

VOLUME I

APPENDIX A

IMPLEMENTATION

SCHEDULE

## APPENDIX A: IMPLEMENTATION SCHEDULE

The charts on the following pages comprise the implementation schedule for the plan. The implementation schedule provides direction to the town in the carrying out the recommended strategies, specifying who will be responsible for each action and the time frame for implementation. The schedule also identifies the specific policies that each proposed action is intended to address.

Time frames depending on the urgency and complexity of the proposed action. The abbreviation IMMED, indicates the strategy should be implemented immediately after adoption of the plan; ONGO denotes an action or program that should recur. Maine's Growth Management law specifies that revisions to existing zoning ordinances to make them consistent with comprehensive plans should be completed within a year of submission of plans to the state.

Many of these actions can be carried out at little or no cost to the town using existing resources and volunteers. Implementation grants may be available from the state to fund technical assistance on strategies the town feels it needs help. Actions involving major purchases are listed in the Capital Investment Plan (Volume Three).

The following abbreviations are used in describing the parties responsible for implementing actions.

ALL	All town officials, committee members and staff.
AVAIL	Town staff to make sure information available at town office.
AWD	Alfred Water District
BUD	Budget Committee
CEO	Code Enforcement Officer
CIP	Capital Improvements Committee
CONS	Conservation Commission
EMA	Emergency Management Agent
FC	Fire Chief
HIST	Historical Society or Committee

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LA	Estes Lake Association or other lake associations if formed
LEG	Local Legislators
LIB	Library Board of Directors
MDOT	Maine Department of Transportation
PB	Planning Board
RC	Road Commissioner
REC	Parks and Recreation Committee
RESC	Rescue Chief
SAD	S.A.D 57
SADREPS	Alfred's representatives to S.A.D. 57
SEL	Selectmen
SW	Solid waste committee
TRES	Town Treasurer
TAX	Tax Collector

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### TIMING FOR IMPLEMENTATION COMPLETION

YASAP	One Year after state approval of the plan.
(D)	Initiated by directive from Selectmen
(A)	Selectmen appointment
ONGO	May currently be in effect. Continue program.
(TM)	Indicates that before step is actually adopted or funded, it must be approved by voters at Town Meeting.

The recommended actions have been abbreviated or rephrased for the sake of brevity. They are included for reference purposes only and the reader should turn back to the Implementation Strategies section to find the action explained in its entirety.

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**Land Use and Development**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Revise Zoning Ordinance to be consistent with Land Use Plan.	YASAP	PB (TM)	1.1,1.2,1.3,1.4, 1.5, 1.6,1.7,1.8,1.9
2. Continue provisions requiring cluster development in major subdivisions.	ONGO	PB	1.2,1.5,1.9
3. Encourage use of building windows.	ONGO	PB CEO	2.3,18.1
4. Annually monitor residential growth.	ONGO	CEO	1.7
5. In zoning and site plan provisions, add standards promoting well planned commercial and institutional development that fits into Alfred.	2004	PB (TM)	1.4,2.1,4.5
6. Include standards that encourage well-planned growth for commercial and institutional projects.	2004	PB (TM)	1.4,1.6
7. Limit commercial growth to commercial zones.	ONGO	PB (TM)	1.4,4.1,4.2
8. Locate professional offices at selected locations along major arterials.	2004	PB (TM)	4.3
9. Promote development that relates to existing architecture.	ONGO	PB CEO HIST (TM)	2.1,3.2,3.3,3.4, 21.1,21.3
10. Provide options to owners of large land holdings other than development.	2004	PB CONS SEL	1.8,4.6
11. Notify neighboring communities of developments proposed near town borders and shared resources.	ONGO	PB CEO	18.10
12. Develop guidelines to follow for the inadvertent discovery of archaeological resources		PB CEO HIST	21.8, 21.6
13. Identify and document historic and archaeological resources	ONGO	PB CEO HIST	21.8
14. Determine construction and development is not impacting an archeological site	ONGO	PB CEO	21.9

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**Housing**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Update the adopted BOCA Code	ONGO	CEO SEL	5.7,5.8
2. Revise zoning to allow accessory apartments.	2005	PB (TM)	5.2,5.3,7.0
3. Review mobile home park standards to comply with state/federal standards.	2004	PB CEO	5.4,5.5,5.7
4. Review mobile home construction standards.	2004	CEO	5.7
5. Publicize any available low-interest loans for home improvements.	ONGO	CEO STAFF	5.4,5.8
6. Ensure availability of information on energy-efficient construction and energy audits.	ONGO	CEO STAFF	5.9
7. Ensure town-owned buildings are as energy efficient as possible.	ONGO	CEO SEL STAFF	5.9
8. Encourage energy-efficient design in new buildings.	ONGO	CEO	5.9
9. Track seasonal conversions and impact on town.	2004	CEO	5.10
10. Conduct an inventory of seasonal homes.	2004	CEO	5.10
11. Evaluate need for senior/affordable housing.	2005	SEL PB CEO	5.6,5.11
12. Establish an average of one home per year as the Town's planning target for affordable housing.	2005	SEL, PB	5.5, 7.10

**Public Facilities And Services**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Establish capital investment reserve fund and fund major capital items as part of CIP process.	2004	SEL (TM)	6.1,6.2

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**Public Safety**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Address other public safety equipment needs for planning period (See Capital Improvement Plan)	ONGO	FC RESC CIP SEL	7.1,7.2
2. Take steps to improve level of volunteer staffing.	2004	SEL FC RESC	7.3
3. Require fire chief inspection of major development projects.	ONGO	PB CEO FC	7.5
4. Maintain mutual aid agreements.	ONGO	FC RESC SEL	7.6
5. Investigate joint bidding/purchasing opportunities.	2004	FC RESC SEL	7.6,7.7
6. Require impact analysis on larger subdivisions.	2005	PB FC RESC	7.8,7.9,7.10
7. If impact fees are developed, factor in public safety effect.	2005	FC RESC PB (TM)	7.8,7.9
8. Identify desirable sites for future dry hydrants.	ONGO	FC	7.9
9. Provide funding to promote 24/7 emergency response capability.	ONGO	SEL BUD (TM)	7.3,7.4

**Solid Waste Disposal**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Continue to promote the benefits of recycling and develop educational programs.	2004	SW STAFF	8.1
2. Develop measures to assure that commercial haulers pay their fair share.	2004	SEL	8
3. Participate with regional towns to sponsor hazardous waste collection days.	2005	SEL SW	8.2,17.2
4. Continue exploring regional solutions to solid waste disposal.	ONGO	SEL SW	8.2,8.3
5. Ensure continued maintenance of the former solid waste disposal site.	ONGO	SEL CEO	8.4
6. Take steps to assure that the former transfer site stays undeveloped.	2004	SEL	8.4

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
7. Investigate measures to reduce illegal dumping.	2004	SEL CONS SW	8.2,8.5

**Sewer and Septic**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Encourage owners of large community septic systems to periodically inspect and monitor them.	ONGO	CEO	9
2. Require monitoring of new community systems.	ONGO	PB CEO	5.10,9.1,9.3,
3. Enforce state statues regarding replacement of failed septic systems.	ONGO	CEO	9.1
4. Monitor seasonal septic systems and require upgrades for conversions.	2004	CEO	9.1
5. Have information on septic system maintenance available at town office.	IMMED ONGO	CEO	9.2
6. Require high-intensity soils mapping for development projects, unless a waiver is given.	ONGO	PB	9.3
7. Require additional test pit locations on small lots.	2004	PB CEO	9.3
8. Ensure that the town is part of any regional discussions regarding extending public sewer to Alfred.	IMMED ONGO	PB SEL	9.4

**Water Supply**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Provide protection to water district wells.	ONGO	PB (TM)	10.1
2. Encourage water district to develop long range plans.	2004	AWD PB	10.2
3. Ensure that growth areas coincide as much as possible with areas served by	2004	PB	10.3

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
water system.			
4. Encourage new buildings in village area to connect to water system.	ONGO	AWD PB CEO	10.6
5. Adopt additional groundwater protection strategies.	2005	PB	18
6. Monitor the water quality of the former solid waste disposal site.	ONGO	AWD	10.1, 18.7

**Town Government**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Hold regular meetings between town officials.	ONGO	SEL (D)	11.1
2. Rigorously follow Maine "Right To Know" law.	ONGO	ALL	11.2
3. Require posting of minutes and agendas to all public meetings.	IMMED ONGO	ALL	11.1,11.2
4. Hold an annual Pre-Town Meeting for public comments.	IMMED ONGO	SEL	11.2
5. Continue use of local news media to publicize town affairs and events.	ONGO	ALL	11.2
6. Print quarterly newsletter on town affairs.	ONGO	ALL	11.2
7. Hold annual award presentation for volunteers.	IMMED ONGO	SEL	11.2
8. Investigate municipal management plan alternatives.	2005	SEL	11.3
9. Continue to allocate annual funds for training of board members, town staff and volunteers.	ONGO	SEL (TM)	11.5
10. Maintain current town information on the town web site.	IMMED ONGO	ALL (TM)	11.2

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**Education**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Include SAD 57 future capital needs when preparing towns long range capital needs.	2004	BUD SEL CIP (TM)	12
2. Have SAD 57 representatives attend annual meetings.	IMMED ONGO	SADREPS	12.1
3. Increase School Committee communications with residents.	IMMED ONGO	SADREPS	12.2
4. Investigate alternative methods of school funding.	2005	SADREPS CIP	12
5. Promote regional purchasing.	ONGO	SAD	12
6. Investigate regional exchange program alternatives.	ONGO	SAD	12
7. Lobby for revisions to state school funding formula through Legislature.	2005	LEG SAD SEL	12.1, 12.2

**Recreation**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Investigate possible sites adjacent to surface waters in Alfred for public access.	ONGO	LA SEL CONS REC	14.1
2. Develop map showing open space and public access opportunities.	2004	CONS REC	14.2
3. Preserve and increase public access opportunities through voluntary measures.	2004	CONS REC	14.2
4. Continue to support state reimbursement to local snowmobile club.	ONGO	SEL (TM)	
5. Poll public on most popular and needed programs.	2004	REC SEL	14.4
6. Consider hiring part-time rec. instructor(s)	2004	REC SEL	14.3
7. Consider additional annual support to Parks and Recreational Committee Programs if programs are warranted.	2004	REC SEL BUD (TM)	14.3

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
8. Make recommendations on improvements to town recreation area.	2004	REC CIP	14.5
9. Seek private and public funding for special improvements.	2005	REC (TM)	14.5
10. Communicate with National Forest Service on plans for future public access to federal forest.	2004	REC CONS	14.6
11. Coordinate a clean-up day at the forest.	ONGO	REC CONS	14.6
12. Provide specific town input regarding recreational services at the new Junior High School.	2004	REC SADREPS SEL	14.4
13. Investigate the possibility of developing walking trails in Alfred.	2004	REC CONS	14.4,14.6
14. Coordinate regional recreational programs where feasible.	2005	REC	14.4,14.5

**Miscellaneous Services**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Consider 5 to 25 % local match of private funds for additional library books	2004	LIB (TM) SEL BUD	13.1
2. Encourage town-wide involvement in expansion of library.	2005	LIB	13.2
3. Continue to ensure that General Assistance ordinances are in compliance with State regulations.	ONGO	SEL	13.3
4. Investigate workfare programs.	2004	SEL	13.3
5. Continue to review requests for support from Human Service Organizations to be consistent with level of service given Alfred residents.	ONGO	SEL BUD (TM)	13.3

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**Roads and Transportation**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Establish a Transportation Committee.	2004	SEL	15,1, 15.3,15.4
2. Review road standards for subdivisions.	ONGO	PB (TM)	15.2
3. Add requirement that new roads must be inspected by engineer before acceptance by town.	2004	PB (TM)	15.2
4. For town road projects, try to meet as a minimum, the town's road standards.	IMMED ONGO	PB CEO RC	15.2
5. Adopt a pavement management program.	2004	RC (D)	15.3
6. Continue to allocate monies annually for regular road maintenance.	ONGO	SEL BUD RC (TM)	15.3
7. Develop a comprehensive computerized ranking system of roads	IMMED ONGO	RC (D)	15.3
8. Use ranking system in making decisions.	2005	RC CIP	15.4
9. Prohibit construction of new roads until sub-division approval.	IMMED ONGO	CEO PB	15.2,15.5
10. Adopt performance standards to minimize impact of new roads on adjacent sensitive areas.	2004	PB (TM)	15.5
11. Require sedimentation and erosion control during road construction.	IMMED ONGO	PB (TM) CEO	15.2,15.7
12. Require traffic impact studies.	IMMED ONGO	PB (TM) CEO	15.6
13. Encourage projects to contribute to improving substandard road conditions in vicinity of project.	2004	PB RC (TM) CEO	15.7
14. Consider and adopt road impact fees.	2004	PB (TM)	15.7
15. Require new subdivision lots off arterial roads to have access from internal roads.	ONGO	PB	15.7
16. Require new subdivisions on collector roads to have access and frontage for lots on new interior or existing local roads.	ONGO	PB	15.8

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
17. Develop and adopt design standards for entrances.	2004	PB	15.2,15.8
18. Designate "park and ride" lots in town.	2004	SEL	15.8
19. Designate several "bike trails" in town.	2005	SEL CONS	15.10
20. Post information on bus service.	IMMED ONGO	AVAIL	15.10
21. Improve pedestrian access in village area to include crosswalks.	IMMED ONGO	PB CIP	3.6,15.11
22. Investigate alternative funding sources for village sidewalks.	2004	SEL	3.6,15.11
23. Adopt provisions requiring new projects in village area to provide improvements that promote safe pedestrian and bicycle access.	2004	PB SEL	3.6,15.11
24. Provide bulletin board in town office and on web site for car and van pooling information.	IMMED ONGO	AVAIL	15.10
25. Hold forums with MDOT and local legislators on future plans for road improvements.	IMMED ONGO	SEL LEG MDOT	15.11
26. At meetings with neighboring towns, discuss issues concerning regional arterials.	IMMED ONGO	SEL MDOT	15.8,15.10,15.11

**Fiscal Strategies**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Establish a Capital Improvement Committee.	2004	SEL	16.1
2. Develop and implement 5-year capital improvement plan.	2004	CIP	16.1
3. Reassess current borrowing and give consideration incentives to early payment of taxes.	2004	SEL TAX TRES	16.2
4. Have all departments submit a standardized budget sheet.	2004	(D) ALL	16.3

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
5. Investigate alternative funding sources: impact fees, federal and state grants, user fees.	2005	ALL	17.1
6. Continue efforts at state legislature to provide local tax relief.	ONGO	LEG SEL	17.1
7. For new projects, negotiate with developers to provide improvements to roads and recreation improvements made necessary by the project.	IMMED ONGO	PB REC	17.3
8. Investigate a system of impact fees.	2005	PB SEL (TM)	17.3
9. Examine assessment procedures / policies as part of municipal management plan.	2005	SEL	17.4
10. Develop revaluation schedule.	2004	SEL CIP	17.4
11. Study costs of serving tax-exempt properties.	2004	SEL	17.5
12. Consider fees for identified municipal services to tax-exempt properties.	2005	SEL	17.5
13. Use graphs and visual aids in Town report.	ONGO	SEL	17.6
14. In town newsletter, provide additional information on town finances.	2004	SEL TRES	17.6
15. Provide funding for development and maintenance of programs.	ONGO	SEL (TM)	14.4

### NATURAL AND CULTURAL RESOURCES

#### Water Resources

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. During site development, require strict erosion and sedimentation control.	ONGO	PD CEO	18.1
2. Conduct an inventory of lakeside septic systems.	2004	CEO LA	18.1,18.3,18.9

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Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
3. Encourage best management farming practices.	ONGO	CEO AVAIL	18.4,18.7,18.9
4. Continue use of state shoreland zoning guidelines.	ONGO	CEO PB	18.2
5. Continue water quality monitoring of lakes, rivers and streams.	ONGO	CONS LA	18.3,18.7,18.9
6. Evaluate the protection district for Round Pond watershed.	2004	AWD	18.4,18.11
7. Obtain better data on location and nature of primary recharge area for company wells.	2005	AWD	18.10,18.11
8. Require hydrological impact studies on new development.	2004	PB	18.5
9. Require new nonresidential activities to provide lists of hazmat used/generated by operations.	2004	PB FC EMA	18.6,18.9
10. Require adequate separation between mineral extraction operations and groundwater table	ONGO	PB CEO	18.5,18.8
11. Regularly monitor potential threats to surface and groundwater.	ONGO	CEO CONS LA AWD	18.7,18.9
12. Encourage monitoring and removal of old underground storage tanks.	2004	CEO	18.7
13. Update list of existing and potential threats to surface and ground water.	IMMED ONGO	CONS CEO LA AVAIL	18.7,18.9
14. Continue education program on water quality protection.	IMMED ONGO	CEO CONS LA	18.8
15. Take advantage of technical assistance programs offered by county, state and other agencies.	IMMED ONGO	ALL	18.8
16. Encourage education on water quality as part of S.A.D. science curricula.	2004	SAD CONS SADREP	18.8
17. Meet with officials from neighboring communities to discuss ways of protecting shared resources.	2004	CONS PB SEL	18.10
18. Maintain watershed maps for Estes Lake, Shaker Pond, Bunganut Pond and Middle Branch Pond.	IMMED ONGO	(D) CONS	18.10

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**Critical Natural Resources**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Sustain shoreland zoning guidelines.	ONGO	PB	19.1
2. Consider buffer area around unrated 1 acre or less wetland.	2004	PB CONS	19.1
3. Evaluate non-rated wetlands and continue to inventory wetlands.	2004	CONS	19.2
4. Identify major wildlife habitat areas.	ONGO	CONS	19.3
5. Require mapping of wetlands.	ONGO	PB CONS	19.4
6. Adopt performance standards encouraging new developments to preserve scenic areas.	ONGO	PB	19.5
7. Prohibit development on slopes in excess of 25%.	ONGO	PB	19.6
8. Pursue non-regulatory approaches to protect rare and endangered species and critical resources.	ONGO	PB	19.7

**Agricultural and Forest Resources**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Review zoning ordinance to see if it unnecessarily discourages agricultural or forestry activities.	2004	PB CEO	20.1
2. Whenever possible, locate active farm and forestry operations and prime ag. soils in Rural District.	IMMED ONGO	CEO PB	20.2
3. Maintain clustering requirement on prime agricultural soils land.	IMMED ONGO	PB	20.2
4. Require new residential developments to provide setbacks from existing farm/forest operations.	ONGO	PB CEO	20.3

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**Cultural Resources**

Proposed Implementation Step	Time-Frame for Completion	Responsible Party(s)	Policies Directly Addressed
1. Continue to inventory historic buildings and sites	ONGO	HIST	21.4
2. Pursue voluntary and non-regulatory approaches to encourage preservation of historic structures.	2004	HIST	21.2
3. Encourage meetings with D.O.T. to discuss future plans for Route 202 in center village.	IMMED ONGO	SEL LEG	21.5
4. Ensure that alterations to town-owned historic buildings do not diminish architectural value.	ONGO	SEL CEO PB HIST	21.2,21.7