

2024 Annual Achievements Report

Brunswick
maine

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“Beautifully Balanced”



For the Town Council

From the Town Manager

What a whirlwind of a year it's been, both for me personally as the new Town Manager and for the Town as we tackled beautification and infrastructure projects, revaluation, Climate Action and Comprehensive plans, a presidential election, and the firefighting foam release on the Landing. Amidst all this, it's a good time to stop, reflect on the year, and celebrate our accomplishments together.

We ask and expect much of our employees. The day-to-day of serving the residents and

businesses of Brunswick, keeping them safe, and making hard and sometimes unpopular decisions require ever more introspection and high-level performance.

This document is one way to show recognition of our staff's hard work, appreciation for the contributions of elected officials, committee members and volunteers, and gratitude to all for their commitment to Brunswick.

Best, Julia

Timeline

Winter

- 46th Annual Valentine's Ball
- Construction on Frank J. Wood Bridge
- Launched Level Up Maine Street Project

Spring

- Controlled Burn at Captain Fitzgerald Recreation and Conservation Area
- 29th Annual Bike Rodeo and Family Safety Day

Summer

- MARC grand opening and 5k race
- Staff Appreciation Breakfast at Wild Oats
- Town Manager named
- U.S. Secretary of Agriculture Tom Vilsack visited the Brunswick Farmer's Market along with other dignitaries, including Governor Mills
- Brunswick Executive Airport Firefighting Foam release

Fall

- Communications Survey opens
- 57th Annual Halloween Parade
- 57th Annual Ski and Skate sale
- Veterans Commemoration
- Completed Maine Street Streetscape, west side
- Staff Appreciation Luncheon at Bowdoin



Town Council 2024



Town of Brunswick, Maine

INCORPORATED 1739

TOWN COUNCIL

85 UNION STREET

BRUNSWICK, MAINE 04011-2418

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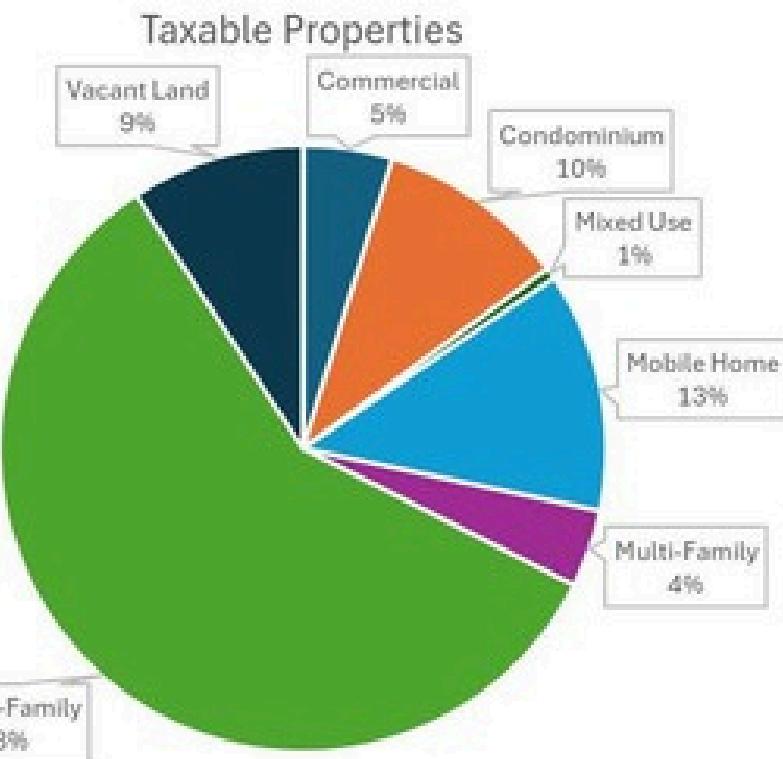
- Instituted a Code of Conduct for Public Comment and passed the Resolution Confirming Our Community Values
- Hired a Manager, Planning Director, and Finance Director
- Passed a historically low budget
- Received a grant to cover the cost of purchase and renovations of a permanent Warming and Cooling Center
- Made the Housing Committee a permanent committee
- Helped facilitate several key housing projects via the Affordable Housing Fund grants including Homeless Resources for Youth, Habitat for Humanity, units in Central Fire Station etc.
- Grant to Tedford Housing Capital Fund
- Assisted Blueberry Fields Collaborative with the purchase of their land - first successful use of new state legislation
- Revitalized the Social Services Funding Committee and funded 7 local nonprofits providing basic needs to residents in need
- First Council/School Board retreat in a long time — created a protocol for a more streamlined and collaborative budget process
- Published the Committee Handbook and revised charges of several major town committees
- Completed first half of the Maine Street Streetscape project
- Collaborated with Bowdoin to redo the Longfellow playground
- Midcoast Athletic and Recreation Complex Grand Opening
- Funded the Brunswick Link so it is now completely free for all residents
- Completed the transition and welcomed 60 new Mainer families to our community
- Improved community communications through social media, dedicated web pages, and Notify Me
- Purchase of tactical response vehicle (the Bearcat)
- Socially-responsible investing
- Nominated 6 local residents for the MRRA board
- Worked with MRRA to hire Poole Consultants and stormwater consultant to improve public safety at the Landing
- Added an ex-officio student position to many of the Town Committees to facilitate outreach to our younger population
- Completed a review of the shellfish management ordinance and licensing procedure
- Revised/amended several zoning ordinances for clarity and consistency
- Worked with a re-organized Comp Plan Committee to hire a consultant to move the plan toward completion
- Changed the trash collection and recycling ordinance to include pick-up on appropriate private roads

Assessing

**2024 Taxable Valuation:
\$2,670,136,154**

Action	# of Properties
Property ownership changes processed	925
Field visits or desk reviews	837
Field visits for new construction	126
Revaluation data collection letters mailed and reviewed	7,760
Formal assessment appeals conducted	15

2024 Property Taxes
9,064 taxable properties
by property class.



Staff Highlights

- Continuing education training completed – 70 hours

Economic Development

- Central Fire Station Due Diligence
 - Easement agreements; road discontinuance; CDBG grant; AHSF grant
- Active Transportation
 - RFB at Crimmins and McKeen; inventoried downtown bike racks; updated BBPAC charge
 - Received Bronze Bike Friendly Community status; applied to the US DOT Active Transportation Infrastructure grant for Cook's Corner
 - Bicycle Benefits program; Jordan Avenue
- Installed four EV charging stations at the Cedar Street lot
- Applied for and was awarded grant to retrofit the lights at Town Hall
- Joined GP Metro Board of Directors
- MCOG Board Member, Co-Chair of the Comprehensive Economic Development Strategy for the Midcoast Region
- Housing
 - Developed Inclusionary Zoning ordinance and worked through the public process for approval
 - Fee-in-Lieu – developed a methodology for Inclusionary Zoning to address homeownership units
 - Linnhaven - secured various sources to assist in the successful sale of the property to the residents (now the Blueberry Field Cooperative), worked with the Housing Committee/community-at-large to move forward the preservation effort of 277 mobile home units.
 - Affordable Housing Support Fund – Worked with the HC on various grant awards (Developer's Collaborative – (5 affordable units in Central Fire Station redevelopment project), Golek (14-units on Thomas Point Road), Linnhaven – (preservation of 277 mobile home units units), Habitat (direct assistance for Critical Home Repairs Program), Housing Resources for Youth – direct assistance for unhoused youth) – Total awards \$1,125,000
 - Rental Registry – worked on an update to existing ordinance (in-process)
 - Contract Zoning – worked with Planning & Development on the new ordinance (implemented)
 - Grand Opening of the Sandpiper Housing project – Town participated in the financing through a Credit Enhancement Agreement to facilitate 13 affordable housing units, green building design/materials and EV stations
- MARC
 - Celebrated the Grand Opening of Tier 1A (8 pickleball courts, skatepark, walking loop and associated infrastructure); Worked with Parks and Recreation and LC4 on next element: 0-5 playground to commence construction in December 2024
- Cook's Corner Revitalization
 - Design Standards – Developed and worked to get adopted by the Town Council – Feb. 2024
 - Developed the Overlay District (2.3.11) in the Zoning Ordinance to enforce the Design Standards
- Downtown Streetscape
 - Developed Hard Hat Cat PR campaign; managed business relations
- Business Assistance
 - Brought MOM's Organic Munchies to Brunswick (CDBG Grant)
 - Developed a new grant program for Daycare Providers
 - Bay Bridge Water Line
 - Assisted with EPA grant application and requirements

Engineering

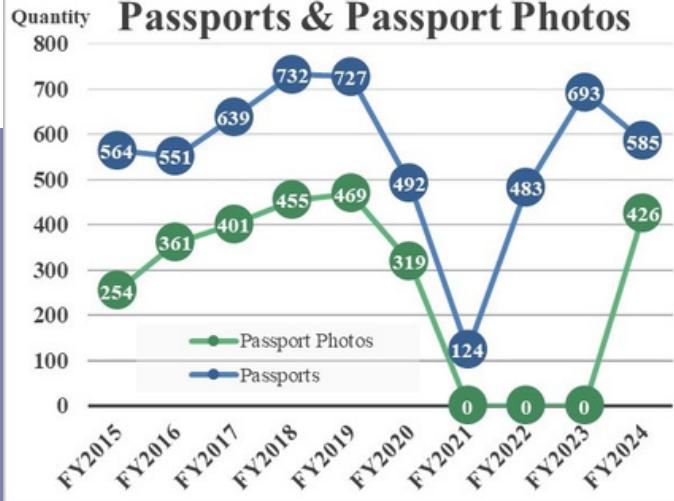
- Completed Maine Street Streetscape west side
- Replaced water service lines and repaved Bowdoin St, Berry St, and Whittier St in collaboration with the Water District
- 9.5 miles of road paved and reconstructed, including Hillside Rd, Quarry Rd, Grant Rd, Mere Point Rd, Simpsons Point Rd, Glover St, Bayside Ln, Great Gully Dr, Atwood Ln, Old Bath Rd
- 2 new all-way stops (Gurnet/Middle Bay and Pleasant Hill/Woodside)
- 1 new high visibility crosswalk on McKeen St

Maine Street Streetscape, West Side

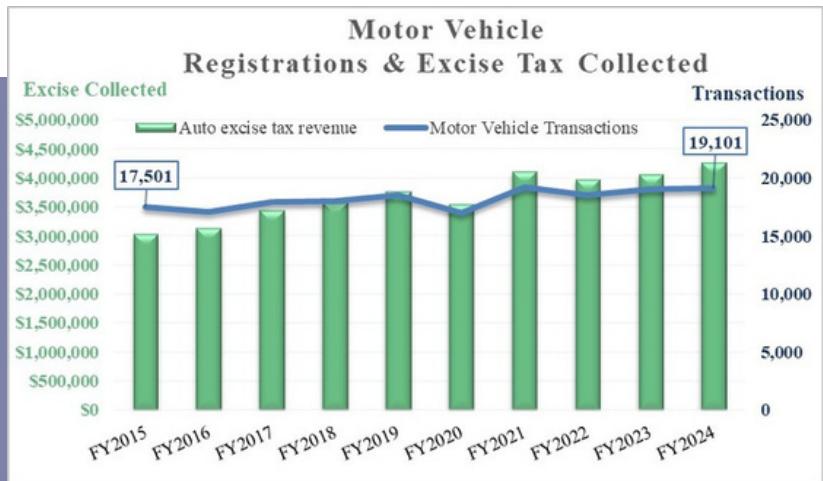


Finance

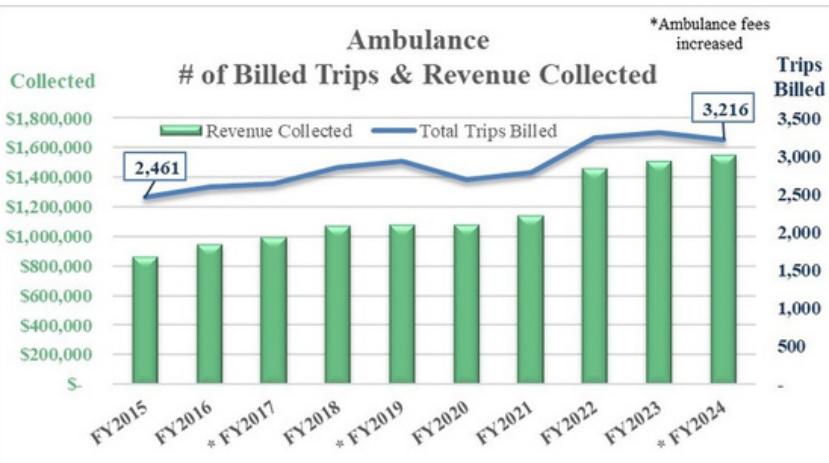
Passports & Passport Photos



Motor Vehicle Registrations & Excise Tax Collected

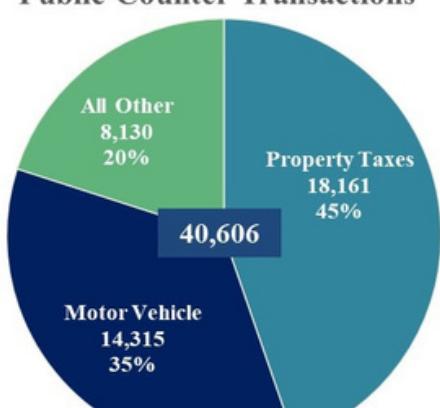


Passports and passport photos and the motor vehicle registrations and excise tax collected graphs are indicative of the transactions that are completed in the tax office.



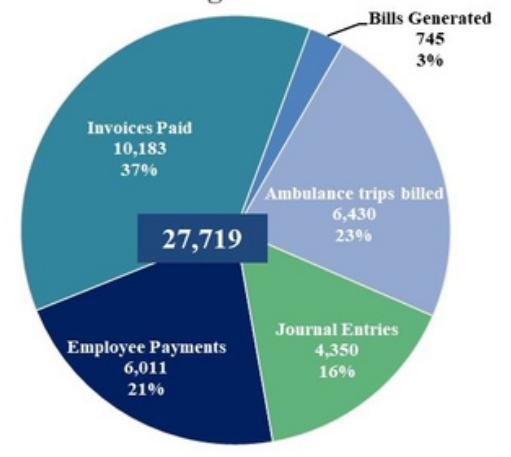
Ambulance billing highlights the growth in activity over the last 10 years – both number of trips and revenue collections.

Public Counter Transactions



These two graphs highlight Finance Department transactions during one year (tax division on the left and finance division on the right).

Accounting Transactions



Fire

- 6 new hires
- 2 promotions
- Fully staffed for the first time in over a year
- Completed first internal Strategic Plan for the Department
- Committee to spec a new Tower Truck, completed and approved by Council
- After being removed from the SHAPE program by MDOL, we have completed a full review and have been reinstated
- Insurance Services Office review of the department, evaluation came back elevating us to a Class 3 fire department

- 1,098 Fire Calls
- 3,703 EMS Calls



Human Resources

The Town's small-but-mighty HR team of three (two part time and one full time) made significant strides in enhancing processes and supporting our workforce. Their efforts reflect our commitment to improving operational efficiency, fostering employee engagement, and prioritizing safety and compliance.

Additional Activities

- Conflict Resolution
- Employee Retention
- Exit Interviews
- Investigations and Hearings
- OHSA Reporting
- Collective Bargaining
- New Hire Training
- Employee Onboarding and Orientation
- Benefits Administration
- Annual Required Training
- Personnel Board Engagement
- Town Manager Executive Search



	2023	2024
Employee Counts (based from W-2s)	439	501
Full - Time	205	223
Part - Time	94	125
Seasonal	140	153
New Hires	101	149
Full – Time Benefit eligible	39	40
Promotions	4	11
Terminations (voluntary, involuntary, & retirement)	39	59
Transfers	0	2
Family Medical Leave (FMLA)	17	15
Income Protection Plan Leave	12	5
Workers' Compensation Claims	47	40
FYI	18	20
Lost Time	9	6
Medical Only	20	14

Key Initiatives

- **Efficiency Enhancements:** Implemented position control and Employee Access in Munis to streamline processes, reduce paperwork, and transition to our Human Resource Information System (HRIS). We are currently working on Recruitment an online application process which we hope to implement by year end.
- **Employee Orientation:** Created a new onboarding PowerPoint presentation with interactive links to benefit enrollment forms and summaries, town policies, and training information. This will be the first step toward moving our onboarding process to the HRIS and ensure every new employee receives the same onboarding experience.
- **Job Description Updates:** Completed a comprehensive update of all job descriptions for clarity and compliance.
- **Employee Engagement:** Collaborated with the Wellness Committee to plan and execute two employee appreciation events.
- **Policy and Legislative Updates:** Updated the Town's Education Assistance Plan, Family Medical Leave Policy, and currently have drafts in review for the Harassment, Travel, and Vehicle Use Policies.
- **Maine Paid Family Medical Leave (MPFML)** - Following and attending trainings on latest developments. We have already posted required labor posters in all locations and provided 30-day notice in advance of January 1, 2025 when employees not covered by a collective bargaining agreement will start paying into the fund.
- **Safety and Compliance:** Met quarterly with the Town Safety Committee to review and update safety policies, analyze accidents and injuries, and ensure compliance with the Workers' Compensation Safety Incentive Program (WCSIP) to secure a 10% discount on Workers' Compensation rates.

Information Technology Systems

Technology and Innovation Achievements

Email Migration

Migrated approximately 120 mailboxes to the Microsoft cloud and updated approximately 80 workstations with new email software

Domain Migration

Migrated users accounts and emails, and reconfigured multiple internal services to utilize .gov domain.

Police Multi-Factor Authentication (MFA)

Met Criminal Justice Information Services (CIJS) requirements.

Town Hall Uninterruptable Power Supply Unit (UPS)

Replaced aging and out of warranty UPS unit for the Townhall data center without any system downtime.

STATS

(YTD 11/14/24)

1494

IT Help Desk Tickets

1848 hours

Staff hours running committee meetings (includes pre- and post-production)

8 hours

Hours staffing committee meetings (TV3)

46

TV3 Shorts

43

YouTube Uploads

5

Public Forum per month (i.e., tree lighting, parades, press conferences, presentations, etc.)

Wi-Fi Overhaul at Parks & Rec

Replaced aging Wi-Fi hotspots and added additional units to underserviced areas of the Rec Center. Rebuilt network to allow for a public access signal that is separated from the town's secure network.

Workstation Refreshes

Replaced 28 computers at various town locations to boost performance, reduce downtime, and enhance security.

Tablet and Mobile Phone Deployment / Mobile Device Management (MDM) Enrollment

Deployed 32 tablets and 6 mobile phones.

Parks and Recreation

Parks

- Established the former **Maine Gravel Services** and **Capt. Fitzgerald** Master Plan Committee
- Opened **Merrymeeting Park**
- Completing **Kate Furbish Signage Project**
- Built **500 Linear Feet** of Bog Bridging in **Town Commons**
- Planted **51 trees** (25 from the tree nursery)
- Filled **2 Full-Time** positions
- Supported **30 Local Events**
- Maintained:
 - **2500 Acres** of Parks
 - **30 Miles** of Trails
 - **12 Miles** of Sidewalk during Snowstorms
 - **4.5 Miles** of Groomed Winter Trails
 - **12** Athletic Fields (Baseball, Softball, Soccer, Field Hockey, Lacrosse, Football, and Rugby)



Events

- **408** danced at the **46th Annual Valentine's Ball**
- Mid-Winter Classic Basketball Tournament
 - **42 years** for boys
 - **22 years** for girls
- **29th Annual Bike Rodeo and Family Safety Day**
- **Grand Opening** of the **MARC**
 - 5k race, Skate Jam, and Pickleball Scramble
- Hosted **1000+** attendees at People Plus' **Senior Health Expo**
- **3000+** attendees at **57th Annual Halloween Goblin Parade and Tent or Treat**
- **\$5000+** raised at **57th Annual Ski and Skate Sale** to help subsidize youth rec programs

Rec Programs

- **73** summer staff hired
- **313** kids attended Summer Camp
- **621** youth soccer players
- **521** youth basketball players
- **6** new programs (Adult Volleyball, Youth Pickleball, Tiny Tappy Toes, Special Olympics Basketball, Little Striders, and Theater Camp)



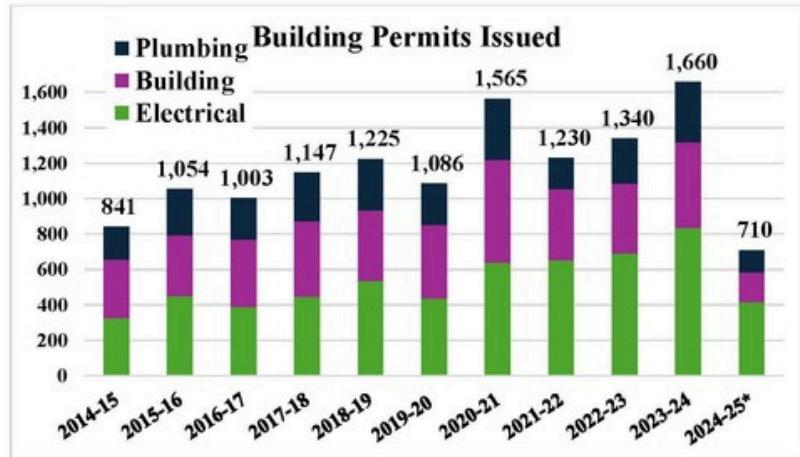
Rec Center

- Launched new **Civic Rec** software system
- Filled **2 Full-Time** positions
- **3,249 Active Members** at Rec Center
- **4,332** pickleball drop-ins

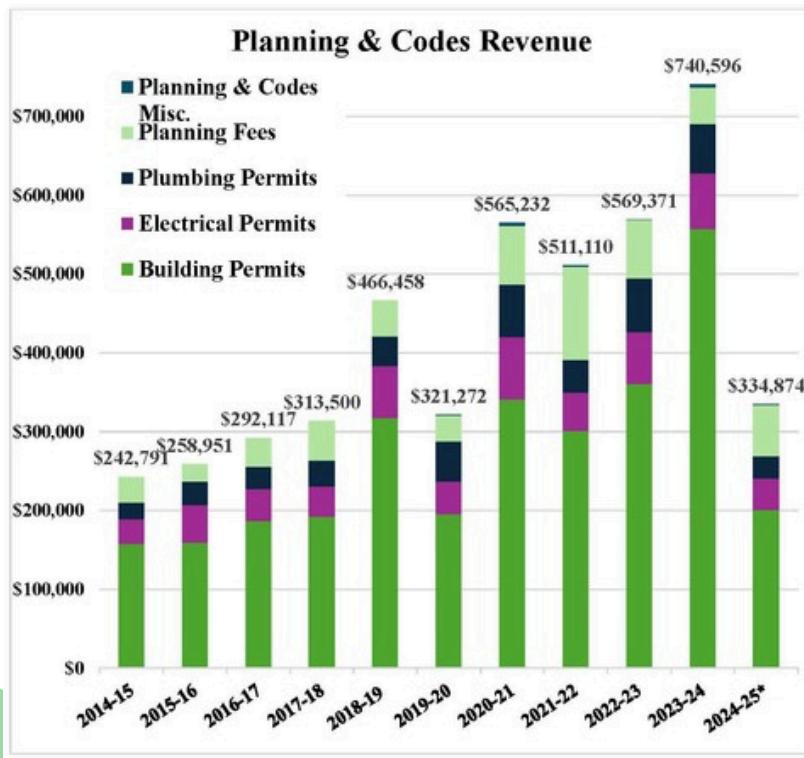
Planning

2024 Calendar Year Application Highlights

- Planning Board: Has reviewed/is reviewing 27 Projects
 - Approved Approximately 73,883 SF of new Commercial / Medical / Office / Industrial Space
 - Approved Residential Dwelling Units: 14
 - Approved 4 Conditional Use Permits
 - Reviewed 11 Ordinance Amendments
- Staff Review Comm: Approved 2 Minor Development Review Applications
- Staff: Reviewed/Approved 11 Minor Modification Applications
- Village Review Board Projects Reviewed: 8
- Staff Reviewed VRB Projects: 18



as of 12/9/24



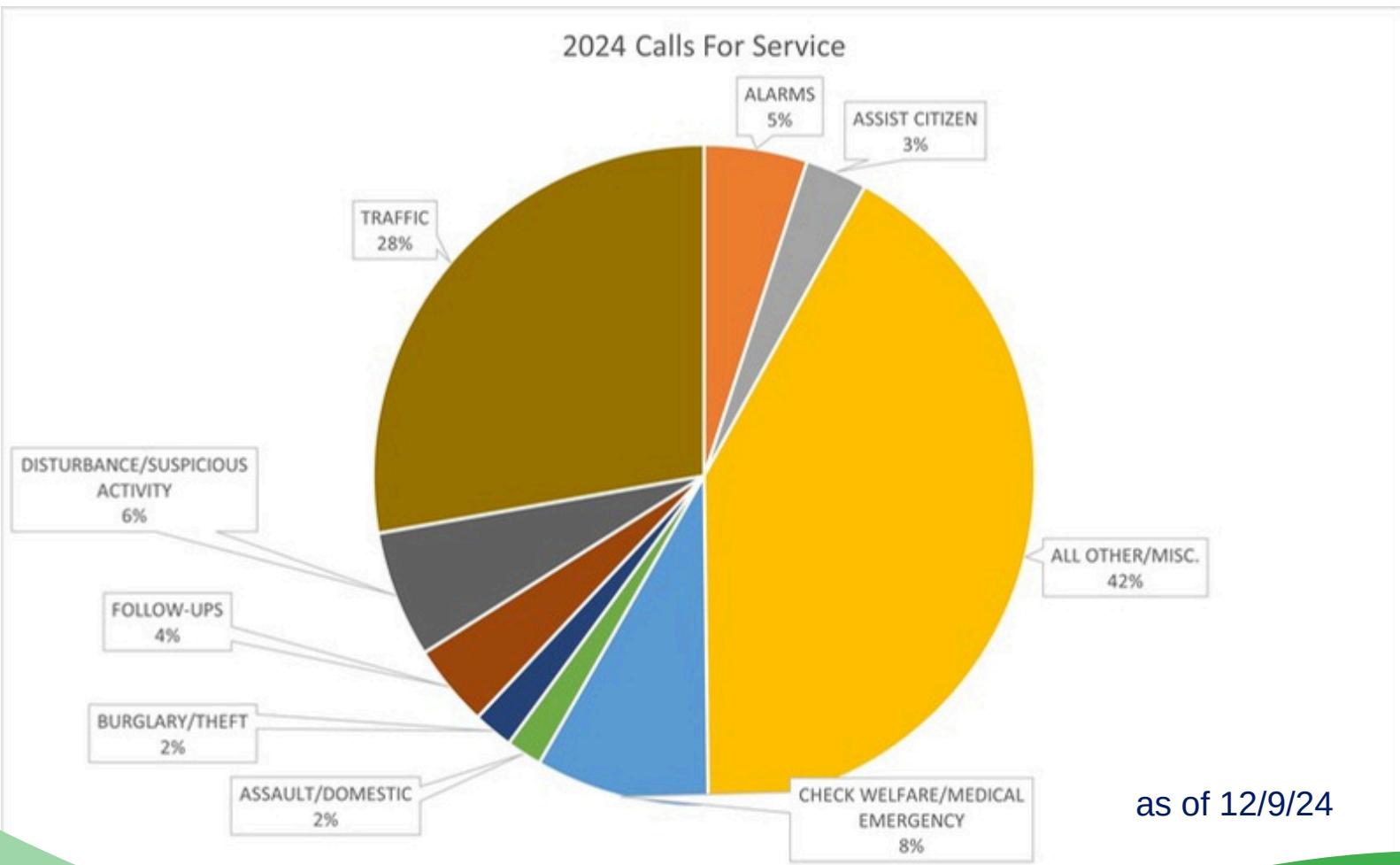
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Other Projects of Note

- Draft Climate Action Plan under review for adoption
- Comprehensive Plan Update retreat and community meeting held; new consultant hired
- Shoreland Septic System Analysis - Identified and mapped 90% of septic systems in the SPO
- Quahog Propagation in Maquoit Bay, Bunganuc and Coombs Island (Maine Outdoor Heritage Grant)

Police

- Completed a Capital Improvement Project utilizing grant money to upgrade our radio network to a more reliable system.
- Instituted State of Maine Bureau of Highway Safety's preferred method of traffic tickets — "e-citations" (electronic tickets).
- Migrated data from as far back as the mid-'90s from a soon to be obsolete data management system to a new software program; Brunswick is the first agency in New England to go live with this software.
- Upgraded the handwritten parking tickets to a modern system that also accepts on-line payments. Non-payments will be sent to a collection agency.
- Expanded the already successful Community Policing initiative with additional events and speaking engagements.



Public Works

Other than winter operations, Public Works spent a majority of the rest of the year completing road pavement markings, maintaining signs, supporting other departments, and evaluating and addressing maintenance activities including: brushing, ditching, culvert replacements on cooperation with outside contractors who completed work on the following roads:

Atwood Lane – with the Water Department
Bay Bridge Road
Bayside Lane
Berry Street – with the Water Department
Bowdoin Street – with the Water Department
Bridge Road (road work still needs to be completed)
Casco Road Brushing – culvert work to follow in 2025
Driscoll Street
Glover Street
Grant Road
Great Gully Drive
Grover Lane
Hillside Road
Mere Point Road – included shoulder widening
Old Bath Road
Peterson Lane – paved section only
Quarry Road
Simpson Point Road
Storer Road
Whittier Street – with the Water Department

Other Contracted Projects

Range Road Culvert
Cumberland Street Catch Basin Replacement
Simpson Point Culvert
Bunganuc Road/Highland Road Culvert

Crews installed all way stop conversions at:

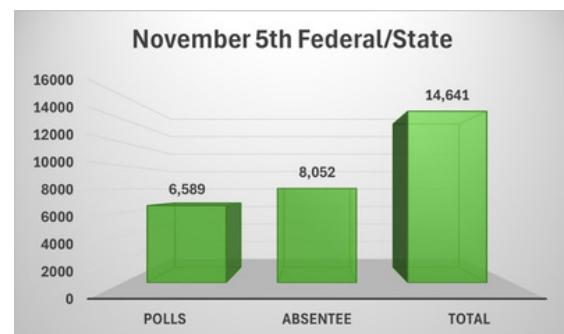
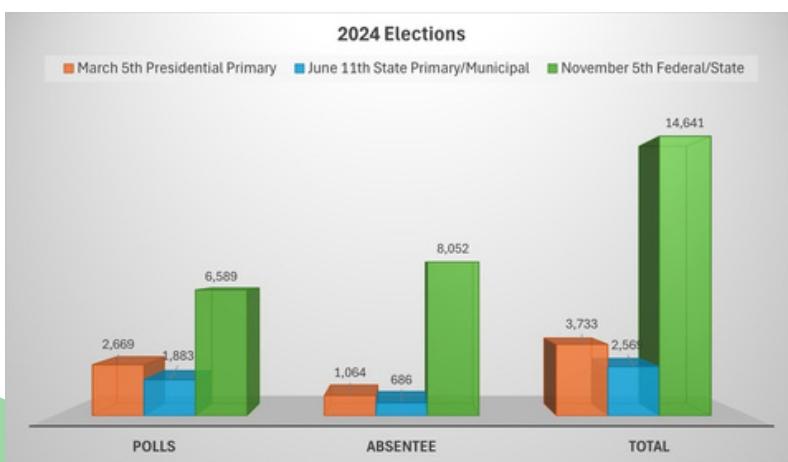
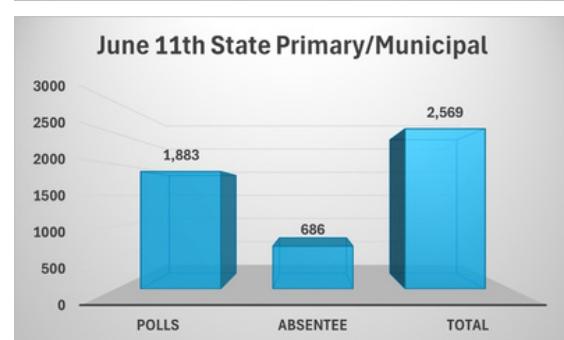
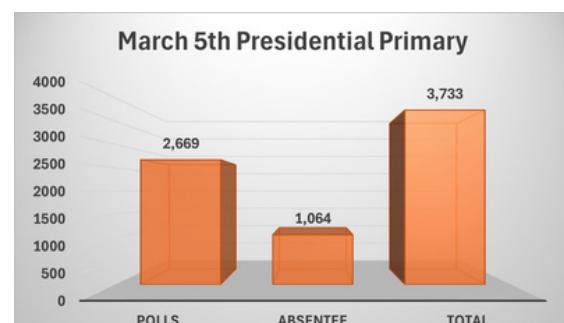
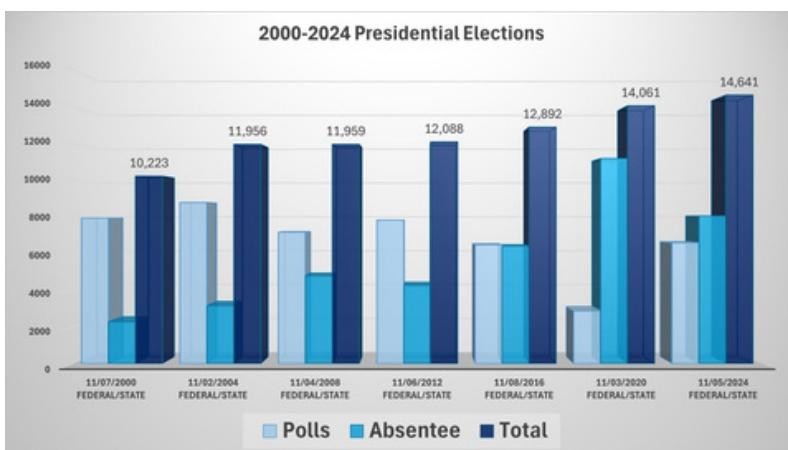
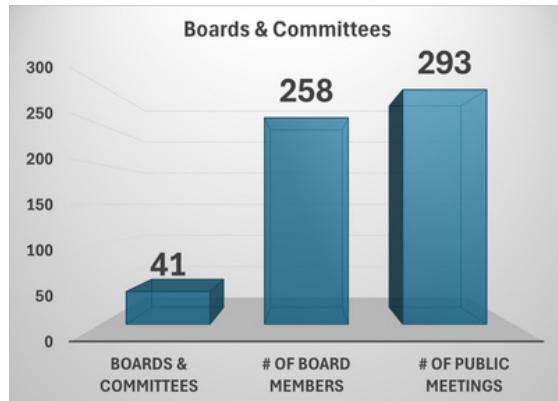
Woodside Road and Pleasant Hill Road
Harpswell Road/Merriconeag Road/Middle Bay Road



Public Works crews also installed the old Town Hall bell, heat pumps for their office space, material storage bins, a sign constructed by a local vendor, a fence around the Town Farm Cemetery, and completed other building maintenance projects.

Town Clerk

The Town Clerk's Office conducted three elections this year, supported by 103 election workers who participated in 10 separate training classes. Most of these workers assisted in more than one election, if not all three, by helping with absentee voting and processing, visiting skilled nursing and assisted living facilities, and working on Election Day. To date, the Town Clerk's Office has issued approximately 533 municipal licenses and 4,203 vital records. Last spring, we implemented a new municipal mooring licensing software and transitioned to a new electronic program for state liquor licensing and dog registration, servicing the 2,500 dogs residing in Brunswick.





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