

# Departmental Progress Report

## TOWN CLERK

### COUNCIL SUPPORT WORK

- **Completed**
  - Work with staff in all departments to translate updates and needed action into correct format (Council orders, ordinance amendments, policy amendments, other), publish Council agenda packets and minutes, and plan for needed public notices.
  - Edit and publish Annual Town Report & Annual Budget Binder.
  - Lead staff Ordinance Review Committee to prepare ordinance amendments.
  - Administer appointments to Boards and Committees. Post agendas and minutes for Board of Assessment Review, Harbor Committee, Marine Resources Committee, Task Force on the Climate Emergency, Town Council, Warrant Committee.
  - Serve as staff liason to Warrant Committee.
- **Planning Phase**
  - With Manager and Finance staff, redesign budget binder document
  - Ethics Ordinance revision
  - Boards and Committees Ordinance revision
  - Reviewing current policies to better develop ordinances for Curb Cut, Road and Sidewalk Opening, and Utility Location Permits.
  - Rework Cooperating Agencies policy and application and develop more thorough process for Recreation cost center agencies (current budget binder Tab 8)
  - Create public, searchable database of Council orders by control number and topic

### VITAL RECORDS

- **Completed**
  - Issue records, file marriages, answer questions, and connect customers to other agencies when needed. Keep up to date on training, law and policy changes.

### LICENSING

- **Completed**
  - Administer state (hunt/fish, liquor) and town (shellfish, Special Amusement, vehicle for hire) licensing programs
- **In Progress**
  - Rework Amusements ordinance and Special Amusement Permit application

### COMMUNICATIONS

- **Completed**
  - Provide Town information in person and on the phone as a first point of contact
  - Serve as Public Information Officer to manage Freedom of Access Act requests
  - Coordinate web news items, Facebook posts and town press releases.
  - Assist Manager, other departments, legal and the public with accessing Town records
- **Planning Phase**
  - Continue to refine and define “hub and spoke” strategies and procedures for external communications.

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## GENERAL ASSISTANCE

- **Completed**
  - Serve as Administrator for the town—accept and review applications. Coordinate reimbursement from state and required annual ordinance update.

## ELECTIONS

- **Completed**
  - Town elections: prepare orders, warrant, and Notice of Public Hearing; create, issue and accept nomination papers, order ballots and corresponding media for ballot tabulators, prepare The Record (official minutes of a Town Meeting).
  - All elections: administer absentee and early voting (track ballot requests, ballots issued and returned); recruit and train election clerks; test ballots; administer voting at Birch Bay Village; post required notices; process absentee ballots; supervise the polls; tally results; report results; track Voter Participation History.
  - Administer voter registration.
  - Administer local citizen initiatives and certify signatures on state petitions.
  - Keep up to date on training, law and policy changes.
- **In Progress**
  - Continue to develop emergency preparedness and contingency plans
  - Research and vet options for electronic voting at Open Town Meeting, now allowed by Charter
  - Develop election use plans alongside long-term plans for renovations to second floor of Municipal Building

## FINANCE

- **Completed**
  - Moody's bond rating upgraded to Aa1
  - Standard and Poor's maintained AAA bond rating
  - Successfully sold \$56MM bond with a negotiated bid premium for elementary school
  - FY2024 clean audit – no material findings
  - Deployed new fixed asset software
  - Filed and awarded EPA Brownfield's grant
  - Filed and awarded FEMA disaster relief funding
  - Deployed EV chargers at Town Ballfield
  - Efficiency Maine grant awarded for Assessing/IT vehicle
  - Secured 100% Green Energy electricity contract
  - Hired full time Human Resources/Business Manager
- **In Progress**
  - Updating budget document for a clearer product
  - Parking Analysis:

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- With the new kiosk review revenue generated with possible rate adjustments.
- Work with Manager on upgrading Town Council Chambers, meeting room as well as auditorium with audio and visual systems, furniture and fixtures
- Research Purchase Order system in Munis financial software to streamline requisitions
- Research Munis digital archival software to integrate with financial software
- Munis system upgrade to latest version
- Year end close and audit preparation
- Research and apply for grant opportunities
- **Planning Phase**
  - Analysis of all rental agreements on town owned assets
  - Legal Analysis stating cases where expenditures applied prior (3) fiscal years
  - RFP for new flag pole as well as sign appointment
- **Identified**
  - Research and purchase automated locking system
  - Reconfigure and repave staff parking area on the west side of the building
  - RFP for new flag pole as well as sign appointment

## ASSESSING

- **Completed**
  - Promoted Deputy Assessor to Assessor position
  - Retained the services of RCS Assessment to conduct audit review of tax assessment records and assist new Town Assessor with transition.
- **In Progress**
  - Recruiting for a new full-time GIS position to better align organizational needs for service support staff across all departments.
  - Work continues with possible tax credit for long term rental use.
  - Work on updating/reviewing all commercial and residential assessments

## TECHNOLOGY

- **Completed**
  - Hired Full-time Technology Systems Administrator
  - Town Surveillance System Upgrade
  - Implemented new telephone system
- **In Progress**
  - Developing a new, secure VPN solution that provides Public Safety personnel with seamless access to Spillman systems as well as internal town resources.
  - Upgrading all town-owned computers to Windows 11 in preparation for Windows 10 End-of-Life.
  - Review and revise Technology Use rules
- **Planning Phase**
  - Consolidating existing surveillance cameras onto a centralized network and deploying new cameras at the Transfer Station.
  - SCADA Gateway Upgrade and Redesign

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- Wireless Infrastructure Upgrade
- Public Safety Network Failover - Implementing a redundant network path to ensure continuous operations for Public Safety during outages.
- **Identified**
  - Network and Internet Infrastructure Overhaul
  - Replacing outdated networking equipment and enhancing broadband infrastructure town-wide.
  - Migrating the town's email systems to Microsoft 365 and implementing Multi-Factor Authentication (MFA) to strengthen cybersecurity

## PUBLIC WORKS

### ADMINISTRATION

- **In Progress**
  - Update Website for all public works pages
- **Identified**
  - Revise Utility Pole Permit Process
  - Review and Revise Public Space Ordinance

### INFASTRUCTURE PROJECTS

- **Completed**
  - Main Street: Water, Sewer, Stormwater & Sidewalk Project
  - Hancock Street: Water, Sewer, Stormwater & Sidewalk Project
  - Sandpoint Road Retaining Wall Replacement
- **In Progress**
  - MDOT Cromwell Brook Bridge #3 Replacement
  - Cromwell Harbor Road Water Main loop project
  - Oak Street to Route 3 Water Main loop project
  - Cromwell Harbor Road Water Main relocation project
  - Crooked Road & Norway Drive culvert replacement project
- **Planning Phase**
  - West Street Water Main Relocation Project
  - West Street Dry Weather PS Replacement Project
  - Glen Mary Road Shannon Road Cromwell Harbor Road Water, Sewer, Stormwater and Sidewalks Improvement Project
  - Hancock Street – Water, Sewer Stormwater and Sidewalk Improvements Project
  - Hancock Street – Pump Station and Low-Pressure Sewer Project
  - Hancock Lane – Stormwater Project
  - Main Street/Route 3 to Schooner Head Road Stormwater Upgrades
  - Main Street Water Main and Stormwater Upgrades

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- Rodick Street Utility and Underground Project
- Cottage Street Sewer, Stormwater, Water, Undergrounding and Streetscape Improvements Project
- Harbor Lane Water and Stormwater Improvements Project
- MEMA/FEMA – Hazard Mitigation Plan for Stormwater System
- Public Works Data Collection on infrastructure Capacity
- Kavanaugh Water Main Loop and Sewer Project
- West Street Storage Tank, Retaining Wall and Streetscape Improvement Project
- Cross Country Stormwater System Improvements (120 West Street)
- Bridge Street Stormwater Issues
- Town Beach Retaining Wall and Path Storm Damage Repair Project
- Town Boat Ramp Storm Damage Repair Project
- DeGregoire Park Road Storm Damage Repair Project
- Hadley Point Boat Launch Storm Damage Repair Project
- Bridge Street Storm Damage Repair Project
- SS4A
- **Identified**
  - Wastewater Facility Permit Requirements:
    - Hulls Cove WWTF Chlorine System Upgrades
    - Main WWTF Chlorine System Upgrades
    - DeGregoire Park WWTF Chlorine System Upgrades
  - Des Isle Water Main and Sewer Replacement Project
  - Newton Way Water Main and Sewer Replacement Project
  - Bloomfield / Highbrook Water Main Loop and Stormwater Project
  - Livingston Road Water Main and Sidewalk Replacement Project.
  - Dewey and Loren Water, Sewer and Stormwater Project
  - DeGregoire Park Pump Station Replacement Project
  - Main Street Pump Station Replacement Project
  - Main Wastewater Treatment Facility:
    - Phase 2 Upgrades (Aeration for Aeration Tanks and Digester/Electrical)
    - Phase 3 Upgrades (Admin, Headworks/Gravity Thickener)
    - Phase 4 Upgrades (Solids Handling)
  - CSO Regulator / Flow Control Structure for Main Street Pump Station
  - Removal of I/I in Downtown Area
  - Maine DEP Update Letter on 2021 CSO Progress Report
  - Draft revised CSO Progress Report for 2026
  - Park Street Utility and Streetscape Project
  - PD Parking Lot Safety Modifications

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## ENVIRONMENTAL SERVICES

- **Completed**
  - Trailer #4 Repairs
  - Upgraded electrical panel & safety guides for vehicle access to bay
  - Repaired damaged water and sprinkler lines caused by cold weather.
- **In Progress**
  - Transfer Station Operations Plan Review and Revisions
- **Identified**
  - Need improved mounting transition stops for MSW hopper and roll-off trailer
  - Address DEP report comments
  - Review of Compost Operations
  - Repair/Replace Fence to fee up the Recycling Can
  - Containment for Oil Tanks in Lower Level

## HIGHWAY

- **Completed**
  - Paved High Street
  - Paved Stoney Brook Drive
  - Replaced Woodward Heights culvert
  - Tree Trimming along Crooked Road
  - Shoulder work along Crooked Road
- **In Progress**
  - Fleet Fuel System Replacement Project
  - Public Works Metrics and including private road accounting
  - Road Acceptance – Salt Meadow Drive
  - Crooked Road & Norway Drive Stream Crossing Culvert Replacement
- **Planning Phase**
  - West Street Extension / State Acceptance Request
  - Replace Public Works Heating System
- **Identified**
  - Paving & Cross Culverts: Old Norway Dr -Norway Dr.-Crooked Rd.
  - Paving: Norway Drive: Ridgeway to Eagle Lake & Crooked to Acadia Woods
  - Paving: Acadia Woods Road
  - Paving: Prospect Avenue (both sides).
  - Paving: West Street: Bridge to Rodick
  - Paving: Ledgewood Road (Rt3 to Rt3)
  - Paving: Town Landing Road
  - Paving: Ocean Avenue
  - Paving: Breakneck Road

# Departmental Progress Report

## WATER

- **In Progress**
  - Water and Sewer Rate Study
  - Update Terms and Conditions
  - SCADA Project
  - Replace damaged seasonal water service line at Town Pier
- **Planning Phase**
  - Up-Island Water Storage Tank
  - Route 3 Seasonal Water Main Replacement Project
  - Route 3 Seasonal Water Main on Private Property Project
  - Lime System Upgrade at Duck Brook WTP
- **Identified**
  - Water Fill Station for Downtown
  - Update Application for Service and Fee
  - Reconfigure Booster Stations serving Arata, Mountain, and Rockwood Avenues
  - Electricity and Fiber Project for water tank at JAX location
  - Evaluate ways to combine JAX accounts into single meter read.

## WASTE WATER

- **In Progress**
  - Main WWTF and PS Generator Replacement Project (pre-bid)
  - CSO Meter Evaluations and Recommended I/I Removal Projects (On-going)
  - SCADA Project (in progress)
  - MMA Safety Inspection Corrective Actions Project (in progress)
  - Building Maintenance Projects: LED light fixtures; grounds keeping; building painting
  - Hulls Cove WWTF ditch work (pre-Construction)
- **Planning Phase**
  - Main WWTF Facilities Plan
  - Main WWTF Phase 1 Upgrade Project (Clarifiers - Design)
  - Hulls Cove Pump Station and Generator Building Bank Stabilization Storm Damage Repair Project
  - Main WWTF Aeration Tank Slide Gate Replacement Project (pre-Construction)
- **Identified**
  - Replace 21 PLCs (required due to SCADA software noncompliance)
  - Revise Sewers & Drains Ordinance
  - Update Application for Service and Fee
  - FOG Study and Improvement Plan
  - Local Limits Study
  - Odor Control Study

# Departmental Progress Report

## PARKS & RECREATION

- **Completed**
  - YMCA MOU for Soccer and Tennis
  - Ball Field Parking Lot Paving Project
  - Added trash can and second port-a-potty at Hadley Point Beach
- **In Progress**
  - Stump grinding at Ball Field
  - Athletic Field Life Flight Landing Zone – Helipad Project
  - Resurface work for Tennis and Basketball courts.
- **Planning Phase**
  - Brownfields Grant for YMCA Property Clean-Up
  - Glen Mary Woods Maintenance Plan
  - Village Green Gazebo / Bandstand Expansion Project
  - Glen Mary Pool Replacement Project (VIA led project)
- **Identified**
  - Add signage for Hadley Point Beach
  - Park Street Playground Fence Replacement Project
  - Town Hill Playground Fence Replacement Project
  - Develop Master Plan for Athletic Field Site
  - Revise and Update MOU for Acadia Youth Sports & Acadia Little League

## PLANNING

- **Completed**
  - Completed the Bar Harbor 2035 Comprehensive Plan
  - Drafted and implemented 2025 Workplan
- **In Progress**
  - Vision Zero – data collection and drafting solutions
  - Began immediate implementation of the Bar Harbor 2035 Comprehensive Plan
  - Staff three (3) quasi-judicial boards and the Conservation Commission and Task Forces.
- **Identified**
  - Implement IworQ for Planning Board and Update Planning Board capacity statements
  - Review fees for application to boards and for permits
  - Meaningful and effective public engagement experience by developing and defining consistent terminology for public hearings and listening sessions
  - Develop a Bicycle & Pedestrian Plan
  - Complete Streets (work with Stantec to help in developing LUO standards)
  - Digitize maps & files
  - Update Planning Board Rules of Procedure
  - Develop Design Review Board Rules of Procedure
  - Public outreach workshops thru MDI Adult Ed

# Departmental Progress Report

## **HOUSING:**

- **Completed**
  - Implemented a revised Housing Policy Framework
- **In Progress**
  - Town Hill Affordable Housing project: Completed the environmental analysis and secured legal interests in a ROW to parcel.

## **TOURISM MANAGEMENT**

- **Completed**
  - Secured a consultant to support the Sustainable Tourism Management Strategy through a competitive selection process (RFP).
- **In Progress**
  - Lodging Moratorium – data and analysis, and proposed regulatory revisions
  - Sustainable Tourism Management Strategy
  - Development of Placer AI data integration
- **Identified**
  - Parking requirements
  - Lodging amendments

## **STEWARDSHIP OF RESOURCES**

- **Completed**
  - Secured \$100,000 MDEP grant for monitoring work
- **In Progress**
  - North East Creek water sampling, testing, and monitoring program
  - Development of a watershed management plan
  - DECD Community Resiliency grant for \$70,000 to survey and analyze septic systems

## **POLICY WORK**

- **Completed**
  - Land Use Ordinance amendments that increased housing opportunities include expansion in types and the number of districts where Employee Living Quarters are allowed, expansion in the number of districts where Shared Accommodations are allowed, LD2003/Increased Housing Opportunities, Salisbury Cove Setbacks, Time Frames and Phasing, Multifamily Definitions, and Fire Protection
  - Land Use Ordinance amendments that improved process efficiency include Lodging Accommodations, Design Review, Filing and Approval and Submissions
  - Lodging moratorium – collected data
  - Planning staff reviewed 112 projects
- **In Progress**
  - Land Use Ordinance Audit, ensuring housing provisions of the LUO facilitate the implementation of the Bar Harbor 2035 Comprehensive Plan.
  - Revisions to Chapter 174

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- Land Use Ordinance amendments scheduled for November 2025 town meeting vote:
  - 2 family – housing provisions
  - Campgrounds – clarifies language
  - Shoreland zoning – gets us consistent with state law
  - Capacity letters – improves efficiency and process
  - Subdivision and site plan review – improves efficiency and process
- Development of Housing Targets for the Housing Policy Framework
- **Identified**
  - Land Use Ordinance amendments:
    - Reviewing zoning districts and permitted residential uses for:
      - Density standards, dimensional requirements, accessory dwelling units, Planned Unit Developments, lot standards, height standard, and environmental standards.
    - Affordable housing standards
    - Fire suppression for subdivision
    - Review setback requirements for wetlands
    - Review permitting authority for uses downtown
    - Review Parking requirements
    - Review Lodging locations and standards
    - Review uses and locations of Roadside Stands
    - Review of Road Standards and Setbacks
    - Review Design Review Ordinance to clarify language, process, and provide the ability to become a certified local government
    - Review of Campsites definition and regulations
  - Review public outreach and engagement

## **Code Enforcement:**

- **In Progress**
  - Since January 1, 2025:
    - Issued 625 STR and 505 LTR registrations
    - Issued 505 building permits (includes all types of building permits)
  - Permitted and monitored sizable projects including:
    - COA Housing, Witham Hotel Employee housing, demolition and reconstruction of Peekytoe, MDI Hospital Central Utility Plant, Pathmaker Hotel, and Bluenose Inn.
  - Long-term Rental Registration program
  - Short-term Rental Registration and inspections
  - SAs and ELQs annual relicensing and inspections
  - Continue monitoring and inspections of three sizable projects that include: New Connors Emerson School; Irving project on Cottage Street, and Hospital Redesign
- **Identified**
  - Facilitate removal of violations through compliance

# Departmental Progress Report

## POLICE

- **Completed**
  - Purchased and implemented PowerTime software to improve scheduling for all divisions with possible future integration with Munis for payroll processing
  - Implemented use of external carriers to get gear weight off officer's hips
  - Implemented a policy to promote time for workouts, encouraging physical fitness.
  - Purchased new airsoft training weapons, conducted active shooter training, Mechanics of Arrest, Restraint, and Control training and have developed a list of qualified instructors for all critical training needs.
  - Designed, built, and implemented a new mobile command post.
  - Implemented revised wage adjustment, longevity plan, and retirement plan for improved recruitment and retention
  - Switched to 12-hour Panama schedule for patrol.
  - Assigned a new School Resource Officer to ensure program continuity.
  - Revised and purchased new combined MD and BH police badges
  - Purchased and implemented new patrol e-bikes
  - Built a new combined department website with improved functionality for recruitment
  - Received grant from Maine Department of Public Safety to provide comprehensive diagnostic screenings, including thyroid, aorta, liver, gallbladder, spleen, bladder, kidney, carotid artery, testes/pelvis, and echocardiograms, as well as advanced lipid panel for first responders across Mount Desert Island (Police, Fire, EMS, and Dispatch).
- **In Progress**
  - SS4A Steering Committee in cooperation with Planning Department for Vision Zero
  - Spillman Command Central (Evidence Cloud) implementation to electronically submit completed cases efficiently to the DA's office
  - Structural realignments for Police Sharing Agreement with Mount Desert
- **Planning Phase**
  - Drone acquisition. To be utilized for large event situational awareness, crash reconstruction, missing persons, etc.
- **Identified**
  - Chief and Captain plan to attend IACP annual conference the fall – Continuing education, professional growth, and networking
  - Possibly expand fleet to allow for on shift take home cruisers
  - Complete Integrating Communications, Assessment, and Tactics (ICAT) training with all patrol staff
  - Develop communications plans for critical incidents at high-risk locations such as schools and large businesses
  - County-wide License Plate Recognition project through District 7 Chief's – seven fixed camera sites to be installed with grant funds throughout Hancock County.

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## DISPATCH

- **Completed**
  - Switched to 12-hour Panama schedule for dispatch.
  - Transfer of all employees to one Town as employer
  - Fully staffed Dispatch division
  - Radio repeater upgrades for FD channels and new portables for patrol
  - Connected BH Fiber network to MDPD and also merged phone systems

## PARKING

- **Completed**
  - Switched from single space meters to all kiosks
  - Increased enforcement – purchase two additional handheld devices and printers
- **In Progress**
  - Begin to replace older kiosks in small batches to maintain best operational efficiency
- **Planning Phase**
  - Once kiosks are replaced, we have options for increased functionality such as coupon codes for residents

## HARBOR

- **Completed**
  - Replaced one commercial fisherman’s hoist with an upgraded heavy duty hydraulic version
  - Replaced the commercial fisherman’s skiff floats
  - Pier structural surveyed, rebased and repaved after storm damage
  - Purchased new Harbormaster’s truck
  - Updated harbor ordinance to gain more control over unused moorings
  - Completed the Ferry Terminal Master Plan for conceptual design and Council accepted the plan
  - Began servicing ACL ship tenders at the town pier and installed people counting camera
  - EV charging station for municipal use installed at Town Pier
- **In Progress**
  - Mooring field reorganization
  - Replacement of gangways
  - Replacement of second hoist
- **Planning Phase**
  - Continued work on ferry terminal project and current engineering design is underway
- **Identified**
  - Repairs to the existing boat ramp at the pier

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## FIRE

- **In Progress**
  - AT&T is relocating its temporary cell tower to the roof of the building.
  - Updating records for all staff issued equipment and clothing.
  - Updating keys and conducting maintenance on all Knox boxes within Bar Harbor
  - Updating water supply requirements for subdivisions
  - Working with Hancock County Fire Chiefs on creating a County Chiefs' Association
  - Continue the replacement schedule for our dry hydrants at our rural water supplies.
- **Planning Phase**
  - Finalize bid specs for renovation of the FD kitchen.
  - Reviewing and will update the current fire prevention municipal code
  - Coordinate with Assessing on enhanced E-911 addressing system.
  - Will be working with the American Red Cross on a program that provides free home smoke detectors for homes that do not have smoke detectors.
  - Develop a 2026 Fire/EMS training schedule including mandatory Fire/EMS trainings.
  - Replace the 1.5" water line with a 3" water line at the public safety building.
  - Evaluate the ability to install split heat cooling units on the second floor of the FD, replacing the window air conditioning units.
  - Upgrade the apparatus bay overhead doors to automatic self-closing mechanisms.
- **Identified**
  - Identify and preplan target hazard buildings
  - Collaborate with the Grammar School on scheduling monthly fire safety inspections.
  - Future coverage and planning for the Town Hill Fire Station and our rural fire district.
  - Secure training props to provide firefighters with advanced training
  - Develop a staff leadership program for future leadership roles.
  - Move all building expenses into the public safety building budget for FY27.
  - The FD apparatus apron will be replaced.

## EMS

- **In Progress**
  - Finalizing the details of the scheduled new ambulance purchase.
  - Working with Maine EMS and Acadia National Park, on the Park's request, to upgrade their EMS services provided from basic care to advanced care
- **Planning Phase**
  - Working in conjunction with Ellsworth Fire on proposing a pilot program on advanced airway management for basic EMTs.
  - Participate in the Maine EMS Explorer program that provides the opportunity for High School students to conduct a ride-along with EMS agencies.
- **Identified**
  - Work with the community organization to continue our EMS public outreach programs.