINANCE COMMITTEE REVIEW OF MANAGER BUDGET - 4-1-96				HEALTH	DENTAL	FICA	W/COMP	DEFF COMP	MPERS	EARN PD LVE	TOTAL	
EXPENSES	FINANCE COMMITTEE CHANGES		ACCOUNT #	AMOUNT								
1												
2	3/4/2026	BG 2027-004 Brine System (Alt. Funding - Remove Lease)	19500-47531	-1,435							0	
3	3/4/2026	BG 2027-004 Brine System (Alt. Funding to be Added)	19100-47430	10,000							0	
4	3/4/2026	BG 2027-005 Tilt Trailer (Alt. Funding - Remove Lease)	19500-47531	-1,435							0	
5	3/4/2026	BG 2027-005 Tilt Trailer (Alt. Funding to be Added)	19100-47430	10,000							0	
6	3/4/2026	PW-2027-003 Mower (Remove - Rep. Not Needed)	19500-47531	-2,870							0	
7	3/4/2026	PW-2027-014 Pickup Truck #96 (Delay Replacement)	19500-47531	-12,199							0	
8	3/25/2026	IS-2027-001 PD Server&Licensing Refresh (Move to Lease)	19100-47430	-85,000							0	
9	3/25/2026	IS-2027-001 PD Server&Licensing Refresh (Move to Lease)	19500-47531	19,975							0	
10	3/25/2026	Move the 3 BG projects into that spot funded by taxes less the remaining \$5,069 CF in NW Moves Project (done twice)	Multiple	0							0	
11	3/25/2026	Remove TM-2023-014 (Bond Payment Reserve)	19100-47430	-200,000							0	
12	3/25/2026	Remove TM-2023-015 (Lease Payment Reserve)	19100-47430	-50,000							0	
13	3/25/2026	Earned Paid Leave (0.5% Cost shift to Employee)	11900-42211	-65,114							0	
14	3/25/2026	FY21 CONT FUNDS CARRY FWD adj to revenue w/detail	19100-47430	0							0	
15	3/25/2026	FY21 CONT FUNDS CARRY FWD adj to revenue w/detail	19100-47430	0							0	
16	3/25/2026	RD-2023-005 - ENGINEERING SERV adj to revenue w/detail	19200-46990	0							0	
17	3/25/2026	TOWN MANAGER - OT REDUCTION	11200-41210	-2,500							0	
18	3/25/2026	FICA MED - (TM OVERTIME REDUCTION)	11900-42210	0			-211				-211	
19	3/25/2026	MEPERS - (TM OVERTIME REDUCTION)	11900-42320	0					-255		-255	
20	3/25/2026	CODE DEPT POSTAGE - ABUTTER NOTICES - REMOVAL	16110-43710	-10,000							0	
21	3/25/2026	FIRE - PER DIEM FIRE 12 HR SHIFTS MATH ERROR	14100-41218	-48,008							0	
22	3/25/2026	FICA MED - PER DIEM REDUCTION	11900-42210	0			-3749				-3749	
23	3/25/2026	LIBRARY - OTHER EQUIP (FUNDED)	15500-47430	-1,000							0	
24	3/25/2026	SS REC SCHOLARSHIPS	18100-46950	-10,000							0	
25	3/25/2026	TM POSTAGE - TAX BILL INSERT	11200-43710	4,800							0	
26	3/25/2026	TRAFFIC CONTROL OFFICER (1/2 YR)	13100-41110	34,622	11,845	279	2,998	0	0	4,570	346	20,038
27	3/25/2026	32nd officer cell phone	13400-46210	500								0
28	3/25/2026	WINDHAM SHARE - REGIONAL PER-DIEM PARAMEDIC	14100-41218	71,257	0	0	5,533	6,748			723	13,004
29	3/25/2026	FIRE - OTHER EQUIP - CUT SO STA ALERTING REPAIR	14100-47430	-5,000								0
30	3/25/2026	FIRE - TRAINING & CONFERENCES	14100-46910	-8,000								0
31	3/25/2026	FIRE TRAINING COMPENSATION	14100-41130	-7,000								0
32	3/25/2026	DELAY SHORELAND CODE TO FY 28 (INCLUDES BENEFITS	16110-41110	-80,837	-23690	-571	-6815	0	0	-8245	-868	-40,189
33	4/6/2026	COUNTY TAX INVOICES RECEIVED 4/6/26 +197	19850-44100	197,457								0
35	3/25/2026	COMMUNICATIONS - TELEPHONE (REMOVAL - FIBER REPLACED)	11600-46210	-2,700								0
	4/7/2026	DEBT PMT - REMOVAL - ITEM NOT FUNDED	19500-47510	-127,502								0
	3/26/2026	COMP PLAN CHANGES	19100-47430	-89,379								0
		TOTALS EXPENSES		-472,730.00	-11845	-292	-2244	6748	0	-3930	201	-11362
REVENUES					HEALTH	DENTAL	FICA	W/COMP	DEFF COMP	MPERS	EARN PD LV	TOTAL
1	3/25/2026	RESCUE FEES - NEW RATES 2/24/26	1000-34350	25,000								0
2	3/25/2026	NW MOVES - DEBT PMT - TM-2022-010 - IMPACT FEES-(25004)	1000-37140	156,411								0
3	3/25/2026	NW MOVES - DEBT PMT - TM-2022-010 - IMPACT FEES(25006)	1000-37140	10,434								0
	3/30/2025	NW MOVES - DEBT PMT - TM-2022-010 - TIF -	1000-37130	-166,845								0
4	3/12/2026	Utilization of Senior Prop. Tax Carry Forward from FY26	1000-37149	71,496								0
5	3/12/2026	Utilization of Comprehensive Plan Carry Forward from FY26	1000-37149	5,069								0
6	3/25/2026	TIF Transfer - Economic Dev. Director BUDGET 17210	1000-37130	195,555								0
7	3/25/2026	PW-2026-009 ASPHALT PLANER	1000-37150	-16,643								0
8	3/25/2026	Utilization of Bond Interest	1000-37133	150,000.00								0
9	3/4/2026	BG 2027-004 Brine System (Alt. Funding to be Added)	1000-37149	10,000.00								0
10	3/4/2026	BG 2027-005 Tilt Trailer (Alt. Funding to be Added)	1000-37149	10,000.00								0
11	3/25/2026	FR-2023-006 DRY HYDRANTS	1000-37149	10,000.00								0
12	3/25/2026	IS-2027-002 FIREWALLS & ACCESS POINTS REFRESH	1000-37149	20,500.00								0
13	3/25/2026	PW-2026-009 ASPHALT PLANER	1000-37149	16,643.00								0
14	3/25/2026	RD-2020-013 ROAD PROJECTS - EQUIPMENT RENTAL	1000-37149	21,315.00								0
15	3/25/2026	RD-2023-005 engineering services	1000-37149	50,000.00								0
16	3/25/2026	CAPITAL FUNDING - DETAIL TO BE DETERMINED	1000-37150	183,000.00								0
17	4/7/2026	COMP PLAN FUNDING PL-2027-001	1000-37150	60,621.00								0
18	4/7/2026	DEBT SERVICE ADJUST - -127,500. +339,000 (19500-47510)	1000-37150	-466,500.00								0
	4/7/2026	BOND PMT NW PUBLIC SAFETY BLDG \$4M BOND -TIF FUNDED	1000-37130	339,000.00								0
19	4/6/2026	GA CONTRACT W/ GORHAM APPROVED - 60,000.	1000-37120	10,000								0
		TOTALS REVENUES		695,056.00	0	0	0	0	0	0	0	0
total changes - revenues & expenses - as of 3/6/26				1,167,786.00	-11845	-292	-2244	6748	0	-3930	201	-11362

REVENUES

4/8/27
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GENERAL FUND	FY 22	FY 23 FINAL	FY 24	FY 25	FY 26 FINAL	FY 27 DEPT	FY 27	FY 27 FIN	FY 27-FY26
	FINAL		FINAL	FINAL			MANAGER	COMM	VARIANCE
1000 GENERAL FUND BAL SHEET									
1000 31100 PROPERTY TAXES	34,459,807	38,227,470	42,430,080	46,991,715	50,685,672	50,685,672	50,685,672	50,685,672	0
1000 31101 PERS PROP - THOMAS AGENCY	0	0	300	300	300	1,000	1,000	1,000	700
1000 31110 SUPPLEMENTAL TAXES	0	100	100	6,000	6,000	8,000	8,000	8,000	2,000
1000 31120 PAYMENTS IN LIEU OF TAXES	0	0	8,000	8,000	9,000	10,000	10,000	10,000	1,000
1000 31130 INTEREST ON TAXES	100,000	50,000	50,000	50,000	50,000	52,000	52,000	52,000	2,000
1000 31140 TAX LIEN FEES	15,000	15,000	20,000	20,000	20,000	19,000	19,000	19,000	-1,000
1000 31200 EXCISE TAX	4,000,000	3,600,000	3,650,000	4,000,000	4,600,000	4,500,000	4,600,000	4,600,000	0
1000 31210 BOAT EXCISE	43,000	43,000	43,000	40,000	38,000	36,059	38,000	38,000	0
1000 32110 DOG LICENSES	12,500	12,500	12,500	12,500	12,500	13,000	13,000	13,000	500
1000 32120 HUNTING & FISHING LICENSES	2,000	2,000	2,000	2,000	1,000	1,000	1,000	1,000	0
1000 32210 MOTOR VEHICLE REGISTRATIONS	55,000	75,000	75,000	75,000	75,000	80,000	80,000	80,000	5,000
1000 32220 SNOWMOBILE REGISTRATIONS	7,600	7,600	7,600	7,600	7,000	6,700	7,000	7,000	0
1000 32230 BOAT REGISTRATIONS	1,600	1,600	1,600	1,600	1,400	1,400	1,500	1,500	100
1000 32240 ATV REGISTRATIONS	600	600	600	600	600	1,200	1,200	1,200	600
1000 32310 BUILDING FEES	477,500	377,500	377,500	377,500	557,500	500,000	500,000	500,000	-57,500
1000 32320 PLUMBING FEES	65,000	55,000	55,000	45,000	45,000	50,000	50,000	50,000	5,000
1000 32330 HOME OCCUPATION FEES	200	200	300	300	300	300	300	300	0
1000 32340 ACCESSORY APARTMENT PERMITS	300	300	400	400	400	650	650	650	250
1000 32350 CHANGE OF USE PERMIT	1,000	1,000	500	500	500	650	650	650	150
1000 32360 SHORELAND CEO PERMIT	3,500	3,500	4,000	4,000	4,000	7,500	7,500	7,500	3,500
1000 32370 SUB-SURFACE REVIEW FEES	4,650	4,650	4,650	4,650	4,000	4,000	4,000	4,000	0
1000 32380 AUTO JUNKYARD FEES	390	390	390	390	200	200	200	200	0
1000 32410 BOARD OF APPEALS	1,500	1,500	1,200	1,200	1,200	600	600	600	-600
1000 32420 SUBDIVISION/REVIEW FEES	60,000	50,000	40,000	40,000	40,000	60,000	60,000	60,000	20,000
1000 32430 SUBDIVISION AMENDMENT	1,000	1,000	0	0	0	0	0	0	0
1000 32440 SITE PLAN FEES	8,000	8,000	8,000	8,000	8,000	10,000	10,000	10,000	2,000
1000 32450 GRAVEL PIT FEES	0	0	0	0	0	0	0	0	0
1000 32460 ZONE CHANGE FEES	100	100	100	100	100	500	500	500	400
1000 33100 STATE REVENUE SHARING	1,952,059	2,500,000	2,500,000	2,600,000	2,600,000	2,600,000	2,800,000	2,800,000	200,000
1000 33105 STATE OF MAINE -HOMESTEAD	1,092,513	1,055,890	1,113,633	1,144,760	1,233,461	1,233,461	1,233,461	1,233,461	0
1000 33106 STATE OF MAINE -VETERANS REIMB	9,000	9,000	9,000	7,800	7,800	7,000	7,000	7,000	-800
1000 33107 STATE OF MAINE - BETTE	109,076	117,658	128,246	144,060	152,728	152,728	152,728	152,728	0
1000 33109 STATE OF MAINE RENEW ENERGY	0	0	180	180	180	100	100	100	-80
1000 33110 STATE OF MAINE TREE GROWTH	21,000	21,000	21,000	30,000	30,000	35,000	35,000	35,000	5,000
1000 33120 LOCAL ROAD ASSISTANCE	255,000	255,000	255,000	260,000	280,000	369,000	369,000	369,000	89,000
1000 33125 MAINE -MPI & LAP FUNDS	625,000	1,700,000	1,650,000	2,085,000	0	0	0	0	0
1000 33130 GENERAL ASSISTANCE REVENUE	30,000	30,000	99,225	100,000	42,000	40,000	40,000	40,000	-2,000
1000 33140 SSI RECOVERIES	0	0	0	0	0	0	0	0	0
1000 34100 TAX REPORTS	20	20	20	20	0	0	0	0	0
1000 34110 TOWN CLERK FEES	38,000	38,000	38,000	40,000	40,000	45,000	45,000	45,000	5,000
1000 34111 MARIJUANA - LIC - APPLICATION	40,150	90,000	29,250	29,250	80,000	50,000	48,000	48,000	-32,000
1000 34112 MARIJUANA - EDUCATION	0	1	1	1	1	1	1	1	0
1000 34140 PROOF OF INSURANCE FAX	150	150	150	150	50	50	50	50	0
1000 34190 PASSPORTS	12,000	12,000	15,000	25,000	20,000	10,000	10,000	10,000	-10,000
1000 34200 ASSESSOR'S FEES	50	50	50	50	50	25	25	25	-25
1000 34280 SEWER FEES	0	0	0	0	0	0	0	0	0
1000 34310 DUNDEE PARK	55,000	60,000	70,000	64,000	65,000	68,000	65,000	65,000	0
1000 34311 PARKS & TRAILS REVENUE	0	600	900	1,200	1,200	1,600	1,300	1,300	100
1000 34340 RESCUE FEES	500	500	500	500	250	250	250	250	0
1000 34350 RESCUE SERVICE REIMBURSEMENT	700,000	800,000	800,000	850,000	925,000	1,000,000	1,000,000	1,025,000	100,000
1000 34370 SOLID WASTE FEES	600,000	700,000	258,424	258,424	0	0	0	0	0
1000 34371 STREET OPENING PERMITS	0	0	0	600	600	1,000	1,000	1,000	400
1000 35100 INTEREST ON INVESTMENTS	20,000	20,000	150,000	550,000	800,000	900,000	900,000	900,000	100,000
1000 35130 RSU-RESERVE OFFICER SHARE	70,000	70,000	202,603	264,389	223,937	291,713	291,713	291,713	67,776
1000 35131 RSU - SHARED MAINT FAC RENT	190,334	184,264	181,324	178,276	175,111	171,827	171,827	171,827	-3,284
1000 35132 RSU - SHARE OF DEBT PMT	1,887,850	1,809,625	1,728,375	1,286,375	50,000	0	0	0	-50,000
1000 36210 CATV FEES	230,000	230,000	223,000	223,000	200,000	185,000	185,000	185,000	-15,000
1000 36230 POLICE FEES	7,000	7,000	7,000	6,000	6,000	9,000	9,000	9,000	3,000
1000 36240 COURT/WITNESS FEES	1,500	1,500	1,500	1,500	1,500	0	0	0	-1,500
1000 36250 FIRE/RESCUE FINES & FEES	100	100	100	100	20	20	20	20	0
1000 36260 MECHANICAL SYSTEMS	25,000	25,000	25,000	35,000	30,000	28,000	28,000	28,000	-2,000
1000 36270 LIBRARY FINES & FEES	2,000	2,000	3,000	3,000	3,000	4,500	4,500	4,500	1,500
1000 36280 ROAD CONSTRUCTION FEES	11,000	9,500	6,000	6,000	3,000	2,000	2,000	2,000	-1,000
1000 36300 SALE OF TOWN PROPERTY	0	0	0	0	0	0	0	0	0
1000 36310 RSU-SHARE OPER EXP WSMF	37,555	37,675	37,675	60,474	60,474	63,753	63,753	63,753	3,279
1000 36320 BUILDING/SPACE RENTAL	0	0	0	0	0	0	0	0	0
1000 36400 CASH-UP SHORT/OVER	0	300	300	300	300	300	300	300	0
1000 36900 MISCELLANEOUS REVENUES	103,500	60,000	60,000	60,000	60,000	60,000	134,000	134,000	74,000
1000 37110 CEMETERY TRUST FUND FEES	2,800	2,800	0	0	0	0	0	0	0
1000 37120 SHARED COMMUNITY EXPENSES	0	42,165	81,225	0	50,000	50,000	50,000	60,000	10,000
1000 37130 TIF TRANSFERS	354,081	681,882	83,149	91,604	445,245	105,369	368,282	735,992	290,747
1000 37131 TRANSFER FROM GRANTS	456,502	1,540,471	726,346	771,964	7,000	0	664,000	664,000	657,000
1000 37132 TRANSFER FROM REC PROM F/B	0	15,000	115,028	115,000	0	0	85,000	85,000	85,000
1000 37133 TRANS FROM BOND INTEREST	20,000	0	258,000	366,415	522,322	0	0	150,000	-372,322
1000 37134 TRANS FROM RESERVES	150,000	50,000	0	0	1,285,000	0	0	0	-1,285,000
1000 37140 RECREATION IMPACT FEES	76,000	204,989	224,696	317,072	154,720	151,551	251,308	418,153	263,433
1000 37149 CARRY FRWRD - ASSIGNED FUND BA	696,087	0	0	0	0	0	599,322	874,966	874,966
1000 37150 FUND BALANCE	1,197,472	750,000	500,000	1,400,000	3,339,749	873,176	889,819	589,676	-2,750,073
TOTAL REVENUES	50,398,546	55,672,150	58,395,720	65,074,819	69,063,370	64,558,856	66,657,531	67,352,587	-1,710,783
CHANGES TO PROPERTY TAXES, HOMESTEAD AND BETE ARE DUE TO COMMITMENT ACTUAL NUMBERS						DEPT	MANAGER	FINANCE	FY 27-FY26 VARIANCE

EXPENSES

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GENERAL FUND	FY 22 FINAL	FY 23 FINAL	FY 24 FINAL	FY 25 FINAL	FY 26 FINAL	FY 27 DEPT	FY 27 MANAGER	FY 27 FIN COMM	FY27-FY26 VARIANCE	
11100 TOWN COUNCIL	193,926	200,369	265,051	278,598	284,161	293,595	293,595	293,595	9,434	3.32%
11200 TOWN MANAGEMENT	751,380	952,701	1,064,873	1,153,189	1,367,126	1,166,132	1,168,075	1,170,375	-196,751	-14.39%
11300 COLLECTION & REGISTRATIONS	315,461	247,997	266,609	231,972	243,488	243,459	243,599	243,599	111	0.05%
11400 INFORMATION SERVICES	551,401	577,824	659,649	706,643	742,363	767,865	768,545	768,545	26,182	3.53%
11500 BOARDS & COMMISSIONS	101,943	93,007	91,017	87,866	211,385	354,421	94,421	94,421	-116,964	-55.33%
11600 COMMUNICIATION & E-GOV	58,359	62,675	152,912	177,227	190,162	193,500	193,700	191,000	838	0.44%
11700 TOWN CLERK	253,157	272,173	290,864	310,744	287,053	268,163	268,571	268,571	-18,482	-6.44%
11800 INSURANCE	163,381	170,521	189,827	191,361	211,496	220,680	220,680	220,680	9,184	4.34%
11900 EMPLOYEE BENEFITS	3,381,865	3,898,078	4,298,706	4,677,839	5,397,601	5,293,880	5,373,404	5,296,927	-100,674	-1.87%
TOTAL GENERAL GOVERNMENT	5,770,873	6,475,345	7,279,508	7,815,439	8,934,835	8,801,695	8,624,590	8,547,713	-387,122	-4.33%
12100 PUBLIC WORKS ADMINISTRATION	189,775	285,514	295,539	392,246	391,642	387,579	388,253	388,253	-3,389	-0.87%
12130 ENVIRONMENTAL					123,948	128,762	128,916	128,916	4,968	4.01%
12200 HIGHWAY MAINTENANCE	842,760	853,185	918,741	961,640	1,000,850	1,053,287	1,106,637	1,106,637	105,787	10.57%
12300 TRAFFIC SAFETY	126,986	126,986	190,800	208,580	211,580	219,080	219,080	219,080	7,500	3.54%
12400 SNOW REMOVAL	465,884	485,500	523,800	575,000	575,000	680,105	680,105	680,105	105,105	18.28%
12500 BUILDING MAINTENANCE	598,771	552,927	435,570	517,925	516,047	546,738	543,122	543,122	27,075	5.25%
12510 UTILITIES (PREV IN BLDG MNTN)		0	297,804	267,804	194,400	222,804	222,804	222,804	28,404	14.61%
12600 GROUNDS MAINTENANCE	98,581	116,537	185,723	278,173	282,960	291,396	291,610	291,610	8,650	3.06%
12700 PWD VEHICLE MAINTENANCE	540,399	595,236	695,040	733,246	740,133	794,865	792,900	792,900	52,767	7.13%
12900 WASTE MANAGEMENT	1,064,020	1,137,393	1,125,452	1,231,430	1,455,886	1,664,495	1,664,495	1,664,495	208,609	14.33%
TOTAL PUBLIC WORKS	3,927,176	4,153,278	4,668,469	5,166,044	5,492,446	5,989,111	6,037,922	6,037,922	545,476	9.93%
13100 POLICE ADMINISTRATION	2,730,346	2,766,745	2,992,560	3,128,025	3,283,862	3,593,601	3,568,480	3,603,102	319,240	9.72%
13400 COMMUNICATIONS	445,153	472,224	525,962	539,853	565,313	629,384	629,384	629,884	64,571	11.42%
13500 ANIMAL CONTROL	73,104	79,046	86,501	91,458	94,154	98,663	98,781	98,781	4,627	4.91%
13700 POLICE VEHICLE MAINTENANCE	100,660	109,670	121,392	125,494	120,562	104,962	103,962	103,962	-16,600	-13.77%
TOTAL POLICE & SAFETY	3,349,263	3,427,685	3,726,415	3,884,830	4,063,891	4,426,610	4,400,607	4,435,729	371,838	9.15%
14100 FIRE-RESCUE ADMINISTRATION	2,153,469	2,631,056	2,917,727	3,045,335	3,163,634	3,461,949	3,462,771	3,466,020	302,386	9.56%
14200 FIRE-RESCUE SERVICES	110,492	114,500	120,225	128,000	135,000	141,000	141,000	141,000	6,000	4.44%
14300 EMERGENCY MANAGEMENT	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	0	0.00%
14700 FIRE VEHICLE MAINTENANCE	161,457	177,700	191,575	199,448	201,600	210,612	210,612	210,612	9,012	4.47%
TOTAL FIRE-RESCUE & EMERGENCY	2,426,818	2,924,656	3,230,927	3,374,183	3,501,634	3,814,961	3,815,783	3,819,032	317,398	9.06%
15110 PARKS & RECREATION ADMINISTRAT	242,673	267,779	339,106	357,446	386,535	406,672	407,074	407,074	20,539	5.31%
15210 PARKS & TRAILS	91,729	76,238	92,621	89,920	98,577	110,916	110,977	110,977	12,400	12.58%
15220 DUNDEE PARK	117,500	156,824	139,310	126,913	135,601	154,105	154,105	154,105	18,504	13.65%
15330 SUMMERFEST	9,750	10,600	11,800	13,630	15,110	17,490	17,490	17,490	2,380	15.75%
15500 PUBLIC LIBRARY	570,104	568,697	612,378	653,722	691,733	721,071	721,252	720,252	28,519	4.12%
TOTAL RECREATION & CULTURE	1,031,756	1,080,138	1,195,215	1,241,631	1,327,556	1,410,254	1,410,898	1,409,898	82,342	6.20%
16110 CODE ENFORCEMENT	454,059	390,182	418,745	445,743	473,481	491,637	573,298	482,461	8,980	1.90%
16510 ASSESSING	305,833	327,681	358,890	372,969	394,786	413,156	413,823	413,823	19,037	4.82%
TOTAL PROPERTY & INSPECTION	759,892	717,863	777,635	818,712	868,267	904,793	987,121	896,284	28,017	3.23%
17110 PLANNING SERVICES	400,718	414,186	437,881	458,433	356,166	324,020	324,544	324,544	-31,622	-8.88%
17120 COMPREHENSIVE PLANNING	10,000	0	0	2,500	10,000	0	0	0	-10,000	-100.00%
17210 WEDC - OPERATIONAL	216,000	220,426	207,664	177,979	193,467	200,816	195,555	195,555	2,088	1.08%
17211 WEDC - CORP	0	0	0	50,000	25,000	25,000	25,000	25,000	0	0.00%
TOTAL DEVELOPMENT & CONSERVA	626,718	634,612	645,545	688,912	584,633	549,836	545,099	545,099	-39,534	-6.76%
18100 HEALTH & WELFARE	173,989	182,740	258,450	330,957	268,081	276,559	276,930	266,930	-1,151	-0.43%
18200 SOCIAL SERVICES AGENCY FUNDING	25,725	24,725	28,085	30,350	29,600	30,500	30,500	30,500	900	3.04%
18300 PROPERTY TAX ASSISTANCE	100,000	100,000	100,000	160,000	280,000	280,000	280,000	280,000	0	0.00%
TOTAL HEALTH & WELFARE	299,714	307,465	386,535	521,307	577,681	587,059	587,430	577,430	-251	-0.04%
19100 CAPITAL EQUIPMENT	512,209	619,000	426,299	608,200	598,000	2,100,599	705,900	301,521	-296,479	-49.58%
19200 ROAD IMPROVEMENTS	2,010,047	3,913,361	2,559,024	3,201,518	960,000	5,137,520	1,849,322	1,849,322	889,322	92.64%
19300 BUILDING & FACILITIES	1,175,694	1,047,482	1,048,762	2,260,110	4,155,647	5,949,147	1,686,647	1,686,647	-2,469,000	-59.41%
19400 REC- LAND & FACILITIES	76,000	79,288	548,528	495,756	0	125,000	125,000	125,000	125,000	#DIV/0!
19500 DEBT SERVICE	3,660,966	4,044,151	4,086,580	4,483,734	4,928,007	4,547,031	4,974,387	4,848,922	-79,085	-1.60%
19850 COUNTY TAXES	1,565,391	1,630,848	1,813,946	2,012,255	2,157,074	2,157,074	2,157,074	2,354,531	197,457	9.15%
19851 EDUCATION	22,264,361	24,320,184	25,611,458	28,096,394	30,581,935	30,581,935	30,581,935	30,581,935	0	0.00%
19900 PROPERTY TAX OVERLY	741,664	96,790	190,870	205,790	131,759	131,759	131,759	131,759	131,759	0.00%
19910 CONTINGENCY	100,000	100,004	100,004	100,004	100,005	100,004	100,004	100,004	-1	0.00%
19920 ENERGY & WEATHER EMERGENCY	100,004	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
TOTAL INTER, CAP, DEBT & OTHER	32,206,336	35,951,108	36,485,471	41,563,761	43,712,427	50,930,069	42,412,028	42,079,641	-1,501,027	-3.74%
TOTAL EXPENSES	50,398,546	55,672,150	58,395,720	65,074,819	69,063,370	77,414,388	68,821,478	68,348,748	-714,622	-1.03%

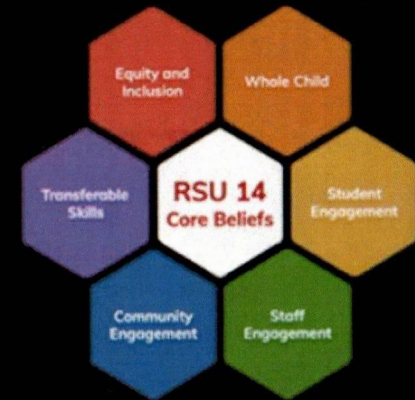
NOTE: TIF AND OVERLAY CHANGE AS PART OF THE COMMITMENT PROCESS.

	FY 22 FINAL	FY 23 FINAL	FY 24 FINAL	FY 25 FINAL	FY 26 FINAL	FY 27 DEPT	FY 27 MANAGER	FY 27 FIN COMM	FY27-FY26 VARIANCE	
19850 COUNTY TAX	1,565,391	1,630,848	1,813,946	2,012,255	2,157,074	2,157,074	2,157,074	2,354,531	197,457	9.15%
MUNICIPAL	24,974,436	28,761,846	29,760,683	33,497,270	34,679,955	43,030,972	34,438,061	33,767,874	-912,081	-2.63%
19300-4910 TIF	852,694	862,482	1,018,763	1,263,110	1,512,647	1,512,648	1,512,649	1,512,649	2	0.00%
19851 RSU 14	22,264,361	24,320,184	25,611,458	28,096,394	30,581,935	30,581,935	30,581,935	30,581,935	0	0.00%
19900 OVERLAY	741,664	96,790	190,870	205,790	131,759	131,759	131,759	131,759	0	0.00%
	50,398,546	55,672,150	58,395,720	65,074,819	69,063,370	77,414,388	68,821,478	68,348,748	-714,622	-1.03%

NOTE: TIF AND OVERLAY CHANGE AS PART OF THE COMMITMENT PROCESS.

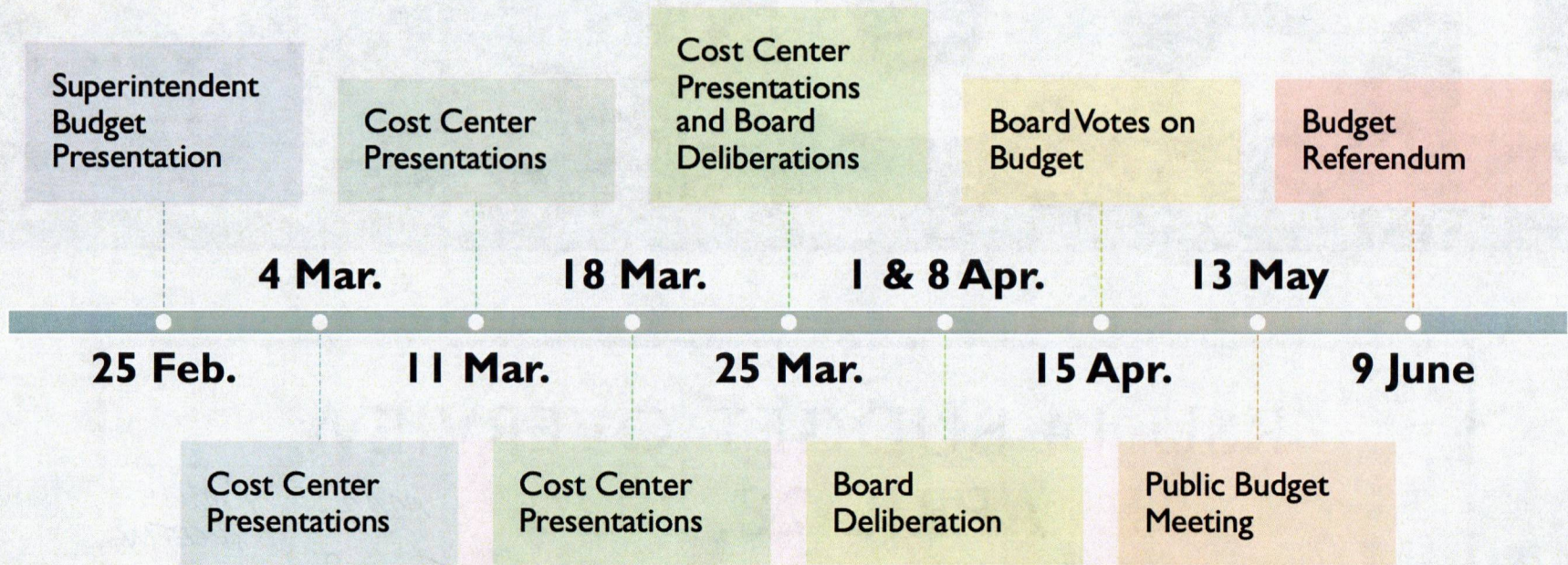
Windham Raymond Schools

RSU 14



RSU 14 BUDGET OVERVIEW
APRIL 28, 2026

FY 27 BUDGET TIMELINE





2027 BUDGET CHALLENGES

- Middle School Debt
 - Increase in State Subsidized Payments for Construction
 - First Payment for Local Portion of Construction
- Health Insurance Premiums – 45% of Year over Year Increase
- Increase to Maine DOE Local Required for Windham and Raymond
- Increasing State Valuations for Windham and Raymond
 - 3 Year running average 16% Increase
- Adult Education Removed from EPS Calculation
- Increasing costs of materials, supplies, and food

A group of students in red shirts are performing on a stage. They are arranged in a line, and some are holding microphones. An American flag is visible on the left side of the stage. The background is dark, and the stage is lit.

2027 BUDGET OPPORTUNITIES

- Subsidy to support 76% of the cost of a new middle school
 - 10MM of State Subsidy in 2027 Budget
- Competitive wages and benefits with neighboring districts for our employees
- District Investments in Infrastructure paying off in reduced costs for heating and cooling

Year	Total Subsidy	Construction Subsidy	Regular Subsidy	Increase/Decrease
FY 22	18,149,942	1,468,350	16,681,592	2,314,799
FY 23	17,697,393	1,411,875	16,285,518	(452,549)
FY24	18,249,038	1,349,125	16,899,913	551,642
FY25	17,880,149	1,286,375	16,593,774	(368,889)
FY26	22,229,458	4,867,166	17,362,292	4,349,309
FY27	27,523,681	10,432,274	17,091,407	5,294,223

RSU 14 STATE SUBSIDY HISTORY

Year	Total Subsidy	Construction Subsidy	Regular Subsidy	State Required Contribution - Windham
FY 22	18,149,942	1,468,350	16,681,592	\$15,207,885
FY 23	17,697,393	1,411,875	16,285,518	\$16,115,580
FY24	18,249,038	1,349,125	16,899,913	\$17,012,724
FY25	17,880,149	1,286,375	16,593,774	\$17,574,224
FY26	22,229,458	4,867,166	17,362,292	\$18,648,005
FY27	27,523,681	10,432,274	17,091,407	\$20,070,609

**RSU 14 STATE SUBSIDY HISTORY
WITH REQUIRED CONTRIBUTION**

2027 BUDGET STORY



Health Insurance
Increase



Middle School
Construction Debt



Increased State
Valuation for
Windham and
Raymond





RSU 14 SPENDING

RESIDENT EXPENDITURES BY BUDGET CATEGORY - FY 2024-25
(PER PUPIL AMOUNTS- ALL BUDGET CATEGORIES)

Community	K-12 Per Pupil Cost
Falmouth	25,468
South Portland	25,046
Yarmouth	23,740
Westbrook	22,290
Scarborough	22,132
MSAD 51	22,053
Portland	21,992
MSAD 61	20,611
State Average	19,803
RSU 14	18,663
MSAD 6	18,119
Gorham	18,071

		Less MS Debt increase	8,381,390
FY 26 Budget	67,861,394.79		
FY 27 Open Door	78,008,051.29	FY 26 staffing levels w/step increase	
Increase	10,146,656.50		
	14.95%		
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 1	80,452,852.49	72,071,462.49	106,300 Addtl requests
Increase	12,591,457.70	4,210,067.70	
	18.55%	6.20%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 2	80,620,188.91	72,238,798.91	
Increase	12,758,794.12	4,377,404.12	
	18.80%	6.45%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 3	80,622,398.87	72,241,008.87	
Increase	12,761,004.08	4,379,614.08	
	18.80%	6.45%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 4	79,681,244.36	71,299,854.36	
Increase	11,819,849.57	3,438,459.57	
	17.42%	5.07%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 5	79,719,717.73	71,338,327.73	
Increase	11,858,322.94	3,476,932.94	
	17.47%	5.12%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 6	79,411,097.56	71,029,707.56	
Increase	11,549,702.77	3,168,312.77	
	17.02%	4.67%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 7	79,476,514.96	71,095,124.96	
Increase	11,615,120.17	3,233,730.17	
	17.12%	4.77%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 8	79,158,146.47	70,776,756.47	
Increase	11,296,751.68	2,915,361.68	
	16.65%	4.62%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 9	79,127,866.77	70,746,476.77	
Increase	11,266,471.98	2,885,081.98	
	16.60%	4.25%	
FY 26 Budget	67,861,394.79	67,861,394.79	
FY 27 Ver 10	79,199,077.34	70,817,687.34	
Increase	11,337,682.55	2,956,292.55	
	16.71%	4.36%	

SIGNIFICANT BUDGET CHANGES PERSONNEL

Raymond Elementary School

-1 Grade 3 Teacher

WMS

-1 Altitude Teacher

1 7th Grade Teacher

Transportation

-1 Bus Driver

-.35 Van Driver

Support Services

-1 COTA

-7 Ed Techs

Manchester Elementary School

-2 4th Grade Teachers

2 5th Grade Teachers

District Wide

Middle School Debt

Middle School BARR Coordinator

-1 Standards Based Teacher

VERSION 10
OPERATING BUDGET
YEAR OVER YEAR INCREASE

\$2,956,292.55
4.36% Increase

BUDGET INCREASE BREAKDOWN

- Negotiated Salaries - \$1,407,643
- Health Insurance - \$1,146,636
- All Other Expenses - \$402,014

VERSION 10
MIDDLE SCHOOL DEBT SUPPORT

State Debt Payment Increase

\$6,606,496

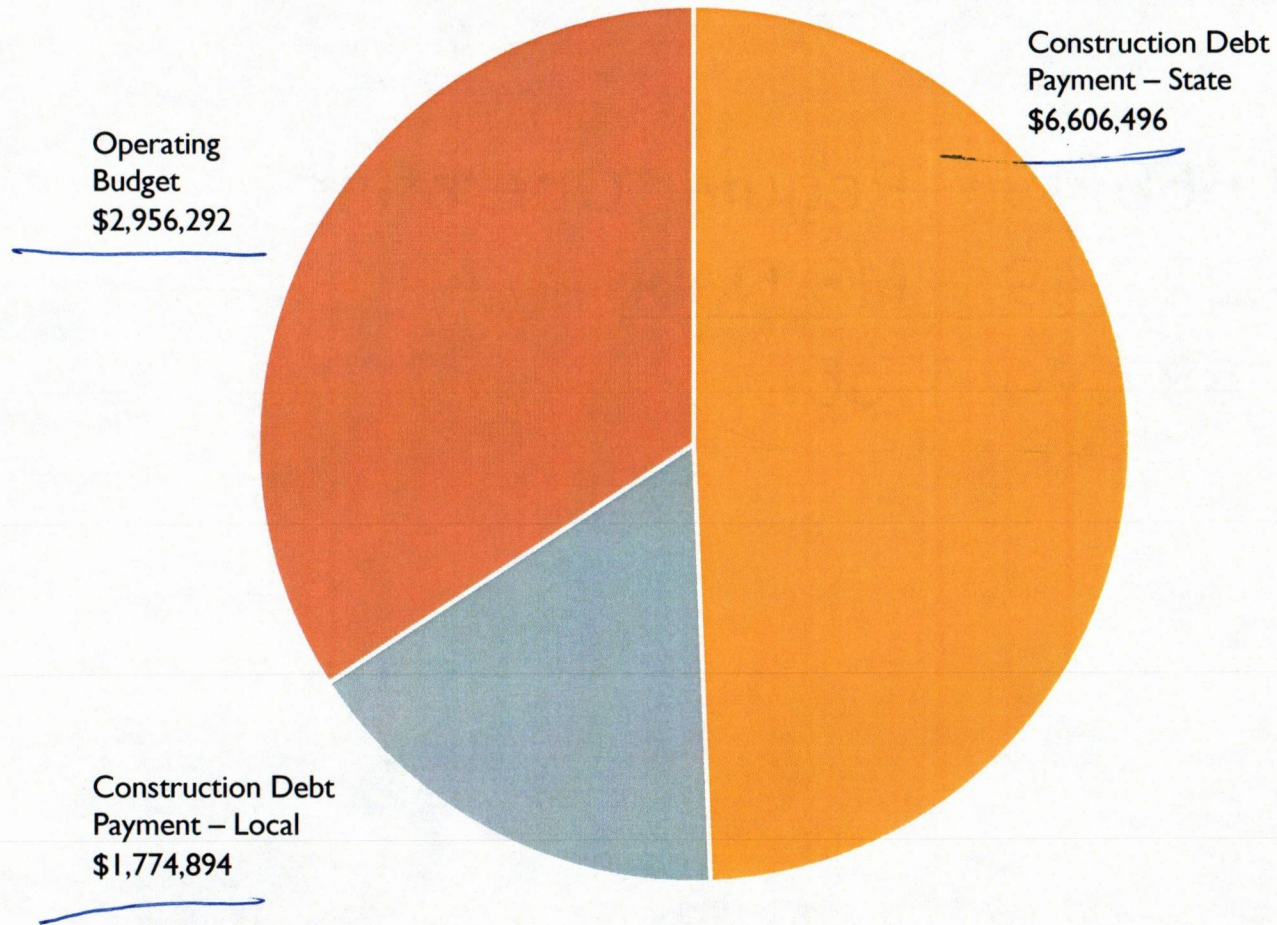
Local Debt Payment

\$1,774,894

VERSION 10
YEAR OVER YEAR EXPENDITURE
INCREASE WITH LOCAL
CONSTRUCTION DEBT

\$4,731,187.28
6.97% Increase

RSU 14 FY 27 EXPENDITURE BUDGET INCREASE



WINDHAM 2027 ASSESSMENT

- 4 \$2,673,660.45 – Regular Operating
- \$1,433,227.49 – MS Debt
- ~~\$4,106,887.94 - Total~~

2027 BUDGET STORY



Health Insurance
Increase



Middle School
Construction Debt



Increased State
Valuation for
Windham and
Raymond

RSU14 PROPOSED BUDGET (Article 15) \$79,199,077

PROPOSED BUDGET EFFECTIVE INCREASE 6.97%

\$2,956,293 Expense Increase 4.36%
 \$1,774,895 Middle School Debt Incre. 2.62% } 6.97%

Category	May 13th 2026 Budget Meeting Relevant Budget Article(s)		Funding Source	Increase / Decrease	Percent % Change	Revenue Totals
	State Essential Programs and Services ("EPS") Subsidy	Total State Subsidy Excluding Debt (No Warrant Article)		State of Maine	-\$196,475	-1.14%
Local Required by State EPS Formula	Article 12 - Required Local Share		Local Taxpayers	\$1,229,564	4.52%	\$28,407,033
Additional Funding Required	Article 14 - Additional Local Share			\$146,204	9.84%	\$19,699,326
Less 2025-26 Fund Balance & Other Revenue	From 25/26			\$1,777,000		\$1,777,000
Construction Debt	Article 10		State of Maine	\$6,606,495	172.68%	\$10,432,274
	Article 13		Local Taxpayers	\$1,774,895	0.00%	\$1,774,895
Total Revenue Raised						\$79,199,077
Spending Area	Relevant Budget Article(s)	Category	Increase / Decrease	% Change	Total Increase	Expense Totals
Operating Budget	Articles 1-9 & 11	Salary Expenses	\$1,407,643	4.36%	\$2,956,293	\$66,991,909
		Health Insurance	\$1,146,636			
		All Other Expenses	\$402,014			
Total Expense Increase			\$2,956,293			
Construction Debt	Article 10		State Portion	\$6,606,495	\$6,606,495	\$10,432,274
	Article 10		Local Portion Windham 82% Raymond 18%	\$1,774,895	\$1,774,895	\$1,774,895
Total Debt Increase			\$8,381,390	Total Expenses Incurred		\$79,199,077

Local Tax Revenue and Expenses State Revenue and Expenses



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-071

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

I. Council Action Requested.

To receive public comment and act on proposed amendments to Chapter 185 Shoreland Zoning Ordinance and Chapter 120 Land Use Ordinance of the Code of the Town of Windham, pertaining to standards to effectively provide municipal review and approval of development proposals for the development of new or expanded non-residential uses in the shoreland zoning districts.

II. Basis for Council Action.

Council approval of this item is required because;

- a. Section 107 of the Land Use Ordinance (Chapter 120 of the Code of the Town of Windham) states "After review and recommendation by the Planning Board, this chapter may be amended in accordance with the Town Charter."

III. Issue Summary.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-071

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To receive public comment and act on proposed amendments to Chapter 185 Shoreland Zoning Ordinance and Chapter 120 Land Use Ordinance of the Code of the Town of Windham, pertaining to standards to effectively provide municipal review and approval of development proposals for the development of new or expanded non-residential uses in the shoreland zoning districts.

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Council approval of this item is required because;

- a. Section 107 of the Land Use Ordinance (Chapter 120 of the Code of the Town of Windham) states "After review and recommendation by the Planning Board, this chapter may be amended in accordance with the Town Charter."

III. Issue Summary.

TOWN COUNCIL MEMO

DATE: April 14, 2026

TO: Council Ordinance Committee

THROUGH: Bob Burns, Town Manager

FROM: Steve Puleo, Director of Planning

Cc: Amanda Lessard, Assistant Town Manager

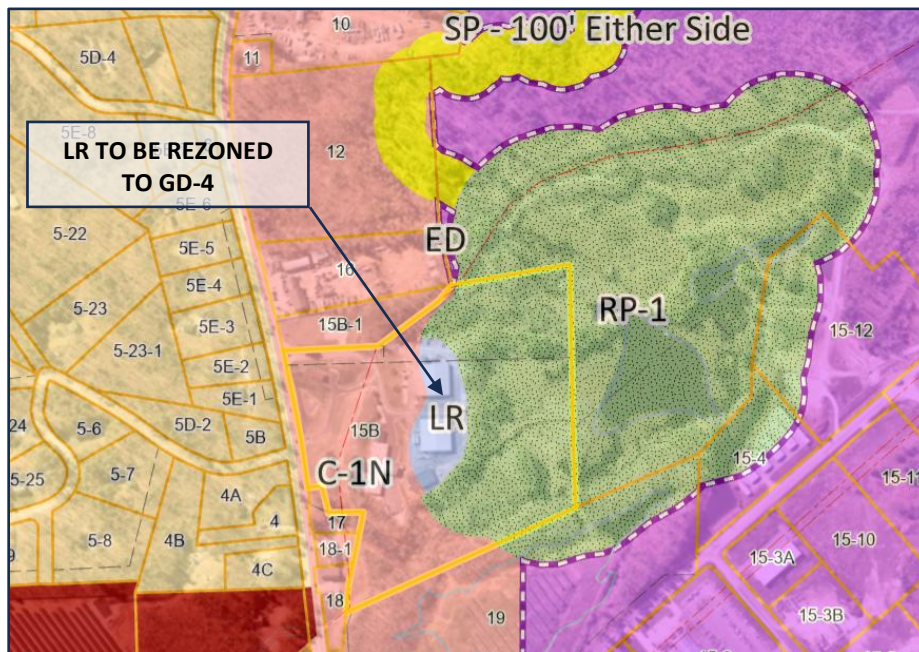
RE: #26-03 Shoreland Zoning Map Amendment – Rezone Portion of 999 Roosevelt Trail from LR to GD – Town of Windham

Town Council Meeting – April 28, 2026

OVERVIEW

The Town is proposing an amendment to the Official Windham [Land Use Map](#) of Chapter 185 [Shoreland Zoning](#), to rezone a portion of 999 Roosevelt Trail from [Limited Residential \(LR\)](#) to [General Development \(GD\)](#) to align with the criteria for the establishment of the districts in [§185-13](#).

Tax Map 21, Lot 15B is located within the Commercial I North (C-1N) District and includes the Shoreland Zone designated as Limited Residential (LR) and Resource Protection I (RP-1) within the Sebago Lake watershed.



PURPOSE

The Town states that the rezoning request is necessary to ensure that the historic commercial use of the two existing structures is consistent with the Shoreland Zoning provisions, and notes that the parcel lies within a designated growth area identified in the [Town’s Comprehensive Plan adopted June 13, 2017](#).

Background

999 Roosevelt Trail (Tax Map 21, Lot 15B) is a 22.03-acre parcel with frontage along Route 302 and an access drive serving several detached structures. The property, known as Windham Business Park, contains buildings dating back to the 1990s that have historically supported both industrial and commercial uses.

The Shoreland Zoning map amendments that added Limited Residential (LR) wetlands, Resource Protection Inland Waterfowl and Wading Bird Habitat (RP-IWWH), and Stream Protection (SP) for Outlet Brook were adopted on October 12, 2021, by Council Order 21-187. The Maine DEP approved these amendments on December 16, 2021, through DEP Order #51-2021 (see attached).

The parcel at 999 Roosevelt Trail was rezoned primarily to RP due to the presence of an IWWH wetland. However, the developed portion within the 250-foot Shoreland Zone was removed from the IWWH data layer, resulting in the Town designating the remaining area as LR. Based on the district definitions and allowed uses, this portion should have been designated as General Development (GD).

Shoreland Zoning District Intent

[§185-13B. Limited Residential District](#) includes those areas suitable for residential and recreational development. It includes areas other than those in the Resource Protection District, or Stream Protection District, and areas which are used less intensively than those in General Development District.

[§185-13C\(2\) General Development District](#) are areas otherwise discernible as having patterns of intensive commercial, industrial or recreational uses. Portions of the General Development District may also include residential development. However, no area shall be designated as a General Development District based solely on residential use. Shown on the [Land Use Map, dated February 18, 2026](#).

Key to Table 1:

- YES: Allowed (no permit required but the use must comply with all applicable land use standards) NO: Prohibited
- CEO: Allowed with permit issued by the Code Enforcement Officer LPI: Allowed with permit issued by the local Plumbing Inspector PB: Allowed with permit issued by the Planning Board
- PB-SP: Allowed with site plan approval issued by the Planning Board in accordance with Article 8 of Chapter 120, Land Use

Abbreviations:

LR: Limited Residential GD: General Development

Table 1. Land Uses in the Shoreland Zone		
Land Uses	Districts	
	LR	GD
Agriculture	YES	YES

Aquaculture	PB-SP	YES
Campgrounds	PB-SP	PB-SP
Clearing or removal of vegetation for activities other than timber harvesting	YES	YES
Conversions of seasonal residences to year-round residences	LPI	LPI
Emergency operations	YES	YES
Essential services	PB-SP	PB-SP
A. Roadside distribution lines (34.5kV and lower)	YES ¹¹	YES ¹¹
B. Nonroadside or cross-country distribution lines involving 10 poles or fewer in the shoreland zone	CEO	CEO
C. Nonroadside or cross-country distribution lines involving 11 or more poles in the shoreland zone	PB	PB
Filling and earthmoving of less than 10 cubic yards	YES	YES
Filling and earthmoving of more than 10 cubic yards	CEO	CEO
Fire prevention activities	YES	YES
Home occupations	CEO	CEO
Individual, private campsites	CEO	CEO
Marijuana businesses		
A. Medical marijuana registered caregiver/medical marijuana registered caregiver (home occupation)	NO	CEO
B. Other marijuana businesses	NO	NO
Marinas	PB-SP	PB-SP
Mineral exploration	YES ²	YES ²
Mineral extraction, including sand and gravel extraction	PB-SP ¹³	PB-SP ¹³
Motorized vehicular traffic on existing roads and trails	YES	YES
Nonintensive recreational uses not requiring structures, such as hunting, fishing and hiking	YES	YES
Parking facilities	PB-SP	PB-SP

1 In RP not allowed within 75 feet, horizontal distance, of the normal high-water line of great ponds, except to remove safety hazards.
 2 Requires permit from the CEO if more than 100 square feet of surface area, in total, is disturbed.
 3 In RP not permitted in areas so designated because of wildlife value.
 4 Provided that a variance from the setback requirements is obtained from the Board of Appeals.
 5 See further restrictions in § 185-15L.
 6 Except when area is zoned for RP due to floodplain criteria, in which case a permit is required from the PB.
 7 Except as provided in § 185-15H(43), and except when the total amount of disturbed area will be 25,000 square feet or less, in which case only a Planning Board permit is required.
 8 Correction facilities are a special exception in the General Development (GD) District requiring both Planning Board and Board of Appeals approval. Correction facilities must meet the performance standards listed under Article 5, § 120-516, of Chapter 120, Land Use.
 9 Single-family residential structures may be allowed by special exception only according to the provisions of § 185-16G, Special exceptions. Two-family residential structures are prohibited.
 10 Except for commercial uses otherwise listed in this table, such as marinas and campgrounds, that are allowed in the respective district.
 11 Permit not required but must file a written notice of intent to construct with CEO.
 13 Mineral extractions must also receive site plan review and approval under Article 6 of Chapter 120, Land Use
 14 Wireless telecommunications facilities also require Planning Board review and approval under Chapter 240.

Consistency with the Comprehensive Plan

As noted, the entire parcel as shown on the "Future Land Use" map in the [Town's Comprehensive Plan adopted June 13, 2017](#), is identified as an "Industrial Area" area. Where growth and changes are desired, and where they are not desired in a central component of comprehensive planning. An "Industrial Area" is a place where future development is to be desired that meet a specified development type. The zone change request is consistent with the comprehensive plan as the property has historically been in industrial and/or commercial uses.

Zoning Amendment Process

As required by [§120-107](#) of the Land Use Ordinance, the Ordinance, including [§120-402](#), *Land Use Map*, may be amended in accordance with the Town Charter and pursuant to [§185-8A](#), following review and recommendation by the Planning Board. While the Ordinance does not establish specific standards for evaluating proposed zoning amendments, State statute requires that all zoning changes be consistent with the goals and objectives of the Comprehensive Plan.

Planning Board Review and Recommendation

The Planning Board held a public hearing on April 13, 2026. No members of the public spoke either in favor of or in opposition to the proposed amendment.

In its deliberations, the Board discussed support for rezoning the small portion of the property, noting that the existing buildings and parking areas have remained unchanged since the 1990s. The Board also considered whether the rezoning would adversely affect the Resource Protection (RP) area and acknowledged that the Town did not appropriately zone this area during the 2021 zoning update.

Based on this discussion, the Planning Board made the following recommendation:

To recommend approval of the shoreland zoning map amendment to rezone the shoreland-zoned portion of property located at 999 Roosevelt Trail, owned by Windham Excavating Company and identified as Tax Map 21, Lot 15B, from Limited Residential (LR) to General Development (GD), permitting industrial, commercial, and residential uses consistent with the General Development district.

Motion: Evert Krikken

2nd: Kathleen Brown

Vote: 5-0



DEPARTMENT ORDER

IN THE MATTER OF

TOWN OF WINDHAM) MANDATORY SHORELAND ZONING ACT
CUMBERLAND COUNTY)
SHORELAND ZONING ORDINANCE)
ORDER #51-2021) APPROVAL

Pursuant to the provisions of 38 M.R.S. §§ 435-448, the *Mandatory Shoreland Zoning Act* (“Act”), and the Maine Department of Environmental Protection’s *Guidelines for Municipal Shoreland Zoning Ordinances*, 06-096 C.M.R. ch. 1000 (amended January 26, 2015) (“Guidelines”), the Department of Environmental Protection has considered the request for approval of the Town of Windham Shoreland Zoning Ordinance (Ordinance), as amended on October 12, 2021, and FINDS THE FOLLOWING FACTS:

1. The Act requires municipalities to establish zoning controls in areas within 250 feet of the normal high-water line of great ponds and rivers; within 250 feet of the upland edge of freshwater and coastal wetlands; and within 75 feet of the normal high-water line of streams. Such zoning standards must be consistent with or no less restrictive than those in the Guidelines. 38 M.R.S. §§435 & 438-A.
2. The Act specifies that before a locally adopted shoreland zoning ordinance, or amendment to that ordinance, is effective, it must be approved by the Commissioner of the Department of Environmental Protection (“Commissioner”). The Commissioner may approve, approve with conditions, or deny the ordinance or amendment. If denied, or approved with conditions, such action must be preceded by notice to the municipality. If the Commissioner fails to act within 45 days of receipt of the ordinance or amendment, then the ordinance or amendment is automatically approved. 38 M.R.S. § 438-A.
3. On November 9, 2021, the Town of Windham submitted the following amendments to its Ordinance and Land Use Map (Map) as adopted on October 12, 2021 to the Department for review:
 - A. Throughout Chapter 199 references to “Shoreland Zoning Map” were replaced with “Land Use Map” to be consistent with Chapter 140.
 - B. Section 199-13(A) *Resource Protection District* was amended to include other areas designated resource protection on the Map
 - C. Section 199-15(Y) *Animals in the Shoreland Zone* was amended to delete the 75-foot setback and clarify the setback is measured from the normal high-water line.

TOWN OF WINDHAM) MANDATORY SHORELAND ZONING ACT
 CUMBERLAND COUNTY)
 SHORELAND ZONING ORDINANCE)
 ORDER # 51-2021) APPROVAL

D. Section 199-17 *Definitions* was amended to include mapped areas in the definition of “Shoreland Zone”

E. The Map was amended by adding freshwater wetlands, and Outlet Brook which previously were not mapped and currently are required to be mapped to meet the minimum requirements of the Guidelines.

4. The Department reviewed the submitted amendments and determined they are consistent with the Act and the Guidelines. While consistent, further amendment of the Ordinance remains needed for the Ordinance to be fully up to date with the Act.

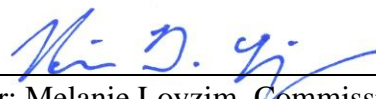
BASED on the above Findings of Fact, the Commissioner makes the following CONCLUSION:

1. The Town of Windham has adequately met the requirements of the Act, and the Ordinance and Map are consistent with the Guidelines except the Town of Windham has not yet adopted the photographic record requirement established in 38 M.R.S. § 439-A(10).

THEREFORE, the Commissioner APPROVES the ordinance, as amended on October 12, 2021.

DONE AND DATED AT AUGUSTA, MAINE, THIS 16TH DAY OF DECEMBER, 2021.

DEPARTMENT OF ENVIRONMENTAL PROTECTION

BY:  _____
 For: Melanie Loyzim, Commissioner

PLEASE NOTE ATTACHED SHEET FOR GUIDANCE ON APPEAL PROCEDURES.

<p>FILED December 22nd, 2021 State of Maine Board of Environmental Protection</p>
--



DEP INFORMATION SHEET

Appealing a Commissioner's Decision on a Shoreland Zoning Ordinance

Dated: August 2021

Contact: (207) 314-1458

SUMMARY

This document provides information regarding a municipality's rights and obligations in filing an administrative or judicial appeal of a shoreland zoning ordinance decision made by the Department of Environmental Protection's (DEP) Commissioner.

There are two methods available to a municipality seeking to appeal a shoreland zoning ordinance decision made by the DEP Commissioner: (1) an administrative process before the Board of Environmental Protection (Board), or (2) a judicial process before Maine's Superior Court.

I. ADMINISTRATIVE APPEALS TO THE BOARD

LEGAL REFERENCES

A municipality filing an appeal to the Board should review [38 M.R.S. §§ 341-D\(4\)](#) and [346](#), the Mandatory Shoreland Zoning laws [38 M.R.S. § 438-A\(3\)](#), and the DEP's [Rule Concerning the Processing of Applications and Other Administrative Matters \(Chapter 2\)](#), [06-096 C.M.R. ch. 2](#).

DEADLINE TO SUBMIT AN APPEAL TO THE BOARD

Not more than 30 days following the filing of a license decision by the Commissioner with the Board, a municipality may appeal to the Board for review of the Commissioner's decision. The filing of an appeal with the Board, in care of the Board Clerk, is complete when the Board receives the submission by the close of business on the due date (5:00 p.m. on the 30th calendar day from which the Commissioner's decision was filed with the Board, as determined by the received time stamp on the document or electronic mail). Appeals filed after 5:00 p.m. on the 30th calendar day from which the Commissioner's decision was filed with the Board will be dismissed as untimely, absent a showing of good cause.

HOW TO SUBMIT AN APPEAL TO THE BOARD

An appeal to the Board may be submitted via postal mail or via electronic mail and must contain all signatures and required appeal contents. An electronic filing must contain the scanned original signature of the appellant(s). The appeal documents must be sent to the following address.

Chair, Board of Environmental Protection
c/o Board Clerk
17 State House Station
Augusta, ME 04333-0017
ruth.a.burke@maine.gov

The DEP may also request the submittal of the original signed paper appeal documents when the appeal is filed electronically. The risk of material not being received in a timely manner is on the sender, regardless of the method used.

At the time an appeal is filed with the Board, the appellant must send a copy of the appeal to the Commissioner of the DEP (Maine Department of Environmental Protection, 17 State House Station, Augusta, Maine 04333-0017). Please contact the DEP at 207-287-7688 with questions or for contact information regarding a specific licensing decision.

REQUIRED APPEAL CONTENTS

A complete appeal must contain the following information at the time the appeal is submitted.

1. *Aggrieved status.* The appeal must demonstrate that it is submitted on behalf of the municipality subject to the Commissioner's decision and must explain how the municipality may suffer a particularized injury as a result of the Commissioner's decision.
2. *The findings, conclusions or conditions objected to or believed to be in error.* The appeal must identify the specific findings of fact, conclusions regarding compliance with the law, conditions, or other aspects of the written decision or of the review process that the appellant objects to or believes to be in error.
3. *The basis of the objections or challenge.* For the objections identified in Item #2, the appeal must state why the appellant believes that the decision is incorrect and should be modified or reversed. If possible, the appeal should cite specific evidence in the record or specific criteria that the appellant believes were not properly considered or fully addressed.
4. *The remedy sought.* This can range from reversal of the Commissioner's decision on the shoreland zoning ordinance to changes in specific conditions imposed on the shoreland zoning ordinance.
5. *All the matters to be contested.* The Board will limit its consideration to those matters specifically raised in the written notice of appeal.
6. *Request for hearing.* If the appellant wishes the Board to hold a public hearing on the appeal, a request for public hearing must be filed as part of the notice of appeal, and it must include an offer of proof regarding the testimony and other evidence that would be presented at the hearing. The offer of proof must consist of a statement of the substance of the evidence, its relevance to the issues on appeal, and whether any witnesses would testify. The Board will hear the arguments in favor of and in opposition to a hearing on the appeal and the presentations on the merits of an appeal at a regularly scheduled meeting. If the Board decides to hold a public hearing on an appeal, that hearing will then be scheduled for a later date.
7. *New or additional evidence to be offered.* If an appellant wants to provide evidence not previously provided to DEP staff during the DEP's review of the ordinance, the request and the proposed supplemental evidence must be submitted with the appeal. The Board may allow new or additional evidence, to be considered in an appeal only under very limited circumstances. The proposed supplemental evidence must be relevant and material, and (a) the person seeking to add information to the record must show due diligence in bringing the evidence to the DEP's attention

at the earliest possible time in the review process; or (b) the evidence itself must be newly discovered and therefore unable to have been presented earlier in the process. Requirements for supplemental evidence are set forth in [Chapter 2 § 24](#).

OTHER CONSIDERATIONS IN APPEALING A DECISION TO THE BOARD

1. *Be familiar with all relevant material in the DEP record.* A municipal shoreland zoning file is public information made accessible by DEP. Upon request, the DEP will make the material available to review and photocopy during normal working hours. There may be a charge for copies or copying services.
2. *Be familiar with the regulations and laws under which the shoreland zoning ordinance was processed, and the procedural rules governing the appeal.* DEP staff will provide this information upon request and answer general questions regarding the appeal process.
3. *The filing of an appeal does not operate as a stay to any decision.* A municipality proceeding with shoreland zoning matters pending the outcome of an appeal runs the risk of the decision being reversed or modified as a result of the appeal.

WHAT TO EXPECT ONCE YOU FILE A TIMELY APPEAL WITH THE BOARD

The Board will acknowledge receipt of an appeal, and it will provide the name of the DEP shoreland zoning staff member assigned to the specific appeal. The notice of appeal, any materials admitted by the Board Chair as new or supplemental evidence, any materials admitted in response to the appeal, relevant excerpts from the DEP's administrative record for the ordinance review, and the DEP staff's recommendation, in the form of a proposed Board Order, will be provided to Board members. The appellant and parties of record are notified in advance of the date set for Board consideration of an appeal or request for public hearing. The appellant will have an opportunity to address the Board at the Board meeting. The Board will decide whether to hold a hearing on appeal when one is requested before deciding an appeal. The Board's decision on appeal may be to affirm all or part, affirm with conditions, order a hearing to be held as expeditiously as possible, reverse all or part of the decision of the Commissioner, or remand the matter to the Commissioner for further proceedings. The Board will notify the appellant and parties of record of its decision on appeal.

II. APPEALS TO MAINE SUPERIOR COURT

Maine law generally allows aggrieved persons to appeal final Commissioner or Board decisions to Maine's Superior Court (see [38 M.R.S. § 346\(1\)](#); 06-096 C.M.R. ch. 2; [5 M.R.S. § 11001](#); and M.R. Civ. P. 80C). Parties to the shoreland zoning ordinance decision must file a petition for review within 30 days after receipt of notice of the Commissioner's or Board's decision. The laws cited in this paragraph and other legal procedures govern the contents and processing of a Superior Court appeal. The filing of an appeal to the Board is not a prerequisite for a judicial appeal.

Maine's Administrative Procedure Act, DEP statutes governing a particular matter, and the Maine Rules of Civil Procedure must be consulted for the substantive and procedural details applicable to judicial appeals.

ADDITIONAL INFORMATION

If you have questions or need additional information on the appeal process, for administrative appeals contact the Board Clerk at 207-287-2811 or the Board Executive Analyst at 207-314-1458 bill.hinkel@maine.gov, or for judicial appeals contact the court clerk's office in which the appeal will be filed.

Note: This information sheet, in conjunction with a review of the statutory and regulatory provisions referred to herein, is provided to help a person to understand their rights and obligations in filing an administrative or judicial appeal. The DEP provides this INFORMATION SHEET for general guidance only; it is not intended for use as a legal reference. Maine law governs an appellant's rights.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-048

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To countersign the Regional School Unit No.14 Warrant calling a Regional School Unit Budget Referendum to be held on June 9, 2026.

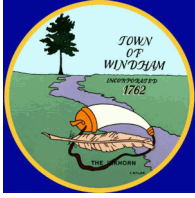
II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town is a member of Regional School Unit No.14 pursuant to a referendum vote adopted by the Town's voters.
- b. The provisions of 20-A MRSA §1485 and 1486 provide for a budget validation referendum to be held in each town of a regional school unit to consider validation of the regional school unit budget previously approved by the voters of the region at a regional school unit budget meeting.
- c. Pursuant to 20-A MRSA § 1502 a warrant for a referendum called by the regional school unit board shall be countersigned by the municipal officers of each member town of the region; and
- d. Pursuant to Article II, Section 1 of the Charter "[t]he Town Council, hereinafter called the 'Council', shall be and constitute the municipal officers of the Town."

III. Issue Summary.

The Windham Raymond School District (RSU No.14) has its budget approval meeting scheduled for April 15, 2026. Pursuant to the act of the RSU Board of Directors and the Municipal Officers of Windham and Raymond, the required budget validation vote would then be held on Tuesday, June 9, 2026.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-048

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To countersign the Regional School Unit No.14 Warrant calling a Regional School Unit Budget Referendum to be held on June 9, 2026.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town is a member of Regional School Unit No.14 pursuant to a referendum vote adopted by the Town's voters.
- b. The provisions of 20-A MRSA §1485 and 1486 provide for a budget validation referendum to be held in each town of a regional school unit to consider validation of the regional school unit budget previously approved by the voters of the region at a regional school unit budget meeting.
- c. Pursuant to 20-A MRSA § 1502 a warrant for a referendum called by the regional school unit board shall be countersigned by the municipal officers of each member town of the region; and
- d. Pursuant to Article II, Section 1 of the Charter "[t]he Town Council, hereinafter called the 'Council', shall be and constitute the municipal officers of the Town."

III. Issue Summary.

The Windham Raymond School District (RSU No.14) has its budget approval meeting scheduled for April 15, 2026. Pursuant to the act of the RSU Board of Directors and the Municipal Officers of Windham and Raymond, the required budget validation vote would then be held on Tuesday, June 9, 2026.

**WARRANT AND NOTICE OF ELECTION CALLING
REGIONAL SCHOOL UNIT NO. 14
BUDGET VALIDATION REFERENDUM
(20-A M.R.S. § 1486)**

TO: Michael Duffy, a resident of Regional School Unit No. 14 (the "Regional School Unit") composed of the Towns of Raymond and Windham, State of Maine.

In the name of the State of Maine, you are hereby ordered to serve upon the municipal clerks of each of the municipalities within the Regional School Unit, namely, the Towns of Raymond and Windham, an attested copy of this warrant and notice of election. Service shall be in hand within three (3) days of the date of this warrant and notice of election. The municipal clerks of the above municipalities shall immediately notify the respective Municipal Officers. The Municipal Officers shall meet forthwith and countersign this warrant and notice of election. The Municipal Officers shall provide below for the respective municipal clerks to post or have posted this warrant and notice of election.

**TOWN OF WINDHAM
REGIONAL SCHOOL UNIT BUDGET VALIDATION REFERENDUM
WARRANT AND NOTICE OF ELECTION**

Cumberland County, ss.

State of Maine

TO: Anthony P. Blasi, Municipal Clerk of Windham: You are hereby required in the name of the State of Maine to notify the voters of this municipality of the election described in this warrant and notice of election.

TO THE VOTERS OF WINDHAM: You are hereby notified that a Regional School Unit budget validation referendum election will be held at Windham High School, 406 Gray Road in the Town of Windham on Tuesday, June 9, 2026 for the purpose of determining the following articles:

Article 1A: To elect a moderator to preside at said meeting.

Article 1: Do you favor approving the Regional School Unit No. 14 budget for the upcoming school year that was adopted at the latest Regional School Unit budget meeting?

The voting on Article 1 shall be by secret ballot referendum. The polls will be opened immediately after election of the moderator following commencement of the meeting at 7:00 a.m. and closed at 8:00 p.m.

The Registrar of Voters shall hold office hours while the polls are open to correct any error in or change a name or address on the voting list; to accept the registration of any person eligible to vote and to accept new enrollments.

A person who is not registered as a voter may not vote in any election.

Given under our hand this day, April 15, 2026 at Windham, Maine.

Christina Small
Mary Ann [unclear]
Grace Leavitt
Joan Accardi
[unclear]

Virginia M. Woodman
Jodi Cawell

A majority of the School Board of Regional School Unit No. 14

A true copy of the Warrant and Notice of Election, attest:

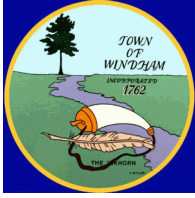
Michael Duffy
Michael Duffy
Resident of
Regional School Unit No. 14

Countersigned this _____ day of _____, 2026 at Windham, Maine.

A majority of the Municipal Officers of Windham, Maine

A true copy of the Warrant and Notice of Election, attest:

Anthony P. Blasi, Municipal Clerk
Windham, Maine



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-059

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To appoint Leo Gerrior to the Planning Board for a three-year term to end February 15, 2029.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant April 14, 2026 and recommends this appointment.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-059

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To appoint Leo Gerrior to the Planning Board for a three-year term to end February 15, 2029.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant April 14, 2026 and recommends this appointment.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-060

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

I. Council Action Requested.

To appoint Gabe Andrews, a community member with a professional background in conservation, ecology and trail building and personal interest in hunting and trail running to represent residents with those interests, to the East Windham Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant on April 14, 2026 and recommends this appointment.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-060

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To appoint Gabe Andrews, a community member with a professional background in conservation, ecology and trail building and personal interest in hunting and trail running to represent residents with those interests, to the East Windham Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant on April 14, 2026 and recommends this appointment.

Steering Committee - East Windham

Purpose

The purpose of this committee is to guide the process towards creating a vision and management plan for the combined parcels that comprise the East Windham Conservation Area and the Lowell Preserve and to provide ongoing oversight of the maintenance of operation of the property.

Membership

The Committee shall consist of not fewer than seven (7) nor more than eleven (11) volunteers from local businesses, civic organizations, town government and the general population, and will work in cooperation with the Presumpscot Regional Land Trust (PRLT), and Town of Windham Director of Parks and Recreation, and other town employees designated to assist. Committee members shall not be required to be residents of the town, but be able to demonstrate a connection by residence, employment, business interest, or other civic and community organization affiliation. Committee members may include, but not be limited to, representatives of the following outdoor recreation, education, economic development, public health, and conservation interests:

1. Member of the Town Council
2. Windham Parks & Recreation Advisory Committee (1 member)
3. Windham Natural Resource Advisory Committee (1 member)
4. Windham Economic Development Corporation
5. Greater Portland Chapter of NEMBA
6. Windham Drifters Snowmobile Club
7. RSU14 Katahdin Program (1 staff member)
8. Little Duck Pond Road Association
9. One member of the public with interest and experience in hunting.
10. Up to 2 members of the public with interest and experience in hunting, trail running, hiking, education, public health, conservation and/or nature education. A preference will be given to those who have multiple interests previously referenced.

Meetings and Procedures

The committee shall select a Chair from its membership, which should not be the Town Council representative. The Chair shall have the authority to convene meetings of the Committee, which shall be conducted in accordance with Maine's Freedom of Access Law with due notice to its members. The committee shall adopt other such reasonable rules of procedure as may be necessary for the efficient conduct of its business while allowing for public accountability and due process.

Charge

It shall be the responsibility of the Committee to:

1. Seek public input and recommend a new name that unifies the shared character and use of property.
2. Develop an RFP and select a firm to assist in the establishment of a Master Plan to guide the Town and PRLT in the development and management of this property for the years to come.
3. Assist the selected firm in the development of the Master Plan
4. Present the recommended plan to the Town Council for adoption.
5. Meet at least once a year (or as needed) after the Master Plan has been adopted, to review the plan and progress, provide feedback to the Parks and Recreation Advisory Committee, and ensure the property continues to have broad collaboration.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-074

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To appoint James VanNest to the Comprehensive Plan Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant on April 14, 2026 and recommends this appointment.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-074

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To appoint James VanNest to the Comprehensive Plan Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

The Appointments Committee interviewed this applicant on April 14, 2026 and recommends this appointment.

COMPREHENSIVE PLAN STEERING COMMITTEE

Purpose:

The purpose of the Comprehensive Plan Steering Committee (“Committee”) is to guide development of an update to the Town of Windham’s 2016 Comprehensive Plan (“Plan”). The Plan will articulate a community vision and set forth goals, policies, and implementation strategies for the next ten (10) years. The Plan shall be prepared consistent with the State of Maine Growth Management Act, 30-A M.R.S.A. §§ 4312–4347-A. The Committee shall conclude its work by submitting a recommended Plan to the Town Council for acceptance and adoption.

Membership:

The Committee shall be composed of ten (10) to fifteen (15) members with representatives of the following community stakeholder groups (a committee member may represent multiple stakeholder groups):

- One (1) member from the Town Council,
- One (1) member from the School Board,
- One (1) member from the Planning Board
- One (1) member from the Board of Appeals,
- One (1) member from the Windham Economic Development Corporation

- A total of five (5) to ten (10) members selected from the following community stakeholders.
 - Large landowner/Farm District landowner
 - Landowner from a district other than Farm
 - Business owner
 - Chamber Board Member
 - Senior Citizen/Retiree
 - Youth/Student
 - Youth Sports Representative
 - Real Estate Developer/Builder/Realtor
 - Parent of school-aged child
 - Active Farmer/Agriculture
 - Childcare Provider
 - Service Organization (Windham Neighbors Helping Neighbors, RTP, etc.)
 - Age Friendly Windham
 - Environmental Organization (Ex. Presumpscot Regional Land Trust, Lake Association, Friends of Presumpscot)
 - Historical Society
 - Arts Community

The Town Manager shall assign appropriate staff and/or consultants to support the Committee.

Meetings and Procedures:

The Committee shall select a Chair from its membership, who shall not be the Town Council representative. Meetings shall be convened by the Chair and conducted in accordance with Maine’s Freedom of Access Act, 1 M.R.S.A. § 401 et seq., with due notice to members and the public. The Committee may adopt reasonable rules of procedure necessary for the efficient conduct of its business while ensuring public accountability and due process.

Charge:

It shall be the responsibility of the Committee:

1. Assist in drafting an update to the Town of Windham’s 2016 Comprehensive Master Plan, consistent with the State of Maine Growth Management Act (30-A M.R.S.A. §§ 4312-4347-A), and the direction of the Town Council;
2. Reporting periodically to the Town Council on progress, issues, and schedule; and
3. Submitting a recommended draft Plan to the Town Council for its acceptance and adoption.

Term

The Committee shall serve for an eighteen (18)-month term at the pleasure of the Town Council and shall dissolve upon acceptance and adoption of the Plan, unless extended by the Council.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-083

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To amend the charge of the Comprehensive Plan Steering Committee membership from one Councilor to ___ Councilors.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

COMPREHENSIVE PLAN STEERING COMMITTEE

Purpose:

The purpose of the Comprehensive Plan Steering Committee (“Committee”) is to guide development of an update to the Town of Windham’s 2016 Comprehensive Plan (“Plan”). The Plan will articulate a community vision and set forth goals, policies, and implementation strategies for the next ten (10) years. The Plan shall be prepared consistent with the State of Maine Growth Management Act, 30-A M.R.S.A. §§ 4312–4347-A. The Committee shall conclude its work by submitting a recommended Plan to the Town Council for acceptance and adoption.

Membership:

The Committee shall be composed of ten (10) to fifteen (15) members with representatives of the following community stakeholder groups (a committee member may represent multiple stakeholder groups):

- One (1) member from the Town Council,
- One (1) member from the School Board,
- One (1) member from the Planning Board
- One (1) member from the Board of Appeals,
- One (1) member from the Windham Economic Development Corporation

- A total of five (5) to ten (10) members selected from the following community stakeholders.
 - Large landowner/Farm District landowner
 - Landowner from a district other than Farm
 - Business owner
 - Chamber Board Member
 - Senior Citizen/Retiree
 - Youth/Student
 - Youth Sports Representative
 - Real Estate Developer/Builder/Realtor
 - Parent of school-aged child
 - Active Farmer/Agriculture
 - Childcare Provider
 - Service Organization (Windham Neighbors Helping Neighbors, RTP, etc.)
 - Age Friendly Windham
 - Environmental Organization (Ex. Presumpscot Regional Land Trust, Lake Association, Friends of Presumpscot)
 - Historical Society
 - Arts Community

The Town Manager shall assign appropriate staff and/or consultants to support the Committee.

Meetings and Procedures:

The Committee shall select a Chair from its membership, who shall not be the Town Council representative. Meetings shall be convened by the Chair and conducted in accordance with Maine’s Freedom of Access Act, 1 M.R.S.A. § 401 et seq., with due notice to members and the public. The Committee may adopt reasonable rules of procedure necessary for the efficient conduct of its business while ensuring public accountability and due process.

Charge:

It shall be the responsibility of the Committee:

1. Assist in drafting an update to the Town of Windham’s 2016 Comprehensive Master Plan, consistent with the State of Maine Growth Management Act (30-A M.R.S.A. §§ 4312-4347-A), and the direction of the Town Council;
2. Reporting periodically to the Town Council on progress, issues, and schedule; and
3. Submitting a recommended draft Plan to the Town Council for its acceptance and adoption.

Term

The Committee shall serve for an eighteen (18)-month term at the pleasure of the Town Council and shall dissolve upon acceptance and adoption of the Plan, unless extended by the Council.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-076

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

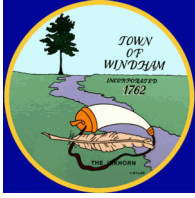
To appoint a councilor to the Comprehensive Plan Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-076

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To appoint a councilor to the Comprehensive Plan Steering Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town Council, pursuant to Article II, Section 3C, is charged with appointing “[t]he members of the Board of Assessment Review, the Planning Board, the Board of Zoning Appeals, and the membership of such advisory committees as the Council may create.”

III. Issue Summary.

COMPREHENSIVE PLAN STEERING COMMITTEE

Purpose:

The purpose of the Comprehensive Plan Steering Committee (“Committee”) is to guide development of an update to the Town of Windham’s 2016 Comprehensive Plan (“Plan”). The Plan will articulate a community vision and set forth goals, policies, and implementation strategies for the next ten (10) years. The Plan shall be prepared consistent with the State of Maine Growth Management Act, 30-A M.R.S.A. §§ 4312–4347-A. The Committee shall conclude its work by submitting a recommended Plan to the Town Council for acceptance and adoption.

Membership:

The Committee shall be composed of ten (10) to fifteen (15) members with representatives of the following community stakeholder groups (a committee member may represent multiple stakeholder groups):

- One (1) member from the Town Council,
- One (1) member from the School Board,
- One (1) member from the Planning Board
- One (1) member from the Board of Appeals,
- One (1) member from the Windham Economic Development Corporation

- A total of five (5) to ten (10) members selected from the following community stakeholders.
 - Large landowner/Farm District landowner
 - Landowner from a district other than Farm
 - Business owner
 - Chamber Board Member
 - Senior Citizen/Retiree
 - Youth/Student
 - Youth Sports Representative
 - Real Estate Developer/Builder/Realtor
 - Parent of school-aged child
 - Active Farmer/Agriculture
 - Childcare Provider
 - Service Organization (Windham Neighbors Helping Neighbors, RTP, etc.)
 - Age Friendly Windham
 - Environmental Organization (Ex. Presumpscot Regional Land Trust, Lake Association, Friends of Presumpscot)
 - Historical Society
 - Arts Community

The Town Manager shall assign appropriate staff and/or consultants to support the Committee.

Meetings and Procedures:

The Committee shall select a Chair from its membership, who shall not be the Town Council representative. Meetings shall be convened by the Chair and conducted in accordance with Maine’s Freedom of Access Act, 1 M.R.S.A. § 401 et seq., with due notice to members and the public. The Committee may adopt reasonable rules of procedure necessary for the efficient conduct of its business while ensuring public accountability and due process.

Charge:

It shall be the responsibility of the Committee:

1. Assist in drafting an update to the Town of Windham’s 2016 Comprehensive Master Plan, consistent with the State of Maine Growth Management Act (30-A M.R.S.A. §§ 4312-4347-A), and the direction of the Town Council;
2. Reporting periodically to the Town Council on progress, issues, and schedule; and
3. Submitting a recommended draft Plan to the Town Council for its acceptance and adoption.

Term

The Committee shall serve for an eighteen (18)-month term at the pleasure of the Town Council and shall dissolve upon acceptance and adoption of the Plan, unless extended by the Council.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-075

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To nominate a councilor to be considered to serve on the Maine Municipal Association's Legislative Policy Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. Pursuant to Article II, Section 3(l) of the Charter, the Town Council shall "[e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and also exercise all the powers now or hereafter given by statute to municipal officers of towns"

III. Issue Summary.

The representative, once elected to the committee, will serve a two-year term.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-075

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To nominate a councilor to be considered to serve on the Maine Municipal Association's Legislative Policy Committee.

II. Basis for Council Action.

Council approval of this item is required because;

- a. Pursuant to Article II, Section 3(I) of the Charter, the Town Council shall "[e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and also exercise all the powers now or hereafter given by statute to municipal officers of towns"

III. Issue Summary.

The representative, once elected to the committee, will serve a two-year term.



60 Community Drive | Augusta, ME 04330-9486
1-800-452-8786 (in state) | (t) 207-623-8428
(f) 207-624-0129

To: MMA's Key Municipal Officials
From: Justin Poirier, President, Maine Municipal Association
Date: April 16, 2026
Re: Nominations to MMA's 2026-2028 Legislative Policy Committee

This memo begins the process of electing 70 dedicated municipal officials to serve on MMA's Legislative Policy Committee (LPC) over the next two-year period. Given the importance of this Policy Committee to MMA's overall mission, I urge you to help us identify nominees for service during the 2026-2028 biennium.

The LPC brings elected and appointed officials together from towns and cities across the state. According to its by-laws, the purpose of the LPC is "*to define municipal interests and to maximize those interests through effective participation in the legislative process.*" Operating something like a town meeting, the LPC establishes MMA's public policy positions on all matters of direct and statewide municipal interest for representation in the State House.

After the next LPC is elected, its first task will be to develop MMA's legislative agenda for submission to the Legislature in January 2027. Beginning in early 2027, the LPC will meet to determine MMA's position on all municipally related legislation submitted by the Governor and legislators. MMA's legislative staff advocates for the positions established by the LPC.

The membership of the LPC tends to be a mixture of seasoned municipal officials, who bring an extraordinary depth of experience to the table, and new members with fresh concerns and insights. Speaking as a former Chair of the LPC, it is my observation that the debates and decision-making accomplished by this Committee often include public policy discussions of the highest caliber. The results certainly help establish MMA's credibility in the Maine legislative process.

A Nomination Form is enclosed. Two municipal officials are elected from each of Maine's 35 Senate Districts. What follows is background information on the process of election, and the suggested time commitment to serve.

Background Information. Any elected or appointed municipal official holding office in any MMA member community is eligible to serve on the Committee. There are two seats on the LPC for each State Senate District. Members serve two-year terms, representing their own community and the other municipalities in their Senate District.

(over)

LPC activities require a time commitment of approximately ten hours a month during legislative sessions (i.e., during the first 4 months of each calendar year) which include attendance at the monthly meeting and contacts with other communities and legislators in the district as issues arise. The LPC is also engaged in the development of MMA's legislative agenda during the fall and early winter of each even-numbered year, which typically involves at least one additional meeting in Augusta. All mileage expenses are reimbursed. MMA's strength as a municipal advocate depends on the active help of a dedicated LPC membership.

More information about MMA's Legislative Policy Committee and the Association's entire advocacy program can be found at the Legislative/Advocacy link at MMA's website <https://www.memun.org/Advocacy-Communications/Legislative-Policy-Committee/Handbook>. In particular, the *LPC Handbook* describes the Association's overall policy development process and procedures in more detail.

Nomination Process

Your municipality is entitled to nominate a representative to the LPC.

- The nominee may be either elected or appointed but must be serving currently as a municipal official.
- You may nominate any municipal official from any member town or city within your Senate/LPC District; you do not have to nominate someone from your municipality.
- The names and brief bios of all municipal officials properly nominated will appear on the LPC ballot, which will be distributed on June 13th.

Nominee Profile

Because the municipal officers may not be familiar with a nominee from another municipality, a brief description of each nominee who completes the enclosed **Nominee Profile Sheet** will be provided with the ballots that are distributed in June. Please make sure that the person you nominate has a chance to complete the Nominee Profile Sheet and that it is returned to MMA with the Nomination Form.

Deadline for Submitting Nomination

- ✍ The Chairman of your Selectboard, Council or Assessors (the "nominator") *and the nominee* must sign the nomination form for it to be valid. If you are unable to obtain the signature of the nominee prior to the deadline, an email from the nominee signifying their willingness to serve, will serve as their signature.
- ☒ The forms must be returned to MMA by 5:00 P.M. on June 4, 2026, to be counted. Ballots will be sent out immediately after the nomination process closes, so make sure the nomination form is received by MMA by that deadline. Please return the nomination form *and* nominee profile to **Laura Ellis** at MMA either by email (Lellis@memun.org) or by mail using the enclosed envelope.

If you have any questions, please call MMA's Advocacy & Communications staff at 1-800-452-8786 or 623-8428.

NOMINATION FORM

Maine Municipal Association's
Legislative Policy Committee
July 2026 to June 2028


Senate District 26

Casco
Frye Island

Raymond
Westbrook (part)


Windham

The municipal officers of _____ hereby nominate:
Print name of your municipality

Nominee: _____ 
Print name of Nominee

Nominee's municipality: _____ Position: _____

Date: _____

Signature of Nominator 

Print name of Nominator

Consent

I agree to accept the nomination and to serve if elected to the MMA Legislative Policy Committee:

Date: _____

Signature of Nominee 

Please return Nomination Form by 5:00 p.m. by Thursday, June 4, 2026, to:

Laura Ellis - Maine Municipal Association
60 Community Drive, Augusta, ME 04330
Email: lellis@memun.org

Nominations received after 5:00 p.m. on June 4, 2026 will not be counted.

LPC NOMINEE BIOGRAPHY

To: Legislative Policy Committee Nominees

From: Maine Municipal Association

Date: April 16, 2026

To help municipal officials make an informed choice when they vote for their LPC representatives, we ask nominees to provide some background information regarding their municipal service and why they want to be LPC members. If preferable, an email with the requested information will also be accepted. A “nominee profile” is included on the ballot for each nominee who provides us with a profile.

Name: _____ **Title:** _____

Municipality: _____ **Years in current position:** _____

Mailing Address: _____
(include zip code, please)

Email address: _____

Prior (recent) municipal experience: _____

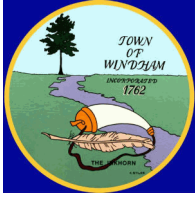
Have you served on the LPC before? No Yes **If yes, what years?** _____

If you have served on any other MMA Committees, please note them: _____

Please indicate your primary issues of concern, and/or reasons for wanting to serve on the LPC:

Please return this completed form to Laura Ellis at MMA either in the enclosed envelope or via email (lellis@memun.org) by June 4, 2026.

Thank You!



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-068

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

I. Council Action Requested.

To find that public benefit is derived by not offering for sale the property identified as tax account F2435R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town has the ability to “sell, lease, mortgage, hold, manage and control such property as its interest may “require”,
- b. The Town Council has the authority under Article II, Section 3 (I) of the Charter to [e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and
- c. Article 1, Section 1.4 of the Policy of the Disposition of Tax-Acquired Property states that any release of the Town’s interest pursuant to this policy is at the sole discretion of the Town Council.

III. Issue Summary.

The previous property owner has presented payment in full for all taxes due.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-068

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To find that public benefit is derived by not offering for sale the property identified as tax account F2435R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.

II. Basis for Council Action.

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- a. The Town has the ability to “sell, lease, mortgage, hold, manage and control such property as its interest may “require”,
- b. The Town Council has the authority under Article II, Section 3 (I) of the Charter to [e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and
- c. Article 1, Section 1.4 of the Policy of the Disposition of Tax-Acquired Property states that any release of the Town’s interest pursuant to this policy is at the sole discretion of the Town Council.

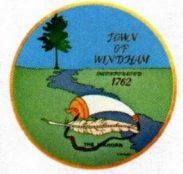
III. Issue Summary.

The previous property owner has presented payment in full for all taxes due.

Order 26-068

Property Card: 221 HIGHLAND CLIFF RD
Town of Windham, ME

F2435R



Parcel Information

Parcel ID: 004015000000 Vision ID: 224 Owner: FREY JOAN L - HEIRS OF Co-Owner: C/O PC FREY Mailing Address: 221 HIGHLAND CLIFF RD WINDHAM, ME 04062	Map: 4 Lot: 15 Use Description: SFD W/APT Zone: Land Area in Acres: 2
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Sale History	Assessed Value
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Book/Page: 27915/0337 Sale Date: 1/5/2014 Sale Price: \$0	Land: \$131,100 Buildings: \$283,700 Extra Bldg Features: \$13,100 Outbuildings: \$0 Total: \$427,900
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Building Details: Building # 1



Model: Residential Living Area: 1972 Appr. Year Built: 2008 Style: Ranch Stories: 1 Occupancy: 1 No. Total Rooms: 8 No. Bedrooms: 4 No. Baths: 2 No. Half Baths: 0	Int Wall Desc 1: Drywall/Sheet Int Wall Desc 2: Ext Wall Desc 1: Vinyl Siding Ext Wall Desc 2: Roof Cover: Asph/F Gls/Cmp Roof Structure: Gable/Hip Heat Type: Forced Air-Duc Heat Fuel: Oil A/C Type: None
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www.cai-tech.com

This information is believed to be correct but is subject to change and is not warranted.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-069

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

I. Council Action Requested.

To find that public benefit is derived by not offering for sale the property identified as tax account M7277R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.

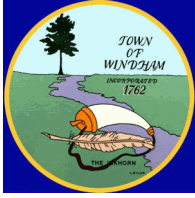
II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town has the ability to “sell, lease, mortgage, hold, manage and control such property as its interest may “require”,
- b. The Town Council has the authority under Article II, Section 3 (I) of the Charter to [e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and
- c. Article 1, Section 1.4 of the Policy of the Disposition of Tax-Acquired Property states that any release of the Town’s interest pursuant to this policy is at the sole discretion of the Town Council.

III. Issue Summary.

The previous property owner has presented payment in full for all taxes due.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-069

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To find that public benefit is derived by not offering for sale the property identified as tax account M7277R pursuant to the Policy on Tax Acquired Property and allow the previous assessed owner to regain title to the property by entering into an agreement to pay all 2023, 2024 and 2025 taxes, interest, and costs owed thereon.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Town has the ability to “sell, lease, mortgage, hold, manage and control such property as its interest may “require”,
- b. The Town Council has the authority under Article II, Section 3 (I) of the Charter to [e]xercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting except as otherwise provided herein, and
- c. Article 1, Section 1.4 of the Policy of the Disposition of Tax-Acquired Property states that any release of the Town’s interest pursuant to this policy is at the sole discretion of the Town Council.

III. Issue Summary.

The previous property owner has presented payment in full for all taxes due.

Order 26-069

Property Card: 19 DEPOT ST
Town of Windham, ME

M7277R



Parcel Information

Parcel ID: 038005000000 Vision ID: 4148 Owner: MONTANEZ MARY ELLEN Co-Owner: Mailing Address: 19 DEPOT ST WINDHAM, ME 04062	Map: 38 Lot: 5 Use Description: SINGLE FAM Zone: Land Area in Acres: 0.7
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Sale History	Assessed Value
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Book/Page: 40099/236 Sale Date: 4/13/2023 Sale Price:	Land: \$132,100 Buildings: \$165,900 Extra Bldg Features: \$0 Outbuildings: \$0 Total: \$298,000
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Building Details: Building # 1



Model: Residential Living Area: 768 Appr. Year Built: 2009 Style: Ranch Stories: 1 Occupancy: 1 No. Total Rooms: 3 No. Bedrooms: 2 No. Baths: 1 No. Half Baths: 0	Int Wall Desc 1: Drywall/Sheet Int Wall Desc 2: Ext Wall Desc 1: Vinyl Siding Ext Wall Desc 2: Roof Cover: Asph/F Gls/Cmp Roof Structure: Gable/Hip Heat Type: Hot Water Heat Fuel: Oil A/C Type:
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www.cai-tech.com

This information is believed to be correct but is subject to change and is not warranted.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-079

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To approve a Memorandum of Agreement with Greater Portland Council of Governments, Maine Department of Transportation, and the municipalities of Portland, Westbrook and Raymond to formalize a partnership agreement to conduct the Route 302 Corridor Study from Portland to Raymond and authorize the Town Manager to take the necessary actions to execute said agreement.

II. Basis for Council Action.

Council approval of this item is required because;

- a. the Council has the authority to enter into contracts as the legislative body of the Town pursuant to Article II, Section 3(I) of the Charter.

III. Issue Summary.

Please refer to the attached proposed memorandum of understanding and agreement.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-079

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

I. Council Action Requested.

To approve a Memorandum of Agreement with Greater Portland Council of Governments, Maine Department of Transportation, and the municipalities of Portland, Westbrook and Raymond to formalize a partnership agreement to conduct the Route 302 Corridor Study from Portland to Raymond and authorize the Town Manager to take the necessary actions to execute said agreement.

II. Basis for Council Action.

Council approval of this item is required because;

- a. the Council has the authority to enter into contracts as the legislative body of the Town pursuant to Article II, Section 3(I) of the Charter.

III. Issue Summary.

Please refer to the attached proposed memorandum of understanding and agreement.

**MEMORANDUM OF AGREEMENT
BETWEEN
Greater Portland Council of Governments, Maine Department of Transportation,
AND
the Municipalities of Portland, Westbrook, Windham, and Raymond**

THIS MEMORANDUM OF AGREEMENT (herein, “MOA”), dated TBD (herein, the “Execution Date”) is made between the Greater Portland Council of Governments (herein, “GPCOG”), the Maine Department of Transportation (herein, “MaineDOT”), and the municipalities of Portland, Westbrook, Windham, and Raymond (herein, “the Municipalities”). GPCOG, MaineDOT, and the Municipalities are herein collectively referred to as “Parties” and separately as “Party.”

1. **PURPOSE.** The purpose of this MOA is to formalize an agreement to form a partnership of the Parties to conduct the Route 302 Corridor Study (herein, the “Project”) from Portland (intersection of Interstate 295) to Raymond (Casco town line). The objective of this partnership is to carry out the tasks described in the Project’s Scope of Work (Attachment A).
2. **MUTUAL INTEREST OF THE PARTIES.** In 2025, members of the Portland Area Comprehensive Transportation System (PACTS) identified an opportunity to study the Route 302 corridor, focusing on strategic improvements that advance Connect 2050 regional goals. Subsequently, in early 2026, GPCOG staff commenced a scoping effort in consultation with the Parties.

Developing a shared plan for the Route 302 corridor by identifying needs, recommendations, and priority projects will place the Parties in a good position to take advantage of future funding opportunities, including the potential for priority projects to be included in the MaineDOT Work Plan.

Route 302 traverses several contexts across the approximately 22 miles included in the Project, from denser urban environments to suburban, rural, and village settings. Such diversity requires a contextual approach to address unique needs while considering the corridor’s overall function. The Project is positioned to provide this contextual approach by completing the Project’s Scope of Work (Attachment A) through the collaboration outlined in this MOA.

3. RESPONSIBILITIES OF THE PARTIES.

GPCOG. GPCOG shall manage all aspects of the Project, including but not limited to:

- i. Project Management
 - a. Lead and manage the overall coordination of the Project, ensuring that all tasks are executed efficiently and according to the project schedule.
 - b. Serve as the primary point of contact for the Municipalities and MaineDOT, facilitating clear and consistent communication throughout the Project.

- c. Act as a facilitator to address any issues or challenges that arise during the Project.
 - d. Identify and address potential barriers to project progress, seeking solutions that support collaborative outcomes.
 - ii. Data Collection, Analysis, and Sharing
 - a. Complete the collection, management, and analysis of data necessary for the Project, including transportation patterns, infrastructure conditions, and community needs.
 - b. Ensure that data collection methods and analysis processes meet professional standards and produce actionable insights.
 - c. Share any new traffic counts with MaineDOT.
 - iii. Coordination
 - a. Provide timely responses to questions raised by MaineDOT and the Municipalities. GPCOG shall respond to inquiries (phone or email) within three (3) business days.
 - b. Maintain continuous coordination with MaineDOT and the Municipalities throughout the life of the Project.
 - iv. Community Engagement
 - a. Lead community engagement processes with assistance from the Municipalities.
 - v. Recommendations & Priority Projects
 - a. Lead the process of identifying needs and developing recommendations.
 - b. Facilitate the priority project selection process.
 - c. Lead the project development process for priority projects in consultation with MaineDOT on readiness standards.
 - d. Coordinate with selected consultants to complete detailed design work and potential traffic analyses.
 - e. Provide MaineDOT and the Municipalities with relevant documents and presentations.
 - f. Present findings and recommendations to the Regional Transportation Advisory Committee (RTAC) and PACTS Policy Board.
 - vi. Implementation
 - a. Work with MaineDOT and the Municipalities to identify funding sources and communicate priority projects to local councils or select boards.
 - b. Modify and/or amend the region's long-range transportation plan (LRTP) and transportation improvement program (TIP), as needed and directed by the PACTS Policy Board, to include the Project's highest priorities.

MaineDOT. MaineDOT shall serve as a responsive partner to GPCOG fulfilling responsibilities including, but not limited to:

- i. Administration
 - a. Designate a primary point of contact responsible for maintaining responsive communication with GPCOG throughout the Project (see Section 4).
- ii. Data Sharing

- a. Provide relevant transportation data (not easily available online) in response to requests from GPCOG. Data may include, but is not limited to, pavement and bridge condition data, culvert locations and sizing, traffic conditions, right-of-way information, and snow removal practices.
- iii. Multimodal Conditions
 - a. Provide timely and meaningful guidance on multimodal traffic analysis needs for priority projects.
 - b. Provide timely and meaningful feedback on GPCOG-documented existing conditions in the Needs Assessment, which will form the basis for recommendations and priority projects.
- iv. Project Coordination
 - a. Coordinate with the GPCOG project team on related MaineDOT-led planning and capital project development efforts along the corridor, including projects that are within a horizon of one year beyond the most recently published Work Plan.
 - b. Coordinate with GPCOG to identify opportunities to bundle recommendations and priority projects with programmed MaineDOT projects for future design and construction.
- v. Readiness Framework
 - a. Provide timely and meaningful input for a readiness framework that will directly inform the level of design budgeted for the selected priority projects.
- vi. Implementation
 - a. Work with GPCOG staff, PACTS, and the Municipalities to fund, design, and construct the Project's highest priority projects.

The Municipalities. The Municipalities shall serve as responsive partners to GPCOG, fulfilling responsibilities including but not limited to:

- i. Administration
 - a. Designate a point of contact responsible for maintaining responsive communication with GPCOG throughout the Project duration (see Section 4).
 - b. The municipal point of contract shall provide timely responses to questions raised by GPCOG and its consultants, responding to inquiries (email or phone) within three (3) business days.
- ii. Data Sharing
 - a. Provide relevant transportation data (not easily available online) within two (2) weeks of requests from GPCOG. Data may include, but is not limited to, pavement and bridge condition data, culvert locations and sizing, traffic conditions, right-of-way information, and snow removal practices.
 - b. Provide relevant housing and development data (not easily available online) within (2) weeks of requests from GPCOG. Data may include, but is not limited to zoning, future land use, growth areas, TIF districts, property ownership, adopted plans, progress and implications of comprehensive plan updates, water and sewer infrastructure, broadband, and electrical conduits.
- iii. Support for Community Engagement

- a. Assist in coordinating community engagement activities within the municipality, including meetings or events related to the Project.
- b. Share community feedback with GPCOG.
- c. Identify additional stakeholders if needed.
- iv. Council/Selectboard Coordination
 - a. Keep municipal council/selectboard regularly informed about the Project’s progress, findings, and recommendations.
 - b. Review Project recommendations, with a focus on highest priority projects that impact the municipality.
 - c. Seek formal endorsement from municipal councils for relevant recommendations to ensure alignment with local priorities.
 - d. Share any relevant council/selectboard meeting items and actions with GPCOG’s Project Manager.

4. **PRIMARY POINTS OF CONTACT.** The primary points of contact for all Parties are listed below. Contacts are listed by Title/Current Holder of Title. If the current holder of the title should change, that individual’s successor will become the primary point of contact for the associated Party.

Party	Title/Position	Current Holder of Title	Email/Phone
GPCOG	Route 302 Project Manager	Collin Hodges	chodges@gpcog.org; 207.774.9891 x229
MaineDOT	Urban Planner	Claire Winter	claire.winter@maine.gov; 207.592.1152 (cell)
Portland	Planner	Taylor Colbeth	tcolbeth@portlandmaine.gov (207) 874-8721
Westbrook	Senior Planner	Rebecca Spitella	rspitella@westbrook.me.us 207.854.0638 x1231
Windham	Assistant Town Manager	Amanda Lessard	allessard@windhammaine.us 207.892.1907 x1121
Raymond	Town Manager	Glenn Michalowski	glenn.michalowski@raymondmaine.org 207.655.4742 x131

5. **DISPUTE RESOLUTION.** In the event of a dispute between the Parties, the Parties agree to use their best efforts to resolve that dispute in an informal fashion through consultation and communication, or other forms of non-binding alternative dispute resolution mutually acceptable to the parties.

6. **EFFECTIVE DATE.** This agreement becomes effective upon the date of the last approving signature and will remain in effect until December 31, 2027, or the Project’s End, whichever is later.

7. ACCEPTANCE OF AGREEMENT:

Joyce Taylor
Deputy Commissioner
MaineDOT

DATE

Greg Jordan
Assistant City Manager
City of Portland

DATE

Angela Holmes
City Administrator
City of Westbrook

DATE

Bob Burns
Town Manager
Town of Windham

DATE

Glenn Michalowski
Town Manager
Town of Raymond

DATE

Kristina Egan
Executive Director
GPCOG

DATE

Executive Summary

The study will produce eight (8) priority projects that include concept designs and planning-level cost estimates. The resulting concepts will be sufficient to position the projects for consideration in the MaineDOT Work Plan, PACTS' Transportation Improvement Program (TIP), and/or other implementation programs.

In addition to priority projects, this study will provide a Needs Assessment that identifies a series of recommendations that MaineDOT and local jurisdictions can pursue for future implementation.

Project Background

U.S. Route 302 is an important arterial in the Greater Portland Council of Governments (GPCOG) region. The corridor falls within the Portland Area Community Transportation Systems (PACTS) boundary as it passes through the Town of Raymond, the Town of Windham, the City of Westbrook, and the City of Portland. It is referred to as Roosevelt Trail in Raymond and Windham, Bridgton Road in Westbrook, and Forest Avenue in Portland.

In addition to being a significant regional thoroughfare, Route 302 also provides important local connectivity. Early analysis suggests that non-work-based travel and local circulation is a very important part of Route 302's function. This is particularly the case where Route 302 serves a variety of diverse and evolving land uses, such as in Portland or North Windham. This study must balance the contextual necessity of safe and comfortable multimodal access along Route 302 with the regional vehicle connections that the corridor will continue to provide.

The varying contexts along Route 302 are reflected in the *PACTS Regional Complete Streets Design Guidebook*. Under this guide, Route 302 is primarily classified as a Major Corridor street type with two Village Center classifications in Portland and a Rural designation in Raymond. The MaineDOT Context Classifications that apply to this corridor include Urban and Suburban, with the Urban context applying in all of Portland (Forest Avenue) and the Suburban context used on some segments in Westbrook, Windham, and Raymond.

In *Connect 2050*, the region's long-range transportation plan, almost all of Route 302 in the PACTS region is a Priority Corridor with at least one Priority Center in each jurisdiction, indicating communities' desires for growth and development at key nodes. At the same time, *Connect 2050* mentions that Route 302 experiences notable congestion in some locations. This points to the need to balance historical vehicle mobility demands with changing land use conditions.

Safety is perhaps the biggest part of this equation, since several segments of Route 302 that are designated Critical Safety Corridors and Critical Safety Intersections (as identified in *Vision Zero Greater Portland*) overlap with the Priority Centers, Priority Corridors, and identified congested areas. This suggests that conflicts in these evolving high-activity areas are contributing to safety problems that this study must analyze and address. While most of the Route 302 corridor in this study is part of the low-speed National Highway System (NHS) network, the sections that have a posted speed of 50mph or above do not qualify as part of the low-speed NHS network. The low-speed NHS network carries a reduced set of controlling design criteria that improve flexibility for safety improvements, while other areas may have different needs or require varying design solutions.

To address these issues at the regional level while coordinating with local efforts and considering varying needs along the corridor, PACTS approved \$439,500 in Task 4 of its 2026 to 2027 Unified Planning Work Program (UPWP) for this Route 302 Corridor Study.

Project Goals

The 2026 to 2027 UPWP includes the Route 302 Corridor Study ("the study") as a core project within Task 4: Plan for the Future as "a multimodal analysis from Raymond to Portland that will generate a prioritized list of candidate projects with conceptual plans and cost estimates." As such, this project is implementation-focused and aims to use analysis, plans, policies, and public input to develop a specific set of projects. The set of projects must include sufficient detail to allow PACTS and the study's jurisdictions to advance them to preliminary design and/or construction, either through inclusion in the MaineDOT Work Plan or through other funding sources.

It will be important for this study to coordinate projects of varying scales, from routine paving to larger initiatives, like the Westbrook Route 302 reconstruction project, *North Windham Moves*, and *Forest Avenue Redesign*.

In addition to providing projects for immediate implementation, the study itself must complete analyses that provide a solid framework for future improvements to Route 302. Ideally, this means that the study's partner jurisdictions and regional stakeholders

can use the study through at least 2030 to help identify projects that will improve the corridor in line with *Connect 2050* goals.

Scope of Work

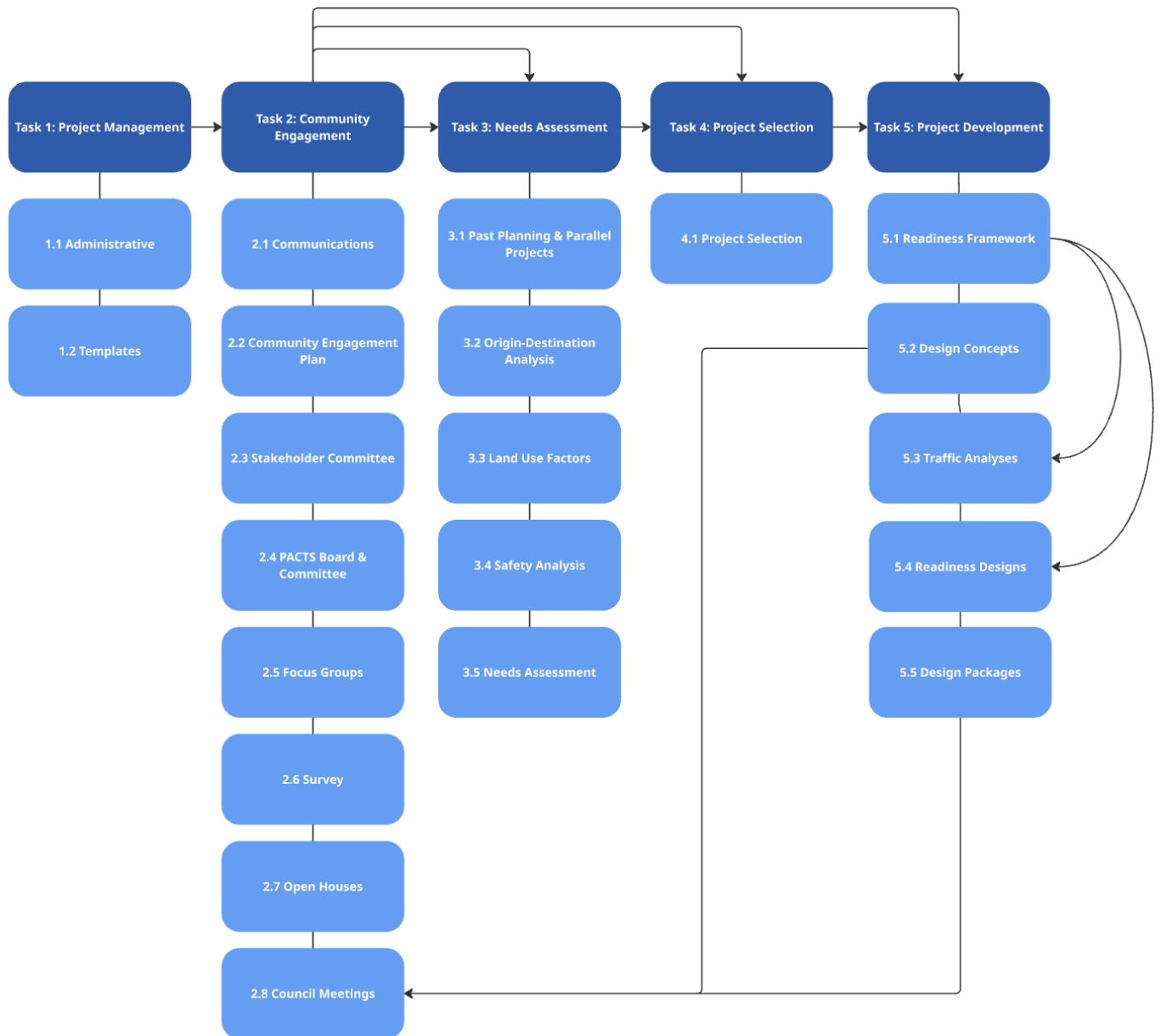


Figure 1 - Scope of Work Tasks Flowchart

Task 1: Project Management

1.1 Administrative

This subtask accounts for regular administrative tasks such as invoicing, scheduling, budgeting, and meetings or internal coordination that do not relate to any of the other tasks in this scope of work.

1.2 Templates

GPCOG staff will develop a project style template and branding style that will be used to develop all deliverables. The purpose of this is to establish design expectations up front and maintain visual and formatting consistency for project materials. The overall goal of this is to make it easy and efficient for deliverables to be assembled into a final report or incorporated as appendices.

Task 2: Community Engagement

2.1 Communications

GPCOG staff will develop a web page for the study as part of the existing GPCOG website. The purpose of this website will be to host important project information and updates and to act as a public-facing repository for important documents. External communications such as press releases, social media announcements, flyers, etc. must link to this web page to ensure it is a “one-stop” source of project information.

GPCOG staff will also develop an ArcGIS Online web map for the project that can be used for internal coordination. Its setup and organization must also allow for the option to create public-facing ArcGIS Online apps for external data sharing platforms and community engagement tools such as comment maps.

2.2 Community Engagement Plan

GPCOG staff will create a succinct Community Engagement Plan that does the following:

1. Identifies engagement activities that will be included and why.
2. Provides an anticipated schedule of engagement activities.
3. Describes the results and key findings of each engagement activity after they occur.

To avoid creating a Community Engagement Plan that is overly detailed and therefore unresponsive to changing conditions, the Community Engagement Plan must be

provided in a concise format that is easy to refer to and edit as the study progresses. GPCOG staff will also document engagement results directly within the Community Engagement Plan to ensure it remains an active document.

Overall, the Community Engagement Plan will communicate the “what, why, and when” of engagement activities and document the results of those activities.

2.3 Stakeholder Committee

The success of this study will rely on regular communication and coordination with the Stakeholder Committee, which is defined as the group of stakeholders whose organizations have ownership of and decision-making authority over the study corridor. GPCOG expects the core Stakeholder Committee to include the City of Portland, City of Westbrook, Town of Windham, Town of Raymond, and MaineDOT.

GPCOG staff will also consult Regional Transportation Program (RTP) and Greater Portland Metro as important stakeholders throughout the project. GPCOG will rely on communities to identify other stakeholders.

GPCOG expects to hold meetings with the core Stakeholder Committee at least once per month through July 2027, for an estimated total of between 15 and 20 meetings. Meetings may be cancelled if there is limited content and/or limited opportunity for discussion. These meetings will be a mix of virtual and in-person formats depending on Stakeholder Committee availability and meeting agendas.

2.4 PACTS Board and Committee

It will be important for GPCOG staff to solicit feedback from its governing boards and committees. This subtask accounts for GPCOG staff attendance and presentations at three Regional Transportation Advisory Committee (RTAC) meetings and three Policy Board meetings.

2.5 Focus Groups

GPCOG staff will hold up to four focus group meetings to get targeted feedback from other groups or as a forum to discuss specific issues that arise during the planning process. The details of this task may change depending on the Community Engagement Plan and needs identified by the Stakeholder Committee, although GPCOG expects to hold at least one public transportation focus group.

2.6 Survey

The Community Engagement Plan will determine whether a survey or comment map will be helpful for this project. If either a survey or a comment map is deemed useful, the Community Engagement Plan will also determine the overall format and details of the survey, with the caveat that FlashVote, SurveyMonkey, and ArcGIS Online comment maps will be the primary tools available for consideration.

If GPCOG staff elects to administer a survey, the timing of the survey should align with Task 3 to help gauge community needs and preferences early in the project.

2.7 Open Houses & Pop-Ups

GPCOG staff will facilitate and hold open houses and pop-up events to gather relevant feedback that will inform needs, recommendations, and design concepts. The Community Engagement Plan will determine the details, timing, and location of these events.

For budgeting purposes, GPCOG staff assumes the following activities, providing a balance of pre-advertised events with spontaneous engagement opportunities that meet people where they're at:

- Up to four open houses, targeting one per community (these are in addition to the council meetings described below)
- Up to four pop-up events, targeting one per community
- Up to two virtual public meetings

Engagement activities will also provide adequate opportunities for seasonal residents to participate and offer feedback, recognizing that this demographic is an important part of some communities along the study corridor.

2.8 Council Meetings

Projects recommended in Task 5 depend on local support and would thus benefit from council feedback. The local councils to be engaged include:

- Portland City Council
- Westbrook City Council
- Windham Town Council
- Raymond Select Board

The consultant team will assist GPCOG and local jurisdiction staff to coordinate and bring forward the projects developed through Task 5. Concepts must first be introduced

to local elected officials at the concept design phase in task 5.2 to ensure early feedback on design options and decisions.

Task 2 Deliverables

- Website hosted on existing GPCOG site
- ArcGIS Online web map adaptable for internal and external communications
- Community Engagement Plan
- Three (3) Policy Board meetings and three (3) RTAC meetings
- Up to four (4) focus groups
- Up to four (4) open houses
- Up to four (4) pop-up events
- Up to two (2) virtual public meetings
- Council meetings, approximate number to be identified in the Community Engagement Plan (municipal staff and consultant support is expected)

Task 3: Needs Assessment

3.1 Past Planning and Parallel Projects

A review of past planning and parallel projects will be essential to achieve the following:

1. Carry forward goals and findings from previous planning efforts to enhance outcomes and avoid redundancy.
2. Coordinate with existing projects to identify opportunities for collaboration.

GPCOG staff will document this review in a concise matrix format accompanied by a brief narrative that can be easily referred to throughout the study. This deliverable may remain separate from the final Needs Assessment deliverable in Task 3.5.

3.2 Origin-Destination Analysis

An analysis of traffic flows and characteristics will be important in determining how people are using Route 302 today and how it may be used in the future. While a comprehensive origin-destination analysis is not within the scope of the study, GPCOG staff will use TomTom, StreetLight, and Census data sources to answer questions like the following:

- Where is traffic using Route 302 coming from and going to? What does this tell us about the corridor's needs?
- What can available trip characteristics like trip lengths, trip distances, and trip purposes tell us about travel habits and needs for those using the corridor?
- What are travel speeds like along the study corridor, and what can this tell us? *(to be informed by the GPCOG Congestion Management Plan)*

- What are current transit ridership patterns and what does this tell us?
- What can we learn about the corridor’s multimodal travel patterns and needs using available data?
- Are there demographic and income characteristics available that tell us more about who is using the study corridor and what their needs might be?

Addressing these questions early in the study can help identify needs and inform the community engagement process.

Findings from this analysis will be documented as part of the Needs Assessment memo in Task 3.5. The deliverable may be provided as an interim memo for review as long as the interim memo is able to be efficiently incorporated into the final Task 3.5 deliverable.

3.3 Land Use Factors

Most of this study’s partner jurisdictions are updating their comprehensive plans. Additionally, the Town of Windham and the City of Portland are planning for land use changes that will affect the study corridor’s use in the future.

It will therefore be important to document where these changes are expected to occur and to assess the implications of those changes for the study corridor. This will require the following activities:

1. An identification of where along the corridor’s land use is expected to change the most and what type of changes are expected.
2. How these changes might affect the use and interpretation of the Origin-Destination Analysis from Task 3.2, especially regarding multimodal demand, transit demand, and roadway trip characteristics.
3. How these changes inform the Needs Assessment in Task 3.5.

Findings from this analysis will be documented as part of the Needs Assessment memo in Task 3.5. The deliverable may be provided as an interim memo for review as long as the interim memo is able to be efficiently incorporated into the final Task 3.5 deliverable.

3.4 Safety Analysis

Safety is a top priority. MaineDOT has identified safety concerns at several locations along the corridor, including at the intersections of Colonial Park Drive, Albion Road, and Duck Pond Road. In addition, through *Vision Zero Greater Portland*, GPCOG identified Critical Safety Corridors and Critical Safety Intersections in several locations. Recent GPCOG staff analysis has also shown that fatal and serious injury crashes have continued to occur along the study corridor since 2022, which was the end of the *Vision Zero Greater Portland* data collection timeframe. Generally, these serious and fatal

crashes are concentrated around Critical Safety Corridors and Critical Safety Intersections.

GPCOG recognizes that safety analyses of various types have been conducted at the state, regional, and local levels. As such, this study should not undertake a comprehensive safety analysis that risks duplicating these efforts. Rather, this task should focus on analyzing and documenting the following:

1. The most recent available crash trends along the study corridor and if they differ from trends identified in previous analyses.
2. High-need safety locations along the study corridor, using designations in existing safety analyses as the go-to areas of initial focus.
3. Speed data analysis where necessary and practicable, including by leveraging existing corridor-wide speed data and potential site-specific speed data collection.
4. Recent crash trends, speed data, and insights from MaineDOT Data-Driven Safety Analysis tools can tell us about safety needs in high-need areas.
5. What safety interventions would be most impactful in high-need locations.

Findings from this analysis will be documented as part of the Needs Assessment memo in Task 3.5. The deliverable may be provided as an interim memo for review as long as the interim memo is able to be efficiently incorporated into the final Task 3.5 deliverable.

3.5 Needs Assessment

The Needs Assessment will identify multimodal needs and propose accompanying recommendations that will provide a basis for future efforts and projects. GPCOG staff will incorporate the results of Task 2 and Tasks 3.1 through 3.4 when identifying needs and recommendations. Some of the resulting recommendations will be carried forward for further development as described in Tasks 4 and 5.

This task will focus on multimodal needs that advance Connect 2050 priorities. This may include, but is not limited to, considerations such as:

- Increasing safety
- Creating streets for everyone
- Enhancing pedestrian and bicycle access
- Improving public transportation service, operations, and access
- Incorporating green infrastructure
- Addressing congestion
- Supporting anticipated land use changes and compact development
- Facilitating freight movements

- Promoting improvements in Access Focus Areas
- Protecting habitat and minimizing pollution

The resulting Needs Assessment must identify individual, location-specific needs and recommendations to address those needs. Recommendations will be organized and phased in a manner that allows communities to identify and pursue potential low-cost, high-impact improvements alongside longer-term recommendations. Some systemwide needs may also be included where they represent important opportunities for implementation or follow-up actions.

GPCOG staff will also coordinate closely with the Stakeholder Committee on the geographic distribution of needs and recommendations. The goal of this coordination will be to identify needs across all four communities while avoiding the concentration of project opportunities in a limited area.

Overall, the goals of Task 3.5 are to:

1. **Identify** location-specific transportation needs and recommendations based on data analysis, community input, Stakeholder Committee feedback, and professional judgment.
2. **Support** identified needs and solutions by referencing analysis factors involved, including goals, strategies, and findings from previous planning efforts.
3. **Consider and mitigate** potential unintended consequences of any proposed solutions in accordance with the GPCOG Transportation Access Analysis and Action Plan.
4. **Document** identified needs and recommendations.

Finally, in accordance with #3 above, the level of detail for each need and recommendation must be sufficient for use in subsequent Tasks 4 and 5. For example:

- *Sufficient detail:* The crash history, evolving land uses, short trip lengths, and lack of pedestrian accommodations in the vicinity of X intersection demonstrate a need for sidewalk enhancements at X and Y locations and traffic calming using interventions X, Y, or Z.
- *Insufficient detail:* The crash history, evolving land uses, short trip lengths, and lack of pedestrian accommodations in the vicinity of X intersection demonstrate a need for safety improvements.
- *Sufficient detail:* Transit ridership, trip characteristics, and community feedback in X area demonstrate a need for improved crossing opportunities at the existing bus stop location X and Y, and better pedestrian connections from bus stop location X and Y to adjacent destinations X, Y, and Z.

- *Insufficient detail*: Transit ridership, trip characteristics, and community feedback in X area demonstrate a need for better bus stop accommodations and connections.

The results of this task must be documented in a matrix or similar format accompanied by brief narratives where applicable.

Task 3 Deliverables

- Past Planning and Parallel Projects Review (matrix)
- Needs Assessment Memo documenting corridor needs, supporting analysis, and associated improvement strategies.

Task 4: Project Selection

4.1 Project Selection

This task will select eight (8) of the recommendations from Task 3 for concept and design development.

GPCOG staff will work closely with the Stakeholder Committee to identify project selection criteria. These criteria will be used to select the needs and recommendations from Task 3 that are most critical for further development in Task 5.

The selection criteria will be developed cooperatively and should consider factors such as expected benefits, community feedback, feasibility, order-of-magnitude cost, and coordination with existing efforts. The criteria will be applied through a scoring system or similar methodology to ensure transparency in the selection process.

GPCOG staff and the Stakeholder Committee will also work together to promote the equitable geographic distribution of projects that align with regional goals by developing selection criteria that accommodate the corridor's diverse contexts. This approach will avoid a project identification process that results in too many projects concentrated in a limited area or focuses too narrowly on certain types of improvements, while also recognizing that municipal resources are limited and that communities may have varying capacity to advance multiple projects concurrently.

GPCOG staff will document the criteria, scoring, or assessment process and the resultant eight (8) projects in the Project Selection Memo deliverable.

Task 4 Deliverables

- Project Selection Memo documenting the selection criteria, scoring results, and identification of eight (8) projects that will advance to concept development.

Task 5: Project Development

5.1 Readiness Framework

Advancing the implementation goals of this study requires documentation of MaineDOT project readiness standards. This documentation will enable the study to develop projects selected in Task 4 to a level of detail that allows for potential inclusion in the MaineDOT Work Plan, which is an essential avenue for implementation. Documentation of these readiness standards may also enhance the study's efficiency by avoiding the production of overly detailed designs.

Additionally, clarification on MaineDOT readiness standards will benefit the region by helping GPCOG project development and technical assistance efforts meet MaineDOT requirements. It is also expected that the MaineDOT level of readiness would position the resulting projects well for other sources of grant funding.

This task will ideally be completed early in the study schedule, prior to the commencement of Task 4 at a minimum. The results of this task will be documented in a "Readiness Framework" memo that will directly inform the remainder of Task 5.

5.2 Design Concepts

With consultant support, GPCOG staff will lead the development of design concepts for the eight (8) projects selected in Task 4. In some cases, GPCOG staff may choose to prepare more than one concept alternative where conditions or feedback dictate the need for multiple options.

GPCOG staff expects the design concepts to consist of:

- **Map-based visualizations** that include the locations and general design of recommended improvements.
 - The "general design" may be conveyed through renderings, AI tools, map annotations, best practice photographs, or other concept-level material as appropriate.
- **Typical cross sections or similar visualizations** that include necessary concept-level facility or improvement specifications.
- **Identification of possible unintended consequences** of any proposed solutions in accordance with the GPCOG Transportation Access Analysis and Action Plan.
 - Where unintended consequences may exist, recommended corrective actions or mitigation measures must be identified as well.

- **Planning-level cost estimates** that allow GPCOG staff and the Stakeholder Committee to assess feasibility and timeframes.
 - Consultant support will be required for this item. The cost estimates, serving as “preliminary opinions of probable construction costs,” will include itemized, recommended improvements, using unit costs and quantities consistent with standard categories (e.g., excavation, paving, sidewalks, drainage, signals, and mobilization).
- If MaineDOT deems necessary, **consultant-led traffic analyses** from task 5.3 will be incorporated into the design concepts as resources allow.

The overall goals of the design concepts in this task will be to:

1. Provide the Stakeholder Committee and the community with clear design concepts for feedback.
2. Provide enough information and detail for the design concepts to be developed further in Task 5.4.

5.3 Traffic Analyses

MaineDOT may require traffic analyses for some of the design concepts developed in Task 5.2 to inform concept development, aid project readiness, and address feasibility. The consultant will lead this task using [MaineDOT's traffic Modeling Guidebook](#) and coordinating with MaineDOT as needed. In addition, any traffic counts required will follow [MaineDOT Data Collection Guidelines](#), which designate several “Factor Groups” across the study corridor that carry the traffic count timeframes outlined below:

- **Factor Group I:** Route 302 from I-295 to Riverside Street
- **Factor Group I+II:** Route 302 from Riverside Street to Fosters Corner
 - For these two sections, traffic data collection is required from the week of April 1 to the week of November 15.
 - *Data collection windows may be further limited if impacted by public or private school facilities.*
- **Factor Group II:** Route 302 north of Fosters Corner
 - For this section, traffic data collection is required from the week of June 15 to the week of September 15.
 - *Data collection windows may be further limited if impacted by public or private school facilities.*

This task will result in up to three (3) consultant-led traffic analyses.

5.4 Readiness Designs

The consultant team will develop detailed designs (“readiness designs”) for the eight (8) concepts developed in Task 5.2 to the MaineDOT readiness standards documented in Task 5.1, not to exceed 25% design. GPCOG staff will work with the consultant to determine the appropriate number of readiness designs based on project needs, available budget, and the type/complexity of projects.

The consultant will create the readiness designs in computer-aided design (CAD) software or another appropriate design platform. The consultant team will revise the existing planning-level cost estimates if needed, in addition to documenting necessary changes from Task 5.2 concepts that may arise from technical constraints so that GPCOG staff can discuss these changes with the Stakeholder Committee.

5.5 Design Packages

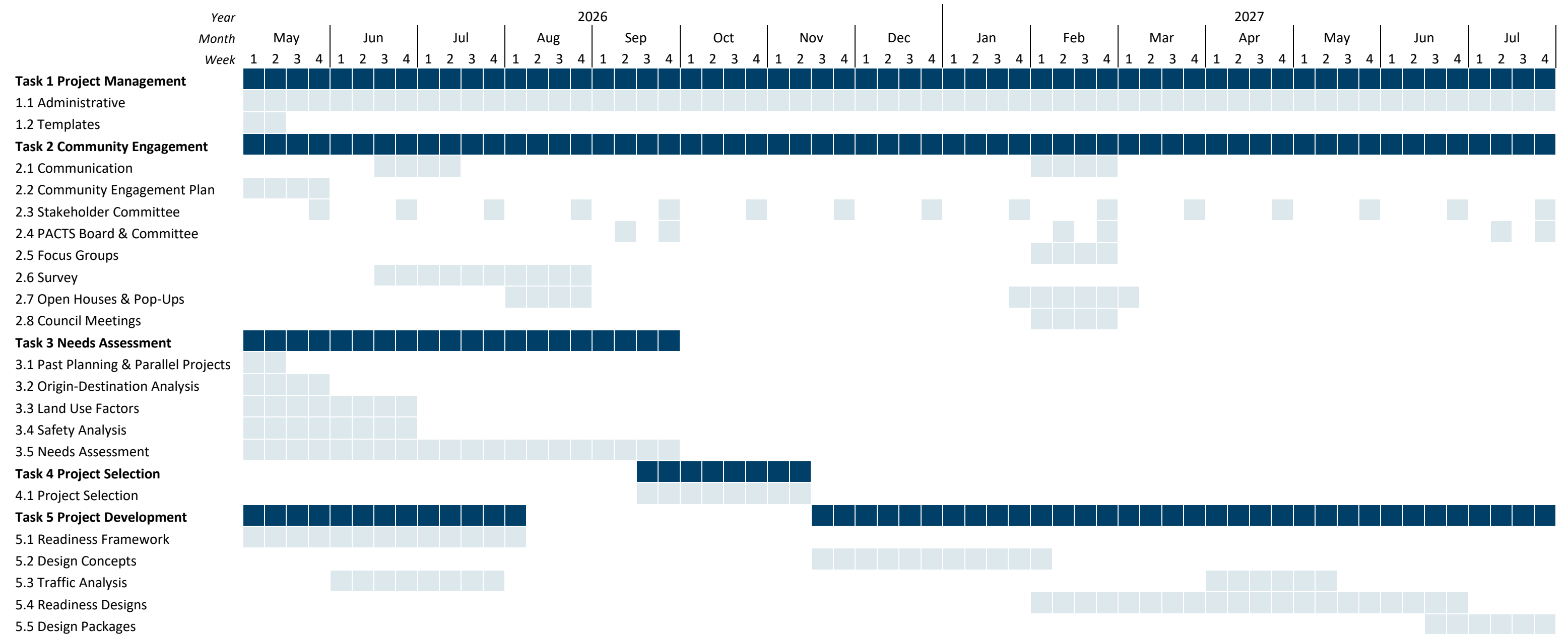
The readiness designs must be provided in a user-friendly format that allows non-technical audiences to understand what is included in the designs, their expected costs, and their anticipated benefits and impacts. This is best achieved by “packaging” each of the concepts from Task 5.2.

For example, the graphics and descriptions included in conceptual designs from task 5.2 can be formatted alongside cost information and important changes, considerations, traffic analysis results, or design visuals resulting from tasks 5.3 and 5.4. This packaging approach will provide a ready-made format for the projects to be submitted for Work Plan consideration or for various other state, local, or federal grant or implementation opportunities.

Task 5 Deliverables

- Readiness Framework memo, documenting MaineDOT readiness requirements for design concepts produced as part of this study.
- Up to three (3) consultant-led traffic analyses
- Eight (8) design concepts
- Eight (8) readiness designs and cost estimates
 - Including: design files in original formats
- Eight (8) Design Packages

Project Schedule





Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-082

Agenda Date: 5/12/2026

Version: 1

Status: Postponed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To adopt amendments to the town's fund balance policy.

II. Basis for Council Action.

Council approval of this item is required because;

- a. Article II, Section 3 (I) of the Charter gives the Council the authority to "Exercise all the legislative, financial, borrowing and other powers or hereafter given by statute to inhabitants of towns acting in Town Meeting...", and
- b. This article contemplates the adoption or amendment of policies regarding the town's budgeting and fund balance practices.

III. Issue Summary.

Please refer to the attached policy.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-082

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

To adopt amendments to the town's fund balance policy.

II. Basis for Council Action.

Council approval of this item is required because;

- a. Article II, Section 3 (l) of the Charter gives the Council the authority to "Exercise all the legislative, financial, borrowing and other powers or hereafter given by statute to inhabitants of towns acting in Town Meeting...", and
- b. This article contemplates the adoption or amendment of policies regarding the town's budgeting and fund balance practices.

III. Issue Summary.

Please refer to the attached policy.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: 26-087

Agenda Date: 4/28/2026

Version: 1

Status: Passed

In Control: Town Council

File Type: Order

Agenda Number:

I. Council Action Requested.

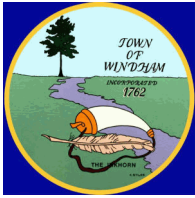
To approve the expenditure of \$47,023, the cost of a police cruiser to replace a vehicle deemed a complete loss by the Town's insurer, of which the Town will be reimbursed \$30,525 and the remaining balance will be funded from 13100-47410.

II. Basis for Council Action.

Council approval of this item is required because;

- a. The Council has the authority to exercise all the legislative, financial, borrowing and other powers now or hereafter given by statute to inhabitants of towns acting in Town Meeting pursuant to Article II, Section 3(I) of the Charter; and
- b. Pursuant to the Town's Municipal Purchasing Policy, "Neither the Purchasing Agent nor any Department Head shall make any purchase or allow any purchase to be made until an appropriation therefore has been approved by the Town Council."

III. Issue Summary.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-078

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Report

Agenda Number:

FOAA Status Report.

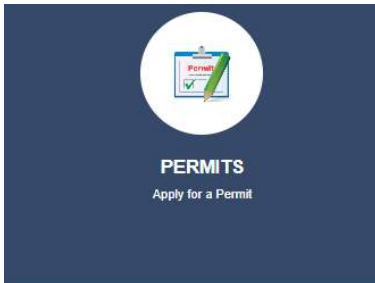
Tammy Hodgman

From: Tammy Hodgman
Sent: Tuesday, April 14, 2026 8:25 AM
To: Pollock, Benjamin H.
Subject: RE: FOAA Request - Permits at 7 Flagship Lane, Windham, ME 04062
Attachments: 45541_plan.pdf; 45543_road app.pdf; 45545_letter.pdf; Permit.pdf

Good morning,

This email serves as both the statutory 5-day acknowledgement of your information request and its fulfillment. These attachments are what I could find pertaining to road improvements at 7 Flagship Ln.

Our permits are all online at https://public.mygov.us/windham_me. You can use the Address Lookup feature in the lower menu ribbon to peruse additional notes that code enforcement may have made regarding the permit process and inspection notes.



Use the Addr



Thank you,

Tammy Hodgman

Executive Assistant and Website Coordinator | tahodgman@windhammaine.us

Town of Windham | Office of the Town Manager

8 School Road | Windham, ME 04062 | www.windhammaine.us

Ph. 207.892.1907 | Fax 207.892-1910

PUBLIC HOURS: Monday 7:00-5:00 Tuesday 7:00-6:00 Wednesday 7:00-5:00 Thursday 7:00-4:00



NOTICE: Under Maine's Freedom of Access ("Right to Know") law, documents – including emails – in the possession of public officials about town business are considered public records. This means if anyone asks to see it, we are required to

provide it. There are very few exceptions. We welcome citizen comments and want to hear from our constituents, but please keep in mind that what you write in an email is not private and will be made available to any interested party.

From: Pollock, Benjamin H. <bpollock@ddlaw.com>
Sent: Monday, April 13, 2026 9:13 AM
To: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: FOAA Request - Permits at 7 Flagship Lane, Windham, ME 04062

External sender <bpollock@ddlaw.com>

Make sure you trust this sender before taking any actions.

Good morning Tammy,

I am submitting a formal FOAA request for the following documents:

- Any permits issued by the Town of Windham, for any construction activities located at 7 Flagship Lane, Windham, Maine 04062.
- Any permits issued by the Town of Windham for any road improvements at 7 Flagship Lane, Windham, Maine 04062.
- Any permits issued by the Town of Windham for any driveway improvements at 7 Flagship Lane, Windham, Maine

By way of assisting in your search, and without limiting the foregoing, 7 Flagship Lane is owned by Justin L. DiBiase and is Lot 1-2 on Windham's Tax Map 12-B. The most pertinent time period for this search is from 2020 onward. The activity we are most concerned about is construction of a road.

Thank you,
Ben

BENJAMIN H. POLLOCK
ATTORNEY

DRUMMOND & DRUMMOND, LLP
ONE MONUMENT WAY
PORTLAND, MAINE 04101
207.775.7347 (DIRECT)
207.774.0317 (OFFICE)
207.761.4690 (FAX)
<http://www.ddlaw.com>

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Drummond & Drummond, LLP does not endorse them. CONFIDENTIALITY NOTICE: The information contained in this message and any attachments is legally privileged and confidential intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this message or any attachments is strictly prohibited. If you are not the intended recipient, please reply to the sender that this message was misdirected, delete the message and any attachments and do not retain any copies. This message and any attachments may contain opinions, conclusions, and other information that do not relate to the official business of Drummond & Drummond, LLP. If so, Drummond & Drummond, LLP does not endorse them.

Tammy Hodgman

From: Tammy Hodgman
Sent: Tuesday, April 14, 2026 1:51 PM
To: 'grandmothe@aol.com'
Subject: 6 Challenge Dr Deed
Attachments: 6 Challenge Drive Property Card.pdf; 23639-158.pdf; 23639-159.pdf

Hello,

This email serves as both the statutory 5-day acknowledgement of your information request and its fulfillment. These attachments are what I could find pertaining to a deed for 6 Challenge Drive. We happened to have a copy of your deedBook 23639 Pages 0158-0159. It looks as though it was filed on February 1, 2006. That is the latest deed we have.

You may also do deed research at the Cumberland County Registry of Deeds [website](#).

Thank you,

Tammy Hodgman

Executive Assistant and Website Coordinator | tahodgman@windhammaine.us

Town of Windham | Office of the Town Manager

8 School Road | Windham, ME 04062 | www.windhammaine.us

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Tammy Hodgman

From: Tammy Hodgman
Sent: Wednesday, April 15, 2026 12:42 PM
To: 'tchilsey@partneresi.com'
Cc: Stephen J. Puleo; Amanda L. Lessard
Subject: RE: Please confirm Shaw's Plaza located at 770 Roosevelt Trail (our ref# 26-588870.2)
Attachments: Map 70 Lot 1-A.pdf; 770 Roosevelt Trail.pdf

Hello,

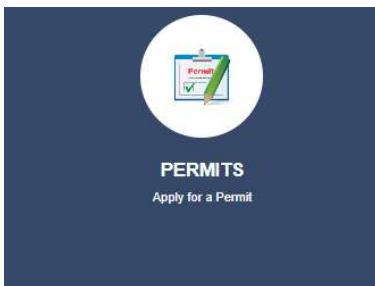
This email serves as both the 5-day statutory response to your request for information and our response.

The address referenced in the body of your email is incorrect and located in Oregon. The subject line indicates a 770 Roosevelt Trail, Windham, Maine address.

The property card information is attached. Zoning verification letters are not provided. The second attachment can be run from our website at: <https://www.actdatascout.com/RealProperty/ParcelView#>, but I've attached it for your convenience. The parcel zone, C-1, is indicated on this attachment. Here is more information on the [Commercial-1 \(C-1\) zone](#).

This is the most current tax map we have for [Map 70](#).

Our permits are all online at https://public.mygov.us/windham_me. You can use the Address Lookup feature in the lower menu ribbon to peruse additional notes that code enforcement may have made regarding the permit process and inspection notes.



Use the Addr



ADDRESS LOOKUP



KNOWI

Thank you,

Tammy Hodgman

Executive Assistant and Website Coordinator | tahodgman@windhammaine.us

Town of Windham | Office of the Town Manager

8 School Road | Windham, ME 04062 | www.windhammaine.us

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From: Amanda L. Lessard <allessard@windhammaine.us>
Sent: Wednesday, April 15, 2026 11:52 AM
To: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: Fw: Please confirm Shaw's Plaza located at 770 Roosevelt Trail (our ref# 26-588870.2)

From: Chilsey, Ta'Lynn <tchilsey@partneresi.com>
Sent: Wednesday, April 15, 2026 11:47 AM
To: Amanda L. Lessard <allessard@windhammaine.us>; Stephen J. Puleo <sjpuleo@windhammaine.us>
Subject: FW: Please confirm Shaw's Plaza located at 770 Roosevelt Trail (our ref# 26-588870.2)

Warning: Unusual sender <tchilsey@partneresi.com>

You don't usually receive emails from this address. Make sure you trust this sender before taking any actions.

Greetings,

A zoning report for the property at 315 West Evans Creek Road is being worked on by my company. Could you kindly verify the property's jurisdiction and the zone in which it falls? Are the online zoning map and book up to date as well?

A Zoning Verification Letter, copies of any open or active zoning , building and fire code violations, copies variances/special use permits/ conditional use permits, copies of certificate of occupancy and site plans with the site data box are also required. How much are the fees, and to whom should I submit that request?

Ta'Lynn Chilsey, Zoning Researcher
100 E California Ave, Suite 400
OKC, OK 73104 (The Kingman Building)
T:405-516-1579

PARTNER ASSESSMENT CORPORATION | www.partnerfesi.com
PARTNER VALUATION ADVISORS | www.partnerval.com
PARTNER ENERGY | www.ptrenergy.com

More than just assessments – *solutions*.

From: Chilsey, Ta'Lynn

Sent: Monday, April 13, 2026 2:19 PM

To: sjpuleo@windhammaine.us

Subject: Please confirm Shaw's Plaza located at 770 Roosevelt Trail (our ref# 26-588870.2)

Greetings,

A zoning report for the property at 315 West Evans Creek Road is being worked on by my company. Could you kindly verify the property's jurisdiction and the zone in which it falls? Are the online zoning map and book up to date as well?

A Zoning Verification Letter, copies of any open or active zoning , building and fire code violations, copies variances/special use permits/ conditional use permits, copies of certificate of occupancy and site plans with the site data box are also required. How much are the fees, and to whom should I submit that request?

Thank you,

Ta'Lynn Chilsey, Zoning Researcher
100 E California Ave, Suite 400
OKC, OK 73104 (The Kingman Building)
T:405-516-1576
F:732-510-4787

PARTNER ASSESSMENT CORPORATION | www.partnerfesi.com

PARTNER VALUATION ADVISORS | www.partnerval.com

PARTNER ENERGY | www.ptrenergy.com

Tammy Hodgman

From: Tammy Hodgman
Sent: Thursday, April 23, 2026 8:48 AM
To: 'cliff.ageloff@gmail.com'
Subject: FOAA Code Actions 770 Roosevelt Trail
Attachments: FOAA Code Violations 770 Roosevelt Trl 4.22.2026.pdf

Dear Mr. Ageloff,

This email serves as the statutory 5-day acknowledgement as well as our response to your request for code enforcement actions pertinent to the property at 770 Roosevelt Trail, Shaw's Plaza.

The Code Enforcement department utilizes an electronic recordkeeping system. Be advised that in this instance, requests will not be fulfilled by a query of raw data from our software, as it is exempt under 1 M.R.S. § 408-A(6) because fulfilling it would require the creation of a record that does not currently exist.

However, you may query our software.

- The Town's land use/ building permit/ inspections documents are available by searching our Public Portal: https://public.mygov.us/windham_me
- The specific information you requested below is available for public viewing under the "address lookup" search tab located at the bottom of our public portal page (below the reports section).

Thank you,

Tammy Hodgman

Executive Assistant and Website Coordinator | tahodgman@windhammaine.us
Town of Windham | Office of the Town Manager
8 School Road | Windham, ME 04062 | www.windhammaine.us
Ph. 207.892.1907 | Fax 207.892-1910

PUBLIC HOURS: Monday 7:00-5:00 Tuesday 7:00-6:00 Wednesday 7:00-5:00 Thursday 7:00-4:00



NOTICE: Under Maine's Freedom of Access ("Right to Know") law, documents – including emails – in the possession of public officials about town business are considered public records. This means if anyone asks to see it, we are required to provide it. There are very few exceptions. We welcome citizen comments and want to hear from our constituents, but please keep in mind that what you write in an email is not private and will be made available to any interested party.

Tammy Hodgman

From: Tammy Hodgman
Sent: Thursday, April 23, 2026 2:55 PM
To: 'foia@newell.agency'
Subject: RE: FOIA Request

Dear Mr. Newell,

I just noted that my original response did not address your request for a licensed contractor list. Windham does not license contractors though the [state](#) does for electricians and plumbers. Building permits will note contractor information.

Thank you,
Tammy

From: Tammy Hodgman
Sent: Thursday, April 23, 2026 9:42 AM
To: foia@newell.agency
Subject: RE: FOIA Request

Dear Mr. Newell,

This email serves as the statutory 5-day acknowledgement as well as our response to your request for a list of all general contractors licensed with the town and all building permits issued in 2025 with specific details.

The Code Enforcement department utilizes an electronic recordkeeping system. Be advised that in this instance, requests will not be fulfilled by a query of raw data from our software, as it is exempt under 1 M.R.S. § 408-A(6), because fulfilling it would require the creation of a record that does not currently exist.

However, you may query our software.

- The Town's land use/ building permit/ inspections documents are available by searching our Public Portal: https://public.mygov.us/windham_me
- Select "Reports", and scroll down to view the "Permits Issued – Listing"
- The specific information on permits is available for public viewing under the "address lookup" search tab located at the bottom of our public portal page (below the reports section).

Thank you,

Tammy Hodgman

Executive Assistant and Website Coordinator | tahodgman@windhammaine.us

Town of Windham | Office of the Town Manager

8 School Road | Windham, ME 04062 | www.windhammaine.us

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From: Anthony P. Blasi <apblasi@windhammaine.us>
Sent: Wednesday, April 22, 2026 9:03 AM
To: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: FW: FOIA Request

A FOAA request.

Anthony P. Blasi BA, CCM
Town Clerk
Town of Windham
Ph: 207-892-1900
Fx: 207-892-1914
apblasi@windhammaine.us
<https://www.windhammaine.us/123/Town-Clerk>

From: FOIA Newell.Agency <foia@newell.agency>
Sent: Wednesday, April 22, 2026 9:00 AM
To: Anthony P. Blasi <apblasi@windhammaine.us>
Subject: FOIA Request

Warning: Unusual sender <foia@newell.agency>

You don't usually receive emails from this address. Make sure you trust this sender before taking any actions.

Dear FOIA Officer,

I hope this message finds you well. I am submitting a FOIA request for the following records:

1. A list of all general contractors licensed with the city/township (if the list exists)
2. A list of all building permits issued for calendar year 2025, including the general contractor, owners, architect and any other construction service provider listed on the permits.

Please let me know if you require any additional information to process this request. I appreciate your assistance and look forward to your prompt response.

Requestor's Name: Brendan Newell
Company: Newell Agency
Requestor's Email Address: foia@newell.agency
Request to receive copies via Email
Is this request for a commercial purpose? Yes

With Regards,
Brendan Newell

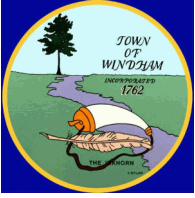
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Newell Agency

Phone: +17792364489

Email: foia@newell.agency

Address: 180 East Pearson Apt 4101 Chicago IL, 60611



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-082

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Correspondence

Agenda Number:

CMP Rate Decrease and PUC Required Customer Notice.



Dear Central Maine Power Customer,

This letter, along with the enclosed notice, provides details on CMP's recent rate case filing and explains our approach to maintaining price stability and affordability, while making essential grid investments in communities across Maine.

To support the balance between affordability and the service reliability provided by grid investments, CMP is asking the Maine Public Utilities Commission (MPUC) to consider two items at the same time:

- A one-year rate plan covering May 1, 2027 through April 30, 2028, which includes refundable temporary rates that would apply beginning on July 1, 2026.
- CMP's 2025 Annual Compliance Filing (ACF), which lowers the portion of current rates tied to repair costs from extreme storms in 2023 and 2024. These storms caused significant damage and many of the related costs will be recovered by June 30, 2026. As a result, these costs may be removed from customer bills beginning in July.

The enclosed notice from the MPUC only provides information on CMP's one-year rate plan and shows the rate increases that would occur under that plan alone. If both the one-year rate plan and CMP's ACF are agreed to, however, this combined approach would provide immediate rate relief and nearly two years of distribution rate stability for customers. This includes:

- A \$4.00 monthly bill **decrease** for the average residential customer starting in July 2026.
- No bill increases from distribution charges through April 2027. Any future adjustments to distribution rates will undergo a full, transparent review and approval process by the MPUC later this year.

Our approach, combining the ACF and the one-year rate plan, helps keep customer rates stable while supporting ongoing improvements to grid reliability. CMP's investments over the past several years have improved reliability and resiliency, and for the past three years, we've exceeded MPUC standards for outage frequency and duration.

This proposal affects only *distribution* charges. Storm costs for 2026 and other bill components, such as supply, transmission, and public policy, may change, which could impact whether your total electricity bill changes. CMP is not responsible for and does not profit from supply and public policy charges.

Our plan is designed to balance the importance of affordability with the need for a reliable grid. At a time when many expenses are increasing, frequent or long-lasting outages can create real hardships for families, businesses, schools, healthcare providers, childcare centers and more. Our efforts continue to focus on preventing outages whenever possible and shortening them when they do occur, even as extreme weather becomes more common in Maine.

Thank you for being a valued CMP customer. We encourage you to contact us directly at [800.750.4000](tel:800.750.4000) if you have a question or concern about your electric bill.



Maine Public Utilities Commission Required Customer Notice

On or around April 17, 2026, Central Maine Power Company (CMP) filed a request with the Maine Public Utilities Commission (the "Commission") to increase its distribution rates. Included as part of the request is an amount for refundable temporary rates, as discussed below. The case has been assigned Docket No. 2026-00043. Note that this notice does not address other distribution rate changes that result from other Commission cases even if those rate changes would become effective during the same period. For example, this notice does not reflect bill impacts from distribution rate changes that are anticipated to take effect on July 1, 2026, as a result of CMP's 2025 Annual Compliance Filing in Docket No. 2026-00011.

If approved, the Commission anticipates that the new rates would go into effect on or around May 1, 2027. If the rate request is granted, a typical residential customer with usage of 550 kWh per month would see an increase of about \$18 per month. A customer using 750 kWh would see an increase of approximately \$22 per month, and a customer using 1,000 kWh would see an increase of about \$28 per month. The requested change represents an increase of approximately 10% in the total bill of a typical residential customer, and approximately \$189 million in additional annual revenues. The Commission understands that CMP proposes that any percentage increase in approved rates be applied equally to the current rates for residential, commercial, and industrial customers.

CMP also proposes that a portion of the rate request be implemented sooner as temporary rates during the proceeding, which are subject to partial or full refund if the Commission approves an amount less than the increase allowed as temporary rates. If approved, customer bills would be impacted on or about July 1, 2026. The typical residential customer with usage of 550 kWh per month would see an increase of about \$7 per month. Then, on or about May 1, 2027, the rate increase would be \$11 rather than the \$18 referenced above.

You may participate in the distribution rate proceeding before the Commission in several ways:

1. If you want to be notified when a filing is made in the case or when Commission orders are issued, you may add your name to the case notification list using the Commission's online case management system (CMS). For information on how to register and use the system, please access the information at www.maine.gov/mpuc/online-services/. Again, the case has been assigned Docket No. 2026-00043.
2. You may petition to intervene. If your petition to intervene is granted, you will be a party with the right to participate formally in the case. Your petition may be submitted through the Commission's CMS and must include the name and docket number of this proceeding (Docket No. 2026-00043) as well as the manner in which you are affected by this proceeding. Your petition must also include a short, plain statement of the nature and extent of the participation you seek,

and a statement of the nature of the evidence or argument you intend to submit. You may also submit your petition in writing via U.S. mail to the Commission’s Administrative Director, Maine Public Utilities Commission, 18 State House Station, Augusta, ME 04333-0018. Your petition to intervene must be filed with the Commission no later than April 30, 2026. The Commission will hold the initial case conference for this case on May 1, 2026, commencing at 2:00 p.m. at the Commission’s offices at 26 Katherine Drive, Hallowell, Maine.

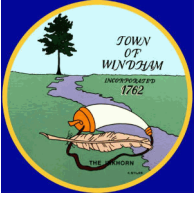
3. You may file a public comment through the Commission’s CMS by accessing <https://mpuc-cms.maine.gov/CQM.Public.WebUI/Comments/CaseNumberSearch.aspx> using case number 2026-00043.

4. The Commission will hold public witness hearings. You may appear as a witness and give your views. The Commission has scheduled the following public witness hearings:

Date	Location
June 9, 2026 at 5:00 p.m.	South Portland Community Center, Casco Bay Room, 21 Nelson Road, South Portland
June 23, 2026 at 5:00 p.m.	Lewiston Public Library, Callahan Room, 200 Lisbon Street, Lewiston

THE COMMISSION MAY NOT PUBLISH ANY FURTHER NOTICES OF THIS PROCEEDING OR ANY HEARINGS.

For more information about this proceeding, contact the Commission at 207-287-3831 or www.maine.gov/mpuc, or contact CMP Regulatory Services at 207-623-3521 or visit www.cmpco.com/pricing. In addition, the Office of the Public Advocate provides guidance on how to participate at the Commission at www.maine.gov/meopa/puc-information and can be reached at 207-624-3687.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-045

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Discussion Item

Update from County Commissioner, Tom Tyler.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-083

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Discussion Item

Agenda Number:

Sewer Capacity and Potential Moratorium on Large-Scale Wastewater Users.



Town of Windham

Town Offices
8 School Road
Windham, Maine

Cover Sheet

File Number: CD 26-084

Agenda Date: 4/28/2026

Version: 1

Status: Agenda Ready

In Control: Town Council

File Type: Discussion Item

Agenda Number:

Buffer Zones in Residential Areas.