

TOWN OF KENNEBUNKPORT, MAINE

**Board of Selectmen Agenda
March 28, 2024 @ 6:00 PM
VILLAGE FIRE STATION
32 North Street**

This is an in-person meeting, but the public may join in the Zoom webinar format.

Join by **computer or mobile device** and click on:

<https://us06web.zoom.us/j/81745328207>

or go to **ZOOM** and enter the **webinar ID: 817 4532 8207**

By **phone** 1(929) 205 6099 US

1. Call to Order.
2. Approve the March 7 joint meeting with the Budget Board minutes and March 14, 2024, selectmen meeting minutes.
3. Public Forum (This is an opportunity for anyone who wants to address the Board of Selectmen with any issue that is not on the agenda.)
4. Public hearing on Chapter 160 Traffic and Vehicles § 160-27 Goose Rocks Beach parking stickers.
5. Review the final fiscal year 2025 budgets and make recommendations.
6. Public Safety Study presentation by Municipal Resources Inc.
7. Consider the Climate Action Plan proposed by the Climate Action Planning Taskforce.
8. Annual appointment of Town Officers.
9. Appointment of the Ballot Clerks.
10. Consider the request to amend the Ladder truck equipment.
11. Consider a proposal from Sebago Technics for the Village Fire Station Programming Study and Analysis.
12. Town Hall Building Committee update.

13. Consider the Goose Rocks Beach Advisory Committee's recommendation to fund the Piping Plover Education Coordinator for \$4,000.
14. Consider the Goose Rocks Beach Advisory Committee's recommendation to expend \$8,500 on dune plantings, stakes and twine projects.
15. Accept a \$300.00 donation from Kathleen Doyle for the Cape Porpoise Pier.
16. Accept a \$50.00 donation from an anonymous donor for the nurses' account.
17. Other Business.
18. Approve the March 28, 2024, Treasurer's Warrant.
19. Adjournment.

AGENDA ITEM DIVIDER

Town of Kennebunkport
Board of Selectmen & Budget Board Joint Meeting
March 7, 2024
6:00 PM
Village Fire Station (32 North Street)

MINUTES

Selectmen attending: Mike Weston, Sheila Matthews-Bull, Allen Daggett, Jon Dykstra, Marybeth Gilbert.

1. Call To Order – Board of Selectmen.

Chairman Weston called the meeting to order at 5:05 PM.

2. 5 PM - Executive Session per MRSA 1, §405-6E to consult with town attorney regarding pending litigation.

Motion by Selectman Matthews-Bull, seconded by Selectman Daggett, to enter Executive Session per MRSA 1, §405-6E to consult with town attorney regarding pending litigation. **Voted:** 5-0. **Motion passed.**

3. 5:30 PM - Call to Order – Budget Board.

April Dufoe called the Budget Board meeting to order at 5:35 PM. Budget Board members present were April Dufoe, Ki Leffler, Michelle Powell, Charles Tremblay, Alan Evelyn, Dan Beard, David James, and Carol Cook. (Bob Wester arrived at 6:56 PM).

a. Election of Officers

April Dufoe was elected as Chair, Michelle Powell as Vice Chair, and Carol Cook as Secretary.

The meeting was suspended at 5:37 (until the selectmen returned from Executive Session.)

The Board of Selectmen returned from Executive Session at 6:05 PM.

Motion by Selectman Matthews-Bull, seconded by Selectman Daggett, to exit Executive Session per MRSA 1, §405-6E to consult with town attorney regarding pending litigation. **Voted:** 5-0. **Motion passed.**

4. Review of the proposed budget.

Laurie Smith, Town Manager, described the budget schedule and process as well as the color coding of the various budget sessions. She provided a general overview of Town departments and services offered, and of the overall budget.

The budgets for Town departments were presented by Laurie Smith (Administration, Legal, Community Development, Animal Control & Harbormaster), Nicole Evangelista (Administration, Insurance), Galen Weibley (Planning & Development), Chief Craig Sanford (Police, Communications & Emergency Management), and Chief Jay Everett (Fire).

No motion was necessary. No motion was taken.

5. Adjournment.

Motion by David James, seconded by Alan Evelyn, to adjourn the Budget Board.
Voted: 9-0. Motion passed.

Motion by Selectman Matthews-Bull, seconded by Selectman Daggett, to adjourn.
Voted: 5-0. Motion passed. Meeting adjourned at 8:17 PM.

Submitted by,
Dave Powell,
Technology Specialist

Town of Kennebunkport
Board of Selectmen & Budget Board Joint Meeting
March 14, 2024
6:00 PM
Village Fire Station (32 North Street)

MINUTES

Selectmen attending in person: Mike Weston, Sheila Matthews-Bull, Jon Dykstra, Marybeth Gilbert.

Selectmen attending via Zoom: Allen Daggett.

Budget Board members attending: Carol Cook, Bob Wester, Ki Leffler, April Dufoe, Dan Beard, David James, Charles Tremblay, Dmitri Michaud.

Budget Board members attending via Zoom: Michelle Powell, Rick Wakeland.

1. Call to Order – Selectboard and Budget Board

Chairman Weston called the meeting to order at 6:03 PM.

April Dufoe, Budget Board Chair, called the Budget Board meeting to order at 6:03 PM.

2. Joint meeting with the Budget Board for the fiscal year 2025 municipal budget presentations.

Laurie Smith, Town Manager, addressed the issue of “overlay”. By State statute, is a separate part of the tax commitment process, permitting the assessor to commit up to an additional 5% of the tax commitment for overlay to deal with unexpected expenses and abatement costs, providing cash flow stability. She also described the General Fund and other funds and accounts.

The budgets for various budget categories were presented:

Solid Waste, Public Works & Streetlights – Chris Simeoni

Public Health & Welfare – Alison Kenneway

Shellfish Conservation – Everett Leach

Public Restrooms, Utilities & Goose Rocks Beach Advisory Reserve – Laurie Smith

Parks & Recreation – Stephanie Simpson

Contingency – Yanina Nickless & Nicole Evangelista

Debt Service – Nicole Evangelista

Motion by Charles Trembley, seconded by David James, to adjourn the Budget Board meeting. **Voted:** 8-0. **Motion passed.** Budget Board meeting adjourned at 7:50 PM.

3. **Approve the February 20, 2024, LD 2003 Joint Workshop minutes and February 22, 2024, selectmen meeting minutes.**

Motion by Selectman Matthews-Bull, seconded by Selectman Gilbert, to approve the February 20, 2024, LD 2003 Joint Workshop minutes and February 22, 2024, selectmen meeting minutes. **Voted: 5-0. Motion passed.**

4. **Public Forum (This is an opportunity for anyone who wants to address the Board of Selectmen with any issue that is not on the agenda.)**

Gerald Krulis asked if the Board would consider designating a few of the parking spaces at Goose Rocks Beach for residents only. Shawn Smith added that perhaps the parking spaces could be time limited. Laurie responded that we could do that, but it would require changing our parking system.

No motion was necessary. No motion was taken.

5. **Consider the following renewal liquor licenses submitted by:**

- a. **JPRE LLC d/b/a Roma Pizza, located at 5 Union St.**
- b. **Olivos LLC d/b/a Ultramar Restaurant, located at 77 Pier Rd.**

Motion by Selectman Dykstra, seconded by Selectman Gilbert, to approve the renewal of liquor licenses for Roma Pizza and Ultramar Restaurant. **Voted: 5-0. Motion passed.**

6. **Presentation of proposed June 2024 ordinance changes with the legal review:**

- a. **LD 2003 Land Use Ordinance Amendments**

Galen Weibley, Director of Planning and Development, introduced Aga Dixon, Town Solicitor attending remotely via Zoom. She explained that there are four provisions of LD 2003 that touch upon municipalities:

1. Affirm statewide fair housing, recognizing that this is mandated by State law. She recommended that we modify our purpose statement to make this clear and to protect the Town against any legal challenges to our Land Use Ordinance (LUO) by bringing it into compliance with State law.
2. Establish a right to Accessory Dwelling Units (ADUs).
3. Establish density bonuses for affordable housing developments.
4. Prohibit zoning that limits residential lots to a single dwelling unit.

Aga further recommended that we adopt verbatim the definitions incorporated by the Maine Department of Economic and Community Development (DECD) into the rule. She added some definitions that were not incorporated into previous versions of the draft. She also recommended we specify zones where affordable housing is permitted, making it clear that such housing is not limited to multiplexes.

Considerable discussion followed by the Board and Aga regarding the application of the Short-Term Rental (STR) rules to the Affordable Units vs the Market Rate Units in an Affordable development. Aga suggested that perhaps STRs should be applied more holistically without reference to either specific kind of unit in an Affordable Development.

Motion by Selectman Weston, seconded by Selectman Matthews-Bull, to leave in the provision language prohibiting any units in an Affordable Housing Development (whether affordable or market price units) from being used as STRs. **Voted:** 3-2. **Motion passed.**

Galen added that regarding the required parking provision (two parking spaces for every three units), Aga agreed the State provides we are permitted to “round up”. Furthermore, on a case-by-case basis, the Planning Board is permitted to require additional on-street parking on a private way as part of the site review process.

b. Floodplain Ordinance Amendment

Galen noted that there is language in the amendment stipulating the acceptance of the Federal Emergency Management Agency (FEMA) flood plain maps on a particular date. He stated that he has not received those maps from FEMA yet. The Board has not received the maps either.

7. Authorize acceptance of a wastewater plant backup generator bid.

Chris Simeoni, Director of Public Works, informed the board that the old generator had been put up for bid. He recommended accepting the highest bid from Abbott Equipment Sales for \$8,799.99.

Motion by Selectman Matthews-Bull, seconded by Selectman Gilbert, to accept the bid from Abbott Equipment Sales in the amount of \$8,799.99 for the sale of the generator. **Voted:** 5-0. **Motion passed.**

8. Authorize acceptance of a Dock Square sidewalk bid.

Chris reminded the Board that \$25,000 had been allocated in the current fiscal year budget to replace a section of sidewalk in Dock Square that has heaved up over time.

The project was put out for bid with the low bid coming from George Burr & Sons for \$27,750.00. The project can be completed by Memorial Day. Chris recommended accepting this bid, noting that while the cost of this project is \$2,750.00 over budget, the difference can be made up from the completed Pearl Street sidewalk project which came in under budget.

Motion by Selectman Dykstra, seconded by Selectman Gilbert, to accept the bid from George Burr & Sons in the amount of \$27,750.00 to repair the section of sidewalk in Dock Square. **Voted: 5-0. Motion passed.**

9. Authorize the annual Animal Welfare Society shelter agreement to be in effect from July 1, 2024, through June 30, 2025.

Chairman Weston explained that the Animal Welfare Society agrees to take in dogs and cats found in Kennebunkport whose owner cannot be determined for an annual cost of \$5,298.34, broken into four payments.

Motion by Selectman Gilbert, seconded by Selectman Dykstra, to authorize the annual Animal Welfare Society shelter agreement to be in effect from July 1, 2024, through June 30, 2025, at a cost of \$5,298.34. **Voted: 5-0. Motion passed.**

10. Accept an anonymous donation of \$80,000 to purchase a trash pump and message board to aid in storm response.

Motion by Selectman Gilbert, seconded by Selectman Matthews-Bull, to accept an anonymous donation of \$80,000 to purchase a trash pump and message board to aid in storm response. **Voted: 5-0. Motion passed.**

11. Other Business.

Selectman Dykstra, as a member of the Kennebunkport Conservation Trust (KCT), made a presentation to the Board regarding the significant damage to Goose Rocks Beach caused by the January storms. KCT has taken out a permit by rule to restore dunes on its property between Broadway and Edgewood. This will be done with a bulldozer scraping sand from the mid-tide line of the beach and pushing it to the area of dunes that still have vegetation root systems uncovered by the dune loss in the storms. The intended result is restoration of the dunes at 3+ feet with sloping sands down to the beach.

Selectman Dykstra further noted that the storms washed away a great deal of sand via the straight, narrow beach access ways at Proctor and Broadway, stating that Peter Slovinsky of the Maine Geological Survey recommends these pathways be made

zigzag or entirely filled in with sand. A zigzag configuration would require a separate permit which would require some time to obtain, so the immediate plan is to fill in these two pathways with sand, constructing temporary wooden stairs on the road side of the dune, and a mat on top of the beach side of the dune to provide more storm-resistant walkways at these two points to the beach. The ADA access point at Edgewood would be left unchanged at this time. Perhaps later the permits can be acquired to build a ramp and platform for ADA compliant access with a dune at Edgewood.

Laurie asked Eric Labelle, Town Engineer, to update the Board on the status of pump stations and Pier Road causeway projects. Eric reported that Wildes District and Paddy Creek pump stations are both functioning, and they are just completing finishing work such as paving and fencing. The Cape Porpoise pump station project still has challenges with rock and hardness of the ground, but the wet well has been completed and Eric expects that project to be complete by June.

The Pier Road causeway project is going well and is projected to be complete in June. The eastern wall base blocks and a portion of the parapet walls have been installed. They will be working on the western side soon. Laurie stated that there was some confusion regarding the kayak launch with folks under the false impression that it was being permanently closed. She emphasized that the kayak launch will be reopened upon completion of the causeway reconstruction, albeit with bollards to allow carry in / carry out of small watercraft, but to prevent the launch of larger commercial boats from this location per recent agreement.

Laurie announced that the Town was awarded a \$50,000 grant to begin design work on the Head of the Harbor resilience project, but we are still awaiting Department of Transportation (DOT) approval before work can begin. Senator Collins' office has informed her that the Federal Government has approved \$750,000 to dredge the Kennebunk River, including the testing and permitting process. The bill is awaiting the President's signature.

Laurie also announced that the York County Budget Committee is getting ready to proceed with membership on April 10th, which requires an elected official (aka Select Board) member and a community member, and is looking for volunteers.

12. Approve the March 14, 2024, Treasurer's Warrant.

Motion by Selectman Matthews-Bull, seconded by Selectman Gilbert, to approve the March 14, 2024, Treasurer's Warrant. **Voted:** 5-0. **Motion passed.**

13. Adjournment.

Motion by Selectman Matthews-Bull, seconded by Selectman Gilbert, to adjourn.

Voted: 5-0. **Motion passed.** Meeting adjourned at 9:03 PM.

Submitted by,
Dave Powell,
Technology Specialist

AGENDA ITEM DIVIDER

§ 160-27 **Goose Rocks Beach parking stickers.**

- A. Restrictions. In order to promote public safety and the social and aesthetic well-being of the residents and guests of the Town of Kennebunkport, the following restrictions are placed upon vehicles parked in the Goose Rocks Beach area, such area to include public roads that are located in the area which is south of Route 9 and east of the Batson River and west of Little River.
- (1) Parking in the designated area of Goose Rocks Beach (public roads that are located in the area which is south of Route 9 and east of the Batson River and west of Little River) by sticker permit only will be in effect daily between the hours of 8:00 a.m. and 65:00 p.m. from the beginning of the Memorial Day weekend through the Labor Day weekend of each year. Parking during all other times shall be in compliance with any other applicable sections of this article.

AGENDA ITEM DIVIDER

Town of Kennebunkport FY25 Budget

Item 5

<u>Article</u>	<u>FY25 Manager</u>	<u>FY25 BOS</u>	<u>FY25 BB</u>
General Government Program Expenses			
Administration	1,276,401		
Conservation Commission	5,300		
Legal Fees	90,000		
Insurance	248,828		
Community Development	33,386		
Planning & Development	790,693		
	<hr/>		
	2,444,608		0
Total General Government Program Expenses			
Public Safety Program Expenses			
Police Dept	2,020,585		
Communications	576,543		
Fire Dept	543,653		
KEMS	300,000		
Emergency Management	1,500		
Animal Control Officer	12,059		
Harbormaster	54,074		
	<hr/>		
	3,508,414		0
Total Public Safety Program Expenses			
Health & Welfare Program Expenses			
Solid Waste	773,658		
Public Health	181,889		
Welfare	2,335		
Social Services	23,597		
Shellfish Conservation	3,257		
Public Restrooms	36,800		
	<hr/>		
	1,021,536		0
Total Health & Welfare Program Expenses			
Public Works Program Expenses			
Highway Dept	1,308,974		
Hydrants	158,757		
Shade Tree	44,324		
Street Lights	29,516		
Cemetery	18,605		
	<hr/>		
	1,560,176		0
Total Public Works Program Expenses			

<u>Article</u>	<u>FY25</u> <u>Manager</u>	<u>FY25</u> <u>BOS</u>	<u>FY25</u> <u>BB</u>
Recreation, Culture, Contingency & Misc. Program Expenses			
Recreation	326,152		
Graves Library	185,000		
Cape Porpoise Library	17,600		
Parsons Way	6,100		
GRB Advisory Reserve	59,984		
Contingency	481,990		
Miscellaneous Agencies	11,350		
Total Recreation, Culture, Contingency & Misc. Program Expenses	1,088,176		0
Capital Expenses & Reserve Account and Debt Service Payments			
Capital-Admin	237,000		
Capital-Police	55,000		
Capital-Communications	15,000		
Capital-Fire	151,000		
Capital-Highway	360,000		
Capital-Road Improvement	868,000		
Capital-Sidewalk	95,000		
Capital-Emergency Management	85,000		
Capital-Recreation	55,000		
Capital-Special Projects	500,000		
Capital-Piers	0		
Debt Service	1,353,845		
Total Capital Expenses & Reserve Account and Debt Service Payments	3,774,845		0
Total Municipal Expenditures	13,397,755		0

AGENDA ITEM DIVIDER

**KENNEBUNKPORT, MAINE
FIRE AND EMERGENCY MEDICAL SERVICES
STUDY**

Prepared by:



**Municipal Resources Inc.
66 Main Street, Suite B
Plymouth, NH 03264
Mrigov.com
Phone 603-279-0352**

March 2024

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**KENNEBUNKPORT MAINE
FIRE AND EMERGENCY MEDICAL SERVICES STUDY
MARCH 2024**

I. PROJECT OVERVIEW, PURPOSE, SCOPE, AND METHODOLOGY

PROJECT OVERVIEW

The Town of Kennebunkport contracted with Municipal Resources, Inc. (MRI) to provide an organizational assessment and review of the manner in which the fire department and Emergency Medical services are provided within the community. Using this as a basis, the MRI team reviewed the organization and delivery of fire and EMS services within the community including conducting a target hazard analysis, a review of response metrics, and a review of the current facility and apparatus set. Our project team has developed recommendations for improvements that take into consideration the current and future needs of the Town of Kennebunkport, and recommendations for appropriate modifications to the delivery systems to provide the desired level of services to the Town.

MRI has developed this document containing recommendations for improvements to organizational practices, recruitment and retention efforts, infrastructure, quick reaction, and on-call staffing. The project team has developed this document which outlines appropriate modifications to the Fire Department, Emergency Dispatch Center, and Emergency Medical Services systems to provide optimum service to the entire community. It has also evaluated the efficient use of resources, and whether the current organizational structure is appropriate or should be modified.

A key component of the basis of this report is that the Town of Kennebunkport is seeking to evaluate the current operations of the current EMS delivery system, to identify the present and future service needs of the community and to provide recommendations that will assist the community with decision making for resource allocation and operational planning.

The goal of the project is to review and analyze the current resources and staffing, forecast future demands for service, and make recommendations regarding the future need of current resources, staffing, and rank structure to fulfill the mission. Part of the objective is to conduct an analysis of the operation of current EMS with an emphasis on defining the expected service level of the community and identifying the impact of current response participation levels, demographics, and projected growth within the response area. The results of this study will be to inform the Town of Kennebunkport of realistic recommendations for providing an efficient and effective EMS system for today and the future.

PROJECT APPROACH

SPECIFICS ARE SUBJECT TO THE COLLABORATIVE FOCUS OF THE PROJECT SCOPE AS DETAILED ABOVE

The approach that will be utilized in carrying out the above tasks will involve the following methodology subject to the specific scope developed through the collaborative process identified above:

MRI will review the manner in which fire services and EMS services are provided within the Town of Kennebunkport. This includes a review of response metrics, staffing patterns, budgeting, service level, response times, current facilities, equipment, and an evaluation of the level of risk facing the Town of Kennebunkport. Using this review as a basis, MRI will assess the effectiveness and efficiency of the current model. We will work in partnership with the Town to identify the costs, barriers, expected roadblocks challenges, and potential benefits or different organizational models.

This project will focus on maintaining or enhancing the level of service that is provided to the residents and visitors of the Town of Kennebunkport.

Conduct a Nominal Group process to determine the final scope.

Our approach will include the following actions and methodologies:

1. Data analysis based on data sources or data provided by the Town, Kennebunkport EMS (KEMS), and the Kennebunkport Fire Department.
2. Review of service demand and the service level provided by the respective EMS, Fire, and dispatch organizations.
3. Level of risk (fire and EMS) analysis and tour of the community.
4. Meet with the officers and members of the EMS and fire to obtain perspective and input relative to current operational challenges and the level of service provided to the Town of Kennebunkport.
5. Develop a service vision and goals which place patient care and surety of response as the primary objective.
6. Interview key officials, including the Town Manager, Members of the Board of Selectmen, Police Chief, Emergency management personnel, and other key Town staff.

7. Interview Chiefs/Directors of surrounding fire services, review of mutual aid operations, mutual aid backup agreements, as well as resource capabilities.
8. Evaluation of workforce availability and stability.
9. Evaluation of staffing pattern effectiveness in terms of both cost and from the perspective of operational need.
10. Evaluation of response statistics inclusive of number of personnel responding and initial response time evaluation.
11. Evaluation of compliance with industry standards and best practices.
12. Evaluation of interagency cooperation and communication.
13. Evaluation of operational safety and command and control of EMS, MCI, and fire ground operations.
14. Identification of critical issues facing Kennebunkport EMS and the Kennebunkport Fire Department.
15. Development of a SWOT analysis for each organization

MRI will provide the following services to the Town in a timely and professional manner, and in conformity with all applicable laws, rules, regulations, and professional best-practice standards, hereinafter referred to as the Project.

**PHASE 1: ORIENTATION, DATA GATHERING, AND IDENTIFICATION OF SIGNIFICANT
ISSUES FACING THE TOWN**

MRI will interview the following officials, employees, and individuals of the Town to gain an understanding of the issues facing the department and the municipality, and to better understand the practices and procedures of the Fire Department used to provide services to the community:

- Town Manager
- Members of Board of Selectmen
- Police Chief
- Members of the Kennebunkport EMS and Kennebunkport Fire Department Command Staff
- Surrounding fire chiefs and EMS Directors

- A sampling of members of the Kennebunkport Fire Department selected a random
- Other local officials, employees, representatives of the Town members of the public, as necessary

During this Phase, MRI, in partnership with the Town, will also assemble and review the following documents and data:

- EMS/Fire service-related organizational or municipal bylaws, policies, documents, and plans.
- EMS/Fire service-related portions of the Kennebunkport Municipal Budget, audit, and financial reports and documents.
- A full annual budget for Kennebunkport EMS and Kennebunkport Fire Department.
- EMS/Fire service policies, plans, response strategies, training programs and requirements, and standard operating guidelines.
- Overview of EMS and Fire Incident response reports. Requests for information from the communication center shall be directed through a single person to be identified by the respective organization.

PHASE 2: INVENTORY AND ASSESSMENT OF THE EMERGENCY RISKS OF THE TOWN

In order to assess the demands on the current EMS/fire service delivery systems and the effective utilization of resources, MRI will identify the volume and magnitudes of responses managed and inventory levels of services provided, including:

- Targeted response time based on CAAS and medical direction standards as well as NFPA 1720 recommendations.
- Response staffing and average response time patterns and standard incident response policies and guidelines by type of call.
- The levels of training to support the effective response to various emergency incidents.
- A comprehensive review of target hazards and pre-plans.

PHASE 3: DEVELOP A COMPREHENSIVE AND DETAILED INVENTORY OF CURRENT EMS/FIRE SERVICE OPERATIONS

After completing the inventory and assessment tasks outlined above, our team will develop a detailed inventory of current fire service operations and response data. This inventory shall include, at a minimum, the following elements:

- Document the overall plan of organization and staffing.
- Document the management structure and leadership within each organization.

- Document personnel management and supervisory systems and related practices within each organization.
- Document the challenges currently facing each organization.
- Document the level of internal and inter-agency communication.
- Allow personnel to provide input relative to the department's strengths, weaknesses, opportunities, and threats (SWOT) profile.
- Document internal working relationships.
- Document and evaluate the working relationship with other EMS/fire service agencies and public safety responders.
- Document cost of the services provided by each organization.
- Document training needs.
- Document call and response volume over the past three years.

Utilizing the above information, MRI will develop an organizational profile that will be provided as a portion of our report.

PHASE 4: EVALUATE THE SERVICE DELIVERY MODEL

MRI will next use the information and data developed under the above-outlined tasks to assess and evaluate future fire service resource needs in the following areas in comparison to industry standards and practices, peer community, and statewide standards:

- EMS/Fire services personnel and equipment utilization.
- EMS/Fire services response service delivery systems.
- EMS/Fire services cost per-unit-of-service, financial management and planning. Budget control, and capital improvement planning.
- EMS/Fire service qualification, training, and certification levels.

MRI will develop a detailed element of the Final Project Report that will fully describe the evaluation methodology, standards, and indices used and the documented conditions, trends, and data.

PHASE 5: PREPARATION OF A FINAL PROJECT REPORT AND ACTION PLAN RECOMMENDATIONS

Upon the completion of all the tasks outlined above, MRI will prepare a draft final report summarizing:

- Evaluation of the Town's level of risk, emergency response capabilities, and

- planning;
- Evaluation of the level of risk;
- Evaluation of recruitment and retention efforts;
- All other relevant data and trend observations; and
- Prioritized recommendations and related implementation schedule.

The final report and associated action plan shall consist of the following key elements:

- MRI will summarize all tasks undertaken, existing conditions, and operations of the Department.
- MRI will summarize the challenges facing the organization and develop a SWOT analysis.
- MRI will develop a detailed set of recommendations on the management and viability of the current on-call delivery system.
- MRI will develop a series of strategic recommendations to maintain and expand the viability of the on-call structure of the Kennebunkport EMS and Kennebunkport Fire Department including membership goals operations and procedures, automatic aid, and other actions required to meet the projected needs of the Town.
- MRI will develop a detailed action plan consisting of tasks and action items necessary to implement the recommendations of the study with related implementation schedules.
- MRI will develop a tangible vision that will guide the Town of Kennebunkport and the Kennebunkport Fire Department as an on-call fire service organization toward a healthy future.
- MRI will develop a set of recommendations to guide professional development, enhance operational safety, and improve the effectiveness of operations.
- MRI will develop a list of recruitment and retention best practices.
- MRI will identify operational risks and threats.
- MRI will develop recommendations of the best options and a discussion of the alternative options.
- MRI will evaluate the comparability of the options with the configuration of other service delivery models.
- MRI will identify an ideal apparatus set to meet the service demand and expectations in the Town of Kennebunkport.
- MRI will evaluate the Kennebunkport EMS and Kennebunkport Fire Department's strengths, weaknesses, opportunities, and threats (SWOT).
- MRI will prepare a listing of critical success factors.

MRI will develop a draft final report. The purpose of this draft is to allow key personnel the opportunity to review the document for accuracy, and clarity, and to facilitate a brief comment period. After receiving the comments and advice of the appropriate local officials, MRI will

prepare and deliver the final report and will be required to make a virtual or in-person presentation to the Board of Selectmen, members of the Fire Department, and the public.

PHASE 6: **PRESENTATION OF A FINAL PROJECT REPORT AND ACTION PLAN**
RECOMMENDATIONS

- Deliver a draft report of the facility, staffing, and operational analysis for Fire and EMS services.
- Final report and recommendations are broken out in measurable increments of short-term and long-term recommendations.
- Attendance at up to two public meetings with a Town board or committee to review the report and its findings. If multiple meetings beyond one are requested on different days, the Town will be charged for consulting time, travel time, meals, and lodging.

II: KENNEBUNKPORT DATA & OVERVIEW

Kennebunkport is a vibrant and growing resort community in York County and is bordered by the Towns of Kennebunk (Southwest), Biddeford (North), and Arundel (West). The community consists of 49.35 square miles (20.52 square miles of land area and 28.83 square miles of water area). According to the 2020 Census, the Town has a population of 3,629 and enjoys a significantly higher population during the tourist season and when special events occur. The population density is 195.1 persons per square mile. According to Wikipedia, the Town center, the area in and around Dock Square, is located along the Kennebunk River, approximately 1 mile (1.6 km) from the mouth of the river on the Atlantic Ocean.

Historically Kennebunkport is well known as a shipbuilding and fishing village, and for well over a century the Town has been a popular summer colony and seaside tourist destination. The Dock Square area has a district of shops, art galleries, schooner attractions, seafood restaurants, and bed and breakfasts. Cape Porpoise “the quieter side of Kennebunkport”, while retaining its identity as a fishing harbor, has a very small village area with several restaurants, a church, grocery store, coffee shop, small library, and an art gallery.



Figure 1
Kennebunkport Village Picture

Kennebunkport has a reputation as a summer haven for the upper class and is one of the wealthiest communities in the state of Maine. The Municipality of Kennebunkport includes the constituent villages of Kennebunkport Village, Cape Arundel & Colony Beach, the Cottage Coast, Wilde's District (Wildwood), Goose Rocks Beach, Turbats Creek, Cape Porpoise Village, North

Village Crossing (Townhouse Corner), among various other newer developments. The Town is the home of Walker's Point, which includes the summer estate of the Bush family.

The Rachel Carson National Wildlife Refuge has a significant portion of lands in Kennebunkport and is located in the area northeast of Cape Porpoise through Goose Rocks. Within Kennebunkport, much of this protected land is salt-water marsh.



Figure 2
Kennebunkport Ocean View and Example of Response District

III: COMMUNITY RISK ASSESSMENT

Fire, rescue, and EMS services generally have a common overall mission; the protection of life and property but differ in the community profiles in which they operate. These dissimilarities create very different fire and rescue services operational needs based on a unique community risk profile, service demands, and stakeholder expectations.

A community risk assessment is a comprehensive process to identify the hazards, risks, fire, and life safety problems, and demographic characteristics of those at risk in a community. In each community, there are numerous hazards and risks to consider. For each hazard, there are many possible scenarios and potential incidents that could be encountered depending on timing, magnitude, and location of the hazard or incident. A thorough risk analysis provides insight into the worst fire and life safety problems and the people who are affected. The analysis results create the foundation for developing risk-reduction and community education programs.

Conducting a community risk analysis is the first step toward deciding which fire or injury problem needs to be addressed. Risk analysis is a planned process that must be ongoing, as communities and people are constantly changing. Too often, an objective and systematic community risk analysis is a step that is overlooked in the community education process. Many emergency service organizations address risks based on a perceived need for service that isn't really there. This approach can be costly (i.e., misdirected resources, continued property loss, injuries, or deaths). In short, a good community risk assessment will produce a picture of what the hazards and potentials for incidents are, identify who is at risk, and attempt to quantify the expected impacts.

Understanding the definition of hazards and risks is critical to the risk assessment process. Hazards are physical sources of danger that can create emergency events. Hazards can be items such as buildings, roadways, weather events, fires, etc. Risk relates to the probability of a loss due to exposure to a hazard. People and property can be at risk. Consequences for the community are also factors to consider. Each of these factors is assessed during the community risk process (Figure 4).

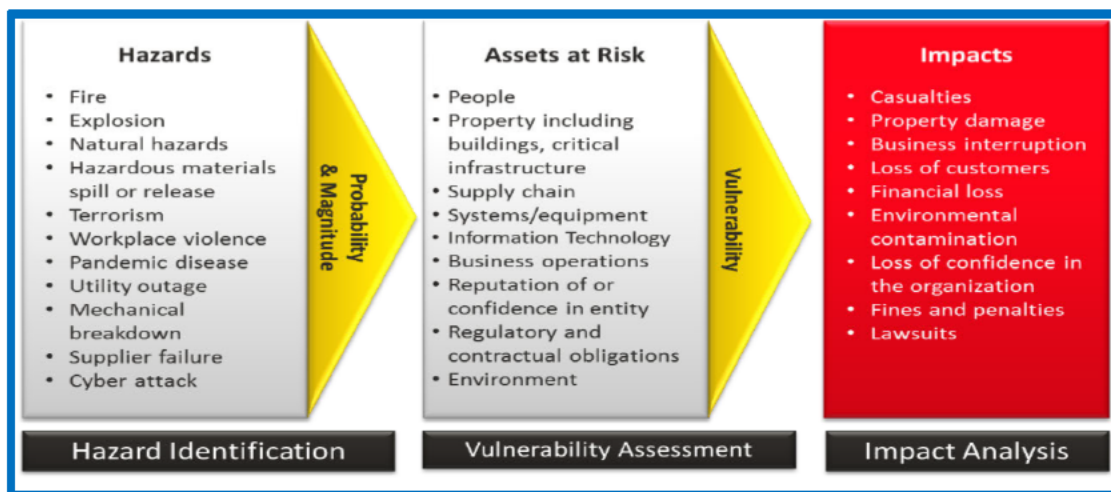
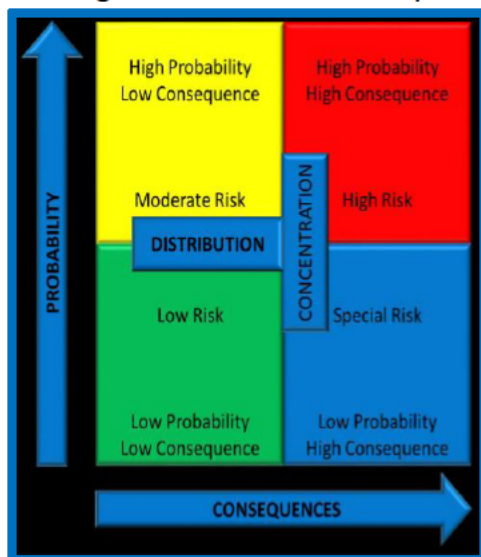


Figure 3
Risk Assessment Process
 Image Credit: www.ready.gov/risk-

A more focused fire risk assessment is performed by assessing such factors as the needed fire flow, probability of an incident, consequences of an incident, and occupancy risk. The “score” established is then utilized to categorize the area, or even individual properties, as one of low, moderate, or high/maximum risk. This categorization can assist the fire department in establishing fire risk/demand areas or zones.

Having this information readily available provides the community and the fire department with



a better understanding of how fire stations, response run cards, and staffing patterns can be used to provide a higher concentration of resources for higher risk scenarios or, conversely, fewer resources for lower levels of risk.¹

The community fire risk assessment may also include determining and defining the differences in fire risk between a detached single-family dwelling, a multi-family dwelling, an industrial building, and a high-rise building by placing each in a separate category.

Figure 4
Fire Probability and Consequences Matrix
 CREDIT: COMMISSION ON FIRE

¹ Fire and Emergency Service Self-Assessment Manual, Eighth Edition, (Commission on Fire Accreditation International, 2009), p. 49.

According to the NFPA *Fire Protection Handbook*, these hazards are defined as:

High-hazard occupancies: Schools, hospitals, nursing homes, high-rise buildings, and other high life-hazard or large fire-potential occupancies.

Medium-hazard occupancies: Apartments, offices, mercantile, and industrial occupancies not normally requiring extensive rescue by firefighting forces.

Low-hazard occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies².

The NFPA also identifies a key element of assessing community vulnerability as fire department operational performance which is comprised of three elements: resource availability/ reliability, department capability, and operational effectiveness³.

Resource availability/reliability: The degree to which the resources are ready and available to respond.

Department capability: The ability of the resources deployed to manage an incident.

Operational effectiveness: The product of availability and capability. It is the outcome achieved by the deployed resources or a measure of the ability to match resources deployed to the risk level to which they are responding.⁴

The implementation of successful community risk reduction strategies after completion of a community risk assessment is linked directly to the prevention of civilian and firefighter line-of-duty deaths and injuries. In fact, they directly address goals found in firefighter Life Safety Initiatives 14 and 15. Virtually every risk reduction program in the fire and emergency services will have elements of what is called “**The 5 E’s of Prevention**”. These include:

**Education ▪ Enforcement ▪ Engineering
Economic Incentives ▪ Emergency Response**

² Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: National Fire Protection Association, 2008), p. 12.

³ <http://www.nfpa.org/assets/files/pdf/urbanfirevulnerability.pdf>.

⁴ National Fire Service Data Summit Proceedings, U.S. Department of Commerce, NIST Tech Note 1698, May 2011.



Figure 5
Five Es of prevention in a community risk reduction program.
 Image credit: www.beaherosaveahero.org

Understanding and addressing only one element will not lead to a successful program. All five “E’s” must be integrated into every program for it to be effective⁵ (Figure 5). Strong fire prevention codes have been shown to be an extremely effective means to reduce risk in a community. Fire alarm and sprinkler systems mandates, for not only commercial buildings but all occupancies, including single family dwellings, dramatically reduces fire risk and increases life safety. Code implementation that does not require these creates an increased risk. Strong code provisions and enforcement have demonstrated a greater ability to decrease fire problems than continuing to acquire more traditional fire department resources.

INSURANCE SERVICES ORGANIZATION (ISO) RATING

ISO is an independent risk company that services insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO’s expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of these communities, ISO analyzes the relevant data and assigns a Public Protection Classification – a number from 1 to 10. This Class rating places the community in the middle of having a commendable fire suppression program for its size. A Class 1 community represents an exemplary fire suppression program, and Class 10 indicates that the area’s fire suppression program does not meet ISO’s minimum criteria.

The Public Protection Classification (PPC) program provides objective countrywide criteria that may prove helpful in connection with fire departments and communities planning and budgeting for facilities, equipment, and training. When companies have fewer or lower claims to pay, the premiums they collect can be lower. Therefore, by recognizing the potential effect of improved fire suppression on fire insurance losses, in that respect, the PPC program can often serve as an objective mechanism that can help recognize communities that choose to maintain and improve their firefighting services.

PPC can also be an important factor in overall community resilience and provides a consistent measurement tool that can help in these efforts from the structural fire response perspective.

⁵ <http://www.beaherosaveahero.org/2013/10/community-risk-reduction-crr-overview/> February 5, 2016

Given the potential effect on fire insurance rates, the PPC could also be a factor considered by some businesses and developers to determine where to make investments.

While ISO's primary focus is to measure the effectiveness of a community's ability to respond to structure fires for insurance purposes, there are many derivative benefits. These include providing a statistically proven method of measuring performance; a methodology that can help as part of planning, budgeting for, and making improvements; a tool that can be used to further the concept of community resilience; and a metric that can help encourage investment in a community. The ISO rating for Kennebunkport is a **05/10**, which is a good rating but with some minimal changes could be a lower rating. Throughout the remainder of this document where applicable, the ISO report will be addressed. It is important to note that the ISO rating only reflects the "fire" part of an insurance policy and the costs associated with that part only.

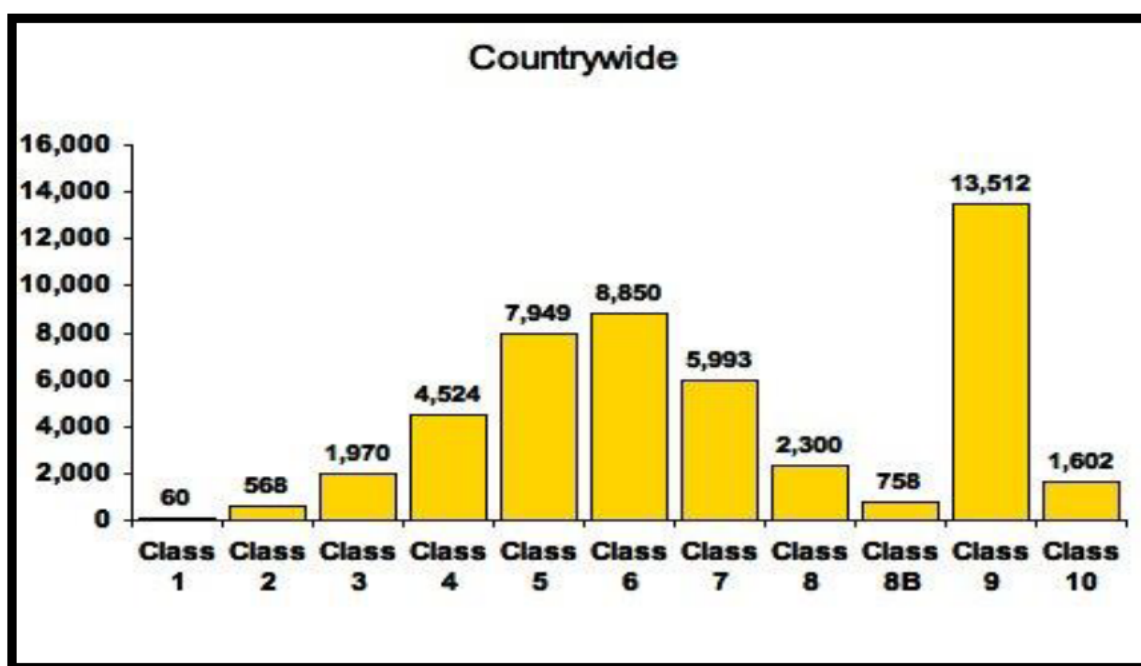


FIGURE 6 – NATIONWIDE ISO RATING CURVE USING 2019 DATA

One of the goals of this initiative should be to move the departments from the current class to a lower class over five years, and ultimately, an even lower class within ten years, as an ISO rate helps set residential insurance rates, it would be fiscally advantageous for the community to move to a lower class. MRI believes that this grade reduction could be accomplished through at a minimum, focusing on training and water supply inspection and flow testing. The greatest fire safety concern throughout the area is the potential life loss in fires that occur in non-sprinklered, single, and multi-family residential dwellings during sleeping hours, which is consistent with national trends. These fires are fueled by new "lightweight" construction and more flammable

home contents. The time to escape a house fire has dwindled from about 17 minutes, 20 years ago, to three to five minutes today. This poses a severe risk not only to occupants but also to firefighters as they now have less time to do their job and save residents' lives and property.

MEASURING THE LEVEL OF RISK IN KENNEBUNKPORT

Although currently not prominent in most of the area, buildings more than three stories in height pose a special risk in an emergency. Fire on higher floors may require the use of ladder trucks to provide an exterior standpipe to be able to deliver water into a building that does not have a system in place. For victims trapped on higher floors, a ladder truck may be their only option for escape. Buildings six or more floors in height present even more challenges to the Fire Department. Aerial ladder trucks often cannot reach beyond the sixth to the eighth floor (and never higher than the 10th floor) depending upon setbacks, obstructions to placement, etc. Thus, rescue and firefighting activities must be conducted strictly from the interior stairs. This requires additional personnel to transport equipment up to higher floors. Large area buildings sometimes referred to as horizontal high-rises, such as warehouses, malls, and large “big box” stores often require greater volumes of water for firefighting and require more firefighters to advance hose lines long distances into the building. They also present challenges for ventilation and smoke removal.

Although it is not clear how many commercial and residential sprinkler systems there are in Kennebunkport, it is known that automatic sprinklers are highly effective elements of total system designs for fire protection in buildings. They save lives and property, producing large reductions in the number of deaths per thousand fires, and average direct property damage per fire, especially in the likelihood of a fire with large loss of life or large property loss. They do so, much quicker, and often more effectively and with less damage than firefighting operations. No fire safety improvement strategy has as much documented life safety effectiveness as fire sprinklers because they extinguish the fire, or, at a minimum holds it in check and prevents flashover, until the arrival of the fire department.

Studies from 2007 to 2011 of fires in all types of structures show when sprinklers were present in the area of a fire that was large enough to activate the sprinklers in a building not under construction, sprinklers operated 91% of the time⁶. When they operated, they were effective 96% of the time, resulting in a combined performance of operating effectively in 87% of reported fires where sprinklers were present in the fire area and the fire was large enough to activate sprinklers⁷. **In homes (including apartments), wet-pipe sprinklers operated effectively 92% of the time. When wet-pipe sprinklers were present in the fire area in homes that were not under**

⁶ U. S. Experience with Sprinklers. John R. Hall, Jr. National Fire Protection Association, June 2013.

⁷ U. S. Experience with Sprinklers. John R. Hall, Jr. National Fire Protection Association, June 2013.

construction, the fire death rate of 1,000 reported structure fires was lower by 83%, and the rate of property damage per reported home structure fire was lower by 68%.

Like most communities, Kennebunkport has various types of housing that are older, although still well maintained. Most of these older residential occupancies are wood frame houses. The fire service further assesses the relative risk of properties based on several factors. Properties with high fire and life risks often require greater numbers of personnel and apparatus to effectively mitigate a fire emergency. Staffing and deployment decisions should be made with consideration of the level of risk within each area of a community.

Low Risk: Minor incidents involving small fires (fire flow less than 250 gallons per minute), single patient non-life-threatening medical incidents, minor rescues, small fuel spills, and small brush or outside fires.

Moderate Risk: Moderate risk incidents involving fires in single-family dwellings and equivalently sized commercial office properties (needed fire flow generally between 250 gallons per minute to 1,000 gallons per minute), life threatening medical emergencies, hazardous materials emergencies requiring specialized skills and equipment, technical rescues involving specialized skills and equipment, and larger brush and outside fires particularly if structures are exposed.

High Risk: High risk incidents involving fires in larger commercial properties with a sustained attack (fire flows more than 1,000 gallons per minute), multiple patient medical incidents, major releases of hazardous materials, and high-risk technical rescues.

The potential emergency risks present in towns are not limited to just residential or commercial structural fire incidents. Weather, Transportation, Hazardous Materials, and man-made disasters all add to the overall risk in the community.

It is the project team's assessment that the level of risk differs based on the specific infrastructure and demographics of each community. The level of risk faced by each community and the region overall can be established based on the information presented in Figure 7 on the following page.

OCCUPANCY DESCRIPTION	RISK
<i>Single Family Residential (non-sprinkled)</i>	<i>Moderate</i>
<i>Multi-Family Residential (sprinkled)</i>	<i>Moderate</i>
<i>Multi-Family Residential (non-sprinkled)</i>	<i>High</i>
<i>Institutional-Educational</i>	<i>Low</i>
<i>Commercial (Retail and Office) (sprinkled)</i>	<i>Moderate</i>
<i>Commercial (Retail and Office) (non-sprinkled)</i>	<i>High</i>
<i>Industrial</i>	<i>Moderate/High</i>
<i>Open Space</i>	<i>Low</i>
<i>Transportation Incident</i>	<i>High</i>

Figure 7
Community Risk Assessment Hazard index

The weather a community experiences can impact the Fire and EMS ability to respond. Snow, ice, and other conditions can slow response. Major storms can create emergency situations that can overwhelm local emergency response forces. The regional area enjoys a moderate climate typical of the New England region. Thunderstorms, strong windstorms, and significant rain events happen several times in an average year. Tropical storms and hurricanes also occasionally impact the area. Snowfall is experienced annually, and occasionally in amounts that paralyze the region.

The above information is intended to provide a “snapshot” of the area. It is not intended to be all-inclusive or comprehensive. For the fire department and first responders it serves to put the Town, and its associated hazards and risks, into some context as the fire department works to carry out the recommendations of this study. A moderate to high-risk designation should not infer that the risks are imminent safety concerns. The risk designations present themselves based on several factors including what is the potential risk to people, based on the factors specific to the target hazard in question.

Ultimately, a comprehensive risk assessment should:

- Clearly identify and classify the Town’s current risks.
- Place the risks in context with the fire department’s current operational capabilities and procedures.
- Reflect what the Budget Committee and Board of Selectmen feel is an acceptable level of risk for the Town.

Looking ahead, the area will continue to experience a slow to moderate increase in growth and development, although probably not high levels. While this development will have a definitive

impact on the Town's emergency services, the exact amount is difficult to predict quantitatively and accurately. Increased commercial development of any type will mean an increase in the number of people living, working, and traveling within the area. Each of these will reasonably be expected to result in an increased number of requests for services from the fire services in the region. They can also impact response times through increased traffic and congestion.

It is likely the most significant increase in requests for emergency services will be EMS related. More people simply increase the number of medical emergencies that occur. It would not be unreasonable to expect that the increase in EMS incidents would be proportional to the increase in population; however, that is not always the case. Although a number of factors can ultimately impact the requests for service, such as ages or socio-economic status of new residents, or an aging population, it could reasonably be anticipated that an increase in population, along with potential increases in employment from any significant commercial development, would translate into an increase in emergency medical incidents.

The fire service further assesses the relative risk of properties based on a number of factors. Properties with high fire and life risk often require greater numbers of personnel and apparatus to effectively mitigate a fire emergency. Staffing and deployment decisions should be made with consideration of the level of risk within each area of the community. The assessment of each factor and hazard as listed below took into consideration the likelihood of the event, the impact on the community itself, and the impact on the community's fire and first response EMS providers ability to deliver emergency services, which includes automatic aid capabilities as well. The list is not all inclusive but includes categories most common or that may be present in the Community as a whole.

Low Risk:

- ***Automatic Fire/False Alarms***
- ***Single patient/non-life threatening BLS EMS Incidents***
- ***Minor Flooding with thunderstorms***
- ***Good Intent/Hazard/Public Service***
- ***Minor fire incidents (fire flow less than 250 gallons per minute) with no life safety exposure***
- ***Minor rescues***
- ***Outside fires such as grass, rubbish, dumpster, vehicle with no structural/life safety exposure***
- ***Small fuel spills***

Moderate Risk:

- *Fires in single-family dwellings and equivalently sized commercial office properties (needed fire flow generally between 250 gallons per minute to 1,000 gallons per minute) where fire and/or smoke is visible indicating a working fire.*
- *Life threatening ALS medical emergencies.*
- *Motor Vehicle Accident (MVA)*
- *MVA with entrapment of passengers.*
- *Hazardous materials emergencies requiring specialized skills and equipment but not involving a life hazard.*
- *Technical rescues involving specialized skills and equipment (such as low angle rescue involving ropes and rope rescue equipment and resources.*
- *Larger brush and outside fires, particularly if structures are exposed.*
- *Suspicious Substance Investigation involving multiple fire companies and law enforcement agencies.*
- *Surface Water Rescue*
- *Good Intent/Hazard/Public Service fire incidents with life safety exposure.*

High Risk:

- *Fires in larger commercial properties and target hazards with a sustained attack (fire flows more than 1,000 gallons per minute).*
- *Cardiac/respiratory arrest*
- *Multiple patient medical/mass casualty incidents with more than 10 but less than 25 patients.*
- *Major releases of hazardous materials that cause exposure to persons or threatens life safety.*
 - *Confined Space Rescue*
 - *Structural Collapse involving life safety exposure.*
 - *High Angle Rescue involving ropes and rope rescue equipment.*
 - *Trench Rescue*
 - *Explosion in a building that causes exposure to persons or threatens life safety in or outside of a building.*
- *Suspicious Substance incident with injuries*
- *Weather events that creates widespread flooding, building damage, and/or life safety exposure.*

Special Risk:

- *Working Fire in a structure greater than three (3) floors*
- *Fire at an industrial building or complex with hazardous materials*
- *Mass Casualty Incident over 25 patients*

- ***Rail or transportation incident that causes life safety exposure or threatens life safety through the release of hazardous smoke or material.***

Aggressive enforcement of fire and building codes in both new and existing facilities will continue to be a critical factor in managing risk throughout the area. Communications regarding major projects need to be kept open and frequent. Any new development projects that are proposed should be sent to the fire department for review and input on fire protection needs and concerns. Unfortunately, some municipalities do not welcome fire department input nearly as readily as others do. Many departments require new projects be evaluated by a “Technical Review Committee (TRC)” or Technical Review Group (TRG)” The purpose of the TRC/TRG is to review projects that are submitted for review to the Planning Board, including site plans and subdivisions. The applicant/agent presents plans to the TRC/TRG which comments on the plans and suggests changes in accordance with various City regulations, laws, and policies. The TRC/TRG members typically include: - Chief Planner or designee, - City Engineer - Director of Code Enforcement – Fire Department Representative - Police Department Representative - Economic Development Manager, and - Representative of the Conservation Commission. TRC/TRG meetings are often not considered public meetings. In addition, ensuring that existing buildings continue to maintain code compliance is an important component of an overall community’s fire protection system.

RECOMMENDATIONS

- III-1: The Town should conduct a thorough Community Risk Assessment and use the assessment as a tool to move the department into the future. Over the next year, a plan should be developed to utilize strengths to pursue opportunities and address weaknesses while mitigating threats. This should be an ongoing process that has member involvement and is moved forward by the officer core.***
- III-2: The Department should use the ISO report as a tool to build improvements to move the department forward. Any areas with low or no score should be referenced first.***
- III-3: The Department should continue to build out a comprehensive preplan starting with the greatest hazard. This preplan should be a base for training and whenever possible should incorporate a walk-through of the site and highlight response challenges and operational considerations for the particular hazard.***

IV - FIRE DEPARTMENT S.W.O.T. ANALYSIS

Note: For both the Fire and KEMS S.W.O.T. profile and general discussion, a total of 18 people and the KEMS Board of Directors participated in a conversation with the MRI team that provided the data and items included in this document.

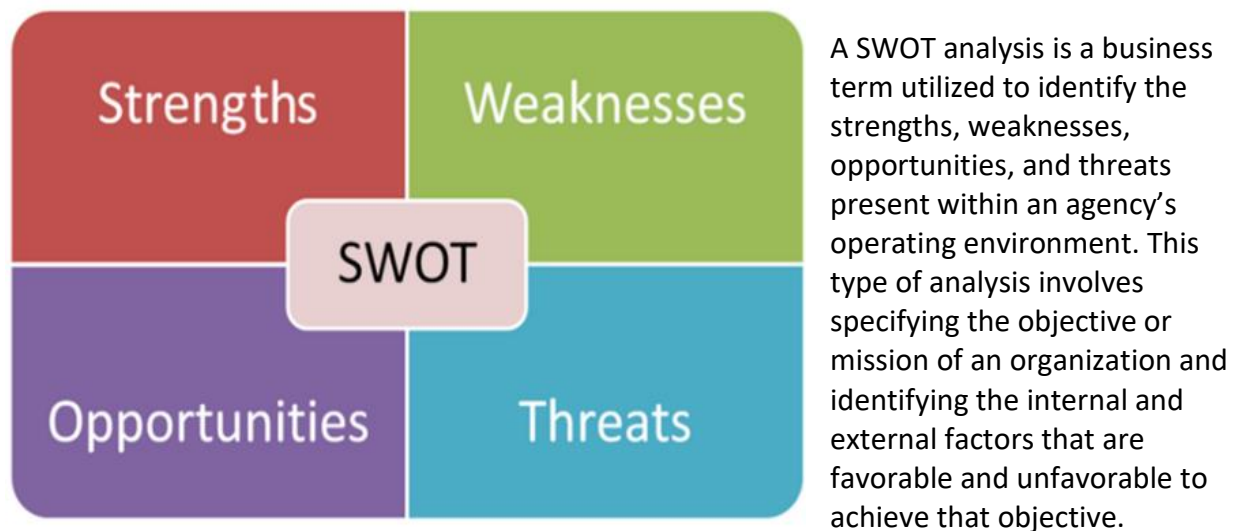


Figure 8 - SWOT Analysis Components

1. **Strengths:** Characteristics of the agency that allow it to meet its mission, work toward achieving its vision, or provide exceptional service to a community.
2. **Weaknesses:** Characteristics of the agency that may create internal conflict, dysfunction, and/or frustrate organizational performance thus creating a disadvantage to the organization in its efforts to meet the goals established by its mission statement.
3. **Opportunities:** Elements that the organization could pursue or develop to its advantage.
4. **Threats:** Elements in the environment that could create organizational instability or reduce the ability of an agency to fulfill its mission and/or achieve its vision.

A SWOT analysis aims to identify the key internal and external factors seen as important to achieving an organizational objective. SWOT analysis generally groups key pieces of information into two main categories:

1. **Internal factors:** The strengths and weaknesses internal to the organization.

2. External factors: The opportunities and threats presented by the environment external to the organization.

Analysis may view the internal factors as strengths or as weaknesses depending upon their effect on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses (distractions) for another objective.

A SWOT analysis can be used to:

- Explore new solutions to problems.
- Identify barriers that will limit goals/objectives.
- Decide on direction that will be most effective.
- Reveal possibilities and limitations for change.
- To revise plans to refocus on an organization's mission statement.
- A brainstorming and recording device as a means of communication.
- Creating a series of recommendations in the context of an organizational study.

The SWOT analysis in the public safety framework is beneficial because it helps organizations decide whether an objective is obtainable; therefore, it enables agencies to set achievable goals, objectives, and steps to further the change or enhance organizational development. It enables organizers to take visions and produce practical and efficient outcomes that effect long-lasting change. It also helps organizations gather meaningful information to maximize their potential. Completing a SWOT analysis is a useful process regarding the consideration of key organizational priorities.

This process, undertaken by the project team includes both a nominal group meeting as well as individual one-on-one meetings with staff. This was accomplished through in person and virtual interviews, along with the analysis of data obtained from various sources. By approaching the SWOT analysis in this way, the process continues to reinforce a primarily – but not entirely - stakeholder-driven perspective.

Strengths:

- Family Atmosphere
- In house training is good (Tri Town)
- Good Equipment (all apparatus and equipment, well maintained, up to date)
- Fire Department use of social media for members.
- Excellent Department Administrator

Weaknesses:

Safety

- Lack of participation in training (officers and some firefighters)
- Complacency on safety
- Lack of proper use of an Accountability system
- Respect for safety and safety officers
- PAR checks on incident scenes

Training

- Members are unsure of the level of training of other members.
- Lack of proper training and usage of radio communications equipment
- Lack of participation of department officers
- Minimal training participation from officers and the lack of instruction by Kennebunkport officers at training

Operations

- The lack of “Run Cards and Automatic Aid”
- Believe that there are still four separate companies.
- The Fire Chief needs to have a command presence at an incident scene. (especially with no officers in Command)
- Lack of participation of department officers in both training and operations
- Lack of published SOPS
- Ability to mitigate major disasters.
- Staffing is inadequate for calls both in numbers and qualifications.
- Consistent Dispatching
- Lack of a strategic plan

- Aging response members
- No consistent EMS training with KEMS on equipment location and use, as well as how to assist the paramedic.
- No pre-plans for high-risk occupancies (no physical walk-through showing fire protection systems and building construction to members.
- Low pay scale with a single hour minimum is not worth the effort.
- Lack of coordination and cooperation with Emergency Management and the fire department.

Opportunities:

Operations

- More and consistent department structure
- Establishment of run cards
- Development of SOPS
- Standardization of apparatus and equipment
- Consolidation of fire stations
- Conduct community risk reduction by doing inspections and walk-throughs
- Create an Incident Action Plan for medium to large scale pre-planned events
- Review and upgrade to appropriate hourly wages
- Continue to enhance top-down communication with all members at all stations
- Utilize “I am Responding” program and its features more

Personnel

- Mentor program for all new hires
- Create a strong mentoring program for future officers.
- Better use of skilled and trained members as instructors
- One Department = more unified

Safety

- To train a minimum of two safety officers
- Create a strong safety presence and culture in training and at incidents.

Training

- Inter-agency training on items such as ALICE, Active Shooter etc.

Threats:

- Safety
- Lack of SOPS
- Lack of good relations between police and fire chiefs
- Lack of a unified emergency management program
- Lack of consistent traffic management
- Free lancing
- Not enough interior qualified people for rescue and fire attack

Looking ahead, the community and the fire department should use the SWOT analysis to further define the most critical issues and service gaps facing fire and EMS services. These service gaps and critical issues will then be utilized as the framework for establishing the priority for implementation of goals and recommendations in this strategic planning document. Based on the SWOT analysis, the project team believes Kennebunkport has a strong potential to continue to create the robust level of service that is expected by its residents. However, to be effective the community will need to commit to this collaboration and agree to work together to meet future service expectations and provide a high level of operational safety.

Note: Many of the items listed in the SWOT are discussed in the recommendations below.

RECOMMENDATIONS

- IV-1: The department should develop a five-year plan to enhance training and proper documentation.***
- IV-2: The department should develop a ten-year plan to enhance training, documentation, and deployment model to move toward reclassifying the departments to an even lower ISO rating.***
- IV-3 The department should review and/or develop a mission, values and slogan that reflects the department and should use these as a basis to educate the community.***
- IV-4 The department should create a working group to review, update, add and publish all Standard Operating Procedures (SOPS) for its employees. A process for acknowledging these SOPS should be developed for each employee to sign or initial. This document should be considered a living document, reviewed, and changed as needed on a regular basis. A copy of the SOPS should be published in binders at all stations.***
- IV-5 The Department should review and update Rules and Regulations and should publish these for the employees to have.***

- IV-6 *The Department should develop a set of goals and objectives for the next year as well as long-term goals looking 5 years out and review that annually.***
- IV-6 *Consideration should be given to moving the Emergency Management Director to the fire chief whose department is typically the most involved in EMA type incidents.***
- IV-7 *The MRI team has made recommendations for some of the top priority items in the SWOT. The department should review the other items within the SWOT and take appropriate actions as time allows.***

V: INCIDENT RESPONSE TYPES AND TIMES

From the perspective of effective emergency response, there are three main factors that are used to help determine the deployment of resources: response time, travel distance, and call volume. For most evaluations, response time is the most critical factor; an important measuring instrument to determine how well a fire department or first response EMS provider is currently performing, to help identify response trends, and to predict future operational needs.

Getting emergency assistance to the scene of a 9-1-1 caller in the quickest time possible may be critical to the survival of the patient and/or successful mitigation of the incident. Achieving the quickest and safest response times possible should be a fundamental goal of every fire department and first response EMS provider. It is not just a cliché that during critical life-threatening situations, minutes and even seconds truly do count. For this review, response times and incident data for the fire department was taken from the “Emergency Reporting Software” reports, and for EMS, from data given to the team from the EMS Director.

NFIRS Reporting System								
	2020		2021		2022		2023	
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
100 Series- Fires	23	10%	13	6%	30	11%	24	6%
200 Series - Ruptures / Explosions	2	1%	2	1%	2	1%	3	1%
300 Series - Rescue / EMS	16	7%	25	11%	13	5%	25	6%
400 Series - Hazardous Condition	36	15%	46	21%	62	24%	106	27%
500 Series - Service Call	27	11%	28	13%	17	6%	49	13%
600 Series - Good Intent	7	3%	9	4%	14	5%	22	6%
700 Series - False Alarm	118	50%	96	44%	120	46%	149	39%
800 Series - Severe Weather	7	3%	1	0%	5	2%	7	2%
900 Series - Special Incident	0	0%	0	0%	0	0%	1	0%
TOTAL	236	100%	220	100%	263	100%	386	100%

Figure 9
Comparison of Annual Call Volume

	3 YR. Avg 2020-2022		4 YR. Avg 2020-2023	
	# Calls	% of Calls	# Calls	% of Calls
100 Series- Fires	22	9%	23	8%
200 Series - Ruptures / Explosions	2	1%	2	1%
300 Series - Rescue / EMS	18	8%	20	7%
400 Series - Hazardous Condition	48	20%	63	23%
500 Series - Service Call	24	10%	30	11%
600 Series - Good Intent	10	4%	13	5%
700 Series - False Alarm	111	46%	121	44%
800 Series - Severe Weather	4	2%	5	2%
900 Series - Special Incident	0	0%	0	0%
TOTAL	240	100%	276	100%

Figure 10
Average 3 and 4-year Call Volume

In this section two important factors have been reviewed. The first is the number and type of incidents in each of the four years studied. The second is a series of data that looks at the call volume by times of day as well as the response time.

An analysis of the type of incidents that Kennebunkport responded to from 2020 through 2023 was completed with data provided. The table below shows a broad classification of the types of incidents and an average of the number of responses to each, over a three-year period (2020-2022) and a four-year period (2020-2023).

The highest demand for service is for False Alarms followed secondly by hazardous conditions. This class reflects trees and power lines down, spills and leaks, etc. Fires themselves consistently reflect 9% of the response volume in each year of the study. Typically, fires start at a higher percentage and drop over the years and medical emergencies climb.

Incidents by Month								
	2020		2021		2022		2023	
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
January	13	6%	10	5%	11	4%	84	22%
February	21	9%	10	5%	13	5%	22	6%
March	11	5%	30	14%	14	5%	18	5%
April	12	5%	13	6%	25	10%	23	6%
May	19	8%	19	9%	19	7%	24	6%
June	18	8%	9	4%	16	6%	31	8%
July	25	11%	31	14%	39	15%	61	16%
August	30	13%	25	11%	28	11%	31	8%
September	26	11%	17	8%	27	10%	13	3%
October	16	7%	27	12%	20	8%	30	8%
November	32	14%	13	6%	16	6%	26	7%
December	13	6%	16	7%	35	13%	23	6%
TOTAL	236	100%	220	100%	263	100%	386	100%

Figure 11
Year Call Analysis by Month

Incidents by Month					
	3 Year Average		4 Year Average		
	# Calls	% of Calls	# Calls	% of Calls	
January	11	5%	30	11%	
February	15	6%	17	6%	
March	18	8%	18	7%	
April	17	7%	18	7%	
May	19	8%	20	7%	
June	14	6%	19	7%	
July	32	13%	39	14%	
August	28	12%	29	10%	
September	23	10%	21	8%	
October	21	9%	23	8%	
November	20	8%	22	8%	
December	21	9%	22	8%	
TOTAL	240	100%	276	100%	

Figure 12
Average 3 and 4-year Call Volume

Incidents by day of the week and time of day were also analyzed. The outcome of the data examined is very comparable to other departments that have been looked at over the past few years.

Incidents by Day of the week								
	2020		2021		2022		2023	
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
Monday	36	15%	37	17%	41	16%	99	26%
Tuesday	33	14%	19	9%	30	11%	70	18%
Wednesday	30	13%	32	15%	36	14%	46	12%
Thursday	37	16%	35	16%	42	16%	42	11%
Friday	31	13%	27	12%	33	13%	49	13%
Saturday	36	15%	34	15%	40	15%	38	10%
Sunday	35	15%	36	16%	41	16%	42	11%
	238	100%	220	100%	263	100%	386	100%

Figure 13
Incidents by Day of the Week

Incidents by Day of the week				
	3 Year Average		4 Year Average	
	# Calls	% of Calls	# Calls	% of Calls
Monday	38	16%	53	19%
Tuesday	27	11%	38	14%
Wednesday	33	14%	36	13%
Thursday	38	16%	39	14%
Friday	30	13%	35	13%
Saturday	37	15%	37	13%
Sunday	37	16%	39	14%
	240	100%	277	100%

Figure 14
Average 3 and 4 year - Incidents by Day of the Week

The time-of-day data indicates that the peak time of service (highlighted in yellow) is from 8:00 AM to 8:00 PM. This seems to correspond well with the time most of the residents are up and about doing their daily business. Not surprisingly the time frame from midnight to 6 AM, when most people are sleeping indicates the slowest time. What is truly clear is that the public needs are twenty-four-hour needs. It is important to be able to respond efficiently and effectively to incidents all day every day.

Incidents by Time of Day											
	2020			2021			2022			3 Year Average	
	# Calls	% of Calls		# Calls	% of Calls		# Calls	% of Calls		# Calls	% of Calls
0000-0400	13	6%		9	4%		18	7%		13	6%
0401-0800	20	8%		22	10%		22	8%		21	9%
0801-1200	46	19%		53	24%		70	27%		56	23%
1201-1600	64	27%		63	29%		64	24%		64	27%
1601-2000	59	25%		52	24%		58	22%		56	23%
2101-2400	34	14%		21	10%		31	12%		29	12%
	236	100%		220	100%		263	100%		240	100%

Note: Yellow indicates peak time of calls

Figure 15
Incidents by Time of Day

Structural firefighting has become far more challenging and dangerous in the last thirty years. A fire can easily at least double in size and intensity every 30 seconds. If firefighters cannot arrive in a timely manner and attack the fire quickly, a strong possibility exists that a dangerous flashover (simultaneous ignition of all combustible materials in a room) will occur. Flashover can occur within five to seven minutes of fire ignition and is one of the most dangerous events that a firefighter, or trapped civilians, can face. When a flashover occurs, initial firefighting forces are generally overwhelmed and will require significantly more resources to affect fire control and extinguishment.

Heart attack and stroke victims require rapid intervention and care, and transport to a medical facility. The longer the time duration without care, the less likely the patient is to fully recover. Numerous studies have shown that irreversible brain damage can occur if the brain is deprived of oxygen for more than four minutes. In addition, the potential for successful resuscitation during cardiac arrest decreases exponentially with each passing minute that cardio-pulmonary resuscitation (CPR) or cardiac defibrillation is delayed. The true key to success in the chain of survival is the education and early access to the 911 system by civilians. The early notification coupled with the added skills of properly trained EMS staff that arrive quickly and transport at the appropriate level of care are all key factors in a positive outcome of patients.

For EMS incidents, nationally the standard of care based on stroke and cardiac arrest protocols is to have a unit on scene at a medical emergency within six minutes from receipt of the 9-1-1 call. Considering the future potential of this regional approach, Paragraph 4.1.2.1(4) of NFPA 1710⁸, which would be applicable to departments that provide first response EMS operations since they are primarily provided by in station, per diem staff, recommends that for EMS incidents, a unit with first responder or higher level trained personnel and equipped with an AED,

⁸ NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments, 2014 edition (National Fire Protection Association, Quincy, MA), outlines organization and deployment of operations by career and primarily career fire departments.

should arrive within four minutes of response (five minutes of dispatch of the call), and an Advanced Life Support (ALS) unit should arrive on scene within eight minutes (ten minutes of call receipt). Paragraph 4.1.2.2 recommends the establishment of a 90% performance objective for these response times. CAAS⁹ recommends that an ambulance arrive on scene within eight minutes, fifty-nine seconds (00:08:59) of dispatch.

Although NFPA 1710 provides essential benchmarks, fire departments often measure baseline performance in terms of *total response time*, which is the time it takes from the call to be received at the Public Safety Answering Point (PSAP) until the first unit arrives on the scene of the emergency incident. Total response time should be measured and reported for all first-due units *and* the effective response force (ERF) assembly. Total response time is composed of call-processing time, turnout time and travel time:

- **Call processing time** – the elapsed time from the call being received at the PSAP to the dispatching of the first unit.
- **Turnout time** – the elapsed time from when a unit is dispatched until that unit changes their status to “responding.”
- **Travel time** – the elapsed time from when a unit begins to respond until its arrival on the scene.

Incidents by Time of Day								
	2020		2021		2022		2023	
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
0000-0400	13	6%	9	4%	18	7%	17	4%
0401-0800	20	8%	22	10%	22	8%	49	13%
0801-1200	46	19%	53	24%	70	27%	99	26%
1201-1600	64	27%	63	29%	64	24%	96	25%
1601-2000	59	25%	52	24%	58	22%	72	19%
2001-2400	34	14%	21	10%	31	12%	53	14%
	236	100%	220	100%	263	100%	386	100%

Figure 16
Incidents by Time of the Day

⁹ The Commission on Accreditation of Ambulance Services (CAAS) is an independent commission that established a comprehensive series of standards for the ambulance service industry.

Incidents by Time of Day					
	3 Year Average		4 Year Average		
	# Calls	% of Calls	# Calls	% of Calls	
0000-0400	13	6%	14	5%	
0401-0800	21	9%	28	10%	
0801-1200	56	23%	67	24%	
1201-1600	64	27%	72	26%	
1601-2000	56	23%	60	22%	
2001-2400	29	12%	35	13%	
	240	100%	276	100%	

Figure 17
Average 3 and 4 year - Incidents by Time of the Day

The highlighted section above indicates the busiest time of the day is from 8AM to 8 PM. This is typically when most people are the most awake and are moving about their day.

VI: FIRE STAFFING IN KENNEBUNKPORT

Staffing is the biggest key to the success of any fire and EMS service response. For the most part, the average citizen only sees the amount of shiny red fire trucks and ambulances a department has and sees that as their “fire department”. It has often been said that the fire service can have all the best equipment, but that equipment is useless without a good and efficient crew to operate it. In today’s world, call and volunteer firefighters are getting harder and harder to not only recruit but also to retain. This is a nationwide issue that in many communities is now becoming a crisis.

The chart below indicates the overall personnel levels for the Kennebunkport Fire.

Years of Service		Interior FF	Exterior only	Average Activity 2022
1 to 3	9	3	6	106
4 to 7	18	8	10	65
8 to 20	17	8	9	18
21 to 40	17	5	12	38
41 to 60	9	1	8	32
60 Plus	2	0	2	143
Total		25	47	
Average Incidents		58	41	
1355 combined years of service				

Figure 18
Kennebunkport Fire Department Staffing Levels

Having a number of people listed on a roster may give a false sense of security and be misleading. Their participation in training, working shifts and actual response to incidents shows the real numbers and the level of service the department can actually deliver. An effective department needs to have the people participating to be the professionals the public hoped for when they placed the call to the call to 9-1-1.

One concern the MRI team has heard is the lack of participation from officers in response to incidents and training. Being an effective officer means you must be out front on all aspects of fire ground operations and training. Training never stops and officers need to be part of this in order to maintain a level of respect and confidence from the firefighters. All aspects of the job are handled best as a team. A team that trains together functions very well when they are needed. Every incident should strive to have an officer on scene. This allows for accountability to be maintained and to ensure that decisions are made following department policy, and that sound safe procedures are being conducted.

Safety is the most important element of any incident. The department has had a long-term very committed Safety Officer that would like to take a step back and enjoy life. This leaves a great opportunity to transition the knowledge skills and abilities to more than one person. It is true that every firefighter at every incident needs to be looking out for safety, but it takes a person with a much wider view to see and assure that safety is not being compromised and that at any time an act that is unsafe is immediately corrected.

AGE BREAKDOWN		
18-25	11	15%
26-30	1	1%
31-40	4	6%
41-50	6	8%
51-60	13	18%
61-69	19	26%
70-79	11	15%
80 Plus	6	8%
No data	1	1%
Total	72	100%
Average age is 54.8		

Figure 19
Kennebunkport Fire Staffing Age Analysis

EMS Certifications	
Basic	7
Advanced	1
Paramedic	3
Total	11
% of Dept with EMS	15%

Figure 20
Kennebunkport Fire EMS Certification Levels

One of the key factors to retaining good staff is to ensure they are being treated fairly and they are paid a reasonable hourly wage. In a recent study conducted by the Fire Chief it found that Kennebunkport is paying the lowest hourly wages.

Town	Firefighter	Firefighter w/ FF1	Firefighter w/FF 2	With Basic EMS	With Advanced EMS	With Medic EMS
Kennebunkport	\$16.79	\$17.47	\$17.47	\$17.47	\$17.47	\$17.47
Arundel FD.	\$18.00	\$18.00	\$18.00	\$22.18	\$23.89	\$26.76
Kennebunk FR	\$18.90	\$21.53	\$23.22	\$24.28	\$25.45	\$27.67
Compare						
KFR	(\$2.11)	(\$4.06)	(\$5.75)	(\$6.81)	(\$7.98)	(\$10.20)
AFD	(\$1.21)	(\$0.53)	(\$0.53)	(\$4.71)	(\$6.42)	(\$9.29)

Figure 21
FF Payrate Comparative Analysis

Town	Lieutenant No EMS	Lieutenant EMT-B	Lieutenant EMT-A	Lieutenant EMT-P
Kennebunkport	\$19.10	\$19.10	\$19.10	\$19.10
Arundel FD.	\$19.00	\$23.18	\$24.89	\$27.76
Kennebunk FR	\$25.37	\$26.43	\$27.60	\$29.82
Compare				
KFR	(\$6.27)	(\$7.33)	(\$8.50)	(\$10.72)
AFD	\$0.10	(\$4.08)	(\$5.79)	(\$8.66)

Figure 22
Lieutenant Payrate Comparative Analysis

Town	Captain No EMS	Captain EMT-B	Captain EMT-A	Captain EMT-P	Deputy Chief
Kennebunkport	\$19.89	\$19.89	\$19.89	\$19.89	\$20.70
Arundel FD.	\$20.00	\$24.18	\$25.89	\$28.76	\$31.35
Kennebunk FR	\$28.47	\$29.53	\$30.70	\$32.92	\$32.13
Compare					
KFR	(\$8.58)	(\$9.64)	(\$10.81)	(\$13.03)	(\$11.43)
AFD	(\$0.11)	(\$4.29)	(\$6.00)	(\$8.87)	(\$10.65)

Figure 23
Captain and Deputy Pay rate Comparative Analysis

The Chief is proposing a change in the hourly rate and is calculating the cost for submission to the Town for consideration. For the level of service on a call-based basis, the increase will be far more reasonable and palatable to the residents than going to a full-time department paying salary and full-time benefits.

Based on many factors the MRI team feels the Town needs to consider the level of service expected, and how having staff in the station during the daytime hours, especially during high populated times and events, would enhance response capability. The Department should start by having 2 to 3 qualified firefighters (with EMS certification preferred) working either an 8- or 12-hour day schedule. Although this will add a salary cost to the budget, the overall response time and benefits far outweigh the cost. The fire chief should have full discretion regarding times of duty, the actual duties to be performed and the qualifications that need to be met to qualify to work. For these per diem positions the MRI team would recommends the following starting hourly rate schedule for people working the scheduled shifts:

Certification Level	Hourly Wage	Hourly w/ Basic EMT
Firefighter 1 Certification	\$ 19.00	\$ 20.00
Firefighter 2 Certification	\$ 19.75	\$ 20.75

Figure 24
Proposed Per Diem Wages

There is a need and a desire to look at the potential cost for per diem staff versus full-time staff. The MRI team has developed a cost analysis for a two-person and a three-person 8-hour shift, a 2 person and a 3-person 12-hour shift (all per diem with no benefits) as well as a 2 person and 3-person full-time (average of 42 hours worked over an eight-week cycle) 12-hour shifts. At this

point, 24-hour coverage has not been identified as a need so it will not be calculated or discussed further.

In order to look at the comparison we will need to make some assumptions. The first assumption is that the 2-person shift will both have Firefighter 2 certifications and be basic EMTs. The 3-person shift will have the same plus one non-EMT.

The full-time model will incorporate working a 12-hour day with 4 days on and four days off and all staff will be certified as firefighter 2 and have basic EMT certification. This is an industry practice and will help with future EMS models. This will require having either 4 or 6 full-time pools of staff to fill each day. Being full-time employees, a benefit package will need to be added. An industry standard of 48% of salary has been added for benefits.

# of People	Hours	Daily / Weekly	Benefit Cost	Annual Total Cost
2-person shift	8 hour Per diem	\$ 332.00 /Daily	0	\$ 121,180.00
2-person shift	12 hour per diem	\$ 498.00 /Daily	0	\$ 181,770.00
3-person shift	8 hour per diem	\$ 490.00/Daily	0	\$ 178,850.00
3-person shift	12 hour per diem	\$ 735.00/Daily	0	\$ 268,275.00
2-person shift	42-hour week FT*	\$ 3,486.00/weekly	\$ 87,010.56	\$ 268,282.56
3-person shift	42-hour week FT*	\$ 5,229.00/weekly	\$ 130,515.84	\$ 402,423.00

*42-hour week is an average over an 8-week period with a rotating 4-day on 4-day off schedule.

Figure 25
Shift Coverage Cost Projection

RECOMMENDATIONS

- VI-1:** *The response level of staff during the daytime hours needs to be addressed. In an effort to begin addressing staffing needs, a per diem model should be used.*
- VI-2:** *The Town and Fire Department should look to staff the Port Village station during peak times with appropriate fire staff when traffic is heavy, and the population has dramatically increased. Start as a seasonal approach, study the response types and times for further staffing model.*
- VI-3** *The fire department should work with surrounding communities to further hone automatic aid with appropriate staffing year-round.*
- VI-4** *Both fire and EMS departments should conduct a monthly response evaluation for all calls. This evaluation should not only note the times, and the weather but also the staffing level and the responder location at the time of dispatch. This should be translated into an annual report.*

- VI-5:** *The department should require its personnel, and strongly encourage its officers, to obtain a certain level of fire officer certification as a job requirement, such as Fire Officer 2 for captain, Fire Officer 3 for Deputy Fire Chief, and Fire Officer Level IV for Fire Chief.*
- VI-6:** *The department should require that all officers be certified as Incident Safety Officers (ISO). Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.*
- VI-7:** *As part of the succession planning process, the fire chief should work to implement a professional development program to ensure that all officers can perform their superior's duties, as well as identify the core future leaders of the department.*
- VI-8:** *Working with a training officer, more training should be planned, delivered, and documented. In an effort to keep members interested in training, the department should be creative and offer training that is outside the normal programs. Making programs fresh, fun, and to some degree competitive may increase the participation of members. If it's the same old training, people will lose interest. Create training that will make them want to participate and at the same time meet training goals.*
- VI-9:** *The department should review standards of cover benchmarks, to have the first unit responding to emergency incidents within one minute of dispatch (staffed station) and have the first unit on scene within eight minutes after responding to all types of calls, 90% of the time. With the current staffing model in place and no other calls in progress, this is something that can be met if the staff in the station is properly qualified with the appropriate level of training and qualifications. A closer look at simultaneous calls and calls that run back-to-back (ambulance is transporting, and a second call comes in) should be looked at. At the time of this evaluation, the program of having per diem staff in the station was still in its infancy, and it is not known if the station was sufficiently covered while this crew was committed to the first call.*
- VI-10:** *The KPFD should set a minimum criterion for call members to remain in active status. This criterion should include both minimum training and response to incidents for a determined time period (one year). This criterion should also allow for people to go into an inactive status for a period of time due to approved circumstances. Inactive-status people should make up any important training prior to being put back on active status.*
- VI-11:** *Officers must maintain a level of incident response and training to remain as an officer. This standard should be set by the Chief and understood by all officers moving forward.*
- VI-12:** *The fire chief should develop a social media presence and involve other members of the department in this endeavor. The use of social media like Facebook and Twitter is what the younger generation use. A very active social media account has the opportunity to reach out to this group of people for hiring.*
- VI-13:** *The fire chief or his designee should create a quarterly "newsletter" that will highlight*
-

the positive things that the department has done in the prior months. This newsletter should be posted on the Town's web page, shared on social media, and given to the Town manager who in turn should share it with the Board of Selectmen. It is important that the public is made aware of all of the great people and all the good things the department is doing.

VI-14: *Fire departments should develop a series of team-based activities that build involvement in the organization as well as with their interagency and mutual aid partners.*

VI-15: *All officer positions, from captain to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience, commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.*

VI-16: *A formal written policy and procedure should be established for a promotional process at all ranks. This policy should be adopted and published prior to the need to fill any vacancies.*

VI-17: *The department should ensure that all department members are trained/certified to the minimal NIMS level required for their duties/responsibilities and ranks. In addition to the basic I-100/I-700 training mandated; it is MRI's recommendation that all officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.*

VI-18: *There is a need to develop more interior qualified firefighters. Training should be encouraged and in some way compensated to obtain more current staff to this level.*

VI-19 *A guide or probationary manual needs to be developed and given to new staff so there are clear expectations. Along with the expectations a mentoring program should be set up assigning new members to a seasoned person they can shadow and train with. A training program for new hires should also be developed so that all people are trained to the same department standard.*



Figure 26- Mentoring Steps

VI-20: The Department should develop a policy and budget to pay for attendance of training sessions.

VI-21: A communications training program needs to be developed and given to each person annually on how to use radio equipment and how to talk on the radio.

Long Term Implications to Consider:

The MRI team has made many recommendations to help the fire department continue to move in a positive direction towards a modern-day expectation found in most communities. There are items that are very easy to complete while there are others that will take time for the Chief to prepare for and to delegate to others. Due to the complex and varied nature of the work in the fire department and the number of staff in the department the actual number of recommendations is more than in the upcoming EMS section. The community has a Fire Chief that has the ability to accomplish the recommendations with the proper support from his department and the community.

It is important for the Town, the Fire Chief and the Department to use these recommendations to establish goals and set their priorities. Setting priorities enhances a department's ability to serve the community efficiently and effectively. While the list of recommendations may seem lengthy and daunting, they are manageable. Establishing community and department goals will establish the framework for setting priorities. Once goals are identified, they can be prioritized based on importance and urgency. Using a matrix such as the Eisenhower Matrix breaks the priorities into four components.

1. **Urgent and Important**, these are recommendations for Emergency response, Life Safety, Fire Suppression, and Hazard Mitigation. These are things that departments need to do to effectively respond to emergencies, save lives, and minimize damage.
2. **Not Urgent, but Important**, are recommendations that are important for long-term goals for maintaining efficiency, effectiveness, and growth. This would include maintaining and updating equipment, conducting regular training sessions, developing, and implementing new standard operating procedures.
3. **Urgent but Not Important**, are recommendations that are urgent but lack importance in achieving long-term goals. These items may include things such as administrative duties, paperwork, or nonessential requests. By identifying tasks in this quadrant, they can assess whether these tasks can be delegated or eliminated altogether, freeing up valuable resources to focus on more meaningful and impactful responsibilities.
4. **Not Urgent and Not Important** are recommendations that after consideration and evaluation have little to no value or contribution to the goal established by the department and the Town. These would be engaging in activities that do not enhance the goals and objectives of the department.

The recommendations outlined in this document by Municipal Resources, Inc. (MRI) is to provide a basis for Kennebunkport to lay the groundwork and transition to a fire-based EMS service. EMS is an essential component of the services provided by the fire service in Maine and across the United States. The fire service is strategically and geographically well positioned to deliver time critical response and effective patient care rapidly. As such, the fire service has become the first-line medical responder for critical illnesses and injuries in almost every community in the United States.

There are many system models that the United States Fire Service uses today to deliver emergency medical services. The three primary models include fire departments using cross-trained/multi-role firefighters for EMS first response and ambulance transport; fire departments using firefighters for EMS first response and civilians who are not cross-trained as firefighters for ambulance transport; and fire departments who use firefighters for EMS first response and non-fire department organizations for ambulance transport. The model that Kennebunkport chooses will require a collaborative effort from the fire department and KEMS. This transition should be phased and clearly defined with specific, measurable, achievable, and time-based goals. The goal of this effort should be to ensure continuity of providing the delivery of emergency medical services to the residents and visitors of the Town in a sustainable manner.

The National Highway Traffic Safety Administration conducted a survey and published a 500-page report in 2011 which demonstrated that 40% of the 6,388 EMS agencies used in the study are transport fire base with private companies being only 25% (3,910). If this study was conducted today the fire-based EMS transport provider number would be higher as more and more private EMS are turning to transport service and not 911-based calls based on potential revenue.

VII: AUTOMATIC AND MUTUAL AID PRACTICES

Kennebunkport Fire gives and receives mutual aid from surrounding towns on an as needed basis. In general, automatic, and mutual aid allow for proper staffing on the scene for any one of the multi-hazards the department may respond to. The chart below is a breakdown of each year of Mutual Aid that was provided.

Mutual Aid Provided			
	2020	2021	2022
Arundel	9	1	7
Biddeford	5	7	10
Kennebunk	8	4	14

Figure 27
Mutual Aid Given

Paragraph 4.1, *Fire Suppression Organization* in NFPA 1720¹⁰ states, fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources effectively, efficiently, and safely. Paragraph 4.2.2, *Community Risk Management*, states the number and types of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning.

The overall study has seen an increase in providing and receiving mutual aid from other area departments. This is a trend that has been increasing throughout the fire service in the country over the past few years. Most departments are requesting mutual aid sooner due in large part to low staffing levels, to allow for safe operations at incident scenes and due to larger fire volume and exposure threats that are being found.

The operations necessary to successfully extinguish a structure fire, and do so effectively, efficiently, and safely, requires a carefully coordinated, and controlled, plan of action, where certain operations, such as venting ahead of the advancing interior hose line(s), must be carried out with a high degree of precision and timing. Multiple operations, frequently where seconds count, such as search and rescue operations and trying to cut off a rapidly advancing fire, must also be conducted simultaneously. If there are not enough personnel on the incident initially to perform all the critical tasks, some will, out of necessity, be delayed. This can result in an

¹⁰ NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*, 2014 edition (National Fire Protection Association, Quincy, MA) outlines organization and deployment of operations by volunteer/call, and primarily volunteer/call fire departments.

increased risk of serious injury, or death, to building occupants and firefighters, and increased property damage.

At the time of this assessment, it appears that most departments do not have any minimum staffing requirements for their apparatus, so vehicles can respond with just one or two personnel rather than a much more desirable minimum of three or the recommended four. It is MRI's opinion that most departments with their current personnel resources, will rarely be able to get either sufficient apparatus or firefighters to the scene of a significant incident without turning to their neighboring departments for assistance. Paragraph 4.7.3 of NFPA 1720 states, the fire department shall be allowed to use established automatic aid or mutual aid agreements to comply with the requirements of Section 4.7, *Sustained Firefighting Operations*. Paragraph 4.3.5, *Staffing and Deployment* states, standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents. It is important that all communities give and receive mutual aid to fires with appropriate staffing of at least 4 qualified personnel, one of which should be an officer.

RECOMMENDATIONS

- VII-1: In consultation and cooperation with its neighboring departments, all participating fire departments should enter into formal automatic aid agreements that specify the number and types of resources that should be dispatched immediately to various types of reported emergencies, such as structure fires. These recommendations should be based upon a community-wide risk management process and/or pre-fire/incident plan.***
- VII-2: Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for rural communities, through the utilization of automatic aid agreements with neighboring communities, fire departments should consider the adoption of a *Standards of Cover (SOC) with the goal of attempting to have at least 16 personnel on the scene of any reported structure fire within 14 minutes.***
- "Standards of Cover" is defined as "those adopted written policies and procedures that determine the distribution, concentration, and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials, and other technical responses."
- VII-3: The department should make it a priority to improve its first unit on scene response times, including the adoption of a SOC, for the Town. The SOC should be based upon a hybrid of the NFPA 1710/1720 and Commission on the Accreditation of Ambulance Services (CAAS) recommendations.***

VIII: KENNEBUNKPORT EMS



KEMS (Kennebunkport Emergency Medical Services) is a private, nonprofit company that was formed in 1979 as a 501c3 Non-Profit agency, overseen by a volunteer board of directors. This is not a Town department and is a completely separate organization. The MRI review team has found that the general public assumes that the EMS services delivered are under the direction of the fire department as it is in most communities.

The Board also hires a director who oversees the day-to-day operations of the program. The Director (of operations) duties include supervising and personnel management, quality assurance, scheduling, payroll, equipment inventory and maintenance, all training and education as well as writing policy and procedures. This is a key position with a tremendous amount of work and requires a very unique person with the right skill set to be able to run a safe and efficient program.

The success of any program is largely in part of the people on the street who do the work. KEMS has a dedicated group of part time / per diem staff that have varied levels of certifications that allow for certain levels of patient care. The department provides services with a single ambulance and is operating out of the Cape Porpoise Fire Station. The goal of the program has been to provide a high level of quality service to meet the needs of the community. This program has been very successful in doing just that. KEMS allows for a subscription service to the residents on an annual basis. The program is funded by a combination of sources. KEMS conducts fund raising activities, collects funds from subscription services and receives funding from the Town of Kennebunkport.

KEMS call volume is typical for a community with similar population and age residents. Like many other communities along the coast the summer months draw a larger nonresident crowd that puts more demand on the service. For the years 2020 through 2022, the service has seen a steady increase in call volume with an average of 401 annual calls over the three-year period.

	2020			2021			2022			3 Year Average	
	# Calls	% of Calls		# Calls	% of Calls		# Calls	% of Calls		# Calls	% of Calls
EMS Calls	324	100%		416	100%		464	100%		401	100%
TOTAL	324	100%		416	100%		464	100%		401	100%

Figure 28
EMS Calls for Service

In the calendar year 2022 KEMS completed 464 incidents. 270 (58%) of the incidents were at the Advanced Life Support Level (Paramedic), 140 (30%) were basic level and 54 (11%) were not classified as either.

The service from KEMS comes at a cost. The billing rates that are charged to all patients transported are listed below. It is important to note that KEMS states that 65% of transport is for patients with Medicare. Medicare rates are set by the Federal Government and services are not allowed to balance bill any patients above and beyond the set rates. People with insurance and supplemental insurance will be billed and expected to submit to the insurance carrier for payment.

Level of Service	Rate
BLS Transport	\$ 1,200.00
ALS Transport Level 1	\$ 2,000.00
ALS Transport Level 2	\$ 2,700.00
Millage Rate	\$ 25.00
Treat No transport	\$ 250.00

65% of transports are Medicare

Figure 29
Current KEMS Billing Rates

KEMS Relies on donations and support from the Town to keep the service viable and able to respond as needed. As with many other similar business models, KEMS is having a difficult time with receipts and balancing expenses. Fortunately, KEMS has maintained an endowment that they are able to draw from to fund any shortcomings.

KEMS has a dedicated group of part-time and per diem EMS providers to keep the ambulance staffed and to manage the program. The goal is to ensure that there is a skilled paramedic on duty 24 hours a day, seven days a week. As with any other EMS and fire department in the Northeast and essentially the nation, there is a shortage of certified providers both in the full-

time and part-time spectrum. One of the many factors and the most expensive part of running an EMS agency is payroll. KEMS has done a great job of keeping up with hourly rates, including longevity pay to make the shift more attractive. Below is the rate schedule for 2023 and 2024.

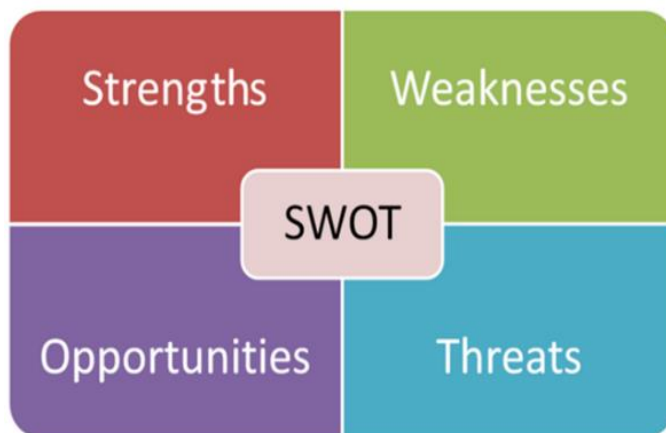
		Start			Start			Start			Start	
		1/1/2023			7/1/2023			1/1/2024			7/1/2024	
		Rate	Increase		Rate	Increase		Rate	Increase		Rate	Increase
Driver		\$ 15.00	0		\$ 15.00	0						
EMT Basic		\$ 17.00	0		\$ 17.00	0		\$ 18.00	\$ 1.00		\$ 18.00	\$ -
Advanced EMT		\$ 19.00	0		\$ 19.00	0		\$ 20.00	\$ 1.00		\$ 20.00	\$ -
Paramedics		\$ 24.50	0		\$ 24.50	0		\$ 25.50	\$ 1.00		\$ 25.50	\$ -

Figure 30
EMS Payroll Rates

Longevity Rates added to hourly rate		
	0 to 3 years of service	\$ -
	4 to 6 years of service	\$ 0.50
	7 to 9 years of service	\$ 1.00
	10 to 12 years of service	\$ 1.50
	13 o 15 years of service	\$ 2.00
	16 to 18 years of service	\$ 2.50
	19 plus years of service	\$ 3.00

Figure 31
EMS Longevity

KEMS S.W.O.T. PROFILE



A SWOT analysis is a business term utilized to identify the strengths, weaknesses, opportunities, and threats present within an agency's operating environment. This type of analysis involves specifying the objective or mission of an organization and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

Figure 32
SWOT Analysis Components

The SWOT analysis in a public safety framework is beneficial because it helps organizations decide whether an objective is obtainable; therefore, it enables agencies to set achievable goals, objectives, and steps to further the change or enhance organizational development. It enables organizers to take visions and produce practical and efficient outcomes that effect long-lasting change. It also helps organizations gather meaningful information to maximize their potential. Completing a SWOT analysis is a useful process regarding the consideration of key organizational priorities.

This process, undertaken by the project team includes both a nominal group meeting as well as individual one on-one meetings with staff. This was accomplished through virtual interviews, along with the analysis of data obtained from various sources. By approaching the SWOT analysis in this way, the process continues to reinforce a primarily – but not entirely - stakeholder-driven perspective.

Strengths

- Our people – care about each other
- Mentor young people
- 97% of the time they have enough support on scene in a timely manner
- Familiarity of providers to the public
- Strong community support
- Low call volume
- High-quality equipment
- Collaboration with Public Health
- Quality of staff
- Diversity of personnel and experience
- Forward thinking leadership
- Quality fundraising

Weaknesses

- Being a small entity hurts them with staffing.
 - “All surrounding EMS agencies are picking people from the same tree”
- Consistency in hours for each person
- Balancing fulltime work with per diems
- Retention and availability of staff are not consistent.
- Lack of a second ambulance
- Shrinking endowment
- Ability to mitigate major disasters.
- People do not realize KEMS is a non-profit corporation and not a Town department

- Financial issues (Each year draws more from the endowment to cover operational costs. This is being done as needed throughout the year,)

Opportunities

- Increase endowment to be self-sufficient
- Recruit and retain.
- Community Paramedicine
- Palliative care
- ALS Support vehicle
- Increase partnership with the fire department.
- Educating Seasonal and year-round population on KEMS and its operation
- Share Per diem providers with the fire department.
- Provide CPR and EMS classes to the public.
- Advocate the State of Maine to allow for billing of non-transport services.
- Collaboration with the Town Manager

Threats

- Reimbursements
- Things that are out of their control
- Balance billing / Medicare reimbursements
- Unpaid balances
- Fear of Community backlash for an increase of fees
- Remaining independent of the Town control
- Fire and EMS operate in their own “silos”
- Lack of or no support from Town government
- The cost of visitors not paying for services
- Increasing need for Town funding



Figure 33
KEMS Ambulance

In November of 2009 Kennebunkport put together an Ad-Hoc Committee whose mission was to look at KEMS operations in response to ongoing financial and operational problems they were experiencing. Twelve individuals representing the KEMS Board, its members, Town departments, Board of Selectmen, and residents met twice a month for six months to conduct this work.

The group's findings are as follows:

The EMS Group unanimously recommends that KEMS operations be located within the Town of Kennebunkport organizational structure. In addition, the EMS group recommends that the existing KEMS organization continue as a separate non-profit corporation for the purpose of managing the endowment and to carry out fundraising activities in order to grow the endowment going forward.

A copy of the Summary of Process and Findings along with a copy of the 2009 Town Managers Report, are included in the addendum section of this document. Many of the items contained in the three-page summary report are still valid points, and considerations today.

Long Term Implications To Consider:

As was stated in the fire department section above, the goal is to move EMS forward in a positive direction while still maintaining a high level of service. Although the overall number of recommendations is fewer for EMS than fire, the overall impact and importance remains the

same. The changes that are recommended are all designed to move services forward and to better serve the residents while trying to maintain costs. While the higher priority items below will impact the Town and the fire department the most, the overall financial challenges in the current EMS model are pointing to a shift in operations toward the Town in the next 5 to 8 years, due to the drain on the endowment. Building out a transitional program now will allow for a smoother transition, without interruption and most importantly patient care.

The shortage of EMS providers in Maine and nationwide is well documented. Many communities are competing for personnel, and many are using personnel that work for multiple agencies. This is evident in the current staff of KEMS. The reliability of this service model is not sustainable. Transitioning to a fire-based EMS delivery model allows for consistent staffing and the ability to go from per diem to full-time operations with a plan that would allow for a combination of fire/EMS providers to conduct double duty while planning and funding full-time positions with a rolling start. The key will be a collaborative team approach incorporating the KEMS Chief of Operations, the fire chief, and the command staff to determine a working model that best fits the needs of the community going into the future, a phased approach with specific, measurable, achievable, and time-based goals. The goal of this effort should be to ensure continuity of providing the delivery of emergency medical services to the residents and visitors of the Town in a sustainable manner.

RECOMMENDATIONS

- VIII-1: The Town should begin the process of taking over the operations of KEMS and incorporate it within the fire department.***
- VIII-2 The fire chief should appoint a full-time working officer (rank to be determined) to oversee the operations of KEMS. This person should be a Paramedic.***
- VIII-3 Until such time as the Port Village station is capable of housing staff 24 hours a day, the ambulance and crew should remain in the Cape Porpoise station.***
- VIII-4 The KEMS organization, set up as a 501C3 should remain in place and continue to function with fundraisers and control over the Endowment funds they have. These funds should continue to be used to purchase ambulances and equipment that would be given to the Town. It is important that the equipment be donated to the Town to release any legal responsibility of KEMS and allow the Town to put these items on its insurance policy.***
- VIII-5 The Town should begin to bring over the current KEMS. Caution should be given to bring over only active people, and to ensure that minimum shifts are worked in order for them to continue to work for the Town.***
- VIII-6 The fee schedule for services should be reviewed on an annual basis and adjustments made that are appropriate for the area.***

- VII-7** *In order to ensure a constant availability of transport vehicles, the Town and KEMS should plan on purchasing a new ambulance and keeping the current equipped as both a backup and for secondary calls when there are qualified staff available to transport.*
- VII-8** *The fire department staff should be encouraged to obtain the State EMS license. In doing so the Town should reimburse the program cost after a license has been given.*
- VII-9** *With EMS being the largest call volume, a program that includes either an hourly pay scale difference and/or a stipend for active EMS providers should be developed.*

IX: PUBLIC SAFETY DISPATCH and COMMUNICATIONS



Figure 34
911 Logo

Currently, all fire and EMS dispatching is done by a single dispatcher in the police station. Both fire and police departments rely heavily on dispatchers to accurately keep time and information on all calls they respond to. Dispatching has been reported to be very inconsistent and it takes a unique person to be successful in this stressful position. This type of person is not always easy to find and even harder to retain. Police and fire EMS operate on separate channels and that alone coupled with phone calls is very challenging to manage. With the call volume numbers of fire, EMS, and police all on the increase, the job is going to be harder to recruit and retain people for this position. There is a lack of policy and procedures for dispatchers to follow, and there are no run cards or automatic aid cards that allow dispatchers to know who to move when and to where. Regardless of who is dispatching, these are industry standards that the fire chief will need to address.

At a different place in time having a local dispatch center and dispatcher was considered to be a great thing. Dispatchers with a valued working knowledge of the town and the residents played a key role in the success of responders quickly getting to and mitigating calls. The call volume of the combined police, fire, and EMS was manageable by a single person, especially with this working knowledge. Today we find not only are the call volumes increasing, but the need for additional resources being requested for the incident is greater. To complicate matters the need for detailed recordkeeping of times etc. is now a necessity, not a nice to have. As with many other public safety professions, there is a lack of good quality people to fill the positions. This is a high-stress job and requires a very unique type of person to fill it.

RECOMMENDATIONS

- IX-1: The Town should move fire dispatch to York County and align dispatch procedures with the rest of the county.***
- IX-2 Create run cards for all alarms and in all areas of the Town.***
- IX-3 Work with area chiefs and create automatic response cards to help the dispatchers to get the needed resources without having to wait to ask an officer for them.***
- IX-4 Department operations and policy may need to be adapted to work within the county model.***
- IX-5 Investigate the ability of the County CAD (Computer Aid Dispatch) to work with the fire department's records management system. This will allow for more accurate record keeping and a more streamlined process.***

X: FACILITIES

The fire department facilities within Kennebunkport consist of 4 stations located in the different villages within the community. The stations at one point were all owned by individual “Associations” and rented back to the Town to house fire apparatus within.

Although it is clear that the residents in each village have a deep appreciation for the building and the equipment and its location in their village, the Town needs to look at many factors on what equipment to have and where to keep it in a state of readiness. One of the key factors is the ability to have staff that are properly trained and are available to respond to the station when they are needed. Having the station and the apparatus may give people a false sense of security by assuming that if there is a station there are people, which over the past few years has not been the case.



Figure 35- Cape Porpoise Fire Station

Located at 172 Main Street

This station is currently staffed 24 hours a day, seven days a week with personnel from KEMS. It is the only station that has proper living arrangements for 24-hour operations. The Town recently approved purchasing this station from the Association. Due to the nature and operational needs for fire and EMS, this station needs to be well maintained until such a time other living arrangements can be at the Port Village Station.



Figure 36- Port Village Station

Located at 32 North Street

This station houses the fire department's administration offices as well as a large meeting room. Currently, the station is not functional for 24-hour operations with staffing, as it lacks the proper living space that would be required. The meeting room and associated parking are used by the Town for a variety of functions. Once meeting space is constructed in another Town building, this building should then begin and complete renovations to accommodate 24/7 staffing. With the administration operating out of this station, this station would commonly be referred to as Fire Headquarters, and all fire functions would be directed from this station.



**Figure 37- Goose Rocks Beach Station
Located at 2 Winter Harbor Road**

Goose Rocks Beach Station is in a great location, located 4.5 miles from the Port Village station, with an approximate travel time of eight minutes. The station is in great shape and includes a large meeting space for department training etc. This station is currently rented on an annual basis by the Town to operate as a fire station. The Town should investigate buying the station and property from the "Association" in the future.



**Figure 38- Wildwood Station
Located at 63 Wildes District Road**

The Wildwood station is located 1.5 miles, a 4-minute drive, from the Port Village Station. This station is located at a very precarious intersection and there is not enough room to work on the apparatus outside of the station. The fact that this station is on a hill makes the departure and approach a challenge in icy conditions. This building appears to have significant historical value to the community and the Department.

RECOMMENDATIONS

- X-1: The Town should phase out fire response from the Wildwood station and relocate apparatus to other stations. There are some options to consider regarding the future use of this station. The first would be to relocate all the antique apparatus to this building and preserve the Community fire department history by creating a museum. The second would be to remove all or part of the building to make the intersections around it safer.***
- X-2: Ensures that all of the buildings under the Town's custody and care are properly maintained and that any large maintenance projects are part of the Town's Capital plan.***
- X-3: A full space review of the Port Village station needs to be conducted, to include the addition of proper living spaces, decontamination, etc. This review should be conducted by a firm that has knowledge of Fire, Rescue, and EMS stations. The review should include recommended space changes, additions, etc. for today's needs as well as future needs of 10 to 20 years. From this report a cost analysis can be done, and appropriate plans made.***
- X-4: If EMS is combined into the fire department, then consideration should be given to relocating EMS to the Port Village Station and apparatus reconfigured or the station should be repurposed for another Town need.***
- X-5: The Town should work with the Goose Rocks "Association" to purchase the property and station as a capital purchase in the future.***

XI – APPARATUS

There are several factors to be considered when looking at the number and type of apparatus in a given community. The three main factors are the type of equipment, location of equipment and staffing for the equipment. Currently the fleet of apparatus is appropriate for the community based on type, stations, and staffing levels for incidents.

Apparatus inventory		
ID	Year	Station
Engine 23	2014	Wildwood
Engine 22	1980	Wildwood
Engine 13	1989	Cape Porpoise
Brush 5	2019	Cape Porpoise
Marine 2	2008	Cape Porpoise
Engine 33	2017	Goose Rocks Beach
Ladder 34	2000	Goose Rocks Beach
Tank 1	2008	Goose Rocks Beach
Brush 35	1980	Goose Rocks Beach
Marine 1	2003	Port Village
Engine 12	1997	Port Village
Squad 11	2006	Port Village
Brush 15	1984	Port Village

Note: A New 100-foot tower is on order and being built.

Figure 39
Apparatus Inventory

RECOMMENDATIONS

- XI-1: The fire chief and department members need to evaluate the need for the number of pieces in the fleet and to further evaluate the longevity of each piece.***
- XI-2: The Town and the Chief need to develop a Capital replacement plan for apparatus and high-cost equipment. This plan should look at 15 to 20 years and be reevaluated on an annual basis.***
- XI-3: An ongoing testing and maintenance program for all apparatus and equipment should be developed and followed using the NFPA standards as a guide. Particular attention should be given to pump and ladder testing as they are factors in attaining an ISO rating.***

XII: GRANTS

There are several federal and private grants available for fire departments and communities to consider for supplementing their budgets. If successful in receiving a grant award, most departments can acquire equipment, training, and programs that they would not be able to achieve through the normal budget process. Though the process can be difficult, and time consuming, the outcomes can be very beneficial to the fire department.

While the economic challenges of the last decade have had an impact on grants from private entities and foundations, there are Federal grant programs targeted at the fire service. The Assistance to Fire Firefighters Grants for equipment (AFG), the Staffing for Adequate Fire and Emergency Response Grants (SAFER) for personnel, and the Fire Prevention and Safety Grants (FP&S) for fire prevention and public fire education programs continue to be funded, although not anywhere near their authorized levels.

The AFG program provides financial assistance directly to fire departments to enhance their capabilities with respect to fire and fire-related hazards. The AFG supports fire departments that lack the tools and resources necessary to effectively protect the life and safety of the public, and their emergency response personnel with respect to fire and all other hazards. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources, necessary to protect the public, and emergency personnel, from fire and related hazards.



The goal of the SAFER grants is to enhance the fire department's ability to comply with staffing, response, and operational standards, established by NFPA and OSHA (NFPA 1720 and OSHA 1910.134). Specifically, SAFER funds assist the fire department to increase its staffing and deployment capabilities in order to respond to emergencies whenever they may occur. SAFER grants are awarded to departments for both hiring of career personnel, and the recruitment and retention of volunteer/call personnel. However, a department cannot apply for both categories of this grant in the same year.

Fire Prevention and Safety Grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury.

There are several other grants available to fire departments for various purposes. Some grants that may be available to departments are the Fireman's Fund Heritage Grants, Factory Mutual grants for fire investigation, and Wal-Mart community grants. Other large chains, such as Home Depot and Lowes, are frequently willing to provide funding, and/or enter into partnerships for specific projects. The key to success at this level is finding grants for which the department may be eligible, and, ensuring that the application is tailored to the grant program's priorities.

Like most fire departments, the experience within the study area indicates that departments have had a limited record of success regarding grants they have applied for. One of the shortcomings in the AFG program is that departments submitting grant applications that are ultimately not successful are notified of that fact, however, they are not informed as to why. Typically, only about 8% of all grant applications submitted are approved and funded. Nearly 50% of the applications fail to make it past the initial computer review where statistical aspects of the application are reviewed to determine their compatibility with the established grant criterion/priorities. This is included to illustrate the long odds of successfully obtaining a grant even with a strong application.

RECOMMENDATIONS

- XII-1: The Town should apply for a SAFER grant to help start the build out of full-time staff to support all fire and EMS operations.***
- XII-2: Although time consuming to accomplish, the department should apply for funds for eligible items on the AFG grants and Micro Grants. Grant awards will help free up Town dollars that can be used for other fire department items that are not grant eligible.***
- XII-3: Once the Department has appropriate staffing, the Town and the department should be looking to the state, insurance companies, and other private organizations that have grant opportunities.***

XIII: MAPPING OUT THE FUTURE



“A Road Map to Success with proper timing and funding”

The MRI project team found that there was a common thread to many of the department’s needs, concerns, and desires.

It is important to keep in mind that the recommendations made are in no particular order and are not on the success of the recommendations before it. The project team has structured recommendations to allow the community to be able to implement the ideas that work best for them and then take incremental steps to move toward success. Ultimately, it is up to the community and the area as a whole to decide what works best for them and what level of service/fire protection they wish to have.

Regionalization of the fire service is a term that many people are afraid to consider, as there is a thought that the local resources (fire apparatus, fire station, and firefighters) will go away and that the local authority will be diminished. There have been several regionalization discussions that have gone nowhere and some that have been highly successful. There is also a strong thought that regionalization will cost a community less than what they are currently paying and will get them more. Although it is true that regionalizing will no doubt create an economy of scale that can be the foundation of efficient services, it still will come with a cost. In the long term, 10-plus years, there may be an indicator of cost savings or in some areas the development of a revenue stream to offset the overall costs.

To begin the process, all stakeholders in the Town, including the Fire Chief, and the KEMS Board of Directors should take the time to thoroughly read and understand the information provided within this report. This group should then sit down as an informal group and discuss the many options they have moving forward. It is MRI’s hope that this discussion will lead to a basic plan where the community can decide if they wish to continue to participate in the process.

It is suggested that each of the recommendations be considered individually; and then put into a priority that the group decides will work best. To build the collaboration, it is further recommended that the no-cost items be pursued initially, and then after establishing a track record of success, move forward with items that will require cost.

Any and all changes to current operations should be properly evaluated after being made and if necessary, adjusted. It is generally an accepted practice to do an evaluation in a minimum of 30-day increments and a final in one year. Who does the evaluation and what the benchmarks are should be outlined from the onset.

In an effort to help put a lot of the key recommendations in a logical order we have created a road map to help outline and facilitate a path that could be followed. By design we did not include a time frame date on all subjects as it will be up to the key stakeholders and the community to decide when to move forward and to spend the necessary funds to do so.

ROAD MAP:

- 1) The Town and KEMS will need to develop a transitional plan designed to move the operations of KEMS to the Town.
- 2) KEMS will need to develop and follow the appropriate process to change the operational structure within the organization.
- 3) A staffing model needs to be decided on, and then properly funded to have designated staff on duty in the fire station during the daytime hours.
- 4) Run cards and automatic aid cards need to be developed by the fire chief and shared with all staff and dispatchers.
- 5) A plan and timetable to move fire and EMS dispatch to the county should be made and followed through with.
- 6) The fire chief and the Town will need to decide on condensing fire stations and develop a plan to do so that includes proposing what to do to the closed station.
- 7) The fire chief working with his staff, will need to prioritize the recommendations within this document and to develop a reasonable timetable to accomplish the list of items.
- 8) The Town should consider moving the Emergency Manager position over to the fire department.
- 9) The Town needs to continue to support the public safety for all that live, work and visit the area. The reasonable investment made today will pay dividends in the future.

SEVEN MOST SIGNIFICANT CHALLENGES FACING FIRE and EMS SERVICES

Based on the findings and analysis of the team, the most significant challenges facing the participating fire services are:

1. Rapidly diminishing staffing pool for fire and EMS operations, part of a nationwide trend. The cost associated with addressing this issue will be the biggest challenge ahead for all the stakeholders, both internal and external.
2. Emerging generational differences often produce a lack of understanding on both sides.
3. The time commitment required for certifications and continued training.
4. Tapping into high school-aged students and the ability to market the fire service.
5. Elongated response times based on a lack of available personnel, requiring mutual aid for even basic operations.
6. The skill set required in today's high-tech environment will need to be adapted to.
7. The need to train a new workforce prior to the active members aging out.

IMPLICATIONS OF NOT TAKING ACTION

The challenges that are facing fire and EMS services in all of the departments in and around the study have sometimes been referred to as, ***“a crisis without evidence”***. The MRI project team heard this multiple times. But make no mistake, there is a crisis that is slowly building and has been for a considerable period. The reason that many stakeholders – municipal leaders and the general public – do not see “evidence” is the long tradition in both the fire and EMS services of “getting the job done”. It has long been known that when people have a problem they don’t know how to deal with, they call the fire department because two things are certain when they do: 1) the fire department will come, and 2) they will figure out how to deal with the problem or find someone that can/will. Despite robust rosters, decreasing participation translates to longer response times and having fewer appropriately trained personnel on the incident scene.

Looking ahead, the implications of not taking action will be quite simple: service levels will begin to diminish, some companies and EMS agencies may fold under financial pressures, and fewer

and fewer (most likely) aging members will be trying to respond to an ever-increasing number of requests for service.

In the end, **ALL** the various stakeholders need to engage in open, frank, and honest dialogues regarding the fire and first response EMS delivery systems. There will need to be increased funding allocated or funding can be re-appropriated. Priority should be given to innovative solutions to the recruitment and retention of on-call personnel which will have costs associated with it, but it will be money wisely invested. Even with success, the reality is that the fire and first response EMS services in the area are going to evolve into more of a combination system with the need for an increasing number of career personnel to supplement on-call personnel. This too will come with an increased cost, however, this cost will be reasonable, and be money well invested, to help support what remains, a quality fire and first response department.

XIV: CONCLUSIONS AND IMPLEMENTING CHANGE

Based on the analysis of the current day operations of the fire department and KEMS, the MRI project team has found the fire department to be operating well but struggling to provide a level of EMS and proper staffing for fires coupled with a need for mid-level Chief Officer participation.. During their time speaking with people for this project, the project team heard how much the departments do for the Community and how much they are appreciated. KEMS provides a high level of service with a highly dedicated crew. The fire department is struggling to have enough certified people responding to incidents, especially during the weekday hours.

Having a sense of common vision is important in any organization to ensure that the organization and its personnel are moving in unison toward a common goal(s). Having a common vision is not only about making sure that all parties are aware that they are in the same boat and rowing, but more importantly, that they are rowing in the same direction. The impact of not sharing a common vision between the fire and EMS services will be very noticeable in the quality and quantity of work performed, but also in the spirit and passion that the work of the organization is accomplished.

Fire and EMS lack any type of long-range or strategic plan that charts its projected path to the future. A mission statement, if carefully developed and truly accurate, should provide the very foundation for the departments and why they exist. The mission statement should provide a broad direction that everything else the department does will be built upon. The fire department also does not currently have any formal vision statement, nor has it developed any core values that will help to drive the organization forward.

Looking ahead, the fire department and KEMS possess some definitive positive attributes, most notably the dedication of its core membership and the community leadership within each group. This shows there is a strong foundation upon which to build. However, departments are also facing serious challenges both today and looking toward the future. There are senior staff people who will be retiring and there is a lack of good solid experienced people coming in to fill the voids as they are created. Overall, the workforce since COVID-19 began is dropping and fewer people are taking the challenge of becoming a firefighter and/or an emergency medical responder. We are also seeing more and more people leaving these jobs after just a couple of years. The sense of pride and commitment to these professions is also decreasing. Newer people tend to come in the door to work their assigned shifts and do not wish to go above and beyond and fill open shifts created by sickness or earned time off.

The culture of the fire and EMS services is very resistant to change. This is not something new and certainly not just within the Town of Kennebunkport. Whatever changes are made to the departments they need to be implemented at a reasonable pace and most importantly communicated to all members ahead of time.

In conclusion, the missions performed by the public safety departments are some of the most basic and fundamental functions of government; to ensure the safety and protection of its residents and visitors. The real issue facing the Town, as it is for every community, is to determine an acceptable level of risk and then define an appropriate level of service for the community. There is no “right” amount of fire protection or first response EMS delivery in any community. It is a constantly changing level based upon the expressed needs of the community. Determining the appropriate level of service also involves deciding upon the municipalities’ fiscal ability, and willingness, to pay for the desired level of service. These are decisions that the citizens of the Town and the Board of Selectmen will ultimately need to make.

It is important that the Town continue to support the departments and help meet the needs in staffing and equipment so they may continue to protect and serve when they are called to do so. The Town is very fortunate to have a great core of dedicated members in its fire department and Kennebunkport EMS. With some strong work, the Chief and Director can lead these groups forward toward a common set of goals, while navigating through the cultural parameters of the past.

A comment in an email that was sent to the MRI team puts all of this in perspective; “....these departments are something special; inclusive, knowledgeable, professional and kind.” We find that to be an understatement. There are many great caring people in the community who all want what is best for their dollar and more importantly, want to be safe.

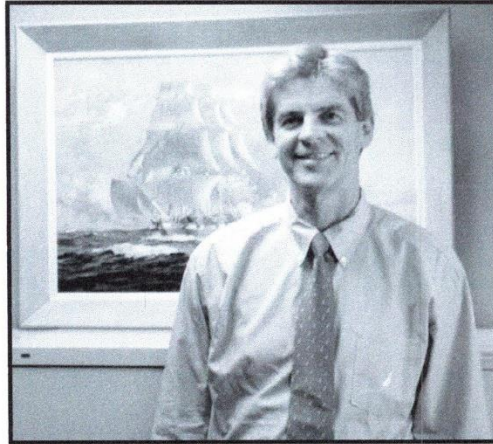
XV: ADDENDUM

The following documents are provided to support the information within this report.

- 2009 Town Managers Report
- 2009 Recommendation from Kennebunkport EMS Ad-Hoc Committee

2009

TOWN MANAGER REPORT



Town Manager Larry Mead

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I would like to thank the Town staff, the many residents who volunteer on Town boards and committees, Chairman Allen Daggett, and each of the Board of Selectmen for all of your hard work during the past year. Kennebunkport is a fantastic place to live and your good work helps keep it that way.

Each year the development, presentation and management of the Town budget takes up a significant portion of my time as Town Manager. This is as it should be since my job is to keep the Town's financial position healthy, ensure the provision of necessary services to residents, and keep the tax burden as low as possible for property taxpayers. This was a particularly difficult challenge in 2009. The economic downturn slowed business activity, which in turn reduced non-property tax revenues by over 15 percent. At the same time, the Town was implementing the first revaluation in 12 years which, even in the best of economic times, makes taxpayers nervous as they wait and wonder how their valuation will change. As a result of these two conditions, I brought forward a budget that reduced spending overall and collected less property taxes than the prior year. As our residents tightened their belts, the Town did as well. In order to accomplish this, the Town's staff agreed to freeze wages for the year, the number of funded positions was reduced, and capital expenditures were reduced by almost 50 percent.

While all other budget categories were reduced last year, there were two emergency service areas that realized budget increases, the fire department and KEMS (emergency medical services). On the fire side, costs have increased in municipalities across the state as communities have sought to maintain volunteer departments. Many have been forced to shift to paid, professional departments, at great cost. In 2009, the Town budgeted for additional funds to provide for the cost of training our call-force members and to properly equip them. During the past year, the fire department has seen

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a welcome increase in new volunteers, including many younger men and women. We are grateful for this trend and will continue to give emphasis to supporting, retaining, and recruiting call-force members to the fire department.

Over the past year, a committee consisting of Town officials, KEMS board members, and a resident representative met twice a month throughout the summer and into the fall. The purpose was to have the Town and KEMS work more closely together in order to keep costs to a minimum while still providing quality service to those in need. The committee unanimously recommended that KEMS' operations be incorporated into the Town's management structure in order to provide administrative support, increase efforts at recruitment and retention of volunteers, and provide management assistance. The Town and KEMS will continue to work on implementing these recommendations during 2010.

Voters approved the purchase by the Town of 5 acres of land adjacent to Consolidated School and just beyond Parson's Field. The cost of the property was \$295,000. The land is desirable because of its convenient location to the village center, its proximity to the school and to the sewage treatment plant should either of those facilities need to expand at some point.

The code enforcement and planning offices were kept very busy during the year due to proposed changes to the existing floodplain maps. The Federal Emergency Management Agency (FEMA) released maps of the proposed changes, affecting hundreds of Town parcels and increasing the number of properties within the floodplain by 50 percent. Properties in the floodplain are usually required to be covered by flood insurance at considerable cost. In addition, they are subject to restrictions on expansions and/or renovations. The new designations would make many properties in Goose Rocks, Cape Porpoise and Turbat's Creek nonconforming. The Town joined with Kennebunk to hire a hydrologist to review FEMA's findings and methodology and asked our congressional delegation to seek a delay in implementation because of the complexity involved in examining FEMA's proposal. The pressure from Kennebunkport and other coastal communities resulted in FEMA delaying implementation for one year. Once FEMA formally announces its intention to adopt the changes, the Town and individual property owners will have the opportunity to challenge FEMA findings that are found to be errant or unfounded. In any case, the final floodplain designations will have a far-reaching effect on Town properties.

The most significant development of the past year was the lawsuit filed against the Town by 25 Goose Rocks Beach waterfront owners asserting their right to restrict public access to most of the 2 mile-long beach from Sand Point to the Batson River. The lawsuit is brought not only against the Town but also against ANY resident of the Goose Rocks neighborhood or any other part of Kennebunkport who "claim the right to use" the beach area from the seawall to the water in front of the 25 plaintiff's residences. The effect of the lawsuit would be to deny use of the beach to anyone who does not have deeded ownership or rights recorded at the Registry of Deeds. Clearly, that covers just about every resident of Kennebunkport. The lawsuit would, if successful, restrict public rights to a mere 7 percent of the entire length of the beach,

Kennebunkport EMS Ad-Hoc Committee
Summary of Process and Findings
November, 2009

Recommendation: The EMS Group unanimously recommends that KEMS operations be located within the Town of Kennebunkport organizational structure. In addition the EMS Group recommends that the existing KEMS organization continue as a separate non-profit corporation for the purpose of managing the endowment and to carry out fund-raising activities in order to grow the endowment going forward.

Background and Mission:

- The group was formed in response to ongoing financial and operational problems experienced by KEMS
- 12 individuals, representing the KEMS Board, its members, Town departments (Town Manager, Fire & Police Chief, & Town Nurse), BOS and residents
- Met twice monthly for 6 months to study options to address the issue
- Goal was to maintain the high quality service the Town enjoys under KEMS
- Group developed a mission statement to guide its actions:

Our mission is to provide high quality Emergency Medical Care to the Kennebunkport Community. We will help to prevent and minimize illness and injury to our residents and visitors.

EMS Working Group's Consideration of Issues and Options:

- External pressures faced by KEMS
 - Difficult to recruit & retain volunteers
 - Older population in Maine & Kennebunkport limits the number of potential volunteers
 - Difficult to recruit paramedic volunteers
 - Reliance on per diems is increasing
 - Move from volunteer to paid staff is changing the culture of KEMS
 - Heavy burden on crew chief to manage: FT job for PT position & stipend
 - Burden on KEMS board to provide oversight
 - Town's financial commitment is increasing
 - KEMS endowment is decreasing
 - Increasing staff costs and flat revenues resulting in dramatic increases in town subsidy
 - These types of pressures confronting other EMS organizations in State.
- Looked at how other Towns in region and state are addressing EMS needs
 - All face similar pressures of increased costs and loss of volunteers
 - Variety of approaches
 - Full-time paid staff
 - Contracted service
 - Per diems and call force combinations

- Group explored various options for EMS:
 - Maintain current structure
 - Merge with the Town
 - Develop a regional approach to EMS
 - Create a hybrid of the various approaches
- Voted unanimously to endorse hybrid option:
 - Operations become part of Town
 - KEMS Board of Directors continues and manages endowment

Benefits of Becoming a Town Department:

- Ensure that there is sufficient funds to maintain quality service
- Get the benefits of Town departments for support services (admin, payroll, etc.)
- Provide full-time management resources for support/guidance
- Town will hire a full-time crew chief to oversee KEMS (a plan KEMS Board is also recommending)
- Savings in insurance cost; Town's liability limited by state law
- Long term: KEMS has a better chance to thrive than on own
- Guaranteed to maintain high community level service
- Best chance of maintaining a volunteer EMS crew

EMS Under the Town:

- FT Crew Chief
- Maintain existing KEMS staff (no changes)
- Seamless transition
- Maintain existing KEMS culture
- FT Chief can focus on recruitment & retention
- Town can provide administrative support to Chief
- Maintain existing culture, uniforms, logo, and equipment

Potential Concerns with Change:

- Recognize that with change comes risks
- Transition involves adjustments
- Possibility of tension between KEMS personnel and Fire personnel
- Possible loss of support in annual fund drive
- Possible loss of some Volunteers
- Group believes that these risks can be addressed during the transition to ensure an orderly change without diminishment of service quality

Risks of Not Making the Change:

- Persistent financial and staffing problems threaten KEMS viability
- Potential decrease in the level of service
- Potential to change to a full time paid staff with no volunteers
- Costs to Town may continue to increase
- Use of endowment for operating budget may continue

Proposed Implementation Timeline:

- Communicate recommendation to KEMS Board, KEMS members and BOS
- Complete the transition by 2011
 - Process is flexible; exact date not certain. Goal is by July, 2011
- Create Transition Team to coordinate the transition & work out the logistics
Team membership: KEMS members & board and Town staff
- Board of Selectmen and KEMS Board vote on contract finalizing the financial and operational arrangements
- Consideration at Town Meeting (November, 2010 or June, 2011) of the new organizational structure.

Budget:

- Hire Full time KEMS Crew Chief
- Both options included increased costs along with the hiring of the full-time crew chief
- Town option is less costly

KEMS Board Issues:

- Use the endowment exclusively for the purchase of new ambulance and equipment
- Keep endowment separate from Town's general funds
- Continue/expand fund drives for endowment
- Enter into contractual agreement with Town for use of funds

EMERGENCY MEDICAL SERVICES WORKING GROUP (2009)

(Who was Who)

Committee Members	Role (In 2009)
Torry Didonato	KEMS Board Member
Joseph Bruni	Kennebunkport Chief of Police
Jim Burrows	Long term KEMS President Board & Board Member, now KPFD District Chief
Judith Barrett	Town Public Health Nurse (deceased)
Susan Stedman	KEMS Chief 2002-2005, 2010 (deceased)
Mat Lanigan	Selectman & Selectmen's rep to KEMS (deceased)
Anne Laflamme	KEMS Chief 2006-2009
Larry Mead	Town Manager
Barry Jones	KPFD Lieutenant & KEMS EMT
Paul Moshimer	Kennebunkport Fire Chief (deceased)
Chip Howarth	KEMS Board President
Rick Dacri	Facilitator & Town's Human Resources Consultant

XVI: CONSOLIDATED RECCOMENDATIONS

Chapter III

- III-1:** *The Town should conduct a thorough Community Risk Assessment and use the assessment as a tool to move the department into the future. Over the next year, a plan should be developed to utilize strengths to pursue opportunities and address weaknesses while mitigating threats. This should be an ongoing process that has member involvement and is moved forward by the officer core.*
- III-2:** *The Department should use the ISO report as a tool to build improvements to move the department forward. Any areas with low or no score should be referenced first.*
- III-3:** *The Department should continue to build out a comprehensive preplan starting with the greatest hazard. This preplan should be a base for training and whenever possible should incorporate a walk-through of the site and highlight response challenges and operational considerations for the particular hazard.*

Chapter IV

- IV-1:** *The department should develop a five-year plan to enhance training and proper documentation.*
- IV-2:** *The department should develop a ten-year plan to enhance training, documentation, and deployment model to move toward reclassifying the departments to an even lower ISO rating.*
- IV-3** *The department should review and/or develop a mission, values and slogan that reflects the department and should use these as a basis to educate the community.*
- IV-4** *The department should create a working group to review, update, add and publish all Standard Operating Procedures (SOPS) for its employees. A process for acknowledging these SOPs should be developed for each employee to sign or initial. This document should be considered a living document, reviewed, and changed as needed on a regular basis. A copy of the SOPS should be published in binders at all stations.*
- IV-5** *The Department should review and update Rules and Regulations and should publish these for the employees to have.*
- IV-6** *The Department should develop a set of goals and objectives for the next year as well as long-term goals looking 5 years out and review that annually.*

- IV-7** *Consideration should be given to moving the Emergency Management Director to the fire chief whose department is typically the most involved in EMA type incidents.*
- IV-8** *The MRI team has made recommendations for some of the top priority items in the SWOT. The department should review the other items within the SWOT and take appropriate actions as time allows.*

Chapter VI

- VI-1:** *The response level of staff during the daytime hours needs to be addressed. In an effort to begin addressing staffing needs, a per diem model should be used.*
- VI-2:** *The Town and Fire Department should look to staff the Port Village station during peak times with appropriate fire staff when traffic is heavy, and the population has dramatically increased. Start as a seasonal approach, study the response types and times for further staffing model.*
- VI-3** *The fire department should work with surrounding communities to further hone automatic aid with appropriate staffing year-round.*
- VI-4** *Both fire and EMS departments should conduct a monthly response evaluation for all calls. This evaluation should not only note the times, and the weather but also the staffing level and the responder location at the time of dispatch. This should be translated into an annual report.*
- VI-5:** *The department should require its personnel, and strongly encourage its officers, to obtain a certain level of fire officer certification as a job requirement, such as Fire Officer 2 for captain, Fire Officer 3 for Deputy Fire Chief, and Fire Officer Level IV for Fire Chief.*
- VI-6:** *The department should require that all officers be certified as Incident Safety Officers (ISO). Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.*
- VI-7:** *As part of the succession planning process, the fire chief should work to implement a professional development program to ensure that all officers can perform their superior's duties, as well as identify the core future leaders of the department.*
- VI-8:** *Working with a training officer, more training should be planned, delivered, and documented. In an effort to keep members interested in training, the department should be creative and offer training that is outside the normal programs. Making programs fresh, fun, and to some degree competitive may increase the participation of members. If it's the same old training, people will lose interest. Create training that will make them want to participate and at the same time meet training goals.*

- VI-9:** *The department should review standards of cover benchmarks, to have the first unit responding to emergency incidents within one minute of dispatch (staffed station) and have the first unit on scene within eight minutes after responding to all types of calls, 90% of the time. With the current staffing model in place and no other calls in progress, this is something that can be met if the staff in the station is properly qualified with the appropriate level of training and qualifications. A closer look at simultaneous calls and calls that run back-to-back (ambulance is transporting, and a second call comes in) should be looked at. At the time of this evaluation, the program of having per diem staff in the station was still in its infancy, and it is not known if the station was sufficiently covered while this crew was committed to the first call.*
- VI-10:** *The KPFD should set a minimum criterion for call members to remain in active status. This criterion should include both minimum training and response to incidents for a determined time period (one year). This criterion should also allow for people to go into an inactive status for a period of time due to approved circumstances. Inactive-status people should make up any important training prior to being put back on active status.*
- VI-11:** *Officers must maintain a level of incident response and training to remain as an officer. This standard should be set by the Chief and understood by all officers moving forward.*
- VI-12:** *The fire chief should develop a social media presence and involve other members of the department in this endeavor. The use of social media like Facebook and Twitter is what the younger generation use. A very active social media account has the opportunity to reach out to this group of people for hiring.*
- VI-13:** *The fire chief or his designee should create a quarterly “newsletter” that will highlight the positive things that the department has done in the prior months. This newsletter should be posted on the Town’s web page, shared on social media, and given to the Town manager who in turn should share it with the Board of Selectmen. It is important that the public is made aware of all of the great people and all the good things the department is doing.*
- VI-14:** *Fire departments should develop a series of team-based activities that build involvement in the organization as well as with their interagency and mutual aid partners.*
- VI-15:** *All officer positions, from captain to fire chief, should be filled based upon the person’s firefighting/emergency services training, certifications, and experience, commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.*
- VI-16:** *A formal written policy and procedure should be established for a promotional process at all ranks. This policy should be adopted and published prior to the need to fill any vacancies.*
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- VI-17:** *The department should ensure that all department members are trained/certified to the minimal NIMS level required for their duties/responsibilities and ranks. In addition to the basic I-100/I-700 training mandated; it is MRI's recommendation that all officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.*
- VI-18:** *There is a need to develop more interior qualified firefighters. Training should be encouraged and in some way compensated to obtain more current staff to this level.*
- VI-19** *A guide or probationary manual needs to be developed and given to new staff so there are clear expectations. Along with the expectations a mentoring program should be set up assigning new members to a seasoned person they can shadow and train with. A training program for new hires should also be developed so that all people are trained to the same department standard.*
- VI-20:** *The Department should develop a policy and budget to pay for attendance of training sessions.*
- VI-21:** *A communications training program needs to be developed and given to each person annually on how to use radio equipment and how to talk on the radio.*

Chapter VII

- VII-1:** *In consultation and cooperation with its neighboring departments, all participating fire departments should enter into formal automatic aid agreements that specify the number and types of resources that should be dispatched immediately to various types of reported emergencies, such as structure fires. These recommendations should be based upon a community-wide risk management process and/or pre-fire/incident plan.*
- VII-2:** *Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for rural communities, through the utilization of automatic aid agreements with neighboring communities, fire departments should consider the adoption of a *Standards of Cover (SOC) with the goal of attempting to have at least 16 personnel on the scene of any reported structure fire within 14 minutes.*
- "Standards of Cover" is defined as "those adopted written policies and procedures that determine the distribution, concentration, and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials, and other technical responses."

VII-3: The department should make it a priority to improve its first unit on scene response times, including the adoption of a SOC, for the Town. The SOC should be based upon a hybrid of the NFPA 1710/1720 and Commission on the Accreditation of Ambulance Services (CAAS) recommendations.

Chapter VIII

VIII-1: The Town should begin the process of taking over the operations of KEMS and incorporate it within the fire department.

VIII-2 The fire chief should appoint a full-time working officer (rank to be determined) to oversee the operations of KEMS. This person should be a Paramedic.

VIII-3 Until such time as the Port Village station is capable of housing staff 24 hours a day, the ambulance and crew should remain in the Cape Porpoise station.

VIII-4 The KEMS organization, set up as a 501C3 should remain in place and continue to function with fundraisers and control over the Endowment funds they have. These funds should continue to be used to purchase ambulances and equipment that would be given to the Town. It is important that the equipment be donated to the Town to release any legal responsibility of KEMS and allow the Town to put these items on its insurance policy.

VIII-5 The Town should begin to bring over the current KEMS. Caution should be given to bring over only active people, and to ensure that minimum shifts are worked in order for them to continue to work for the Town.

VIII-6 The fee schedule for services should be reviewed on an annual basis and adjustments made that are appropriate for the area.

VII-7 In order to ensure a constant availability of transport vehicles, the Town and KEMS should plan on purchasing a new ambulance and keeping the current equipped as both a backup and for secondary calls when there are qualified staff available to transport.

VII-8 The fire department staff should be encouraged to obtain the State EMS license. In doing so the Town should reimburse the program cost after a license has been given.

VII-9 With EMS being the largest call volume, a program that includes either an hourly pay scale difference and/or a stipend for active EMS providers should be developed.

Chapter IX

IX-1: The Town should move fire dispatch to York County and align dispatch procedures with the rest of the county.

IX-2 Create run cards for all alarms and in all areas of the Town.

- IX-3** *Work with area chiefs and create automatic response cards to help the dispatchers to get the needed resources without having to wait to ask an officer for them.*
- IX-4** *Department operations and policy may need to be adapted to work within the county model.*
- IX-5** *Investigate the ability of the County CAD (Computer Aid Dispatch) to work with the fire department's records management system. This will allow for more accurate record keeping and a more streamlined process.*

Chapter X

- X-1:** *The Town should phase out fire response from the Wildwood station and relocate apparatus to other stations. There are some options to consider regarding the future use of this station. The first would be to relocate all the antique apparatus to this building and preserve the Community fire department history by creating a museum. The second would be to remove all or part of the building to make the intersections around it safer.*
- X-2:** *Ensures that all of the buildings under the Town's custody and care are properly maintained and that any large maintenance projects are part of the Town's Capital plan.*
- X-3:** *A full space review of the Port Village station needs to be conducted, to include the addition of proper living spaces, decontamination, etc. This review should be conducted by a firm that has knowledge of Fire, Rescue, and EMS stations. The review should include recommended space changes, additions, etc. for today's needs as well as future needs of 10 to 20 years. From this report a cost analysis can be done, and appropriate plans made.*
- X-4:** *If EMS is combined into the fire department, then consideration should be given to relocating EMS to the Port Village Station and apparatus reconfigured or the station should be repurposed for another Town need.*
- X-5:** *The Town should work with the Goose Rocks "Association" to purchase the property and station as a capital purchase in the future.*

Chapter XI

- XI-1:** *The fire chief and department members need to evaluate the need for the number of pieces in the fleet and to further evaluate the longevity of each piece.*

- XI-2: The Town and the Chief need to develop a Capital replacement plan for apparatus and high-cost equipment. This plan should look at 15 to 20 years and be reevaluated on an annual basis.***
- XI-3: An ongoing testing and maintenance program for all apparatus and equipment should be developed and followed using the NFPA standards as a guide. Particular attention should be given to pump and ladder testing as they are factors in attaining an ISO rating.***

Chapter XII

- XII-1: The Town should apply for a SAFER grant to help start the build out of full-time staff to support all fire and EMS operations.***
- XII-2: Although time consuming to accomplish, the department should apply for funds for eligible items on the AFG grants and Micro Grants. Grant awards will help free up Town dollars that can be used for other fire department items that are not grant eligible.***
- XII-3: Once the Department has appropriate staffing, the Town and the department should be looking to the state, insurance companies, and other private organizations that have grant opportunities.***

XVII: TEAM PROFILES

Project Manager

David Houghton is a devoted fire and emergency management professional who has recently retired from the Wayland Massachusetts Fire Department after a distinctive 38-year career from being a call firefighter and rising through the ranks to Fire Chief. Along with dedicating his service to the Town of Wayland, he continues to work for the Massachusetts Department of Fire Services as both an instructor and in the Special Operations Division doing special projects. In 1999 he was given the challenge by the State Fire Marshal to develop and implement what today is known as Special Operations. This development included designing, building, and implementing specialized equipment and staffing to respond to Emergency and planned incidents throughout the Commonwealth. This program was a shared vision between David and the Fire Marshal and today has been shared in whole or in part in other areas of the country. David has a B.S. degree in Fire Science, and an A.S. Degree in Fire Science and Technology, and has completed a Local Government and Management program with Suffolk University and the Massachusetts Municipal Association. David has a diverse background in Firefighting, EMS (ALS and BLS), Dispatch, Fire Prevention, Emergency Management, and operations. He is a nationally certified Firefighter, Fire Instructor, Fire Inspector, and Fire Officer.

He is a certified Emergency Medical Technician both at the National Level and in the Commonwealth of Massachusetts. David has most recently continued his fire service career by being appointed as a call firefighter with the Town of Moultonborough Fire Rescue and is a certified New Hampshire Emergency Medical Technician.

He continues to be active with the Commonwealth of Massachusetts Fire and Ambulance Mobilization team in the continuous updating and redevelopment of the program. Prior to his retirement as Fire Chief, David was an active member in the Massachusetts Fire District 14 where he was a driving force behind the creation of the District Operational budget, an operation manual, and the formalizing of the various specialized teams within the district. David was also selected as the Chief overseeing the Fire District communications team and equipment as well as serving on several other progressive programs within the district. He is a member of the Fire Chiefs Association of Massachusetts, and the International Association of Fire Chiefs.

Director of Fire Services

Brian P. Duggan retired from the Fire Department in Northampton, Massachusetts, where he instituted substantial changes to modernize and restructure the entire department including equipment, facilities, personnel, and training. In conjunction with his staff, Brian integrated Emergency Medical Services (EMS) into the organization and created a regional Advanced Life Support (ALS) Program that currently serves 18 communities within the Northampton Area. He formerly commanded the Northborough, Massachusetts, Fire Department, and has significant

experience with the Massachusetts Department of Fire Services where over three decades, he held several key positions. Following his retirement, Brian has continued his active fire service involvement by serving as both a volunteer chief fire officer and through continuing to develop training and certification programs as a program Coordinator for the Massachusetts Department of Fire Services.

Mr. Duggan developed and directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton Massachusetts from 1995 - 2003. Mr. Duggan has a Business Management/Fire Science degree from Providence College and a Master's Degree of Business Administration (MBA) from Nichols College in Dudley, Massachusetts. He is also a graduate of the National Fire Academy Executive Fire Officer Program and the Senior Executive Program for State and Local Leaders at Harvard University. In December 2012, Mr. Duggan received a Master's Degree in Homeland Security through the Naval Post Graduate School based in Monterey, California, where his thesis entitled "*Enhancing Decision-making during the First Operational Period of Surge Events*" was selected as an outstanding thesis. He was one of the first fire service professionals to be designated as a Chief Fire Officer by the Commission on Fire Accreditation International.

Brian led the Massachusetts fire service through his affiliation as Chairman of the Fire Chief Association of Massachusetts Technology Committee and as a Regional Director on the Massachusetts State Fire Mobilization Committee. Mr. Duggan has authored several publications, inclusive of writing Section 7, Chapter 3, Fire Department Information Systems, in the Nineteenth and Twentieth Editions of the National Fire Protection Association's Fire Protection Handbook. Chief Duggan has been affiliated with MRI as a subject matter advisor since 2002 and he has served as Director of Fire Services since 2015. Currently, Mr. Duggan is regarded as an expert specific to fire service response to photovoltaic and battery energy storage system (BESS) emergencies. He has developed several nationwide training programs providing first responders with new insight on these emerging challenges.

Project Team

David Bengtson began his career in the Woodbury CT. Volunteer Fire Department. He served with distinction and rose through the ranks to become Chief of the Department, a position he held for 8 years before accepting the position of Chief in Moultonborough NH. He has 41 years of real-world experience as a fire chief, state instructor and mentor. As the fire chief/emergency management director in Moultonborough, he is responsible for a 25-member combination department providing fire suppression, emergency medical services, Haz-mat response, rescue services, fire prevention/investigation, and emergency management.

Chief Bengtson is a Certified Fire Officer in accordance with NFPA 1021; a Certified Fire Inspector in accordance with NFPA 1031; a Certified Fire Service Instructor in accordance with NFPA 1041; and a Certified Safety Officer in accordance with NFPA 1521. Chief Bengtson is a

member of the International Association of Fire Chiefs; the New Hampshire Fire Chiefs Association; the National Fire Protection Association. He serves as a Director and Executive Committee Member of the Lakes Region Mutual Fire Aid Association; is a member of the Central New Hampshire HAZMAT Team Oversight Committee.



KENNEBUNKPORT FIRE & EMS ORGANIZATIONAL & OPERATIONAL ANALYSIS

MARCH 2024

MUNICIPAL RESOURCES, INC. (MRI)

Engaged to:

- Review the manner in which fire department and emergency medical services are provided and evaluate overall operations and support functions.
- Evaluate the fire department's and KEMS organizational structure, administration, and management.
- Provide recommendations for improvement.





Our Goal:

To create a report that becomes a useful guide and a resource that shapes a vision for the success of public safety as it approaches the challenges and transitions of the future.



METHODOLOGY

- Interviews with stakeholders.
- Review and analysis of data and documents.
- Review and evaluation of fire department and KEMS operations and management.
- Evaluating on-site operations, facilities, and resources.

METHODOLOGY

➤ All recommendations for improvements are based on various administrative regulations promulgated at the federal and state levels, and nationally accepted consensus standards developed by:

- ❖ ISO (Insurance Services Office)
- ❖ NFPA (National Fire Protection Association)
- ❖ CFAI (Commission on Fire Accreditation International)
- ❖ CAAS (Commission on Accreditation of Ambulance Services)
- ❖ Industry best practices and procedures





KENNEBUNKPORT FIRE DEPARTMENT

- Well equipped, and well-maintained fleet.
- Dedicated core group of members who are trying to make their organization one that provides dependable, high quality, emergency services to the Town of Kennebunkport.
- Perform their duties competently and can be counted upon to complete assignments given to them.
- Has a positive public image and is respected for its long-standing service to the community.

MRI's Key Areas of Concern-KEMS

- Consistent EMS level and available per diem staff to cover all shifts 24x7.
- Continuous use of Endowment fund to offset operational costs.
- Lack of a back up ambulance
- Increasing cost of doing business
- A potential decrease in revenue (Ambulance receipts)



MRI's Key Areas of Concern-Fire

➤ Long term staffing including the declining number of call firefighters.

- Limited recruitment efforts for on-call personnel.
- Low availability of staff during weekday hours
- Consistent training of all members
- Minimum training and participation standards



MRI's Common Areas of Concern

- KEMS and the Fire Department are both facing serious challenges both today and looking toward the future.
 - ❖ Both departments are at an important crossroads.
- Staffing of qualified personnel to assure a consistent and appropriate response to all calls 24X7.



MRI's Key Areas of Concern

- The potential for a diminished level of service based on a shortage of available resources is high.
- This service level deficit is primarily from a lack of sufficient personnel.
 - Annual requests for service continue to increase.
 - Declining number of on-call personnel are available to provide supplemental staffing during fire incidents and times of high activity.





Key Recommendations

Many risks are also opportunities. This report can either be an idle source of conversation or a means to engage the community to plan for a vibrant future. The choice is yours.

EMS & KEMS

- **KEMS should remain as a 501c3 and continue to fund raise and purchase capital items to support the EMS system.**
- **The Town should begin to merge the Operations of KEMS into Town Government.**
- **EMS should have a fulltime officer managing the system under the direction of the Fire Chief.**



FIRE DEPARTMENT - STAFFING

- **Create a mentoring program for all new hires and for all future officers.**
- **Increase in station staffing at the Port Village station during the daytime hours.**
- **Create a pool of qualified per diem staffing to use for in station coverage.**



FIRE DEPARTMENT - STAFFING

- **The Town should recognize that the only way to develop a more active on call component of the fire department is to determine what would motivate potential responders and craft a program of investment that meets these extrinsic and intrinsic needs.**
- **The Town should convene a focus group to determine what concepts and recruitment and retention strategies are feasible and most attractive to both current members and potential candidates.**



FIRE DEPARTMENT - FACILITIES

- **The Town and Department should begin to phase out the response from the Wildwood Station.**
- **The Town should work to purchase the Goose Rocks Station in the next 3 to 5 years.**
- **A space review of the Port Village Station should be conducted. Future renovations for living quarters should be the goal for 24X7 operations.**



FIRE DEPARTMENT

- **The Board of Selectmen and Town Administrator should continue to take an active role in setting appropriate service level expectations and goals for the fire and EMS.**
- **The Board of Selectmen and the Town Administrator should establish an annual goal-setting workshop with the Fire Chief to develop the sense of common vision necessary to improve the department and the quality of fire and EMS services the Town.**



FIRE DEPARTMENT

- **The Department should identify its most important needs for equipment, training, staffing, etc. and should apply annually for any grants for which they may qualify including the AFG and SAFER grants.**
- **The Department should form a committee as soon as possible to review and to begin development of a comprehensive updated department Standard Operations Procedures or Guidelines (SOP/SOG) manual.**



EMERGENCY OPERATIONS

- **Move Fire and EMS dispatch to the York County**
 - **Align operations to the County model.**
- **Develop “Run Cards” for automatic response from neighboring communities for certain type of incidents.**
- **Move the emergency management primary to the Fire Chief.**



EMERGENCY OPERATIONS

- When there is a report of a structure fire, or smoke in a structure, a full structural response should be automatically initiated. This would include the immediate, and automatic, response of several departments.
- For structure fire incidents, the department should strive to have a minimum of 14/15 firefighting personnel on the scene of every single-family residential structure fire within eight minutes of the time that units are responding.
- For fires in multi-family residential buildings and commercial occupancies, a minimum of 27/28 personnel should be on scene within eight minutes.



STRATEGIC PLANNING

- Fire and EMS operations and service delivery can be dramatically improved in those departments that commit resources to goal-setting, master planning, risk assessment, and performance measurement.
- The goal of this study is to assist the Town of Kennebunkport and the Fire and EMS services in moving forward in a planned or intended strategic manner.



STRATEGIC PLANNING

- The purpose of performance measures is to identify the community's expectations in a quantifiable way, and to use the measurement of the fire and rescue's performance against these expectations to identify areas, which may need improvement, or require additional resources.



THE FUTURE

- **Planned growth of the Kennebunkport Fire Department is essential to provide a consistent service level to the community, while keeping pace with increased demands for service.**
- **There is no “right” amount of fire protection or EMS delivery. It is a constantly changing level based upon the expressed needs of the community.**



THE CHALLENGE AHEAD

- Maintaining momentum and a high level of communication between all Department units and personnel.
- Defining the acceptable level of service.
- Long term development of the Kennebunkport Fire Department, its officers and personnel.
- Setting goals and objectives: short and long range.



FINAL THOUGHTS

- Each of the 60 recommendations should be given careful consideration.
- View each recommendation as a goal.
- Approach the recommendations strategically & systematically to develop short & long term goals.
- Recognize each accomplishment.



Dust Collector or Useful Tool?

What are the Outcomes?

This analysis provides the organization and the community with 66 recommendations.

A plan to guide you moving forward.



In reality the outcome is up to you.



Thank You



Website:

www.mrigov.com



AGENDA ITEM DIVIDER

Kennebunkport
**Climate Action
Plan
Select Board
Presentation**





TASK FORCE

Ad Hoc committee appointed by Board 2022

Pam Morgan, chair

Jen Armstrong, vice-chair

Fred Stafford

Harvey Flashen

Ella Boxall

Steve Kaagan

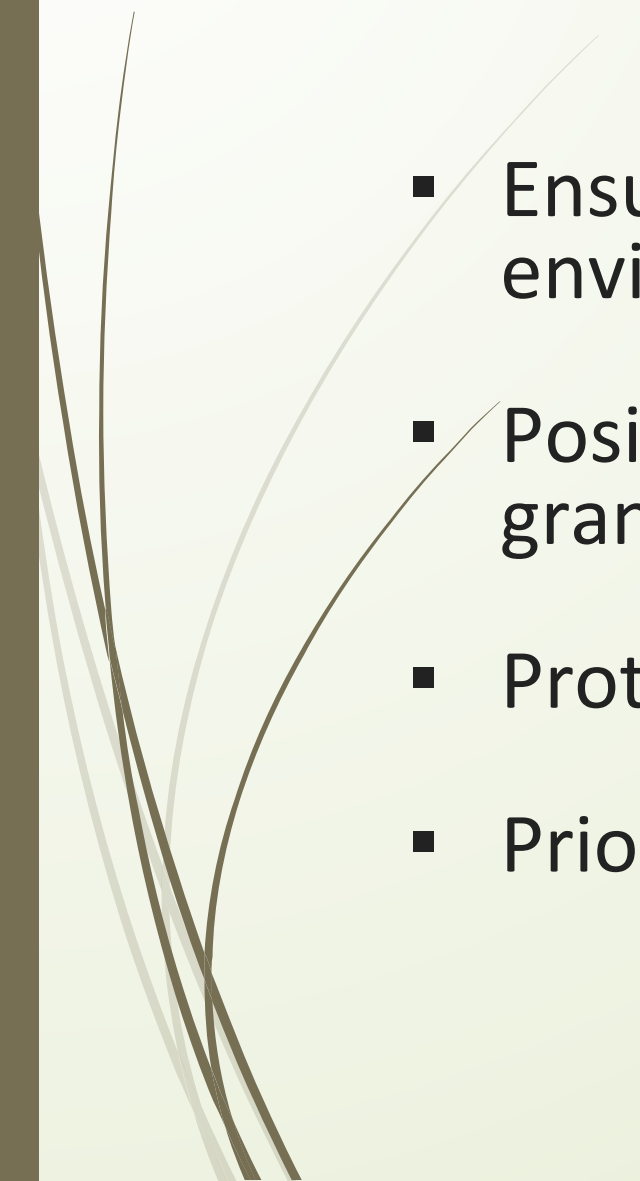
Jon Dykstra, Select Board Rep.

Mike Weston, Select Board Rep.





PURPOSE of CLIMATE ACTION PLAN

- Ensure Kennebunkport will remain economically and environmentally viable in the decades to come
 - Position the town to receive state and federal climate grants now and ongoing
 - Protect health and vitality of the town
 - Prioritize existing funds strategically
- 

Southern Maine Planning & Development Commission Climate Action Planning Cohort





What is the Plan based on?

- Our **Comprehensive Plan**
- 2020 **Select Board Climate Goals**
- 75 **strategies** researched by SMPDC
- **Feedback from hundreds of community members**
 - Survey (381 responses)
 - Community Sounding Board Meetings (16 members)
 - Presentations/discussions with Rotary, GRBAC, KCT, Chamber, High School students, Public Health
 - Two Public Meetings at Graves Library
 - Individual interviews (6) with business /property owners
 - Joint meeting with Port and Lower Village business owners
 - Ongoing meetings with RSU 21 officials
 - Input through letters and comments via the town website



CHANGES to *Proposed* CLIMATE ACTION PLAN

Select Board Workshop January 18: *Simplify and remove mandates*

- Reduced number of strategies from 26 to 19
- Removed any language that implied Town would *require* action
- Revised wording to clarify areas where actions were already underway
- Removed language on how strategies could be implemented

Revised Plan was posted on February 16

- The revised plan has been available on-line with a comments link,
- Paper copies have been available at Library/Town Office,
- Multiple alerts have been sent out via Town, KRA, KPT, and
- Articles have been placed in the Post and Seacoast Online.

Overview of the CLIMATE ACTION PLAN STRATEGIES

- Build Resiliency
- Reduce Emissions
- Enable Action






Build Resiliency:

1. **Create Resilient Infrastructure** to support key community services.
2. **Create Energy Resiliency** to safeguard critical services for residents.
3. **Ensure Community Resilience/Disaster Preparedness** to protect residents during extreme weather events.
4. **Increase Sustainability and Resilient Development** - increase the resilience and safety of existing properties and encourage new development that is adapted to climate change.
5. **Protect Natural Resources** as a buffer for climate change and to maintain community character.




Reduce Emissions:

1. **Build Energy Efficiency** to reduce energy costs and GHG emissions for municipality, citizens, and businesses.
 2. **Support Electric and Hybrid Vehicles and reduce VMT** (vehicle miles traveled)
- 






Enable Action:

1. **Community Outreach:** Actively engage the community in local climate, sustainability and resilience issues.
 2. **Enable Municipal Operations and Funding** to support the Climate Action Plan ensuring equal access to services and resources.
- 



IMPLEMENTATION

- Climate Action Plan consists of *recommendations*.
 - Any strategies requiring Town funding will go through the Town's budget review process.
 - Strategies that require ordinance revision will go to Selectboard, then to the voters, for approval.
 - Volunteer "Sustainability Committee" will support public outreach and the strategy implementation process, as requested by the Town.
- 



**The Climate Action Taskforce
respectfully requests that the Select
Board vote to adopt this Climate Action
Plan as presented.**

PROPOSED KENNEBUNKPORT CLIMATE ACTION PLAN

February 16, 2024

BUILD RESILIENCY	
1. Create Resilient Infrastructure to support key community services.	1. Continue to support critical infrastructure by maintaining key community resources: sewer, water, stormwater management, utilities, roads, culverts, and bridges. \$\$\$*
	2. Assess and manage impacts of saltwater intrusion and groundwater rise on sewers, septic systems and wells - REGIONAL STRATEGY. \$
	3. Plan for maintaining power at key facilities during power outages. \$\$
2. Create Energy Resiliency to safeguard critical services for residents.	1. Investigate cost-benefit of installing renewable energy generation to service municipal and school buildings. \$
	2. Work with CMP & MPUC to advocate for improved grid resilience – REGIONAL STRATEGY. \$
	1. Assess existing Resilience Hub(s) to ensure they have the capacity to provide sufficient critical emergency

* Relative Cost Key:

\$

\$\$

\$\$\$

3. Ensure Community Resilience/Disaster Preparedness to protect residents during extreme weather events.	services, including information, electricity, food, water, and shelter. \$
	2. Review/enhance emergency planning for hazard mitigation and disaster response – REGIONAL STRATEGY. \$
4. Increase Sustainability and Resilient Development - increase the resilience and safety of existing properties and encourage new development that is adapted to climate change.	1. Consider cost risks to the Town of exposure to climate hazards when approving location of new and redevelopment projects. \$
	2. Encourage and streamline processes for residents and businesses to reduce flood risks through the utilization of best practices. \$
	3. Assess cost-benefit to Town of managed relocation/retreat programs. \$
	4. Consider hazard disclosure for property transactions – REGIONAL STRATEGY. \$
5. Protect Natural Resources as a buffer for climate change and to maintain community character.	1. Promote and enable nature-based solutions, where appropriate, for shoreline protection and carbon sequestration. \$
	2. Promote conservation and restoration of natural areas that are vulnerable to climate hazards and those that provide climate and hazard mitigation such as flood mitigation, important habitat, and carbon sequestration. \$

* Relative Cost Key:

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REDUCE EMISSIONS	
6. Build Energy Efficiency to reduce energy costs and GHG emissions for municipality, citizens, and businesses.	1. Promote weatherization incentive programs for residential, commercial, municipal buildings - REGIONAL STRATEGY. \$
	2. Promote building electrification incentive programs - REGIONAL STRATEGY. \$
	3. Encourage transition from the use of gas-powered small engines. \$
7. Support electric and hybrid vehicles and reduce VMT (vehicle miles traveled)	1 Assess cost-benefit of transitioning public fleets to EVs - <i>Potential RSU 21 Partnership</i> . \$
	2 Encourage installation of commercial EV chargers, especially in public lots, hotels and other public venues. \$
	3 Increase bike-ability and walkability where appropriate to reduce dependence on cars. \$

* Relative Cost Key:

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ENABLE ACTION	
8. Community Outreach: Actively engage the community in local climate, sustainability and resilience issues.	1. Collaborate with RSU-21 schools to incorporate climate change, resilience, and sustainability into school curricula. <i>Potential RSU 21 Partnership.</i> \$
	2. Promote climate education in the community at large. \$
	3. Create a shared “Community Vision” around climate resilience for Kennebunkport’s future. \$
	4. Create a “Climate Committee” to help implement community outreach projects and support town staff and boards. \$
9. Enable Municipal Operations and Funding to support the Climate Action Plan ensuring equal access to services and resources.	1. Incorporate climate resilience and GHG emissions criteria – along with equity considerations – into municipal budgeting, policy and staffing decisions. \$
	2. Investigate opportunities to diversify sources of revenue to decrease over-reliance on taxes from high-value residential coastal properties. \$
	3. Conduct a review of ordinances and policies to identify necessary changes to reduce emissions and runoff and build resiliency. Consider streamlining approval processes and reducing barriers to allow community members to protect their properties while not negatively impacting their neighbors. \$

* Relative Cost Key:

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February 21, 2024

To: Town Manager, Select Board, Director of Planning,
Climate Action Committee, Interested Residents of Kennebunkport

RE: Kennebunkport Climate Action Plans

The proposed **Kennebunkport Climate Action Plan** is dated February 16, 2024. The plan was developed by the Climate Action Committee that was appointed by the Select Board. The committee was assisted by substantial community/citizen input gathered from many workshops held during the past year. Kennebunkport is participating with a number of local area towns that are developing similar plans in conjunction with the Southern Maine Regional Planning and Development Commission. **(Exhibit 1)**

The Plan will be presented to the Select Board for discussion and approval on March 28 by the Climate Action Committee. When approved, the plan will allow Kennebunkport to continue to apply for State and Federal grants. The Board will also discuss at the meeting the recommendation to create a Climate Committee to monitor and make recommendations to the Board on a periodic basis.

The origin of the Plan:

Early in 2019, the Select Board began a discussion of climate related actions that Kennebunkport might implement to help alleviate climate change now and in the future. This culminated in the Board adopting, on November 12, 2020, **“The Town of Kennebunkport Climate Change Goals”**—by unanimous Board vote. **(Exhibit 2)**

In 2019, community workshops were scheduled to explore potential additional climate action plans by working with the community and gathering input that was extremely important so that Kennebunkport could develop a concise and condensed climate plan that its citizens could support. The plan would be essential if Kennebunkport were to be allowed to apply for State and Federal grants for climate resilience related projects.. These workshops were held on November 19, 2019, June 1, 2021, and July 26, 2021.

The adoption of a **“Resolution To Join The Community Resilience Partnership”** was the result of those workshops and was unanimously approved by the Board of Selectmen on February 10, 2022. This was required by the State of Maine and gave the Town the opportunity to apply for State and Federal grants. **(Exhibit 3)**

As a result of this Resolution, Kennebunkport has received a number of grants. The most notable one is \$2,585,000 for the Pier Road Causeway project set to be completed this year. The Select Board has also authorized an application for a \$50,000 grant to pay for the engineering study for the Head of the Harbor project. A number of grant related projects are now in motion and we have participated in grants totaling \$4,441,675. **(Exhibit 4)**

Then in 2023, the citizens of Kennebunkport voted to approve the Comprehensive Plan. This Plan was developed by the Growth Planning Committee and was the result of many meetings with Town representatives and citizens. The climate strategies in the Plan include many of same items that were already adopted by the Select Board and the Growth Planning Committee with substantial citizen input, (Exhibit 5)

A number of our citizens have expressed concerns about some of the details in the plan and that a Climate Committee that may be formed as a result of adopting it will be writing ordinances that could impact property owner's rights or restrict citizen choices.

Any recommended change to an ordinance from any source in the Town of Kennebunkport must first be discussed at public hearing prior to a vote by the Select Board . If it is approved by the Board, then any proposed ordinance change must be included in the Town Warrant for all registered voters to approve or disapprove.

In summary, The proposed Kennebunkport Climate Action Plan mirrors all of the climate action recommendations that have been previously reviewed with the community, approved by the Select Board and the citizens of Kennebunkport via town vote.

A handwritten signature in black ink, appearing to read 'Mike Weston', with a stylized, cursive script.

Mike Weston
Chairman
Kennebunkport Select Board

PROPOSED KENNEBUNKPORT CLIMATE ACTION PLAN

February 16, 2024

BUILD RESILIENCY	
1. Create Resilient Infrastructure to support key community services.	1. Continue to support critical infrastructure by maintaining key community resources: sewer, water, stormwater management, utilities, roads, culverts, and bridges. \$\$\$*
	2. Assess and manage impacts of saltwater intrusion and groundwater rise on sewers, septic systems and wells - REGIONAL STRATEGY. \$
	3. Plan for maintaining power at key facilities during power outages. \$\$
2. Create Energy Resiliency to safeguard critical services for residents.	1. Investigate cost-benefit of installing renewable energy generation to service municipal and school buildings. \$
	2. Work with CMP & MPUC to advocate for improved grid resilience – REGIONAL STRATEGY. \$
3. Ensure Community Resilience/Disaster Preparedness to protect residents during extreme weather events.	1. Assess existing Resilience Hub(s) to ensure they have the capacity to provide sufficient critical emergency services, including information, electricity, food, water, and shelter. \$
	2. Review/enhance emergency planning for hazard mitigation and disaster response – REGIONAL STRATEGY. \$
4. Increase Sustainability and Resilient Development - increase the resilience and safety of existing properties and encourage new development that is adapted to climate change.	1. Consider cost risks to the Town of exposure to climate hazards when approving location of new and redevelopment projects. \$
	2. Encourage and streamline processes for residents and businesses to reduce flood risks through the utilization of best practices. \$
	3. Assess cost-benefit to Town of managed relocation/retreat programs. \$
	4. Consider hazard disclosure for property transactions – REGIONAL STRATEGY. \$
5. Protect Natural Resources as a buffer for climate change and to maintain community character.	1. Promote and enable nature-based solutions, where appropriate, for shoreline protection and carbon sequestration. \$
	2. Promote conservation and restoration of natural areas that are vulnerable to climate hazards and those that provide climate and hazard mitigation such as flood mitigation, important habitat, and carbon sequestration. \$

REDUCE EMISSIONS	
6. Build Energy Efficiency to reduce energy costs and GHG emissions for municipality, citizens, and businesses.	1. Promote weatherization incentive programs for residential, commercial, municipal buildings - <u>REGIONAL STRATEGY</u> .
	\$
	2. Promote building electrification incentive programs - <u>REGIONAL STRATEGY</u> .
	\$
	3. Encourage transition from the use of gas-powered small engines.
	\$
7. Support EVs and reduce VMT (vehicle miles traveled)	1. Assess cost-benefit of transitioning public fleets to EVs - <u>Potential RSU 21 Partnership</u> .
	\$
	2. Encourage installation of commercial EV chargers, especially in public lots, hotels and other public venues.
	\$
	3. Increase bike-ability and walkability where appropriate to <u>reduce dependence on cars</u> .
	\$



ENABLE ACTION	
8. Community Outreach: Actively engage the community in local climate, sustainability and resilience issues.	1. Collaborate with RSU-21 schools to incorporate climate change, resilience, and sustainability into school curricula. <u>Potential RSU 21 Partnership</u> .
	\$
	2. <u>Promote climate education in the community at large.</u>
	\$
	3. Create a shared "Community Vision" around climate <u>resilience for Kennebunkport's future.</u>
	\$
	4. Create a "Climate Committee" to help implement community outreach projects and support town staff and boards.
	\$
9. Enable Municipal Operations and Funding to support the Climate Action Plan ensuring equal access to services and resources.	1. Incorporate climate resilience and GHG emissions criteria – along with equity considerations – into municipal <u>budgeting, policy and staffing decisions.</u>
	\$
	2. Investigate opportunities to diversify sources of revenue to decrease over-reliance on taxes from high-value residential coastal properties.
	\$
	3. Conduct a review of ordinances and policies to identify necessary changes to reduce emissions and runoff and build resiliency. Consider streamlining approval processes and <u>reducing barriers to allow community members to protect their properties while not negatively impacting their neighbors.</u>
	\$






* Relative Cost Key:

\$

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Town of Kennebunkport Climate Change Goals

Climate and Resilience		
1. Establish a GHG emissions inventory, target, and plan		
	<ul style="list-style-type: none"> Measure & Monitor GHG Emissions from Municipal Operations 	Conservation Commission / Town Staff
	<ul style="list-style-type: none"> Measure and Monitor GHG Emissions Community Wide 	Conservation Commission
	<ul style="list-style-type: none"> Develop a local climate action plan 	Board of Selectmen
2. Ensure community resilience to climate change impacts		
	<ul style="list-style-type: none"> Complete the Maine Flood resilience Checklist to assess coastal vulnerabilities 	Planning and Codes / Sustainability Coordinator
	<ul style="list-style-type: none"> Assess all other non-coastal vulnerabilities to create a comprehensive picture of current and future climate change impacts 	Growth Planning Committee as part of Comprehensive Plan / Town Staff
	<ul style="list-style-type: none"> Enact and enforce land use policies that protect valuable natural assets and support resiliency 	Growth Planning Committee / Planning and Codes
	<ul style="list-style-type: none"> Partner with other local governments to plan and achieve sustainability 	Board of Selectmen / Town Manager

Education and Outreach		
1. Actively engage community members in local climate, sustainability, and resilience issues		
	<ul style="list-style-type: none"> Educate community about steps they can do to reduce emissions and become more resilient 	Kennebunkport Climate Initiative and Conservation Commission
	<ul style="list-style-type: none"> Educate the community about clean energy options 	Kennebunkport Climate Initiative and Conservation Commission
	<ul style="list-style-type: none"> Promote native and sustainable landscaping initiatives community wide by connecting residents to plants and information 	Kennebunkport Climate Initiative and Conservation Commission
	<ul style="list-style-type: none"> Educate the community about the value of trees, native and sustainable landscaping 	Conservation Commission / Shade Tree Committee







Town of Kennebunkport Climate Change Goals

	<ul style="list-style-type: none"> Educate city staff about forest, wetlands, and ecosystem best management practices 	Department Directors / Town Manager
	<ul style="list-style-type: none"> Educate community about steps they can do to reduce emissions and become more resilient 	Kennebunkport Climate Initiative and Conservation Commission
	<ul style="list-style-type: none"> Educate the community about clean energy options 	Kennebunkport Climate Initiative and Conservation Commission

Green Economy

1. Create and promote a community brand featuring natural resources or cultural characteristics of community		
	<ul style="list-style-type: none"> Create and promote a community brand featuring natural resources or cultural characteristics of community 	Kennebunkport Business Association, Chamber of Commerce, Town



Energy

1. Reduce municipal fossil fuel consumption and implement municipal energy efficiency measures		
	<ul style="list-style-type: none"> Collaborate with utilities and other agencies to upgrade streetlight equipment 	Lighting Committee and Public Works
	<ul style="list-style-type: none"> Utilize energy saving performance contracts (ESPC) to finance large energy efficiency projects 	Town Departments
	<ul style="list-style-type: none"> Budget and plan for long-term energy efficiency equipment upgrades 	Town Departments/ BOS/ Budget Committee
	<ul style="list-style-type: none"> Install and operate renewable energy systems at municipal facilities or serving municipal facilities 	Town Departments/ BOS/ Budget Committee
	<ul style="list-style-type: none"> Procure locally produced, renewable energy for public facilities using bundled or unbundled RECs 	Town Manager / Board of Selectmen
	<ul style="list-style-type: none"> Collaborate with other municipalities to install and operate renewable energy systems for municipal energy / community energy use 	Town Manager/ Board of Selectmen



Town of Kennebunkport Climate Change Goals

<ul style="list-style-type: none"> Track and benchmark building energy consumption and seek ways to improve energy efficiency in all facilities 	Town Manager/ Department Directors
2. Support development of and access to renewable energy	
<ul style="list-style-type: none"> Adopt codes and permitting practices that support renewable energy systems in the community 	Planning and Codes
<ul style="list-style-type: none"> Facilitate the adoption of renewable energy technologies (i.e. solar, geothermal) by adapting building and zoning codes 	Planning and Codes






Land Ecosystems

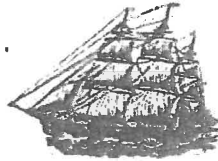
1. Promote and practice environmentally-friendly and sustainable landscape approaches		
	<ul style="list-style-type: none"> Increase the quality and amount of sustainable landscaping in the community 	Conservation Commission / Town Manager / Department Directors
	<ul style="list-style-type: none"> Increase the amount of sustainable landscaping in the community through subdivision and development codes 	Planning and Codes / Growth Planning Committee
	<ul style="list-style-type: none"> Increase native and sustainable landscaping on municipal properties 	Town Manager / Department Directors / Conservation Commission

Community forest management

2. Practice sustainable community forest management to increase resilience		
	<ul style="list-style-type: none"> Plant trees in locations where they make a direct, positive impact on the community or act as a buffer to filter air and water, limit storm runoff, and stabilize soil 	Town Staff / Shade Tree Committee
	<ul style="list-style-type: none"> Diversify the community forest for long term resilience 	Town Staff / Town Forrester
	<ul style="list-style-type: none"> Optimize tree planting and protect existing trees for maximum carbon storage/sequestration and energy savings 	Shade Tree Committee

Town of Kennebunkport Climate Change Goals

Municipal Operations		
1. Lead by demonstrating sustainable values and practices		
	• Achieve LEED certification for public building projects	Town Manager / Board of Selectmen
	• Manage special events sustainably	Department Directors / Town Manager
	• Integrate sustainability into capital planning	Department Directors / Town Manager / Board of Selectmen
	• Enact policies to preserve dark skies	Lighting Committee / Board of Selectmen
2. Operate a safe, clean, and efficient fleet		
	• Update fleet purchasing to prioritize electric vehicles	Department Directors / Town Manager / Board of Selectmen
	• Enact and enforce anti-idling policies for public fleet vehicles	Department Directors / Town Manager / Board of Selectmen
3. Engage the community in waste reduction and recycling		
	• Educate the community on recycling and composting practices	Solid Waste Committee
	• Educate the community to reduce waste by consuming less and reusing	Solid Waste Committee
	• Establish and strive for a residential recycling goal	Solid Waste Committee



TOWN OF KENNEBUNKPORT, MAINE

— INCORPORATED 1653 —

Resolution To Join the Community Resilience Partnership

WHEREAS, the Town of Kennebunkport has completed the Community Resilience Partnership's Community Resilience Self-Assessment and List of Community Actions, held three community workshops on November 19th, 2019, June 1st 2021, and July 26th, 2021, and adopted eleven Climate Change Goals which include the following actions from the Partnership's List of Community Actions:

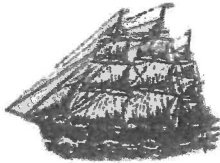
- C1: Conduct a baseline for energy usage by municipal/tribal government including electricity, heating and transportation fuels, and other energy sources.
- C2: Identify and track a simplified set of emissions indicators for community emissions reduction
- C3: Adopt a resolution setting targets and a plan for reducing emissions and advancing clean energy from municipal/tribal operations that align with the state's targets.
- F5: Complete the Maine Flood Resilience Checklist.
- G1: Conduct a vulnerability assessment for critical community infrastructure that includes: 1) the climate hazards to which infrastructure assets are exposed and how the intensity and likelihood will change over time; 2) the susceptibility to damage or failure given location, design, age, condition, and state of repair; and 3) the consequences that impairment or failure of the infrastructure will have on the community.

WHEREAS, planning for community and infrastructure resilience will protect people, preserve businesses and the local economy, and reduce the impact and costs of natural disasters;

WHEREAS, investing in energy efficiency and weatherization improvements is proven to lower municipal electricity expenses and make buildings more comfortable for employees and visitors;

WHEREAS, transitioning municipal fleet vehicles to electric vehicles lowers fuel and maintenance costs and reduces the uncertainty of variable fuel prices on municipal budgets;

WHEREAS, the Gulf of Maine is warming 99% faster than other oceans around the world, and ocean acidification and warming ocean temperatures pose a serious economic and cultural risk to Maine maritime industries, heritage, and tourism;



TOWN OF KENNEBUNKPORT, MAINE

— INCORPORATED 1653 —

BE IT RESOLVED, the Town of Kennebunkport commits to participating in the Community Resilience Partnership, which supports community leadership in reducing greenhouse gas emissions and increasing resiliency to extreme weather and climate change impacts;

BE IT FURTHER RESOLVED, the Town of Kennebunkport designates the Community Planner to coordinate planning, implementation, and monitoring of energy and resilience projects and to be the primary point of contact to the Community Resilience Partnership.

Sheila Matthews-Bull



Edward W. Hutchins

Patrick A. Briggs



D. Michael Weston



Allen A. Daggett

Amount	Source	Project(s)	Funding Timeframe
\$50,000	Kennebunkport contributions	Regional Program Pilot	Jan 2020 - Jun 2024
Additional Grants Secured by SMPDC to Support Kennebunkport and Regional work			
\$160,000	Economic Development Administration Disaster Grant	Economic Resilience Plan for Coastal York County	Jan 2020 - May 2022
\$130,000	Joint Land Use Implementation Grant	Southern Maine Climate Action Planning Cohort	July 2022 - Dec 2023
\$130,000	National Fish and Wildlife Foundation Coastal Resilience Fund	Climate Ready Coast – Southern Maine	Apr 2021 - May 2023
\$10,000	Dept. of Agriculture, Conservation, and Forestry	Climate Ready Coast – Southern Maine	Jan 2022 - Jan 2023
\$51,250	Maine Coastal Communities Grant	Development of Model Coastal Resilience Ordinance Language and Guidance	Sept 2021 - Dec 2022
\$32,550	Maine Coastal Communities Grant	Erosion and Sediment Control Checklist and Model Ordinance	Sept 2020 - Sept 2021
\$56,770	Maine Coastal Communities Grant	Low Impact Development Model Ordinance	Sept 2021 - Dec 2022
\$100,000	Community Resilience Partnership Community Action Grant	Southern Maine Climate Action Planning Cohort	May 2022 - May 2023
\$108,000	Maine Silver Jackets Grant	Flood mitigation assessment for Dock Square and Lower Village	Jan 2022 - June 2023
\$199,494	Breachreach Fund	Nature-Based Solutions for a Climate Ready Southern Maine	February 2023 - January 2025
\$28,611	Breachreach Fund	Kennebunkport Dune Restoration	February 2023 - unknown end date
\$800,000	DOE Energy Efficiency and Conservation Block Grant	Southern Maine Energy Navigator Pilot	April 2024 - March 2027
\$2,585,000	Maine Infrastructure Adaptation Fund	Pier Road Causeway Resilience Project	July 2022 - unknown end date
\$50,000	Maine Infrastructure Adaptation Fund 2024	Pier Road Head of Harbor Road Resilience Engineering/Design	TBD - grant submitted 2/2/24
\$4,441,675	GRANTS TOTAL		

natural resources and water resources and identify strategies to minimize impacts such as through alternative weed and pest controls and regulations, as needed.

- Support forestry and agricultural uses and activities such as agritourism, backyard chickens, farms, farm stands, and firewood sales.
- Create and implement an invasive species management policy, including public outreach and education, and prepare to manage invasive species on town property.
- Conduct a comprehensive review of the LUO and Subdivision Regulations to identify opportunities to strengthen provisions for water resource protection.
- Continue to assign priority status to commercial fishermen for mooring spaces.
- Develop the Village Parcel in a manner that is consistent with Kennebunkport's small town character.

Resilient

- Work with the Silver Jackets and other experts to devise a plan to protect Dock Square buildings from sea level rise.
- Educate property owners about impacts of climate change, such as extreme heat, drought, flood vulnerability, and changes in precipitation on habitats and species.
- Investigate the vulnerability of public and private wells to sea level rise induced

groundwater rise and to drought. Initiate planning for the potential future need to expand the Town's drinking water infrastructure if private wells become unusable due to drought or salinity or other contamination.

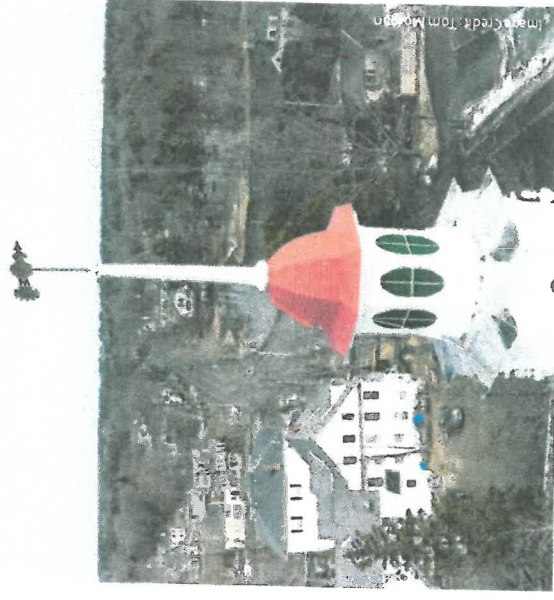
- Identify and monitor buried hazards that may be impacted by rising groundwater.
- Adhere to the Maine Climate Council's recommendation to locate new critical infrastructures, such as pump stations and other wastewater infrastructure, away from areas that are at-risk from sea level rise and flooding.
- Plan for the possibility that some town roads or segments of town roads may require elevation to avoid inundation due to sea level rise.
- Identify undeveloped land that is vulnerable to sea-level rise and make recommendations on acquisition to act as flooding buffer.

- Develop standards for new development in areas that are vulnerable to sea level rise (SLR) and ground water rise that is induced by sea level rise.
- Identify opportunities to lead, participate, and build from regional climate adaption efforts.

- Identify locations for electric vehicle charging stations, according to Maine Clean Community recommendations, that would benefit the community.
- Measure and monitor greenhouse gas emissions from municipal operations, and

community wide.

- Develop a town-wide climate action plan.
- Educate community members about steps they can take to reduce emissions and become more resilient.
- Continue to budget and plan for long-term energy efficiency equipment upgrades.
- Review the potential to install and operate renewable energy systems at municipal facilities.
- Review LUO for hinderances to renewable energy systems and recommend amendments.
- Ensure that the maintenance of aging sewer infrastructure is a priority.
- Integrate sustainability criteria into capital planning.



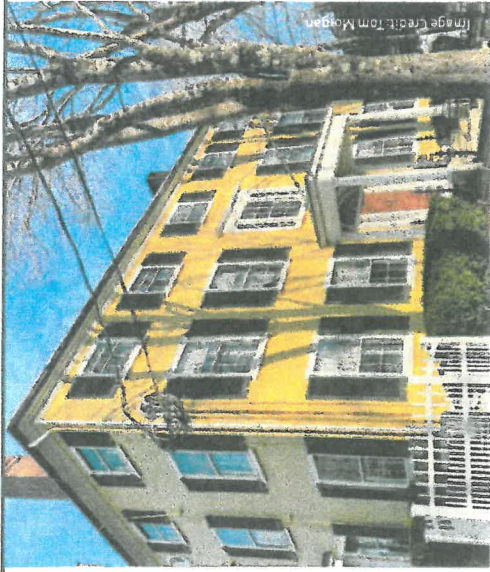


Image Credit: Tom Morgan

Connected

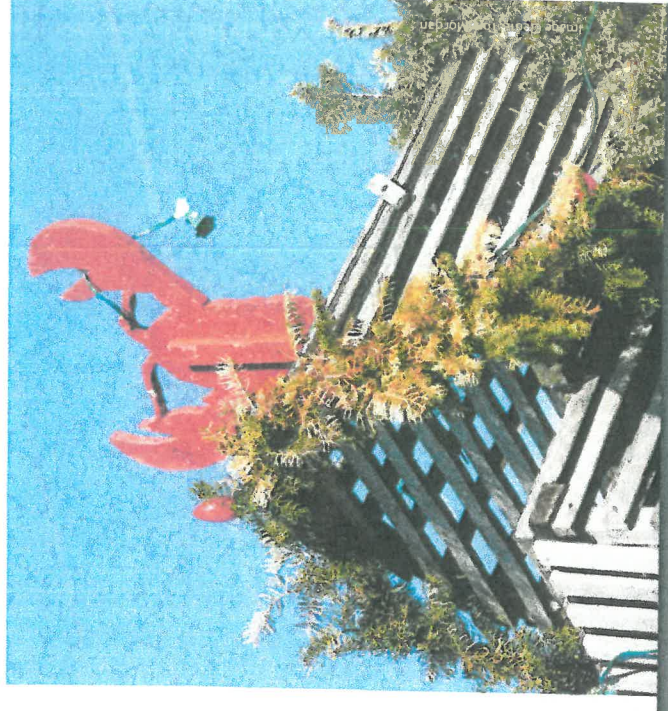
- Prioritize carbon emissions reduction when purchasing new vehicles
- Develop a long-term vision for a network of bicycle routes to serve the community and link to routes and facilities in neighboring communities.
- Review complete street practices for relevant tools and ideas for Kennebunkport.
- Add criteria in subdivision regulations that promote shared driveways and require developers to show future connectivity to adjacent parcels including roads and trails.
- Encourage connecting streets, a pedestrian-friendly environment, and small-scale, neighborhood commercial services that are geared toward serving local residents.
- Consider a traffic study to identify opportunities to reduce congestion in Dock Square.

- Identify locations to enhance wildlife corridors to help create places for species to migrate and shift north as temperature increases.
- When possible, follow stream smart road crossing policy to reduce the impact of road crossings on fish and other aquatic species and habitat.
- Continue to update, prioritize, and fund the Town's plan for transportation improvements, maintenance, and repairs.
- Conduct a comprehensive transportation vulnerability assessment to identify vulnerable assets and loss of connectivity due to sea level rise.

Collaborative

- Partner with regional entities and communities to enhance evacuation route planning and community education on evacuation routes.
- Adopt performance standards to protect vernal pools in the Biddeford/Kennebunkport Vernal Pool Complex.
- Collaborate with the City of Biddeford to ensure cross boundary protection of groundwater resources. Create an aquifer protection overlay district.
- Continue the partnership with Maine's Healthy Beaches Program and implement the recommendations in its "Summary Report of Enhanced Monitoring and Pollution Source Tracking Efforts in

- the Goose Rocks Beach Watershed, Kennebunkport" published in February 2021.
- Continue to participate in partnerships that support sustainability and resilience, multi-modal transportation, river management, aquifer protection, and other regional considerations.
- Collaborate with conservation partners to identify and make public a regional database of educational resources and information about critical habitat (including salt marshes), vulnerable species, and the impacts of development and human activity on natural resources.
- Collaborate with the Town of Kennebunk and the business communities in Dock Square and Kennebunk Lower Village to manage tourism to ensure the safety and enjoyment of residents and visitors.



February 6, 2024

Ms. Laurie Smith, Kennebunkport Town Manager

Cc: Select Board Members

Kennebunkport, Maine 04046

Dear Laurie and Members of the Select Board:

Regarding the recent presentation by the Climate Action Task Force to the Board of Selectmen, we are not in agreement with this task force's direction.

We believe the Town should continue to take a proactive approach to protecting town roads and town property and impact to private properties to ensure safety of our town residents from major storms. The Town has already started to address these with the Pier and Causeway work efforts. We would like to see this extended to what - if anything - can be done in Dock Square, to protect the areas from flooding. We do not need new laws nor ordinances to manage this.

We would like to see the town **not** bend to one side of the climate discussion, but to acknowledge that there are several different voices and opinions regarding root causes and solutions. So instead of looking to address causes at the town level, we suggest the town address the immediate issues at hand as mentioned above.

We would like the town to support its residents in following their own beliefs. If someone wants to own an electric car, they are free to do so, but the town should not recommend nor give weight to this selection. We do not need to be told what kind of car to drive. The same goes for eliminating any gas powered tools, such as leaf blowers and weed trimmers. We are all perfectly capable of deciding which tools to select for our own properties. We do not want to see the town make recommendations, as this will only become divisive within our community.

It was with good intent that the Climate Committee was formed, but we believe that there are many points of view that are not brought forward within their report. We would like the Board of Selectmen to terminate this committee, as it appears to be crossing over into individual freedoms.

Respectfully,

Concerned Citizens of Kennebunkport

Signed:

[Signature]

Elysebeth Bullen

Wesley H. Phillips

Margaret Myatt

Jonathan P. Bennett

Bill Case (by proxy)

John R. McDermott

Leah McDermott

W. John Hathaway

Michael Burd

Jerome A. Collins

Monique D. Collins

Jameson Spang Davis

Timothy C. Spang

Susanne M. Cayford

Elizabeth A. Jordan

William Scarborough

Andrea Tremblay

Charles R. Tremblay

Thomas A. Smith
Lana Wescott

Printed Name

Don Colman

Elizabeth A. Phillips

Wesley H. Phillips

Margaret Myatt

Jonathan P. Bennett

Bill Case

John R. McDermott

Leah McDermott

W. John Hathaway

Michael Burd

Jerome A. Collins

MONIQUE D. COLLINS

Jameson Spang Davis

Timothy C. Spang

Susanne M. Cayford

Elizabeth A. Jordan

WILLIAM SCARBOROUGH

ANDREA TREMBLAY

CHARLES R. TREMBLAY

Thomas A. Smith

Lana Wescott

Town Manager and
Select Board of the
Town of Kennebunkport, ME

February 11, 2024

Dear Town Officials,

We, the undersigned, are writing to express our support of the Town's Climate Action Plan Task Force in its efforts to codify the numerous climate-related actions and goals of the Town's Comprehensive Plan into a concise Climate Action Plan. Specifically, we support the creation of a standing Town Committee to advise, monitor, and assist in the execution of the Plan.

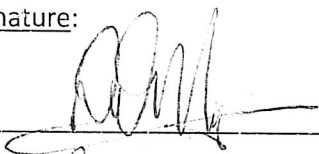
We accept the findings of the vast majority of climate scientists that greenhouse gas (GHG) emissions are the primary cause of the rapid global warming observed over the past few decades. We support both educating our residents regarding the risks of not reducing GHGs and establishing reasonable measures to reduce the Town's total GHG emissions.

We appreciate the time and effort the Town has expended to obtain State and Federal funding to support the current project underway at the Pier Road Causeway and at the Cape Porpoise Pier complex. Further, we acknowledge the importance of the Town creating an official Climate Action Plan to enable, and/or increase the probability of, obtaining future State and Federal funding for similar climate-related mitigation projects.

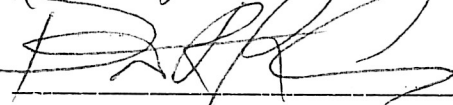
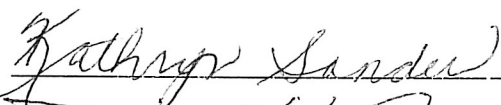

We look forward to the Select Board reviewing the current proposals of the Climate Action Plan Task Force and encourage the Board to establish a Climate Action Plan for Kennebunkport.

Sincerely,

Signature:



Pauline Smith



Printed Name:

Douglas D. May

Pauline Smith

David Smith

Kathryn Sanders

David Kling

Lucille M. Gentsch

Teffrey Gaulin

Richard L Smith

Patricia T Smith

David W. Jordan

Lynn R Jordan

Connie Dykstra

John Esser

Janet Weston

Michael Kelly

Wendy Wise

Joanna Dillon

MARK BRUNELL

STEVEN SOUSA

Lucille M. Gentsch

Teffrey Gaulin

Richard L Smith

Patricia T Smith

David W. Jordan

Lynn R Jordan

Connie Dykstra

John Esser

Janet Weston

Michael Kelly

Wendy Wise

Joanna Dillon

MARK BRUNELL

STEVEN SOUSA

BARBARA RIPTON

Bill Shore

Rosemary Shore

Denise Iafolia

Sarah Vander Scheeff

CHRISTOPHER C. WIGLE

Cecilia Julian

Paul R "Rick" Wakeland

Mindy Miller Mug

DAVID JENKINS

Kevin McDoane

Margaret J. Murray

Diane Jenkins

Carol Boyd

Pam Reynolds

Barbara Ripton

Bill Shore

Rosemary Shore

Denise Iafolia

Sarah Val-Scheeff

Chris C. Wigle

Paul R Wakeland

Mindy Miller

David Jenkins

Kevin McDoane

MARGARET J. MURRAY

DIANE JENKINS

Carol Boyd

Pam Reynolds

~~Ann C. M. Sanders~~

Ann C. M. Sanders

JAK

Jennifer AK James

Robert Zember

ROBERT ZEMBER

Janet Powell

Janet Powell

Steph

Steph Powell

Al

Al Schultzeis

To: Kennebunkport Selectmen

From: Susan Boak

Subject: Comments on Kennebunkport Draft Climate Action Plan

My first comment on the plan is that it is lacking in specificity and is too general to even be considered as a plan. A good plan has definable metrics, identifies known problem areas and responsible parties, and enlists the understanding and support of citizens and town employees.

While the warming of ocean waters is well known, there is small evidence for local rise in sea levels. I don't worry about Goat Island being underwater as it is unlikely to happen in any predictable future. Personally, what worries me most is the impact melting glaciers in Greenland may have on the Gulf Stream. It won't take much to divert this stream, having a devastating effect on Europe. Climate change is deeply reflected in ocean currents, which are studied by scientists. A coordinated effort is needed. However, great care should be taken as it has been repeatedly demonstrated that politics and science don't mix.

That being said, it's certainly favorable for the town of Kennebunkport to apply for Federal and state funds which address the problems we already have or are likely to have. Proposed changes regarding climate should quantitatively identify how the impact is expected to improve our local climate. Feel good changes such as electric vehicles and reducing oil production don't have an impact and shouldn't be considered. Take a hard look at the numbers.

Below are comments on the seven areas identified by the draft climate plan. An effort was made to identify responsible parties. In no instance, is continuation of the Climate Committee warranted.

1. Create Resilient Infrastructure to support key community services

- a. Take advantage of yearly town discounts for well water quality to collect and monitor sodium levels for local households. Request residents share testing results and build up a database to examine trends. This effort could be supported by resident volunteers and students under town supervision.

- b. Identify location of power substations and if flooding has been experienced or is even likely.
- c. **RESPONSIBLE PARTIES: TOWN MANAGEMENT WORKING WITH FEMA FLOOD MAPS AND EXPERIENCE OF EMPLOYEES WITH SOME VOLUNTEERS**

2. **Create Energy resiliency to safeguard critical services for residents**

- a. Maine should consider adopting small nuclear power plants. Technology has improved in recent decades and even the small plants can burn spent fuel rods, improving the environment by removing existing nuclear waste.
- b. **RESPONSIBLE PARTIES: STATE WIDE LOBBYING EFFORTS BY CITIZENS INTERESTED IN ECONOMIC AND SUSTAINABLE ENERGY DEVELOPMENT.**

3. **Ensure Community Resilience/Disaster Preparedness to protect residents during extreme weather events.**

- a. Planning should consider different levels of emergency events and not just those related to climate. If you are going to plan, then do it right.
 - i. What would it take to harden electric supply against an unfriendly EMP event? Many local residents have generators. Can these be protected?
 - ii. Are emergency evacuation routes up to date?
 - iii. Train residents in how to preserve canned frozen food to prevent loss during extended outage.
 - iv. Train residents in emergency planning and how to prepare households to respond.
- b. Review existing emergency planning at the local, county, state, regional and national level.
- c. **RESPONSIBLE PARTIES: FEDERAL, STATE AND LOCAL GOVERNMENTS AND TRAINED CITIZENS**

4. **Increase sustainability and resilient development, and**
5. **Protect Natural Resources as a buffer for climate change and to maintain community character**
 - a. Periodically review town building codes
 - b. **RESPONSIBLE PARTIES: CODE ENFORCEMENT OFFICER AND PLANNING BOARDS , STATE AND FEDERAL LAWS**
6. **Build Energy Efficiency to reduce energy costs and green house gas emissions for municipality, citizens and businesses.**
 - a. Existing federal programs such as LIHEAP support fuel assistance and in some cases energy improvements for homeowners. Habitat for Humanity also provides volunteer programs to assist in energy efficiency.
 - b. Private strategies are more likely to be adopted by homes and businesses if cost savings improvement can be demonstrated. Perhaps reduced cost loans may help private citizens in upgrading their homes.
 - c. Gas-powered small engines have little or no effect on local climate.
 - d. **RESPONSIBLE PARTIES: FEDERAL AND LOCAL PROGRAMS. INCREASE CITIZEN AWARENESS TO ENCOURAGE ADOPTING EFFICIENT STRATEGIES**
7. **Support EVs and reduce VMT (vehicle miles traveled)**
 - a. Consider tried and true strategies such as hybrid vehicles which are much cheaper and safer for the environment than EVs.
 - b. Walking is a fact of life in Kennebunkport and should be supported by safety training of pedestrians and drivers during the day and increased visibility of roads and pedestrians at night.
 - c. **RESPONSIBLE PARTIES: INFORMED LOCAL CITIZENS**

Kennebunkport Draft Climate Action Plan

General Comments on the presented plan

- A Climate Action Plan (CAP) should be specific to the town of Kennebunkport
- A CAP should not be partisan or rehash unpopular national policies for which there is no measurable reward
- A CAP plan should not tell citizens what to purchase (e.g. EVs, gas powered blowers, etc.)
- A CAP should address events which already have happened or for which there is a credible concern
- This CAP Lacks
 - Specific goals and measurable outcomes
- This CAP Needs
 - Proposed changes to identify positive impacts to our local climate/infrastructure, such as
 - Raising identified roads to abate seasonal flooding
 - Yearly tracking of sodium levels in existing wells to stay apprised of trends
 - Identifying infrastructure susceptible to flooding either by location or overload
 - Identification of responsible parties
 - Understanding and support of town employees
 - Understanding and support of town citizens

Kennebunkport Draft Climate Action Plan

Specific Comments

Create Resilient Infrastructure

- Projects on Pier Rd and Ocean Ave address longstanding flooding issues
- Town employees are certainly aware of other areas
 - Do they really want oversight by a CAP?
 - Trust the Town to know best
- Did the flooding last January stress the town sewer system?
- Monitor well water by enlisting residents to take advantage of a yearly discount for basic testing which includes sodium.
 - Create a database to track testing results, enlisting volunteer residents and students

Success relies heavily on staff knowledge to secure Government subsidies for infrastructure projects

Kennebunkport Draft Climate Action Plan

Specific Comments

Create Energy Resilience and Build Energy Efficiency

This topic seems to be based on **reducing green house gas emissions**

- Consider advocating for small nuclear power plants in Maine
 - A long term view, not part of local CAP
 - Technology has significantly improved over the last thirty years
 - Even small plants can burn spent fuel rods, removing a source of environmental waste
 - This energy doesn't produce green house gas emissions
 - EMP hardening may be built in
 - Resource examples
 - <https://www.themainewire.com/2023/03/republicans-want-nuclear-power-back-in-maine/>
 - <https://www.nationalreview.com/2024/02/the-long-awaited-nuclear-energy-revival-shows-progress/>
 - <https://www.courthousenews.com/nuclear-moves-in-senate-as-reactor-bill-advances/>
- Solar energy is not ideal for Kennebunkport's climate and requires resources to produce/dispose
 - Effects of northern latitude and fog should be studied
- Electric vehicles should not be mandated for citizens or town departments such as police and fire

Kennebunkport Draft Climate Action Plan

Specific Comments

Increase sustainability and Protect Natural Resources

- Periodically review town building codes by Code Enforcement Officer and Planning Board

Ensure Community Resilience/Disaster preparedness to protect citizens during extreme weather events

- Planning should consider different levels of emergency events and not just those related to climate
 - Harden electric supply against EMP?
 - Are emergency evacuation routes up to date?
 - Train residents in emergency planning for households

Kennebunkport Draft Climate Action Plan

SUMMARY

Does Kennebunkport need a Climate Committee?

- Infrastructure planning for roads, culverts, town water and sewer is already handled by town employees
- Sea wall vulnerability is a mix of private/public concern
- Tracking water quality trends for private wells needs citizen cooperation
- Mandating unpopular programs such as Electric Vehicles and banning gas powered lawn equipment will have little effect on the the town's climate
- Care should be taken regarding school involvement. Difference between education and indoctrination.

FW: [Town of Kennebunkport, ME] Climate Action Committee (Sent by Jane Evelyn, jevelyn@doverhills.com)

Laurie Smith <lsmith@kennebunkportme.gov>

Thu 03/21/2024 09:13

To: Yanina Nickless <YNickless@kennebunkportme.gov>

Laurie Smith
Town Manager
Town of Kennebunkport
LSmith@kennebunkportme.gov
207-967-1606

From: Laurie Smith
Sent: Friday, January 26, 2024 4:51 PM
To: SelectBoard <select2023@kennebunkportme.gov>
Cc: Yanina Nickless <YNickless@kennebunkportme.gov>
Subject: FW: [Town of Kennebunkport, ME] Climate Action Committee (Sent by Jane Evelyn, jevelyn@doverhills.com)

FYI

Laurie Smith
Town Manager
Town of Kennebunkport
LSmith@kennebunkportme.gov
207-967-1606

From: Contact form at Town of Kennebunkport, ME <cmsmailer@civicplus.com>
Sent: Friday, January 26, 2024 4:41 PM
To: Laurie Smith <lsmith@kennebunkportme.gov>
Subject: [Town of Kennebunkport, ME] Climate Action Committee (Sent by Jane Evelyn, jevelyn@doverhills.com)

Hello lsmith,

Jane Evelyn (jevelyn@doverhills.com) has sent you a message via your contact form (<https://www.kennebunkportme.gov/user/171/contact>) at Town of Kennebunkport, ME.

If you don't want to receive such e-mails, you can change your settings at <https://www.kennebunkportme.gov/user/171/edit>.

Message:

Dear Laurie Smith and Select Board,

Why do we need a climate change committee? We are currently able to respond to weather related incidents and we already recognize that we will need to do something about the damage and business disruption in Dock Square, as well as other areas, that is happening due to weather related incidents. To paraphrase Marybeth Gilbert in her thoughts at a recent Selectboard meeting – "Mother Nature

reminds us on occasion of her power.” Mainers are used to this. We can figure out how to deal with the issues in dock square without a climate change committee. We have the people in place to handle road closures and repairs caused by storms.

Resiliency goals are great. There are currently groups in town working on many of these areas. But let’s not start adopting unproven policies or regulations that probably will only challenge Mother Nature to wreck more havoc.

Energy Resilience? Electrification of municipal and school buildings – really? – this is anti-resilient. Resilience is offering multiple solutions and back up plans, not limiting choices to one. We need to take advantage of all that Mother Nature offers including electricity (wind and solar), oil and gas. In America we like choices, so that we can make the choice that works best for us. Electrification will not save us. When the Irish had only one source of food – the potato – they began to starve when a potato blight decimated the crop and over a million people died (per Wikipedia). When our entire town is totally electrified and the electricity stops – then what?

Do we need a committee to work with CMP? – I don’t think so. We have a very resilient community and CMP crews are out working and getting the job done when Mother Nature decides to challenge us. During the harshest weather our population is at its lowest and many full time residents are not even here. I think a climate committee would just be in the way.

Electric vehicles are neither affordable nor efficient for Mainers. EVs do not perform well when it is very cold and with climate change issues we may be likely to have harsher and more frequent cold spells. Additionally, there is not enough infrastructure to support a full on push to electric vehicles.

As with most aspects of our lives it is good to have a multitude of choice. Fossil fuels have supported us reliably for many years. It is wonderful to have another choice available with electric vehicles as an option. However, we are seeing more and more reasons to not jump on the electric vehicle bandwagon. An example is Hertz recent decision to cut its electric vehicle fleet by a third, choosing to reinvest in internal combustion engines.

The climate change group appears to have their own vision of what Kennebunkport should be. There appears to be a strong push to move toward total electrification in Maine. This is definitely not wise. It is much better to have a diversity of choice for vehicles as well as for home and business heating. The technology and infrastructure for EVs is not there yet. And while it is wonderful to have a new alternative energy source for vehicles as well as for electrification for homes and businesses, it certainly does not make sense to move full on to total electrification. And, personally, I find solar panels to be visual pollution. Let’s not cover the tops of buildings, or the landscape with solar panels. What damage is being done to the habitat, the vegetation, the many critters who must find new habitat away from the panels to get some sun? Wind turbines confuse migration patterns, as well as the communication of whales and other sea life. But maybe even more importantly we should consider the impact on our well-being of being deprived of Mother Nature’s wonders while we pollute our environment with solar panels and wind turbines.

Thank you. I think the Climate Committee has done some great and informative work. There may be a time when they should be called back to action but for now I think they should be put on the back burner.

Jane Evelyn
1 Brookside Drive

Carbon Dioxide — The Gas of Life

The video, “CO₂, The Gas of Life,” features a lecture given in New Jersey, October 3, 2023, by Professor William Happer, Ph.D. Professor Emeritus of physics at Princeton University and former scientific adviser to the Bush and Trump administrations.

The following is based on the information presented in the video:

- Carbon dioxide (CO₂) is commonly mischaracterized as a harmful waste product of respiration and is falsely blamed for disrupting the planetary climate.
- CO₂ is an essential gas necessary for life. Moreover, its impact on Earth’s temperatures is negligible, and will remain negligible even if the current concentration in the atmosphere were to double. A 100% increase of CO₂, from 400 ppm to 800 ppm, would decrease radiation into space by just 1.1%, resulting in a 0.7 degree C increase of the average earth temperature.
- A 0.7 degree C difference means there’s no climate emergency, and no matter what we do to reduce CO₂ emissions, it’s not going to impact global temperatures. To fabricate an emergency where there is none, it is assumed that massive positive feedbacks are involved. However, most natural feedbacks are negative, not positive, so isn’t it likely the 0.7 degree C increase is an overestimation to begin with?
- There’s no single temperature of the Earth. It varies by location and altitude. For every kilometer of altitude, you have an average cooling of 6.6 degrees C
- Higher CO₂ levels will green the planet, making it more hospitable to plant life. The more CO₂ there is, the better plants and trees grow. CO₂ also reduces the water needs of plants, reducing the risks associated with droughts.

The topic: carbon dioxide (CO₂), commonly mischaracterized as a harmful waste product of respiration and a pollutant that is disrupting the planetary climate. As explained by Happer in this lecture, CO₂ is actually an essential gas necessary for life. Moreover, its impact on Earth’s temperatures is negligible, and will remain negligible even if the current concentration in the atmosphere were to double.

CO₂ Is Not a Pollutant

At present, the CO₂ concentration in the atmosphere at a few thousand feet of elevation is around 430 parts per million (ppm). Closer to the ground, concentrations vary widely, both by location and time of day. This is because ground-level readings are impacted by photosynthesis and the respiration of insects and the like.

In the room where Happer was giving his lecture, the CO₂ reading was 1,800 ppm — the result of having a large group of people breathing in a closed space. Air conditioning systems have CO₂ meters that turn on fans to bring outdoor air inside when levels get too high.

The question of what is too high is an important one, considering The Great Resetters are pushing a green agenda that demands the dismantling of energy infrastructure and farming in the name of stopping climate change, which quite obviously threatens our quality of life and food supply. Ultimately, it may threaten human existence altogether.

The fact of the matter is that CO₂ is not the “bad guy” it’s made out to be, and the “net zero” agenda is wholly inappropriate if maintaining life on Earth is part of the equation.

“CO₂ is a very essential and natural part of life,” Happer says. “It is the gas of life. We’re made of carbon after all, mostly carbon, and we breathe out a lot of CO₂ a day just by living. Each of us

breathes out about 2 pounds of CO₂ a day. Multiply that by 8 billion people and 365 days a year, and just [by] living, people are a non-negligible part of the CO₂ budget of the Earth.

Nevertheless, we are living through a crusade against so-called pollutant CO₂. People talk about carbon pollution. [But] every one of us is polluting Earth by breathing, [so] if you want to stop polluting ... apparently God wants us to commit suicide ...

We're doing all sorts of crazy things because of this alleged pollutant ... more and more beautiful meadows are being covered with black solar panels. It doesn't work very well; it doesn't work at all at night. It doesn't work on cloudy days. It doesn't work terribly well in the middle of the winter because of the angle of the sun.

But nevertheless, we're doing it. We're being misled into climate hysteria, and if you haven't read this book, I highly recommend it. It was published first in 1841, called 'Extraordinary Popular Delusions and the Madness of Crowds.' It's as relevant today as it was then ...

I'm a physicist. I'm proud to say that no one could call me a climate scientist, but I know a lot about climate and I was a coauthor of one of the first books on the effects of carbon dioxide 41 years ago. This was a study done by the Jason Group which I was a member of. I was chairman for a while and it had really good people there."

Long-Term Impact of Increasing Atmospheric CO₂

The key question when it comes to global warming is, how much do you warm the Earth if you double the atmospheric CO₂ concentration? This is called the climate sensitivity question. The GUESS is that doubling CO₂ would result in a 3-degree centigrade rise in the global temperature.

"It was not based on any hard calculations," Happer says. "It was because of group-think. That's what everybody else thought, and so that's what we thought. Now, in my defense, one of the reasons I didn't pay much attention to this [is because] I was working on something at this time that I thought was much more important. So, let me tell you about that, so you get a feeling for why I think I'm qualified to pontificate about this subject.

It was the beginning of the Strategic Defense Initiative, of Star Wars ... President Reagan ... wanted some way to defend the United States so that we didn't have to have this mass suicide pact, and among other things we considered using high-powered lasers to burn up incoming missiles ...

But here's the problem. If you take the 1-megawatt laser on the ground and you send it toward the missile, by the time it gets to the missile, the beam — instead of focusing all the power on the missile — breaks up into hundreds of sub beams — speckles — and this was something that was well-known to astronomers. You have the same problem when you're looking at distant stars and galaxies.

Astronomers knew how to fix this ... If you can measure how much this wave is bent, then you can bounce it off a mirror bent in the opposite direction, and when the wave bounces up it's absolutely flat. That's called adaptive optics and it works beautifully. Then, when you focus the corrected beam, you get a single spot instead of hundreds of [beams].

The trouble with that is that if you look at the night sky, there are only four or five stars that are bright enough to have enough photons to do the measurement of the distortion of the wave. So,

we had a classified meeting in the summer of 1982. There were a number of Air Force officers there who explained the problem. By chance, I knew how to solve it.

You can make an artificial star anywhere in the sky by shining a laser tuned to the sodium frequency onto the layer of sodium above our heads, at 90 to 100 kilometers.”

While the Air Force was initially dubious about there being a sodium layer in the atmosphere, they did eventually build the sodium laser proposed by Happer, and if you go to any ground-based telescope today, you'll usually see one or two of them. Happer knows what he's talking about when it comes to atmospheric constituents and their related phenomena.

CO2 Has No Discernible Impact on Earth Temperatures

According to the climate alarmists, rising CO2 will result in global warming that will threaten all life on earth. In actuality, however, CO2 “is a very puny tool to do anything to the climate,” Happer says.

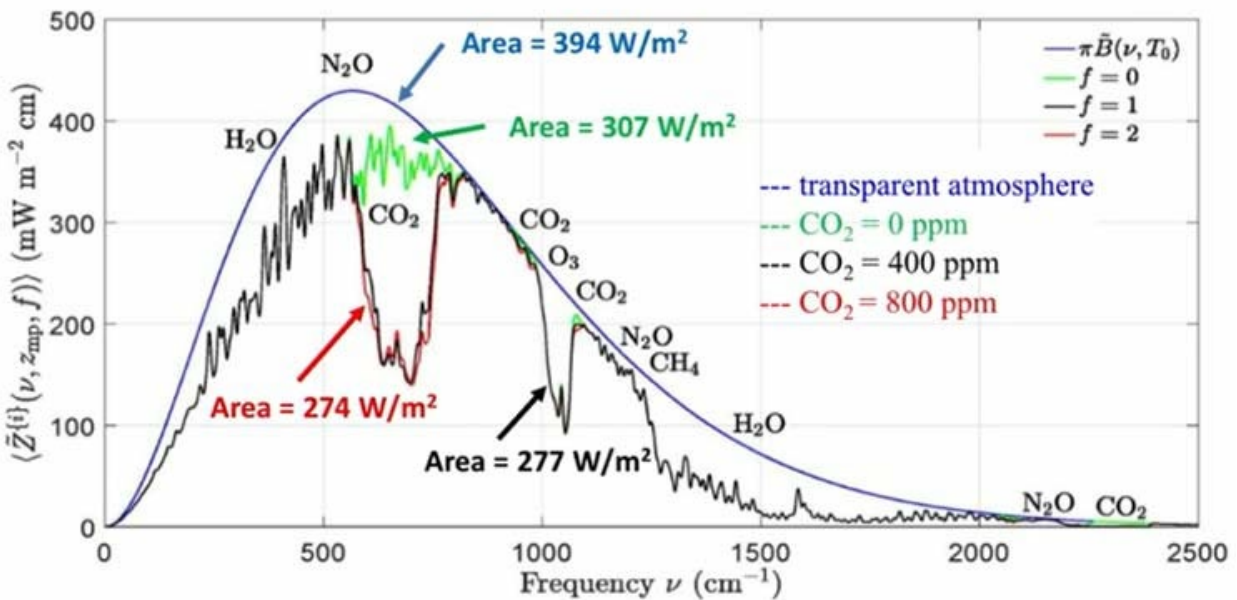
Keep in mind that there's no single temperature on the Earth. It varies by location and altitude. For every kilometer of altitude, you have an average cooling of 6.6 degrees C. This is known as the lapse rate. That cooling continues up to the troposphere, where it stops.

The cooling is due to the fact that warm air rises and cool air descends. “It's the convection that sets that rapid drop of temperatures — 6-and-a-half degrees per kilometer,” Happer says. He then explains the following graph, which details the thermal radiation to space from the Earth, assuming a surface temperature of 15.5 degrees C. The greenhouse gases is the area beneath the jagged black curve.

According to Happer, this is only 70% of what it would be without greenhouse gases, which is shown as the smooth blue curve, because as the sun heats the earth, greenhouse gases — mostly water vapor — impede cooling.

The most important part of this graph is the red jagged line, shown here with a red arrow pointing to it. That red line shows the effect that a doubling (a 100% increase) of CO2 would have on the surface temperature of Earth. As you can see, it's negligible. It decreases radiation into space by just 1.1%.

Earth's surface temperature, $T = 60\text{ F}$, $\rightarrow 16\text{ F}$ without greenhouse gases



As noted by Happer:

"Let that sink in. We're far from doubling [CO₂] today. It'll take a long time, [and] it only causes a 1% change. So, CO₂ is a very poor greenhouse gas. It's not an efficient greenhouse gas."

If you remove ALL CO₂, you end up with the green jagged curve. As you can see, the green and black jagged lines run parallel with the exception of one spot. There's a huge effect if you go from zero CO₂ to 400 ppm (green arrow). But it's again negligible when you go from 400 ppm to 800 ppm (black arrow).

As explained by Happer:

"You get all of the effect in the first little bit of added CO₂ ... So, it's really true that doubling CO₂ only causes a 1% decrease of radiation. The IPCC [Intergovernmental Panel on Climate Change] gets the same answer so this is not really controversial, although they will never show you the curve or tell you that it's 1%. That would interfere with the narrative ...

So, this is radiation to space. How do you change that into a temperature? They're worried that we'll get intolerable warming of the surface of the Earth where we live, or other parts of the atmosphere.

Here again it's important to do the first order calculation ... and it says that the warming from doubling CO₂ is ... less than one degree ... 0.7 [degree] C. Very small. You really can't feel that."

Why, Then, the Alarm Over Rising CO2?

Needless to say, this is a huge problem for the climate science community, because a 0.7 degree C difference means there's no climate emergency, and no matter what we do to reduce CO2 emissions, it's not going to impact the climate.

So, to fabricate an emergency where there really is none, the IPCC "assumes enormous positive feedbacks," Happer says. Because CO2 is not a potent greenhouse gas, the tiny direct warming caused by it is amplified by factors of anywhere from four to six to make it seem like it has a discernible impact.

"I like to say it's affirmative action for CO2," Happer says. "It's not very good at warming but if you assume lots of feedback, you can keep the money coming in." The problem with that is that most who have a background in physical chemistry and physics know that most natural feedbacks are negative, not positive.

This is known as the Chatelier Principle, named after the French chemist who first discovered that "when a simple system in thermodynamic equilibrium is subjected to a change in concentration, temperature, volume or pressure ... the system changes to a new equilibrium and ... the change partly counteracts the applied change."

So, the 0.7 degree C of warming you get when you double the CO2 is "probably an overestimate," Happer says, "because there are probably negative feedbacks operating in this very complicated climate system that we live in. The atmosphere, the oceans, everything is nonlinear."

The key take-home from all this is that whether we're at 400 ppm of CO2 or 800 ppm doesn't matter when it comes to impacting the temperature of the earth. In short, the climate hysteria is just that. It's not based on any real threat. Only if we were able to get to absolute zero CO2 would there be a change, but doing so also means we'd exterminate all living things on the planet. It's nothing short of a suicide agenda.

More CO2 Will Green the Planet

As explained by Happer, more CO2 will green the planet, making it more hospitable to plant life. The more CO2 there is, the better plants and trees grow, so if we want lush forests and bountiful harvests, cutting CO2 is the last thing we'd want to do.

"All plants grow better with more CO2 [in the air]," he says. "Plants are really starved [of] CO2 today. We know plants need many essential nutrients. They need nitrogen, phosphorus, potassium; most important of all they need water. But they also need CO2, and like many of the other nutrients, CO2 today is in short supply."

CO2 benefits plants by reducing their water needs, hence less risk from drought. Higher CO2 levels also reduce harmful photorespiration. According to Happer, C3-type plants lose about 25% of their photosynthesis potential due to increased photorespiration. For more in-depth information about the role of CO2 in plant growth and photosynthesis, please view the video. This discussion begins around the 40-minute mark.

Lies, Ignorance, Stupidity or Something Else?

In closing, Happer makes an effort to explain what's driving the climate hysteria:

"In spite of incontrovertible arguments that there is no climate emergency — CO2 is good for the Earth — the campaign to banish CO2, 'net zero,' has been very successful. So, how can that be? I'm really out of my depth here because now I'm talking about human nature. I'm really good with instruments and with solving differential equations but I'm not very good at understanding human beings.

But here are some of the drivers: noble lies, political lies, ignorance, stupidity, greed. Noble lies goes back to Plato who discusses it in 'The Republic.' 'In politics, a noble lie is a myth or untruth, often, but not invariably of a religious nature, knowingly propagated by an elite to maintain social harmony or to advance an agenda.'

And here there's a clear agenda. If you could somehow unite mankind to fight some external threat, for example CO2 pollution, then we won't fight each other. There won't be wars. So, I think many sincere people have latched on to the CO2 narrative partly for that reason. You can actually read about it in the early writings of the Club of Rome.

Then there are political lies. This is one of my favorite H.L. Menken quotes: 'The whole aim of practical politics is to keep the populace alarmed (and hence clamorous to be led to safety) by menacing it with an endless series of hobgoblins, all of them imaginary.'"

Ignorance, of course, is widespread, and largely based on incomplete knowledge or a flawed understanding of the facts. And what of stupidity? Dietrich Bonhoeffer, one of the few German clergymen who opposed Hitler and eventually paid for his public dissent with his life, once wrote about human stupidity:

"Against stupidity we have no defense. Neither protest nor force can touch it. Reasoning is of no use. Facts that contradict personal prejudices can simply be disbelieved — indeed, the fool can counter by criticizing them, and if they are undeniable, they can just be pushed aside as trivial exceptions.

So the fool, as distinct from the scoundrel, is completely self-satisfied. In fact, they can easily become dangerous, as it does not take much to make them aggressive. For that reason, greater caution is called for than with a malicious one."

Happer himself has experienced the danger of opposing stupidity. "I regularly get phone calls threatening me, my wife and children with death," he says. "So, what kind of movement is this?" Lastly, greed. A.S. Pushkin once said, "If there should happen to be a trough, there will be pigs." And climate science is currently where the big bucks are — provided your work furthers the global warming narrative and the need for net zero emissions.

Whatever the drivers are, responsible people everywhere need to push back against the false climate change narrative and the net zero agenda, as it will accomplish nothing in terms of normalizing temperatures, but will rapidly erode quality of life and the sustainability of food production, and shift wealth into the hands of the few.

Ms. Laurie Smith, Town Manager, Kennebunkport
Town of Kennebunkport Board of Selectmen

I have attended two presentations by the Climate Action Task Force to the Board of Selectmen, heard recent public comments to the Board and read through the Draft of their "Action Plan". First let me say that I view the efforts of town committees with great appreciation for the dedication, time, and results which such committees put forth. This task force has provided a draft document which is certainly one of consequence and earnest effort. As far as their recommendations that the town to approve their draft proposal as it exists today, I believe it is unnecessary because the task force is asking for approval for things that are truly undefined as well as approval for functions which are already part of the routine business of the town. REGARDING THE MAJOR REPORT HEADINGS:

"Build Resiliency". I don't really see that the task force is adding anything to the efforts already underway in various town departments, except for recommending that the town work to adopt some undefined "Regional" strategies / policies once they emerge. There are already incentive programs for which residents may qualify from the state and federal sources. These include incentives for electrifying home energy solutions and making home structures more energy efficient, as well as the purchase of EVs. Given the myriad issues of service issues of EV's (cold weather performance, charging times and availability, maintenance costs, overall reliability vs. standard vehicles, I don't feel that we should – as town government – encourage citizens, schools, and town departments to purchase EVs in 2024. Concerning issues have emerged about the environmental effect of manufacturing EV batteries, foreign mining of elements required (in many cases they are prohibited from mining in this country), and the problems at the end of life, regardless of what our state is encouraging, we should not carry such a message to our community at this time. As technology improves, these recommendations may make more sense, but not in 2024.

"Enable Action". I feel that the work of the Climate Action Task Force has been completed. The stated Community Outreach is overreaching in the eyes of many citizens with whom I have talked. The Funding of municipal policies to build resilience and keep things working efficiently for the safety and comfort of its citizenry, is the job that the town already does well and strives to do daily.

A final thought. Town Committees, while staffed with volunteers, often use valuable and finite resources of the time of staff and town management, require select board participation, and are focused on providing solutions which are quantifiable and can be enacted by town management or by the vote of citizens. I stress that I do not see this in the report, as it simply doesn't meet the criteria. This is why we don't have a "Secure National Borders Task Force", or a "Middle East Military Action Committee". While our citizens might feel strongly about government policies, and we might bring some great ideas and recommendations to the town management and select board, there is literally nothing that could be done in Kennebunkport to change the direction of such causes nationally or globally.

Best Regards,

Allan Evelyn
1 Brookside Drive
Kennebunkport

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Submitted by Anonymous (not verified)
November 14, 2023 - 1:34pm
146.70.202.51

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

What action plan? Where is it to read? How are we supposed to comment on something that doesn't exist?

Please don't waste our time with a public session to unveil it such that we will have to read it on the fly or on site for the first time and not have adequate time to prepare constructive feedback.

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Form: [Climate Action Plan Feedback](#)
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November 18, 2023 - 1:27pm
66.66.185.4

Name: (optional)

John Salo

Email: (optional)

jsalo125@gmail.com

Please share any feedback regarding the Climate Action Plan

Please email me drafts when available

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Submitted by Anonymous (not verified)
November 27, 2023 - 12:05pm
69.123.80.171

Name: (optional)

Gordon Elicker

Email: (optional)

gle121tpr@optonline.net

Please share any feedback regarding the Climate Action Plan

Invasive species are largely taking over The Lake of the Woods and Parsons Way along Ocean Avenue. A concerted effort is needed to save these important natural areas. Perhaps a significant volunteer effort to remove invasive species would make a significant impact (coordinated by the Land Trust, perhaps). In any case, action should begin promptly.

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Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
November 27, 2023 - 1:39pm
67.253.85.232

Name: (optional)

Charles Simmons

Email: (optional)

charles_xi@mac.com

Please share any feedback regarding the Climate Action Plan

For each element in the Action Plan, please add an estimated cost, an intended schedule for implementation, and a funding source.

Thank you.

Charles

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Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
November 27, 2023 - 2:44pm
45.46.15.193

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

It is evident that lots of conversation and thought has been put into this proposal. However, I feel that too much emphasis is being put on electricity to provide heat and power. It is a documented fact that the power grid in Maine cannot actually accommodate nor transfer the projected necessary amounts of electricity to safely and effectively heat and power all the needs of the communities around the state. I believe it's important to maintain a balanced approach using different types of fuel to create a safer and more accessible way to power and heat our community. While solar does provide adequate amounts of electricity for single buildings, I do not see it being a long-term solution, for our electricity needs because of the panel decreasing output over time and the cost of batteries – both monetarily and environmentally. It certainly would be cumbersome to require homeowners and home builders. Install heat pumps and solar. Heat pumps while effective because of their ability to heat and cool, require lot of maintenance, which is costly. And not to do maintenance on them, will shorten their lifespan as well as create health problems for those in those environments. It also doesn't seem to be a policy that would coincide effectively with low income housing and those who reside there in. Again, just to be clear, of course, solar, electricity, etc. are certainly part of long-term solution, but they need to be used in conjunction, or alongside of conventional fossil fuels to create a safe and effective means of powering our communities.

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Submitted by Anonymous (not verified)

November 27, 2023 - 2:54pm

2603:7080:f07:6c92:6d01:4e9b:bdf9:3995

Name: (optional)

John S. Hitz

Email: (optional)

JHITZ622@ROADRUNNER.COM

Please share any feedback regarding the Climate Action Plan

Our property at 6 Wood Road has shoreline along Paddy Cove. During storm surge conditions, the water has overflowed the bank and come close to jeopardizing the sewer tank and our basement. If the bank were raised by several feet, it would help mitigate this potential hazard. We would like to see modifications to the Shoreland Zone regulations that would permit reasonable shoreline enhancements to reduce risks from future sea level rise.

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Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
November 28, 2023 - 5:45pm
2a09:bac2:a1c8:197d::28a:c2

Name: (optional)

Paul Henderson

Email: (optional)

phenderson57@gmail.com

Please share any feedback regarding the Climate Action Plan

Good progress!.. Thanks for sending. Here are some comments:

I know you are trying to make this summary in nature and not super detailed. I am particularly interested in actions to help residents protect homes, business and property. I believe there are many barriers built in to the town ordinances that need to be relaxed on a 'standardized' exception basis to enable existing property resilience. I see several good additions that imply this.

To me, this item is the most important action in the document:

1. Enable Municipal Operations and Funding to support the Climate Action Plan, ensuring equal access to services and resources.

Conduct a review of ordinances and policies to identify necessary changes to reduce emissions and runoff and build resiliency, including streamlining approval processes and reducing barriers.

Using SMPDC Model Coastal Resilience Ordinance Language, revise land use ordinances to enhance resilience and help home and business owners protect property.

With that in mind, I would suggest a few other enhancements as below:

For this item:

5. Increase Sustainability and Resilient Development to increase safety of existing properties and ensure new development is adapted to climate change.

Encourage and streamline processes to enable residents and businesses to reduce flood risks by utilizing best practices.

Make tools and resources on climate risks and adaptation options readily available to residents and property owners.

I'd suggest changes something like this:

5. Increase Sustainability and Resilient Development to protect existing properties and ensure new development is adapted to climate change.

Amend ordinances and streamline processes to enable residents and businesses to reduce flood risks by utilizing best practices.

Make tools and resources on climate risks and adaptation options readily available and enable implementation by residents and property owners.

For this item:

4. Create Resilient Infrastructure to support key community services for residents, workers, visitors

Assess and manage impacts of saltwater intrusion and groundwater rise on sewers, septic systems and wells.

*Potential Regional Strategy

Work with SMPDC and area towns to fund plan for measurement and best practices.

I would suggest some clarity to make sure the focus includes helping people adapt private wells and septic systems, not just the public community services.

4. Create Resilient Infrastructure to support key private and community services for residents, workers, visitors

Assess and manage impacts of saltwater intrusion and groundwater rise on sewers, septic systems and wells.

*Potential Regional Strategy"

Work with SMPDC and area towns to fund plan for measurement and best practices and adapt town ordinances to enable implementation.

For this item:

Improve transportation infrastructure to better withstand flooding and sea level rise.

This sounds Ok to me but I'm not clear on what transportation infrastructure it's referring to. Roads and bridges? Culverts? Traffic lights? Train tracks? It does not need a lot of detail but maybe mention of a few items or some other way to add clarity would make it more impactful.

For this item:

Require hazard disclosure for property transactions. *Potential Regional Strategy

Advocate for a change to the mandatory hazard disclosure requirements at the town and state level.

I'd like to make this clearer what the objective is and modify the statement to reflect the goal. I know we have disclosures about radon, lead paint and others. However, before adding this, the town should be clear on what it is trying to accomplish and what action do we want people to take. Why do you want a hazard disclosure? What will it say and what is the outcome you are looking for? Is there a problem that a lot of people are buying houses that they don't know are on the water or in flood plains?

If the outcome is to make it harder for people with waterfront businesses and properties from selling their homes, I really object to this. If we are trying to prevent those potential new buyers from getting mortgages or insurance I really object to it. I think there's likely some limited action that makes sense here but I think we need to be very careful. If this information is already available, why create another form? If we are trying to restrict/prevent the sale of waterfront properties by existing property owners, the result will be only multi-millionaires that don't need mortgages or insurance will be able to buy and live in these properties. I think this is exactly the opposite of what the town should be advocating. But again, if there's some reason for this item, I'd like to see it more clearly stated last to what problem a hazard disclosure is supposed to solve.

Thanks for your hard work!

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
November 30, 2023 - 12:11pm
98.11.4.39

Name: (optional)

Denise DesChenes

Email: (optional)

dmmdeschenes@gmail.com

Please share any feedback regarding the Climate Action Plan

Congratulations on a strong start to the draft action plan. As you continue to move forward, please consider the climate implications of decisions about a possible new town hall and about the Village Parcel, including its wetlands and habitat and the benefits of keeping these in a natural state. Please also keep in mind the results of the Village Parcel survey, in which 74% of respondents favored keeping it in a natural state and not developing it. Also please work closely with the town's other committees and select board to ensure climate considerations are embedded throughout all decision-making about these two issues (possible new town hall and village parcel). Finally, I hear there has been talk about retreating from Dock Square over time due to sea level rise, but I would prefer options that would make the area more resilient and adaptable to sea level rise, if possible. Thank you for all your work on this critically important effort.

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Submission information

Form: [Climate Action Plan Feedback](#)

Submitted by Anonymous (not verified)

December 10, 2023 - 5:41pm

74.75.218.43

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

This seems like a good start. Bylaws should be written to limit development in sensitive areas such as shoreline, riverfront, and wetlands. There should be review of any development in these areas to minimize destruction of natural areas that minimize flooding as well as to protect our natural resources. In addition, measures need to be taken to reduce runoff from impervious surfaces (pavement, roofs, etc.). Lastly, policies should require restoration of vegetation to reduce runoff, filter pollutants, and minimize heat island effects. Buffer zones need to be enforced around critical areas to minimize impact on wetlands, streams, and the coastline.

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
December 12, 2023 - 10:06am
2603:7080:d3c:d6d9:4b:13e5:e948:dd97

Name: (optional)

John Kraeuter

Email: (optional)

jkraeuter@une.edu

Please share any feedback regarding the Climate Action Plan

After the last meeting it seemed that the current plan makes it difficult to focus on specific areas for action. The town has a thorough report (Climate Change Vulnerability Assessment) that was done this year. I seems to me that this should be utilized as a framework for the Action Plan. In my opinion the Task Force should utilize this assessment, because there is a lot of background data on many of the subjects being discussed, and focus on recommendations for each of the vulnerabilities. Why try to reiterate all this effort and then suggest solutions?

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Submitted by Anonymous (not verified)

January 17, 2024 - 7:39am

2603:9008:2501:67c3:717b:ec64:c85a:2ee2

Name: (optional)

Nancy Bravin

Email: (optional)

nancybravin@me.com

Please share any feedback regarding the Climate Action Plan

In the last few years bittersweet was taken out on ocean ave near colony beach, and at Goose Rocks Beach in only one path, which didn't seem to have the damage others did.

Bittersweet being the worst invasive plant attacking everything and killing it and sea roses are not native to Maine. With the storm damage now would be a good time to pull both at GRB and plan for native version saving vegetation local to Maine to be planted in the spring..now is the time to pull and dig out both. Probably the Marshes can use more native plants as well...

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Submission #15

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Submission information

Form: [Climate Action Plan Feedback](#)

Submitted by Anonymous (not verified)

January 17, 2024 - 11:52am

2601:197:d00:1410:1d40:9089:214c:a808

Name: (optional)

Wendy Wise

Email: (optional)

wmwise1@gmail.com

Please share any feedback regarding the Climate Action Plan

The Plan Seems very comprehensive, I appreciate all the effort that has been put into getting it this far. Two key points to raise: 1. We need data and metrics to help measure progress toward goals. For example: how much energy is being used today by the municipal buildings? How much \$ does that cost and how much Carbon is being emitted? let's get that baseline and have a goal linked to reducing that annually and a timeline goal to get to net zero. Residents need to have some tangible goals and will need to see progress. 2. A town electric microgrid can help both generate revenue for Kennebunkport and provide resilience when the larger CMP grid goes down. This should be one of the elements listed and one of the initiatives for which we get federal funding. It covers 3 things: 1. generates revenue for the town 2. provides resilience and 3. helps reduce carbon emissions. <https://www.energy.gov/eere/solar/articles/success-story-using-renewable-microgrids-keep-lights>

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Submission #17

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
January 18, 2024 - 6:37pm
66.30.85.35

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

The most important thing we can do, and the thing we can control, is to reduce carbon emissions

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Submission #18

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
January 25, 2024 - 2:36pm
69.49.155.135

Name: (optional)

Robert Domine

Email: (optional)

bob.domine@digitalresearch.com

Please share any feedback regarding the Climate Action Plan

Good afternoon,

I am strongly opposed to the adoption of ANY climate action plan by the Town of Kennebunkport. I believe this is an attempt by the far left to overlay a "fabric of control," which would subsequently allow for the capricious and arbitrary imposition of any number of specific regulations impacting individual freedoms and choices. In short, once a plan has been adopted, it will become a rather simple matter for the Town to simply point at the plan as administrative justification for any rule it wants to impose. No more campfires? Look at the plan. No more gas ranges? Look at the plan? No more gasoline powered equipment or recreational vehicles? Look at the plan? No more wood stoves? Look at the plan.

This is massive governmental overreach into an area that it has no business being in. I encourage you not to delude yourselves into believing that, simply because you were able to assemble a committee of frightened "climate activists," that said committee and its plan represents a reasonable foray into the lives and rights of the general population. This "we-know-what's-best-for-everybody" approach to government is in the process of coming to a screeching halt and dramatic reversal - on all levels.

One man's meat,

Bob Domine

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Submission #26

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 11, 2024 - 6:17pm
2603:7080:f02:9100:29ee:9e9:250a:5ec9

Name: (optional)

Mindy Miller Muse

Email: (optional)**Please share any feedback regarding the Climate Action Plan**

I am in full support of the climate action team's efforts and believe it is very important that we have a climate action plan for Kennebunkport and the state of Maine. Also I am sure you are aware but Surfrider foundation has several million dollars for Maine coastline resiliency that can be applied for!

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Submission #27

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 15, 2024 - 9:31am
136.226.73.103

Name: (optional)

chuck kiezulas

Email: (optional)

svekasck@gmail.com

Please share any feedback regarding the Climate Action Plan

I would like to have the task force address flooding during heavy rains along Smith Brook. There is a private dam at the intersection of Rte 9 and Goose Rocks Road at the end of Smith Brook that causes flood water backup during heavy rains on Smith Brook extending for 1 mile to Oak Ridge Road.

My concern is that the private dam creates flooding, slows runoff and probably causes a higher than necessary water table all along Smith Brook effecting all properties. The dam definitely impacts water runoff of properties. It impacts my property on Goose Rocks Road. Given the systematic increases in rainfall, why is that dam needed?

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Submission #28

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Submission information

Form: [Climate Action Plan Feedback](#)

Submitted by Anonymous (not verified)

March 15, 2024 - 4:06pm

2603:7080:d3f:6100:204d:5c0c:462f:2a53

Name: (optional)

Geoffrey Bove

Email: (optional)

gbove@bovelabs.com

Please share any feedback regarding the Climate Action Plan

I think that resiliency of our infrastructure (#1) is the most important and most equitable factor in this plan.

I agree that evaluating solar electric panels for municipal use could be good for the community in the long run. I am not supportive of giving energy away to people who can afford electric vehicles.

I believe that people need to take care of their own property in terms of managing storm damage.

I believe that people need to be always cognizant of waste. Waste includes food, energy, materials, and personal energy. Education and promoting or even rewarding healthier habit seems like a priority.

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Submission #29

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 16, 2024 - 12:45pm
76.179.64.94

Name: (optional)

Email: (optional)

pdcarr52@gmail.com

Please share any feedback regarding the Climate Action Plan

Since flooding in Dock Square is becoming more prevalent with rainstorms and high tides, when it going to more apparent that structures in Dock Square and along Ocean Avenue will have to be raised. Is that something the property owners have to do on their own, and is there any state or federal assistance?

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Submission #30

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 16, 2024 - 8:57pm
98.11.17.79

Name: (optional)

Brian Lincoln

Email: (optional)

brian.lincoln@yahoo.com

Please share any feedback regarding the Climate Action Plan

I urge the Selectmen to support this rational plan at the upcoming meeting, and in adopting the plan to make this a key consideration in developing future budgets. The storms of the past few months should be a wake-up call to all who are in denial. We are all fortunate to call such a setting of natural beauty home, and to have a healthy marine economy. Our way of life is under threat. Let's act now before it too late or us, our children and grandchildren. To do otherwise would be tone-deaf to comprehensive, science-based research and selfish.

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Submission #31

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 18, 2024 - 7:42pm
2603:7080:f43:4da2:587:48e4:eafb:b9a3

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

We're sure you've already thought of this, but... For electrification / EV charging stations, we'd encourage this NOT being at the Dock Square lot (only to have to be replaced after every king tide -- but rather, locate these at the fire station lot on North St.

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Submission #32

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 21, 2024 - 10:06am
109.200.208.213

Name: (optional)

Ron

Email: (optional)

fewas5circled@gmail.com

Please share any feedback regarding the Climate Action Plan

Time to consider paying fair market value for homes and business located on beachfront property or in flood zones as the issue with flooding is not going away but going to be getting worse a lot worse. If this proposal were passed this would go a long to solving the ongoing flood damage and in turn turn this into dual wild life sanctuary and buffer zone. The continue rotation of just trying to fix what has been broke does not seem like a practical solution lets be proactive and get way out in front of this...Seems like the beachfront property should not belong to a select home owners but the public.

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Submission #33

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Submission information

Form: [Climate Action Plan Feedback](#)

Submitted by Anonymous (not verified)

March 21, 2024 - 2:03pm

2603:7080:e3f:7ef6:293d:8e96:33bc:6c3c

Name: (optional)

Email: (optional)

Please share any feedback regarding the Climate Action Plan

Have you brought in any experts to look at what can be done in terms of adding or expanding the jetties? (they have had to do similar work in Florida). Have you considered adding more incentives to encourage buying and using solar panels? or incentives or builders and homeowners to build up?

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Submission #36

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Submission information

Form: [Climate Action Plan Feedback](#)
Submitted by Anonymous (not verified)
March 26, 2024 - 9:54am
66.66.184.24

Name: (optional)

Ben Midgley

Email: (optional)

Bmidgley@rocketmail.com

Please share any feedback regarding the Climate Action Plan

In regard to the climate action “plan” I am submitting the following comments. I regret that I cannot attend the meeting as I will be traveling out of the state but would have liked to attend.

First, I am not sure if this is actually being voted on to adopt a “plan” as is or, if this is essentially a vote that the Town will “review” the ideas put forward to determine what makes sense and what does not? My concern is that after a thorough review of the “plan” it is not a plan at all but rather a collective of ideas. A comprehensive plan would need to have the specific measurable outcomes, timelines, interim steps, costs associated, resources associated, stakeholders and supporters all outlined and I did not see any of that in the “plan”.

Broadly - If someone follows this topic they would know that climate change is a global issue and majority of carbon release comes from countries that are not reducing their emissions. China, India, Russia. Though the U.S is driving numerous climate change initiatives across the country, at this moment under the Biden administration the U.S is producing and refining its highest level of fossil fuels in history (verifiable). Additionally, the Administration is also incentivizing foreign countries such as Saudi Arabia, Iran and Venezuela to produce and refine more oil to keep gas prices lower, knowing that these countries produce fossil fuels with much greater carbon release than U.S producers create.

That being said with these global pressures, regardless of anything we do in our little town of a few thousand people, there will be no direct correlation or localized effects on weather events as everyone knows all climate and weather-related activity is global and effected by the entirety of the world.

If anyone thinks local initiatives will have an effect on the actual weather events in our community, those impacts should be outlined in the “plan” and backed up with specific measurable targets, timelines, costs and supporting data. We cannot allow any of the initiatives that require increased taxation or burdensome regulations to go forward simply because “overall we think it is a good thing to do”. Otherwise the “plan” can end up wasting a lot of taxpayer money and only satisfy peoples need to feel like they are contributing to climate change.

That being said a number of the structural enhancements noted in the plan are clearly impactful, can be allotted specific costs and the outcomes and the effectiveness of their implementation be completely visible and quantified. Those aspects are good. Other aspirational aspects are not good unless it can be proven that they will have specific outcomes by certain dates, that can justify any expense or regulations.

For any “idea” that requires new taxes or burdens on community members - cost estimates and adjustments to life for residents have to be applied to each aspect - then disclosed to the residents before any action can be taken, so all residents have an opportunity for response.

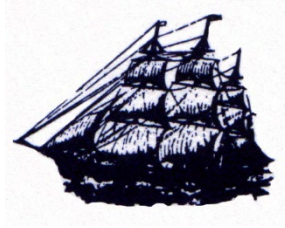
Implementing new taxes or regulations that have no specific identified results and timelines would be very irresponsible and uniformed policy making.

Climate change is important to just about everyone (especially if you are a Mainer) but as of the last few years many large well organized federal and global initiatives have failed dramatically (with substantial planning and investment) and have wasted lots of money and effort. All I am saying is as long as we have lived here Kennebunkport has always been a sensibly managed municipality, so let’s make changes that make sense, can have actual measurable impact and bring the community along willingly not by forcing changes that are essentially promises that can’t be kept.

Thank you

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AGENDA ITEM DIVIDER



KENNEBUNKPORT TOWN CLERK

To: Laurie Smith, Town Manager
Board of Selectmen

From: Tracey O’Roak, Town Clerk

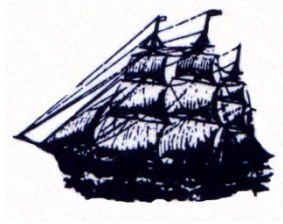
Date: March 8, 2024

Re: Town Officers

The following is a list of Town Officers to be appointed for the upcoming year. Please consider the appointments for the March 28th Selectmen’s agenda. Thank you.

Animal Control Officer	Deborah Higgins
Assessor	Rebecca Nolette
Code Enforcement Officer	Vacant
Asst. Code Enforcement Officer	Gregory Reid
Plumbing Inspector	Vacant
Asst. Plumbing Inspector	Gregory Reid
Constable	Rebecca Nolette
Emergency Management Director	Craig Sanford
Fire Chief	John Everett
Fire Inspector	John Everett
Harbor Master-Cape Porpoise	Frank Orr
Harbor Master-Kennebunk River	Jamie Houtz
Health Officer	Alison Kenneway
Public Access Officer	Tracey O’Roak
Registrar of Voters	Tracey O’Roak
Road Commissioner	Christopher Simeoni
Shellfish Warden	Everett Leach
Street Naming & Numbering Delegate	John Everett
Tax Collector	Laurie Smith
Town Clerk	Tracey O’Roak
Town Forester	Patrick A. Briggs
Treasurer	Nicole Evangelista
Tree Warden	John Ripton

AGENDA ITEM DIVIDER



KENNEBUNKPORT TOWN CLERK

MEMORANDUM

To: Kennebunkport Board of Selectmen
Fr: Tracey O’Roak, Town Clerk
Re: Appointment of Election Clerks for 2024-2026
Dt: March 8, 2024

State law requires that municipal officers appoint election clerks for two-year terms on even-numbered years. Attached are the names of those people nominated to work at the polls for the next two years. If you approve, please sign the list attached and return to me.

Thank you for your consideration.

ELECTION WORKERS FOR 2024-2026

Democrats	Republicans	Unenrolled
Sarah Bonneau	Robin Broden	Gracine Adams
Ann Marie Briggs	Susanne Cayford	Jan O'Neill
Jane Carreiro	Doug Dicey	Heidi Seitz
Helen Conaty	Janet Dicey	
Jean Conaty	Jane Evelyn	
Carol Cook	Diane T. Franz	
Irene Cyr	Mary Jane Grant	
Bruce Donath	Frank Green	
Connie Dykstra	Paula Hoover-Walsh	
Geralyn Fitzgerald	David Jones	
Kathleen Golini	Mary Elizabeth Jones	
Penelope Gruen	Steve Read	
Janet Henry	Mike Sullivan	
Claire Julian	Michael E. West	
Joseph Krulis	Audrey Williamson	
Kathryn Leffler	Rose Wills	
Rodney Marr		
Rebecca Nolette		
Deborah Pearse		
Marian Reagan		
Susan Richards		
Karen Schlegel		
Dick Smith		

We, the undersigned Municipal Officers of Kennebunkport, Maine
do hereby appoint the attached listing of Election Clerks for 2024-2026

AGENDA ITEM DIVIDER

MEMORANDUM

To: Board of Selectmen and Laurie Smith, Town Manager

Fr: John Everett, Fire Chief

Re: Additional Funding Request for Ladder Truck Purchase

Dt: March 21, 2024

The apparatus committee has been working diligently on finalizing the specifications for the ladder truck. Throughout the process, we have removed and added items as needed. Currently, there are two items that we feel should be added that were not available when we started the process in late Summer 2022.

The first item deals with firefighter safety. Over the last five years, many cancer studies of firefighters have been done. These studies have linked certain cancers to continued contact with items contaminated with soot and other products of combustion. Most of these products have been proven to cause cancer. These studies have changed the culture of Fire Departments. No longer do we wear soiled gear for days or months. Our gear is washed more often to lessen our exposure.

Changing the seats in this apparatus will help protect our firefighters from cancer. The seat manufacturer, Bostrom, has started selling seats with removable seat covers that can be washed. The seats in the spec currently do not offer this ability.

The other item will help increase the vehicle's lifespan. In the original specification, we would get a sprayed-on bed liner for only part of the frame and not on any of the suspension components. Now, they offer this coating on the entire frame and suspension components. This is done as the truck is built, in addition to the rustproofing steps they take for the frame and related parts.

The upgraded seats cost \$4,241.88 and cover all four seats in the vehicle. The second item costs \$2,761.03, for a total of \$7,002.91. The cost of these items is half of one percent (.005 percent) of the total cost of the vehicle.

I am asking for authorization to pay for these items from the Capital Fire Apparatus account. The balance in this account is \$75,966.17. Withdrawing \$7,002.91 will not impact the scheduled replacement of the fire department's fleet.

AGENDA ITEM DIVIDER

Memorandum

To: Selectboard

Fr: Laurie Smith, Town Manager

Re: Village Fire Station Programming Study and Analysis

Dt: March 21, 2024

As part of the FY24 budget the Town authorized \$80,000 in capital funding to begin the design of needed renovations to the Village Fire Station to accommodate current and future uses of the station. The needed changes would provide space to accommodate per diem fire fighters, consolidated equipment storage, and offices for the Fire Department and KEMS services.

Attached please find the proposal from Sebago Technics for facilities planning and programming assessment to begin this process. Staff recommends approval of this proposal.



March 4, 2024
230094

Ms. Laurie Smith, Town Manager
Town of Kennebunkport
P.O. Box 566
Kennebunkport, ME 04046

Proposal for Professional Services – Facilities Planning for the Town of Kennebunkport North Street Fire Station Conditions and Programming Assessment

Dear Laurie:

We are looking forward to teaming with the Town of Kennebunkport to undertake a facilities study for its North Street Fire Station which was constructed in the early 2000s and is a wood-framed building with a four-bay fire station and attached meeting room. The current fire station needs additional space for staff, bunk rooms, and a bay addition.

Before the fire station can be modified or expanded it is desirable to complete a comprehensive review of the current building. The focus of this scope of work will be to undertake a space and use evaluation of the building that includes, a programming study, codes assessment, systems, and building condition review to understand the potential for an addition and/or modification to the fire station.

Project Team:

Our project team has worked together on numerous projects and studies to successful completion. The team will be led by Owens McCullough, PE, LEED-AP, who will be assigned to the Town of Kennebunkport throughout the contract. Owens will be the Town's primary point of contact and project lead. Our supporting team members will be Grant Hays Associates and Allied Engineering.

Scope of Work:

1. **Kick-Off Meeting & Site Visit:** An initial in-person meeting with key town staff, fire/rescue leadership, and Sebago Technics/Design Team personnel. The goal for this meeting would be to establish relationships between the project team and become familiar with the goals of the project. For purposes of efficiency, our team would like to complete the programming, code review, and systems assessment update at the time of the kick-off meeting and site visit.
2. **Programming - Departmental Operations Evaluations:** In-person meetings with the leadership team from Fire and Rescue to gain a full understanding of the current operational needs of each department function and discuss what future needs may exist. We envision this to take the form of a workshop with the key staff immediately after the kick-off meeting with our Project Architect and team. Work in this task will evaluate the current and future space programming needs and form the foundation of space for any future re-use, additions, or new construction.

This assessment will involve meetings with Town departments to review current and anticipated space needs accounting for potential growth over time. The result will be a spreadsheet containing current and future space needs by department and function which will assist in the development of future space planning. In addition, using prior site development plans, we will review the current site conditions, parking, utility access, and opportunities or deficiencies that may be of importance.

3. **Codes Assessment:** Our project architect will review the building for general conformance with current building codes. This will include a field review of current building uses, utilizing existing plans supplemented with field measurements to create schematic building floor and use plans. Upon completion of the assessment, schematic floor plans will be created along with a summary report of current spatial use and code considerations.

This is an important first step since any future building planning will need to understand the impacts of current building codes (ADA, Egress, Fire Codes, etc.) on any future improvements and current use. Depending on the extent of any future improvements, correction of existing code deficiencies will need to be addressed.

4. **Systems Assessment:**

This systems assessment will include an existing condition review of the mechanical, plumbing, electrical, fire protection, and structural/roofing systems at the North Street Fire Station in Kennebunkport, Maine. The assessment shall report on existing conditions and include recommendations for improvements and upgrades.

The assessment will include:

- a. Evaluation of the current condition of the heating, ventilation, and air conditioning systems. This work typically includes a visual review of the systems, communications with the facilities manager to review maintenance and repair records, and assessment of the likely useful life of the systems. We will report on the age of the current systems and equipment and compare its age to the published service life for the equipment as a criterion for equipment replacement.
- b. Inspection of accessible portions of the building structure, roof, and general structure.
- c. Review building controls and automation (as they exist).
- d. Evaluation of current electrical systems.
- e. Conduct a general code review of the building and provide a summary of deficiencies and required improvements.
- f. Review as-built conditions concerning general compliance with current applicable building codes, energy codes, and town ordinances. Review existing building materials and systems to assess life cycle conditions.

- g. Our assessment report will discuss the current systems and whether they align with the town's energy goals.
- h. Our assessment will also develop an opinion of costs associated with system enhancements/upgrades that may be needed based on the condition assessment.

Note: When the town proceeds with the design development (future work), a design-level evaluation for energy enhancements (building energy modeling) may need to be completed and compared to base requirements including a formal evaluation of life cycle costs. For this assessment, the objective is to review the facility to assess its current condition and the potential for expansion or renovation.

Deliverables:

1. Programming Analysis:

Once we complete the space and programming assessment, we will provide the town with a spreadsheet format analysis identifying current staffing levels and space along with a spreadsheet identifying the current and future needs of the facility.

2. Codes Assessment:

Once our Architect completes a review of the current facility, the Architect will generate a floor plan depicting egress paths and code considerations that will help guide the town in future capital improvement planning scenarios.

4. Systems Assessment:

Our Structural, Mechanical, Electrical, and Plumbing Engineers will prepare an updated systems assessment and conditions report.

5. Preparation of Report of Findings:

We will assemble a final report capturing the work completed, programming, code, and building systems assessments.

6. Town Board of Selectmen (BOS) Presentation:

Present the contents of the final report to the Town BOS and Building Committee meeting. The presentation will include a PowerPoint presentation including graphics and visual aids to help communicate the results of the study to the Town Council and the community.

The final report, plans, and graphics will be provided in PDF format to the Town.

Fees:

We recommend the town establish a budget of \$42,000 for the above scope of services.

Exclusions:

As a planning-level study, our work will not include building hazardous mitigation assessments, geotechnical investigations, detailed building plans, surveys, energy modeling, destruction investigations/testing, permitting, air quality testing, environmental assessments/testing, building design, or other related services. The need for these services would be determined or performed as part of future design services as needed.

Schedule:

Upon authorization to proceed, we will schedule a coordination meeting with the project team and town. From start to finish, we would anticipate 3 to 4 months to complete the assessment depending on meetings and findings.

Closure:

We are looking forward to assisting the Town of Kennebunkport with the North Street Fire Station planning project. As always, please contact me with any questions or if we can be of further assistance.

Sincerely,

SEBAGO TECHNICS, INC.

A handwritten signature in black ink, reading "Owens A. McCullough". The signature is fluid and cursive, with the first name "Owens" being the most prominent.

Owens A. McCullough, P.E.; LEED A.P.
Sr. VP Strategy and Client Development
OAM: OAM

AGENDA ITEM DIVIDER

Town of Kennebunkport
Town Hall Building Committee March 21, 2024, Meeting

MINUTES

Selectmen attending: Mike Weston and Marybeth Gilbert.

Staff attending: Laurie Smith, Yanina Nickless, Galen Weibley, and Eric Labelle.

Committee members attending: April Dufoe, David Graham, Kevin McDonnell, Dick Smith, Tim Pattison, John Ware, Deborah Bauman, Judy Phillips, and Allen Evelyn via phone.

Invited experts: Owens McCullough and Mike Hays.

General meeting description:

The meeting addressed three action items from the previous meeting and covered more:

1. The meeting commenced with Kevin McDonnell presenting his Town Hall survey results findings. He and Allan Evelyn looked into the comments and categorized them into different sections. They discovered 4 major reasons for a 'No' vote: it is too expensive; the building is too large; diverse environmental concerns; and low trust from the public. The group discussed the need for transparency and how to engage residents more. Another point of discussion was addressing why we need the new Town Hall.
2. Laurie offered the committee to tour all Town facilities to see their conditions so the group could address the questions of putting some departments into another facility. The group agreed that would be beneficial to some.
3. The meeting continued with Owens and Mike Hays presenting updated plans for the potential Town Hall building. The new proposal is two stores tall with a smaller footprint. Owens showed it near the Village Fire Station if that would be a preferred location. It can also fit in the Village Parcel location.
4. The new design had more open spaces and cubicles, instead of offices. The meeting room was kept the same size, but the rest of the spaces were significantly reduced. The proposed design has a building net total of 10,184 SF and building systems (spaces required by code) net total of 1,020 SF. That gives a grand total of 11,204 SF.
5. Mike Hays talked about each space and his thinking behind a new plan.

Discussion points:

- The committee asked follow-up questions about Mike's new proposal.

March 21, 2024, THB Committee Meeting

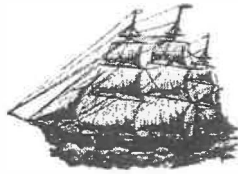
- Mike Weston asked at what point it makes sense to bring in a person to set the price for the project. – The group decided that the question about the location needs to be answered first, because that will determine some of the cost.

Action items:

1. Yanina will set up tours of the town facilities for the Town Hall Building Committee.
2. Owens and Mike will update a concept plan for the Village Parcel and 32 North Street.
3. The committee will discuss bringing the plan to the public for residents' input.
4. The committee will work on the document that shows what options we went through and why they did not work.

Submitted by,
Yanina Nickless,
Director of Support Services

AGENDA ITEM DIVIDER



Kennebunkport Public Health

- INCORPORATED 1653 -

Kennebunkport Public Health

March 11, 2024

ATN: Kennebunkport Board of Selectmen, Laurie Smith-Kennebunkport Town Manager

Please accept this generous gift of \$50.00 from an anonymous donor to the Nurses account (08-01-39). This money was granted to Kennebunkport Public Health nurses to assist us with supplies, equipment, training, or any needs we see fit.

Thank you!

Alison Kenneway RN, BSN
Kennebunkport Public Health

10-4 220-8110		176
DATE <u>3/08/24</u>		
PAY TO THE ORDER OF <u>Town of Kennebunkport Nurses</u>	\$ <u>50.00</u>	
<u>Fifty 00/100</u>		
M&T Bank	DOLLARS	MyChoice
MEMO <u>Thank You Nurses</u>		

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