

# Public Facilities and Services

## Public Utilities

### Kennebunk, Kennebunkport and Wells Water District (KKWWD)

The District is a quasi-municipal water utility was established in 1921 by an act of the Maine State Legislature. In 2005 KKWWD helped to create Southern Maine Regional Water Council (SMRWC), a State-chartered non-profit entity whose purpose, in addition to coordinating efforts to save costs and improve customer service, is developing a comprehensive, long-term regional water supply plan for coastal southern Maine from Portland to Kittery.

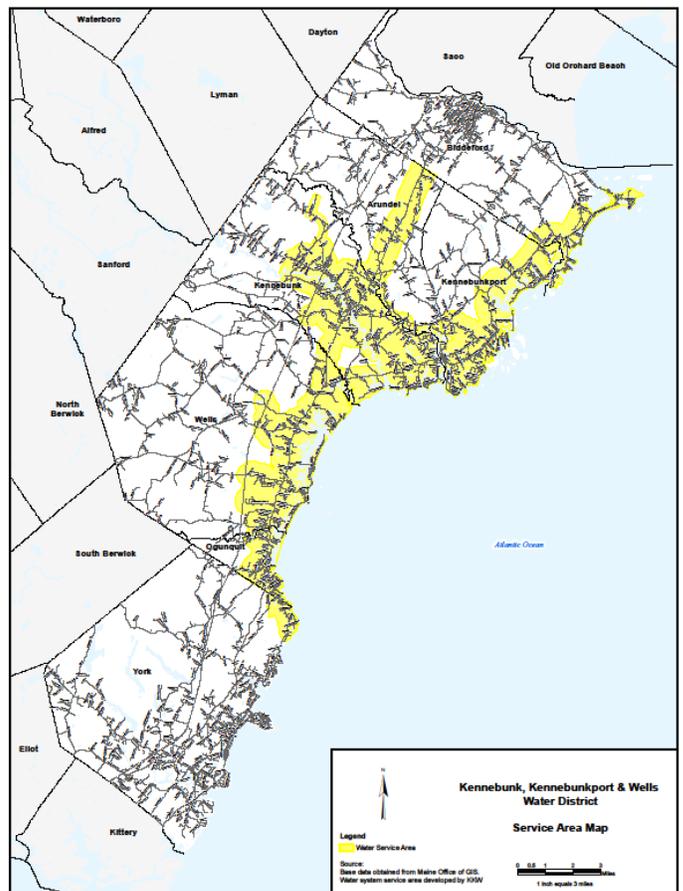
The District’s service area extends 25 miles along the York County coast and includes the Towns of Kennebunk, Kennebunkport, Wells, Ogunquit, Arundel and portions of Biddeford and York, serving a population that ranges from 30,000 to a seasonal high of 100,000 people, with water demands that ramp up accordingly. Customer growth has averaged 1% over the past several years. At the end of 2019, the District had 14,124 total accounts, making it the third largest water utility in Maine. In response to growing demands, the system has been interconnected to York Water District and Biddeford & Saco Div. of Maine Water Co, water utilities to the north and south, and has completed all of its hydraulic “backbone” from Biddeford to Ogunquit. The District’s transmission and distribution system includes over 800 public and private fire hydrants and 207 miles of mains, and it strives to replace about 1% of its mains every year, a goal that is considered the “gold standard” by the American Water Works Association (AWWA). Total water storage equals 7.7 MG, which is strategically located throughout the distribution system.

At the end of 2020, the District reported the following number of customers in Kennebunk:

	Annual	Seasonal	Total
Residential	4,128	406	4,534
Commercial	284	24	308
Totals	4,412	430	4,842

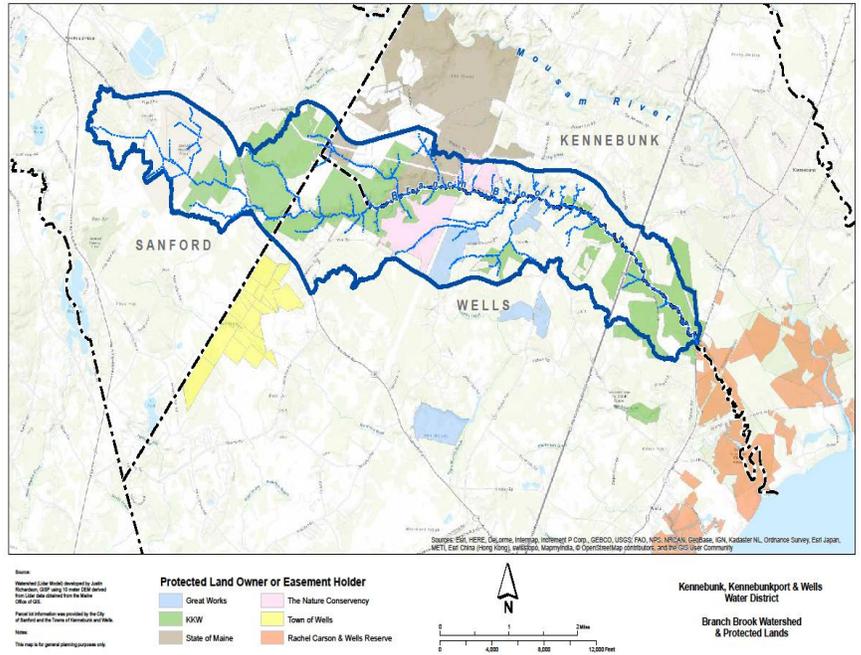
With 6,254 total households (*source: 2020 census information*), public water is available to 72.5% of these households (including some currently “vacant”).

Unserviced areas are in the rural western and southern sections of town near the borders with Sanford, Lyman and Wells, which fall into the Branch Brook Aquifer District, Rural Conservation District, and Rural Residential District. Expansions to the water system are performed upon request, in order to serve new development in areas where water mains exist. Extensions are funded by the requesting individuals/developers.



Branch Brook was the District’s only local source of water until 2007, when the District began developing two additional groundwater supplies, one near the Merriland River in Wells, and one near the Kennebunk River. Due to this additional supply, the District has not purchased any significant amount of water from its neighboring utilities to the north and south, and in fact, during the past few years, the District has provided water to both neighboring utilities. To ensure a diversity of water sources, KKWWD via a vis its Branch Brook Consortium, has sought to protect the integrity of Branch Brook and its underlying aquifer by maintaining an ongoing relationship with Sanford Regional Airport, Central Maine Power (KKWWD clears CMP’s easement in the Branch Brook Aquifer zone by hand), Maine Turnpike Authority, conservation groups, land trusts, the Nature Conservancy, private property owners and recreational users of the land, including snowmobiling and ATV clubs. The District has also purchased several key parcels of land in an effort to protect the watershed from the potential negative impacts of development. Kennebunk’s zoning ordinances limit use of the Branch Brook Aquifer Protection District to activities that protect the integrity of the aquifer, including forest management, harvesting of wild crops, agriculture excluding animal husbandry, timber harvesting, single family homes on lots of not less than 3 acres net, and minimal recreational use.

Water quality is tested at the source(s) of supply, throughout the treatment process and at the tap. Alkalinity, PH, iron, disinfectant concentration, disinfection byproducts, lead, copper, fluoride and turbidity are parameters routinely monitored in the distribution system.



As detailed in the *Water Resources* topic area, in 2016 the District detected a small amount of PFOS and PFOA in the Kennebunk River Well water and shut the well down until it could research the source of the contamination, which was determined to be material spread on farm land in Arundel, on the other side of the river. The District created a filtration system and after testing, put the filtration permanently on line in November 2018. It is expected that the total capital cost of the filters and related infrastructure will be about \$1.3 million, with an annual operating cost of about \$60,000, resulting in an ongoing 2.5% increase to customers’ water rates.

**Kennebunk Sewer District**

The Kennebunk Sewer District was established in 1955 with the purpose of preserving and protecting the public health and welfare of the citizens of Kennebunk and to protect the waters of the Kennebunk and Mousam Rivers. Governed by a 5 member elected board and with approximately 3,250 customers, the District serves 52% of Kennebunk households, predominantly east of the Maine Turnpike. By its charter, the Kennebunk Sewer District’s service area extends west to



include the industrial zone west of the Maine Turnpike, east to the Atlantic Ocean, north to the Kennebunk River/Arundel Town line and south to the Branch Brook/Wells Town line, with a stipulation that sewer facilities located outside the boundaries of the district may be used only by the RSU-21 school district and the Town of Kennebunk.

Sanitary waste is piped to the Wastewater Treatment Facility at 71 Water Street through 36 miles of gravity sewers, 11 miles of force mains and 29 pumping stations. The plant also accepts pumped septic tank waste from vendors by permit, with disposal fees set by the District, with the stipulation that waste cannot be contaminated.

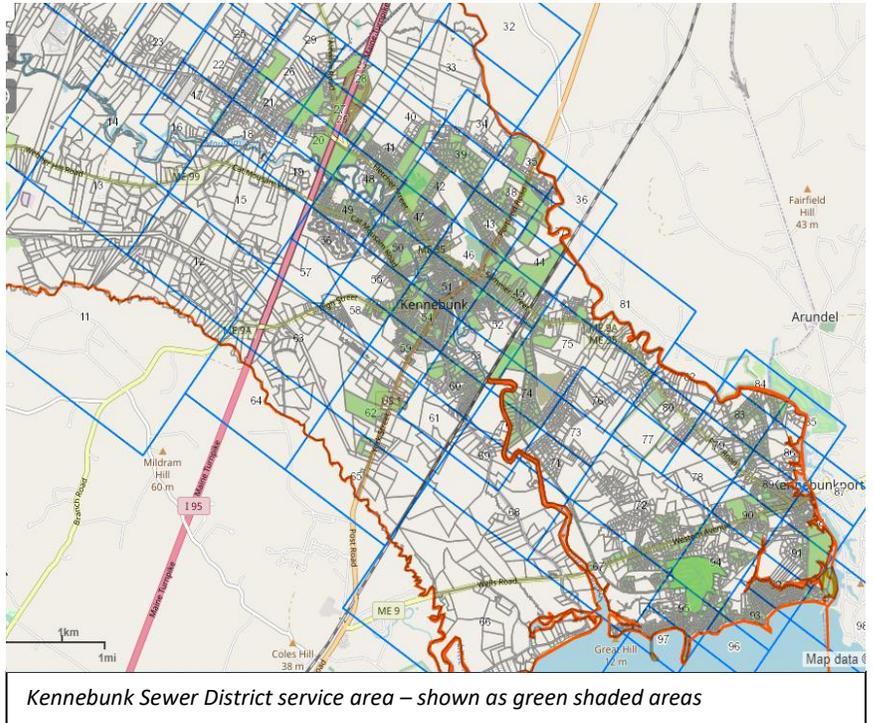
*(See “Water Resources” for a discussion on the need to identify and mitigate the effects of failing and inadequate septic systems.)*

The treatment facility is a 1.3 million-gallon-per-day plant consisting of physical, biological and chemical treatment units, and has been reconstructed a number of times. The final stage of treatment allows the effluent to be discharged into the Mousam River. Settled solids or sludge are dewatered, deposited in containers and shipped to a licensed composting or digesting facility for use as a soil amendment.

A project currently in progress - the \$8 million Headworks Project - is the second phase of a three-phase upgrade to the District’s Wastewater Treatment Facility. The project will replace the existing influent pumps, screening, and grit removal in a new building onsite. The project will also add new sludge waste pumps, flow metering, improvements to the disinfection, and a Supervisory Control And Data Acquisition (SCADA) system, which allows remote access if needed. This project supports existing plant capacity, but does not increase it. It allows new service hook-ups to the majority of town-designated Growth Areas, which are on the east side of the Turnpike.

The existing plant is capable of meeting the current discharge requirements as licensed by the Environmental Protection Agency (EPA) and the Maine Department of Environmental Protection (MDEP). However, the District is anticipating new regulatory requirements for nutrient removal, primarily nitrogen, in 2021. The existing biological units, Rotating Biological Contractors (RBCs), are now beyond the end of their 30-year life expectancy and the District has decided that the RBCs will be replaced with a biological system that will serve the District’s treatment needs into the future. At this time, the Maine DEP is in the process of researching the effect of nitrogen and other nutrients in all of the Maine estuaries, and the District anticipates guidance and levels of removal in the next five to ten year time frame.

The District attempts to balance the cost of upgrades and extensions against a relatively small customer base which already pays higher-than-average user rates. Its 10-year Capital Improvement Plan (2019-2028) includes no extension plans. The District’s charter specifies the coordination of municipal planning and sewer extension planning, and the District’s posted Rules & Regulations further specify that a vote by its Board of Trustees determines whether proposed extensions are “in the best interest of the District.” Such extensions may result

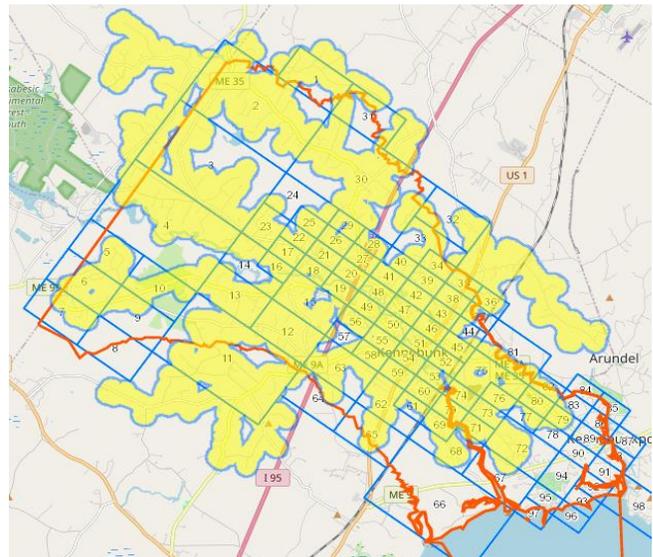


from requests to serve “existing properties; new development and subdivisions; designated growth areas for residential, commercial and industrial development as designated by the town; areas of public health, safety and welfare; areas recommended or required by an appropriate environmental agency.” The Rules explain that “Prior to authorizing any sewer extension, the Board of Trustees shall notify the legislative bodies and the planning boards of the effected municipalities in order to assure conformity with their comprehensive plans and other public policies relating to their growth and development, as required by the District Charter.” A link to the District’s Rules & Regulation: <https://ksdistrict.org/wp-content/uploads/2021/01/Sewer-Rules-and-Regulations.pdf>

### Electrical Power

Kennebunk is served by two electric power companies: Kennebunk Light and Power District (KLPD), which is a quasi-municipal, consumer-owned non-profit electric utility; and Central Maine Power (CMP), a for-profit company. The District serves approximately 80% of the Town with the exception of the beaches and Lower Village areas, which are presently served by CMP. Both KLPD and CMP purchase electricity through ISO New England, which oversees the six-state region’s high-voltage transmission system, buys and sells wholesale electricity, and plans for future regional needs.

KLPD was originally created as a department of the Town in 1893 and later incorporated as a District by a special act of the Maine Legislature in 1951. The District is entirely self-supported, with no revenue requests to the Town. KLPD sees annual growth of electrical consumption, on average, in the 1 percent range. The District’s total system load (what its substations can handle) is approximately 50%.



*KLPD Service Area – shown as yellow shaded area*

KLPD has 3 phase power along every main road within its service area, which provides adequate capacity for residential, commercial and industrial use. Roads served include Route 1, Summer Street, Sea Road, Routes 9A and 99, Fletcher Street, Alfred Road, Cole Road, Ross Road, Warren’s Way, Middle Street, Alewife Road and part of Thompson Road.

In 2017, KLPD signed a 20-year agreement with DG Maine Solar LLC, a subsidiary of NextEra Energy Resources, LLC., to design, permit, construct, operate, own and maintain a solar array adjacent to the District’s West Kennebunk substation. The 2.9 MW DC solar array, brought on line in December of 2018, produces approximately 3.9 million kilowatt hours, just under 4 percent of KLPD’s annual kilowatt hours sales. KLPD policy currently supports net metering for customers with individually-owned solar installations. In line with the Public Utilities Commission rules, KLPD, as a consumer-owned electric utility, limits system size to 100kW.

Currently, KLPD contracts with Asplundh Tree Services for vegetation management. The switch to contracted tree services was necessitated by system vegetation overgrowth affecting reliability. KLPD does not authorize the use of chemical methods (spraying or otherwise) for vegetation growth reduction.

In 2021 KLPD’s Board of Trustees filed a license surrender plan to the Federal Energy Regulatory Commission (FERC) for Project 5362 which proposes to surrender its ability to generate power on the Mousam via three

dams yet leave the concrete dam structures in place. FERC will determine, in 2021, whether that plan is accepted as proposed or amended. Prior to the decision to cease operations, the average generation at the dams was approximately 1.4% of electricity consumed. (See “Water Resources” for a more complete discussion of the Mousam River and KLPD’s dams.) A link to all correspondence related to the plan is available on the District’s website at <https://klpd.org/index.asp?SEC=94E68C73-2A8C-4FA9-B882-5050ACAEB32C&DE=512EF52A-0739-4C19-95D8-9BC>

There are several electric car chargers in Kennebunk. Three are provided 24/7 by KLPD at no charge to car owners - two in the downtown, at KLPD’s office on Factory Pasture Lane, and at the Chamber of Commerce at 16 Water Street; and one at Lower Village’s Washington Hose Company. Both the northbound and southbound interchanges for the Maine Turnpike have 8 “superchargers” (faster charging time) available 24 hours a day. Only about 1% of cars on the road in 2021 are electric, but car manufacturers are moving toward a time in the future when internal combustion engines are no longer produced. According to the *New York Times*, if all cars were powered by electricity, demand on the electric grid would increase by 25%.

**Natural Gas**

A small portion of Kennebunk is served by Northern Utilities, a for-profit company doing business as Unitil in the industrial area of West Kennebunk. In 2017, gas service was extended out to Fletcher Street for the Kennebunk High School renovation and expansion project.

**Broadband, Video and Landline Phone Services**

Several companies provide cable and high speed internet service to all or part of Kennebunk using a variety of technologies:

Company Name	Percentage of Town Served	Technology	Products Offered
Spectrum	99%	Fiber optic	TV, Internet, VOIP
Consolidated Communications	94%	DSL	TV, Internet, Landline Phone
Great Works Internet (GWI)	54.5%	DSL	Internet, Landline Phone
ViaSat	100%	Satellite	Internet
HughesNet	100%	Satellite	Internet
DirecTV	100%	Satellite	TV
Dish Network	100%	Satellite	TV

The availability of service by TV, internet and landline phone providers at any specific address can be queried via: <https://locator.go2broadband.com/>.

**Cell Phone Service/Mobile Internet**

AT&T, Verizon, U.S. Cellular, Spectrum and T-Mobile are the primary service providers for the Kennebunk area. Spectrum sells mobile service but uses Verizon’s network. Signal levels for each carrier, which are determined by factors that include the distance from each carrier’s nearest tower location, impact the user experience for cell phone calls and mobile internet access. Although there are four towers within Town limits - 34 Forest Hill and 159 Port Road, both in Lower Village; Alewife Park Road near the Turnpike exit; and Webber Hill Road – users often encounter “weak signal” areas, as not all carriers are on each tower. Cell towers located in the surrounding towns of Wells, Kennebunkport, Arundel and Sanford may improve signal quality for Kennebunk users near those towers. To date, two vendors (Verizon and AT&T) have installed small cell equipment on existing power poles near the beach to provide for increased summer use of data networks.

Calls to 911 from a cell phone in Kennebunk connect with the closest cell tower and are received at the nearest York County 911 service entry point (3 locations in York County, including Sanford).

## Health and Social Services

Kennebunk has a well-developed medical infrastructure, including a number of physicians’ and dentists’ offices as well as an urgent care facility associated with Southern Maine Medical Center (SMMC). The 2021 retirement of three Kennebunk-based primary care physicians along with staff shortages at the urgent care facility caused by the pandemic have resulted in some residents needing to find new doctors and urgent care capability.

In Kennebunk and surrounding communities, there are multiple healthcare specialty networks (i.e. dermatology, cancer care, physical therapy, orthopedics, etc.) with ties to the two nearest local hospitals, SMMC in Biddeford and York Hospital in York. Due to Kennebunk’s high percentage of seniors, a cohort that traditionally uses more medical services than other age groups, the availability of doctors, nursing homes, assisted living and memory care is especially important. There are four nursing homes in Kennebunk (see chart below). There are other senior support services within Kennebunk, including *A Place to Start*, which guides families dealing with dementia; *the Medical Equipment Loan Closet*, managed through *A Place to Start*, which provides wheelchairs, crutches and other equipment needed for short time spans; multiple private companies providing a variety of home care services for the elderly or ill, ranging from medical care to home maintenance, as well as private counseling services; food pantries, managed by *Community Outreach Services* and by the *Chamber of Commerce*; church-sponsored dinners and luncheons; non-profits including United Way and Habitat for Humanity; and many related services sourced through the Town’s Social Services Department that assist residents who need assistance paying for housing, food and fuel costs. (See “Social Services” under *Town Facilities for more detail.*)

Nursing Homes	Location	Units
Atria	1 Penny Lane	74
Huntington Phase 1	1 Huntington Common	72
Kennebunk Nurse	158 Ross Road	76
Riverridge	4 Brazier Lane	64

## Schools

### RSU-21

The towns of Kennebunk, Kennebunkport, and Arundel are served by Regional School Unit (RSU) 21, which was established in 2009. The policy-making body of the school district is the School Board of Directors, which is chosen by town election in each community to serve three-year terms. The Board has 12 elected directors, six of whom are from Kennebunk, as well as two student representatives from Kennebunk High School.

As of early 2021, the RSU had a little over 2,500 students in Pre-K through Grade 12. Based upon enrollment projections, and recent renovations to three schools, there should be adequate space for all students in RSU 21 using existing and renovated facilities well into the future. In 2018 the RSU began a project to review and project future enrollment at its elementary schools, with some neighborhoods in the three towns are experiencing declines in enrollment, and others experiencing increases. As of early 2021, a draft plan was in place that evaluates transportation, families with multiple children, birth rates, and housing trends, with the goal of allowing flexibility and cooperation between families and the school system to keep class sizes between certain numbers and make changes from year to year as needed.

School buildings in the district include *Kennebunk Elementary School*, *Kennebunkport Consolidated School*,

*Mildred L. Day School, Sea Road School, Middle School of the Kennebunks, and Kennebunk High School.* With the exception of *Mildred L. Day School* in Arundel and *Consolidated School* in Kennebunkport, all buildings are located in the town of Kennebunk.

The schools within Kennebunk are:

- *Sea Road School (SRS)* is set back from Sea Road in a thirty-five-acre wooded lot, and serves grades four and five. It opened in 1990. The school has 24 full-size classrooms and smaller, specialized learning spaces. It is just outside the downtown area and located in the Suburban Residential district.
- *Kennebunk Elementary School (KES)* constructed in 2005 on Alewife Road, serves kindergarten through grade three. It has 34 full size classrooms, smaller specialized learning spaces, and houses the RSU 21 District Central Office and Adult Education. Situated within a mile of the Maine Turnpike, it is in the West Kennebunk Village Residential District, which is a designated growth area.
- *Middle School of the Kennebunks (MSK)* constructed in 2001 on Thompson Road, serves grades six through eight. It has eight to ten core academic teachers per grade level in addition to specialized learning spaces, The Swift Center for Innovation and Design and a Science, Technology, Engineering, and Math (STEM) laboratory. MSK is located about a mile from KES, and in the growth area.
- *Kennebunk High School (KHS)* is a large facility that occupies a twenty-six-acre parcel on Route 35 (Fletcher Street). It was originally constructed in 1939, expanded in 1980, and expanded and heavily renovated again in 2017-2019. Kennebunk High School offers an array of educational pathways including designation as one of three International Baccalaureate High Schools in Maine, opportunities for early college classes, apprenticeships, and vocational programming. KHS is close to downtown, located within the Village Residential District, a growth area. In May 2021, Kennebunk High School was ranked the No. 2 high school in Maine for the second year in a row by U.S. News and World Report, using data from the 2018-2019 academic year, and ranked 2,386 out of the 17,800 high schools surveyed nationally. Rankings focus on college readiness, reading and math proficiency, reading and math performance, underserved student performance, college curriculum breadth and graduation rates.



Kennebunk High School

## The New School

Founded in 2000, The New School is a progressive, independent high school providing a unique, student-driven, democratic learning experience for youth from Southern Maine and New Hampshire. The campus is located at 38 York Street, within walking distance of downtown Kennebunk. It is a state-approved school with small class sizes, and is a sister school to Arundel's *School Around Us*, which serves grades K-8. The curriculum consists, in part, of core courses in the areas of English & Language Arts, American History and Government, Social Studies, Science, Mathematics, Physical Education, Health, Fine Arts, Visual and Performing Arts, and World Languages. It also uses apprenticeships and travel as learning aids.

## Town Facilities

### Kennebunk's Town Hall and Town Government

Kennebunk's Town Hall at 1 Summer Street was built in 1921, and significantly expanded and updated in 1985-1986. Fire Rescue, which responds to 911 calls, is housed in the same building. Town



Hall is the site of all Election Day voting, and hosts special events and Parks & Recreation classes in the auditorium as well as providing meeting space for Town boards, committees and the public. Although Town Hall facilities are up to date, ADA compliant and well maintained, some individual departments housed inside the building are pressed for space. A recently-completed Facilities Study will assist the Town in assessing the potential of all town-owned properties in relation to staff and storage needs, which will guide discussion and planning for the future.

Kennebunk's Town Government operates under a charter originally adopted in 1984, revised in 2009 and amended most recently in 2014, conforming to the Maine State Statutes as the "Town Meeting/Select Board/Manager" form. A Town Meeting enacts, amends or repeals rules, ordinances and resolutions and elects a seven-member Select Board for three-year staggered terms. The Select Board members are the chief executive officers of the Town. The School Board is similarly elected. The town has 20+ boards and committees staffed by volunteers, who are appointed to serve for specific time periods. Some boards are permanent and others are ad hoc, created to address short-term initiatives. Most boards have a Select Board liaison to facilitate effective communication between volunteers and Town Government. Current "binding" boards include: Board of Assessment Review, Budget Board, Fair Hearing Authority, Historic Preservation Commission, Kennebunk River Committee, Planning Board, Shellfish Committee (inactive), Site Plan Review Board, Staff Review Committee, and Zoning Board of Appeals. Non-binding committees include the Committee on Aging, Community Development Advisory Committee, Community Garden Committee, Comprehensive Plan & Zoning Ordinance Update Committee, Conservation Commission, Economic Development Committee, Energy Efficiency Advisory Committee, Lower Village Committee, Tree Committee, and West Kennebunk Village Committee. Many boards and committees are heavily staffed by seniors, whose retirement from the workplace has provided them with time to devote to volunteer activities, an arrangement that is beneficial to both the Town and those involved, who often have previous business experience.

### **Planning for Future Growth**

At the time of this writing, the Town has finalized a comprehensive Facilities Study to examine the current and future needs of every department. As part of this study, discussions have taken place about how best to support population and housing growth, including analysis of past trends and anticipating changes already in progress that have been accelerated by citizens' needs shown during the Covid-19 pandemic and recovery. Housing costs have skyrocketed, and low real estate inventory has created development pressure, which must be directed to growth areas where the Town can more efficiently serve residents' needs without expansion of existing infrastructure. Preliminary "big ticket" needs such as a new Town Garage have been identified, with actual costs – and budget impact – still to be determined.

*(See FIG.PU1 "Public Facilities" Map at end of chapter)*

### **Town Manager**

The Town Manager is the chief administrator of the Town. Responsibilities include:

- Chief administrative official of the Town.
- Responsible to the Select Board for the supervision and administration of all departments and offices for which the Board confirms the appointment of the department head or director.
- Implementation of all laws and ordinances of the Town.
- Serving as the head of any department for which the Select Board appoints the department head or director when so directed by the Board.
- Nominating, subject to confirmation by the Select Board, supervise and control the following Town officials: Assessor, Building Inspector, Civil Emergency Preparedness Director, Code Enforcement Office,

Constable, Finance Director (also serves as Treasurer and Tax Collector), Fire Chief, Harbor Master, Health Officer, Historian, Parks & Recreation Director, Planner, Plumbing Inspector, Police Chief, Public Works Director (also serves as Road Commissioner), Sealer of Weights and Measures, Social Services Director, Town Clerk, Youth Services Director; and the heads of any other departments created by the Select Board or the Town Manager. The Town Manager shall also appoint, supervise and control all other officials, subordinates and assistants, except the Town Manager may delegate this authority to the appropriate department head, and report all appointments to the Select Board.

- Having exclusive authority to remove for just cause, after notice and hearing, any persons whom the Town Manager is authorized to appoint, and report all such removals to the Select Board.
- Acting as the purchasing agent for all Town departments, boards, or commissions, provided that the Town or the Select Board may require that all purchases of a designated amount be submitted to competitive bid; and except that the Select Board may submit any purchase to competitive bid when deemed feasible.
- Attending all meetings of the Select Board unless excused by the Board.
- Attending all Annual and Special Town Meetings, and hearings of the Town which are initiated by the Town Manager or as required by the Select Board.
- Keeping the Select Board and the residents informed as to the financial condition of the Town.
- Making recommendations to the Select Board for the more efficient operations of the Town.
- Making application for State, Federal, and other aid grants for the benefit of the Town, as approved by the Select Board.
- Performing such other duties as may be prescribed by Town Charter or required by the Select Board, not inconsistent with the Charter.

### **Finance and Tax Collection**

The Finance Department is responsible for creation of the annual Town budget, and tracking of all revenue and outflow. The Tax Collector's office processes payment of taxes and fees for a number of citizen needs, including real estate and personal property tax payments; processing and filing of 30 day notices, tax liens, tax discharges, quick claims and automatic foreclosures; payment of various types of new and re-registration of vehicle and camper trailer registrations; and payment of Police-issued parking tickets. In addition, citizens may purchase resident and non-resident beach passes, town maps and PAYT ("pay as you throw") trash bags through this office.

### **Community Development, Planning and Codes**

The Community Development Department meets a broad range of economic and community development needs. This Department is involved in initiatives that support the community and its economic, natural, historical, and development needs, including building codes; sign, building, plumbing, and electrical permits; comprehensive planning; development review; downtown and village planning and development; implementation and support of social service programs; natural and historic resources; and Zoning Ordinance amendments and enforcement. Future needs for the Department's space on the 2<sup>nd</sup> floor of the Town Hall include a reorganization of office space to allow for increased staff collaboration and more efficient use of office space. The Department has grown and evolved in organization and structure, which compels this change. Due to the nature of the work of the Department there is a large amount of space dedicated to paper file storage and management. Future enhancements to the office and customer access would include file digitization and online access.

Staff includes a Director of Community Development & Planning, who also serves as Town Engineer; full-time Code Enforcement Officer and Assistant Code Enforcement Officer; Town Planner, Social Services Director, and Administrative Assistant.

*The Code Enforcement Division* serves as a resource to several town departments, boards, and committees. The primary role of the Code Enforcement Office is to review and approve building, plumbing, and electrical permits as well as to provide code assistance to the general public. The town uses Maine Uniform Building and Energy Codes. Additionally, the Code Enforcement Division acts in the capacity of local plumbing inspector (LPI), Shoreland Zoning Administrator, and Flood Plain Management Administrator. Both the Code Enforcement Officer and Assistant Code Enforcement are state-certified.

*The Planning Office* is responsible for the orderly development of the town and the administration of various land use regulations, including the zoning ordinance and subdivision review standards. The Planning Office provides direction and assistance in implementing the goals, objectives, and policies of the Town's Comprehensive Plan as adopted by the residents of Kennebunk.

*The Social Services Office* provides resources, information, and need-based support to individuals and families, including seniors. This office administers the General Assistance program, which provides financial assistance to individuals and families who meet the state mandated requirements for eligibility, and helps with food, shelter, utilities, fuel, clothing, and certain other essential items. Avenues open for assistance include the Community Outreach Services Food Pantry, which provides food upon request to residents of Arundel, Kennebunk, and Kennebunkport, as well as a free Summer Lunch program to children in the RSU-21 school system; multiple programs to assist eligible residents with heating costs and no-cost home weatherization; programs to assist residents to acquire and maintain safe and affordable housing; free Medical Equipment loans; visiting nurse services, grants and loans to assist with home and septic repairs, programs to help older adults live in their own homes as long as they wish, legal services, and provide free school supplies to area children. The Town also provides budgetary support to multiple non-profit organizations that serve the Kennebunk area.

*Regional Coordination* - The Community Development Department engages in many projects with neighboring communities, which enhance knowledge and understanding of common challenges and issues. Staff members have worked on projects with neighboring coastal communities and with the technical expertise and leadership from Southern Maine Regional Planning Commission. Projects include the Tides, Taxes and New Tactics initiative where SMPDC led a tri-town effort with Kennebunk, Wells and York, to engage the towns with locally-specific information about economic and social vulnerabilities associated with sea level rise and coastal flood events, and to co-develop strategic, effective, locally relevant adaptation and resiliency planning strategies and policies that address those vulnerabilities and are tailored to town conditions, needs, and interests. The Town also partnered with 5 other local municipalities to support and help fund a Sustainability Coordinator at SMPDC who works collaboratively with 5 other coastal towns: Kennebunkport, Wells, Ogunquit, York and Kittery, to develop local and regional climate action and support coastal resiliency plans. Other collaborative work includes occasional coverage of code enforcement activities and social services activities with colleagues in Kennebunkport, Arundel and Wells, when staff is out or there is an unexpected need. Similarly, networking and training opportunities find the same staff working together and supporting the work of each other.

### **Parks & Recreation Department**

The Kennebunk Parks and Recreation Department has six full time employees (Director, Assistant Director, 3 Program Coordinators and an Administrative Assistant), one regular part time employee (Events Coordinator) and up to 100 part time and seasonal employees when all 600+ of the planned recreation activities are running (number is pre-Covid-19). The department also has cooperative efforts with many volunteers, civic organizations

and local businesses. Specific duties vary depending upon the position, but support the team's mission to promote and provide community residents of all ages with outstanding service, recreational programs, parks and facilities that create leisure opportunities in a safe and healthy environment to meet the needs of participants. The Department operates multiple town-owned buses of varying sizes.

The Department has partnered with Quest Fitness and Spurling for swim lessons and fitness classes, worked with the Chamber of Commerce on special events, with the Kennebunk PTA for fundraising events for the school, and with many of the school sports clubs for field and occasional indoor space.

The department uses a wide variety of facilities for activities, and as part of Facilities Study in progress, has identified a need for its own building, which would allow more flexibility in scheduling. (See "Recreation" for a complete list of Department-managed properties.)

### **Public Services**

The Public Services Department strives to preserve and enhance Kennebunk's public infrastructure for the residents, businesses and visitors of the town, making it a sustainable and desirable place to live, work and visit. Services include the maintenance of streets, sidewalks and pathways, streetscapes, parks, beaches, storm drains, traffic signals, buildings and structures, vehicles and equipment. In addition, the department coordinates Capital Improvement Planning with the Town Engineer and manages contracted services for the Recycling Center and the PAYT solid waste and recycling program in Kennebunk. The department helps to foster community volunteer programs for beaches, ball fields, the dog park, beautification and clean-up projects throughout town.

Current staff includes 19 full time employees, including a Director, Administrative Assistant, Operations Manager, Highway Supervisor, Parks and Facilities Supervisor, 2 mechanics, 4 equipment operators, 4 truck drivers, 2 full time parks and facilities employees, and 2-4 full time seasonal employees.

Along with other towns in the Southern Maine Planning & Development region, the Town participates in a program to purchase bulk materials including sand and salt, which allows the Town to take advantage of cost efficiencies. The Department has informal agreements with other area towns, in particular Kennebunkport and Arundel, and with the RSU, to share larger pieces of equipment for specific tasks as needed.

The Department is headquartered at Sea Road, which is a central location that fosters efficient snow plowing routes based on the distance trucks must travel, and size/type of trucks required, to reach the highest number of roads and homes in the least amount of time. The facility's property is shared with the transfer station and a dog park. It offers space for vehicle maintenance (some of which is also performed at local dealerships), Town-related document storage, storage of snow removed from Town sidewalks and parking lots, covered salt/sand for spreading and for resident access. The Department has outgrown its space and is an important component of the Facilities Study currently in progress. Full use of the property is precluded by the presence of wetlands and a long-closed former municipal landfill. The 27 acre landfill, which closed in 1994, is located in a gravel pit over an aquifer and required methane collection for a period of years (public water is available to the surrounding neighborhoods). The former landfill is a popular sledding hill for Town families, and it may be a good future location for solar production.

The Department performs an annual evaluation of how the addition of new Town-accepted subdivision roads impacts the length of time needed for a driver to complete a plowing run, and uses GIS mapping to adjust routes accordingly. Heavy subdivision growth west of the Turnpike will create additional logistical and cost pressure on the Department's ability to provide timely plowing of roadways. Clearing of sidewalks, which takes place after all

road plowing is completed, is becoming more of a challenge due to the number of miles of subdivision sidewalks added over the past several years. The Department currently has two sidewalk machines, but could support four if budget allowed for them. The average life of a sidewalk machine is 3 years and current purchase price per machine is \$150,000.

*Solid Waste Management* - Kennebunk’s solid waste recycling and disposal operations are overseen by the Department but are contracted out to private entities. Trash and recyclables are collected weekly at curbside by a private contractor. Recycling is single stream and non-recyclable materials must be contained in special Town PAYT (“pay as you throw”) trash bags, which are purchased by the resident. Below is a summary of the types and amounts of curbside collected municipal solid waste and recycled materials in Kennebunk during the past five years:

<b>Fiscal Year (July 1 – June 30)</b>	<b>Recycling (Tons)</b>	<b>Municipal Solid Waste (Tons)</b>	<b>Total (Tons)</b>
2016 – 2017	1,290.9	1,766.2	3,057.1
2017 – 2018	1,292.7	1,864.7	3,157.4
2018 – 2019	1,281.1	1,906.7	3,187.8
2019 – 2020	1,279.1	2,008.8	3,287.9
2020 – 2021	1,265.4	2,200.8	3,466.2

A Town transfer station and recycling drop-off center is co-located at 36 Sea Road, with a fee schedule adjusted as needed to reflect the cost of disposal. Items accepted include appliances, furniture, scrap metal, home remodeling debris, cardboard, brush and stumps, electronics, tires, batteries, mercury thermostats, PCB ballasts, and mercury vehicle switches. On site are Salvation Army bins that allow residents to drop off unwanted clothing. In recent years, Kennebunk has sponsored an annual Hazardous Waste Day on which residents of the Town and three neighboring communities can deliver household hazardous wastes (primarily paints, pesticides, herbicides and pharmaceuticals) to the Transfer Station to be processed by qualified agencies.

*Stormwater Management* - Kennebunk is not a Municipal Separate Stormwater System (MS4) community but at some point in the future may have the required population density to become one. Stormwater is collected via street drains and piped as necessary to outflow locations, which in general drain to either the Mousam River or the Kennebunk River. The Department is currently building a GIS mapping system of its street drain and outflow system, with budget dollars directed to the task, and maintains an annual clean-out schedule using both in-house and contract labor. As a stopgap measure in locating stormwater outflow sites, the Wells Reserve’s Kennebunk River Management Plan used volunteers in kayaks to locate pipes flowing into the river, and assembled a map on page 35 of its report that identifies 18 locations in Kennebunk - near Tidewater Court, Old Port Road, River Locks Road, Portview Condominiums, and Christensen Lane, all residential neighborhoods off Port Road; on Western Avenue near the Lanigan Bridge; along the eastern side of Western Avenue near Performance Marine, Federal Jack’s, and Doane’s Wharf; and in Gooch’s Creek in the Coastal Residential District near Bayberry Avenue and Marshview Avenue. (See “Water Resources” for more information about the Plan.)

**Street Tree Program**

Kennebunk’s Tree Ordinance categorizes trees as an important resource to be protected, preserved, maintained and replaced. The Tree Committee’s purpose is to recommend policies and plans “with regards to the planting, care and removal of municipal trees while encouraging sound environmental and cultural practices.” To that end, the Committee maintains an inventory of trees along streets, walkways and public parks; recommends replacement trees; and is committed to planting new trees in areas deemed to be in the best interest of the

Town. The Town's Tree Warden evaluates the condition of trees, manages and promotes their health, and monitors any safety issues.

The Planning Board, as part of the application approval process, requires landscaping plans which may include the planting of street trees, as fits individual subdivision proposals. Article 10.10.1 of the Subdivision Review Standards states: *"In addition to specific landscaping provisions in the Town Zoning Ordinance, street trees, esplanades, and open green spaces may be required at the discretion of the Planning Board. Reasonable landscaping should be provided at site entrances, in public areas, and adjacent to buildings. The type and amount of landscaping required may vary depending on the type of development. Landscaping materials shall be appropriate for the local environment, soil conditions, and availability of water."* Article 10.5.1 states: *"The Board may require that a proposed subdivision design include a landscape plan that will show the preservation of existing trees (six (6) inches or more), the replacement of trees and vegetation, graded contours, streams and the preservation of scenic, historic or environmentally desirable areas. The street and lot layout shall be adapted to the topography."*

### **Tax Assessment**

The Tax Assessor is responsible for determining the nature, amount and value of the real and personal property within Kennebunk subject to property taxation each April 1. The value of land parcels is recorded separately from the value of any buildings on each parcel. The department is also responsible for administering E911 addressing, as well as approving proposed road names for private and public ways. An Assessing Director and Assistant Assessor are responsible for all valuation activities, defense of values, exemption review, and tax roll commitment. An Administrative Assistant is responsible for all clerical functions, personal property management and customer service assistance. Department facilities are currently adequate; it is anticipated additional staffing may be required over the next 3-5 years.

### **Town Clerk**

The Town Clerk's office performs a wide variety of department functions and citizen services, such as the coordination of elections and registrar of voters; custodian of all Town records; issuing of business registrations, victualer, lodging, liquor and special amusement licenses; issuing of marriage licenses; Maine hunting and fishing licenses; Notary Public and Dedimus Justice services; recording, maintaining and issuing dog licenses per Maine State law; recording, maintaining and issuing Town of Kennebunk vital statistics records, and registering resident boats, ATVs and snowmobiles. Due to so many functions being based on residence requirements, there is not much opportunity to partner with other towns to reduce costs or improve services, but there is frequent communication with Town Clerk offices in surrounding towns.

Staffing consists of a full time Town Clerk, a full time Deputy Town Clerk, and an Assistant Town Clerk shared with the Tax Office. Town records are stored in a fireproof room/vault. Office space is challenged; there is one space for up to three workers at a time, which is tight. Glass barricades added in 2020 to the counter to provide Covid-19 protection limited the staff's ability to deal with more than one customer at a time. Currently, election-related supplies and equipment are housed in five different locations. The Facilities Study report will help address space issues, and allow the department to become more organized and efficient in the future.

### **Kennebunk Police Department**

In 2020, Kennebunk was again rated the safest town in York County, and the 8<sup>th</sup> safest town in Maine, based on ratings for overall crime rates, violent crime, and property crime.

The Police Department building is located across the street from Town Hall at 4 Summer Street. It was built in 1937 and originally served as the town's post office before being repurposed in 1990 for its current use. The department is current at maximum capacity for space and has offsite storage at Public Works. It has become necessary to convert common areas to office space. The Department's future needs are being evaluated as part of the Facilities Study currently in progress.

The department currently has 24 fulltime officers, 6 part-time reserve officers, a fulltime Animal Control Officer, and 2 administrative clerks. Duties include:

**Chief of Police:**

- Overall responsibility for the police department
- Assure members are following the department's mission
- Prepare, justify and manage the department's budget
- Maintain continued knowledge of the operational status of the department to insure the duties and responsibilities of the members are being discharged
- Active in the community

**Deputy Chief of Police:**

- Act in absence of the Chief of Police when so designated
- Direct and supervise patrol officers, school resource officer(s), reserve patrol officers, animal control officer (ACO), school crossing guards, Parson Beach parking enforcement officers, and special services assignments
- Coordinate supervisors and personnel so that productivity meets department goals and objectives
- Organize and assign officers to patrol and special events and/or functions
- Respond to emergencies or serious incidents and take command

**Lieutenant:**

- Oversee and supervise detective division and court officer
- Oversee and supervise front desk civilian staff
- Maintain department training and certifications
- Dispatch liaison
- Responsible for departments records management system and security

**Patrol Sergeants (4):**

- Supervise patrol officers assigned to his/her shift
- Understands and is fully familiar with current department, rules, policies, procedures and developments in law
- Review the performance of officers supervised on a regular basis to determine whether they are properly, effectively, and consistently carrying out their duties and responsibilities
- Respond to emergencies, incidents, or dispatches as required. Take command of the situation until relieved by a superior officer

**Patrol Officers (12):**

- Patrol roads and streets on foot or with police vehicles promoting traffic safety through compliance
- Follows up on arrests and summons with court when necessary, including district court, superior court, and Department of Motor Vehicle hearings
- Enforces parking and traffic regulations
- Conducts traffic accident investigations
- Provides information to the general public when requested



- Completes all the necessary paperwork as determined by a superior

**School Resource Officers (3):**

- Establish and maintain a close partnership with school administrators in order to provide for a safe school environment
- Assist school officials with their efforts to enforce Board of Education policies and procedures. Ensure school administrator safety by being present during school searches, which may involve weapons, controlled dangerous substances or in such cases that the student's emotional state may present a risk to the administrator
- Assist school administrators in emergency crisis planning and building security matters; provide a course of training for school personnel in handling crisis situations, which may arise at the school
- Be a positive role model for students

**Animal Control Officer (1)**

- Investigate complaints concerning the regulation, licensing and control of dogs and other domesticated animals
- Impound loose domesticated animals as provided by state law and local ordinance
- Determine if any state statues or local ordinances have been violated and take appropriate actions
- Issue summonses/citations to animal owners, and appear as a witness in court the circumstances require such action
- Rescue or aid in rescue of trapped, wounded, sick or injured animals, only if properly trained and equipped
- Destroy sick, wounded, or injured animals and dispose of their bodies as required by law

**Detective (1.5):**

- Investigate criminal acts as assigned, obtain evidence, arrest suspects, and recover stolen property
- Maintain evidence room per standards and process incoming evidence
- Conduct interrogations of suspects and prisoners, as well as transcribe statements and confessions when needed
- Conduct interviews of witnesses and complainants
- Photograph and process crime scenes as necessary

**Elder Crimes Investigator / Court Officer (1):**

- Ensures all court-related records and all court cases generated by the department are processed according to state laws and local policies
- Acts as a liaison with the various State Courts, supervises scheduling of cases and witnesses
- Investigates all elder crimes and works with adult protective services when necessary

**Reserve Police Officers (8) Part time Per Diem:**

- See duties of "Patrol Officer"

**Front Desk Administrative Clerks (2):**

- Answers non-emergency telephone calls for the department and greets the public
- Provides information to the public regarding permit information, public information acquisition, and general information about the Town
- Fields telephone calls for general help, deciding how and to whom such calls should be disseminated, as well as requests for police data, copies of reports and FOIA
- Processes, once per week, all department bills for the Accounts Payable Department at Town Hall
- Assists court officer with court paperwork and requests

Currently, the police department shares services with other towns, generally in specialty areas. For example, the Department relies on agencies in York County when an Accident Reconstructionist is needed, and has a Drug Recognition Expert on staff, a resource that can be called upon by other agencies. The Department is part of

District 1 Training Counsel that encompasses all law enforcement agencies in York County. This counsel collaborates on bringing training at shared costs to all departments.

Kennebunk Police and Fire Rescue use Sanford Regional Communication for dispatch services. The Department's emergency response system is adequate for its needs. Average call response time is between 5-8 minutes, but less time (2-5 minutes) for emergency calls. Call response is evaluated annually to ensure staffing is adequate to serve the growing number of households, and for the expected uptick in seasonal activity. Officers use all-wheel-drive SUVs, which allow access to all roads, public and private.

### **Kennebunk Fire Rescue**

Kennebunk Fire Rescue provides protection to residents within the 35 square miles comprising Kennebunk as well as mutual aid to the towns of Wells, Kennebunkport, Arundel, and Goodwins Mills. Services rendered include providing fire prevention, community education, fire suppression, emergency medical care, natural and man-made disaster response to the community and its visitors, using state-of-the-art equipment, proactive strategic planning and sound resource management. Other services include ambulance transfer service, child passenger safety seat installation and instruction, CPR classes, issuing burn permits and fireworks permits, and providing, upon need, free smoke alarms for residential use.

There are 8 fulltime firefighter positions, 2 on each shift, a captain and one firefighter paramedic. The remaining daily personnel are per diem employees and there are three per day bringing the total emergency work force to 5 daily. They are augmented by 47 call company members who respond from home when called for or by the nature of an emergency. They handle all medical and fire emergencies, conduct fire inspections, fire drills, public education, issuing permits, both fire and fireworks, training, conduct vehicle readiness, and other duties as needed. There are also 4 administrative positions, the Chief, EMS Division Chief, and 2 clerical positions. They handle the daily administration of the Department and also handle the planning and budgeting for the future.

The Department currently operates out of four stations:

- **Central Station**, a combination of full-time and call company members, is in the same building on Summer Street as Town Hall. Fire Rescue occupies what used to be the former police department's quarters. It was rebuilt by the volunteers and is at capacity for fulltime employees. The response out the back of the station puts emergency vehicles and Town Hall customers in the same space, which is not the safest design. It is ADA compliant, but parking for emergency response is inadequate.
- **Washington Hose**, a call company station on Port Road in the Lower Village, is probably in the most need of replacement. Its apparatus bays do not allow for work on the apparatus without being outside, which is problematic in the cold weather months. The station does not meet code and a lot of the mechanical equipment needs to be replaced. The building lacks insulation, and there is minimum space for personnel to live at this station in the future. Currently when storm coverage is at this station, some members have to sleep on couches or cots.



- **West Kennebunk** is a call company station, and as the newest building, built in 2005, it suits today’s needs well. When full-time staffing is added to this station, some modifications would be necessary.



- **Blueberry Plains**, also call company, is the next newest and serves to house one vehicle, which should be adequate to fulfill needs for several years to come. This station was the result of construction in the early 1990s of a large subdivision close to the Sanford line, known as Cold Water Farms, and is located on Clearbrook Crossing at Nadeau Park.



*2018 woods fire on the Wells, Sanford and Kennebunk border*

Kennebunk Fire Rescue works with all its immediate neighbors to provide Mutual aid for both fires and EMS calls, including Arundel, Wells, Kennebunkport and Alfred. Outside of that immediate circle it also operates under the York County Mutual Aid agreement and serves many other Towns, including Sanford, Biddeford, Goodwin’s Mills, and Wells. In 2020 the Department provided mutual aid 90 times and receive aid 63 times. These numbers are on the increase.

The Town’s Emergency Response System is working well, although at certain times it is difficult to staff responses. The majority of staff (47) is comprised of volunteers (call company) who work full time, with some working out of town. This is difficult at times and the Town relies on mutual aid to augment staffing. The Department has 8 full-time firefighting positions and 17 per diems, people who work for the Department but are employed full time elsewhere. The Department has applied for Federal grants to increase full time staffing, so far without success.

Average call response time for all calls – fire and EMS – over the past 5 years is 10.2 minutes.

The Department is participating in the current town-wide Facilities Study. This study is an example of improvements directed by growth. West Kennebunk is designated as a growth area, but the Department in total is affected by it and the results of it. The Department has to periodically increase staffing but it may not be at a specific station where the growth occurs. An example would be the increase of EMS services. Ambulances respond in teams (2), and currently those teams operate out of Central because that is where the majority of the call volume occurs. As West Kennebunk develops, the Department may need to add staffing to address it but that staffing may better serve the entire community by operating out of a different station.

The addition of more homes in Town affects the Department’s ability to serve the customer. More homes equates to more calls for service. These numbers are closely watched and the Department meets with the Select Board on occasion to address the future needs. Seasonal homes also present some additional concerns. Vacant occupants cannot answer questions or allow access in some cases. Caretakers are not always available at 3:00 am in the morning. The Town does require “Knox Box” key boxes on any home or business with an alarm system, but 100% compliance and those without alarms systems are problematic for quick access. Dispatch maintains a site file accessible to police and fire for most all buildings in Town which helps to provide a contact person should an event arise. Fire alarms are responsible for approximately 8% of responses. They occur in both year round and seasonal properties. There is concern that use of homes for Airbnb-type operations presents major safety concerns, for they may not meet fire code. Renters are unfamiliar with these homes and assume that all is safe; this could lead to a catastrophic incident.

The Department also finds challenges in serving homes on private driveways, roads, lanes and ways that are restrictive in width and load carrying capabilities. Some roads are extremely long and require fire apparatus to back out after dealing with an emergency. Some private dirt roads make springtime passage difficult at best. In the winter, some private roads are not wide enough to accommodate fire apparatus. In some instances if fire apparatus were to meet another car on these roads, this would present a delay in service and a serious problem. The Department meets with all developers proposing subdivisions, lot splits and other projects to ensure new projects do not provide obstacles that delay emergency response.

## Goals, Policies and Strategies

### State Goal

- To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.
- To encourage municipalities to create age-friendly communities where policies, services, settings and structures support and enable residents to actively age in place, and that recognizes the capabilities, resources and needs of older adults, planning to meet these needs in flexible ways that promote the inclusion and contributions of older adults and protects those who are most vulnerable.

### Local Goal

- To collaborate with utilities to ensure reliable and cost efficient services to Town residents and businesses, and to support Growth Areas as defined by the Town’s zoning ordinances.
- To support the inclusion of older adults’ contributions to Town quality of life.

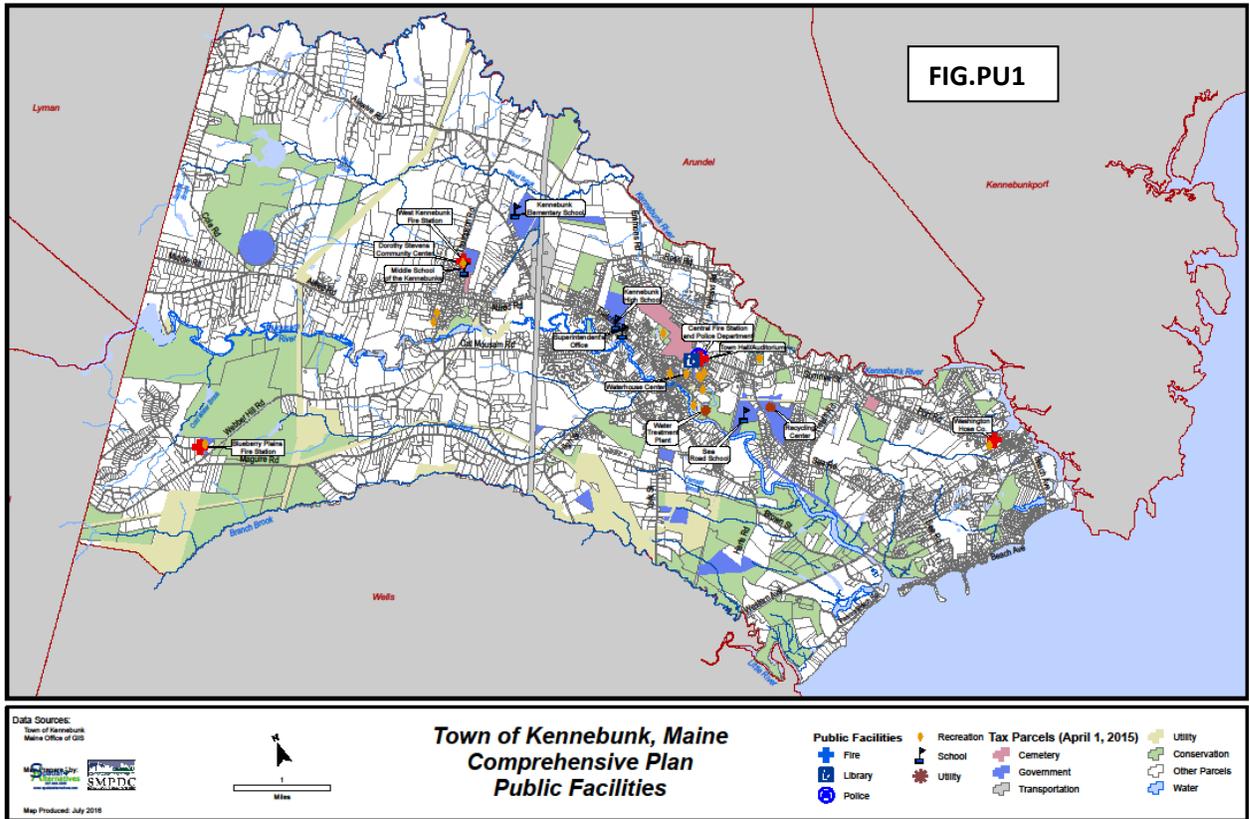
### Policies

- To efficiently provide public facilities and services in a manner that meets current needs, and promotes and supports growth and development in identified growth areas.
- To collaborate with utilities to ensure reliable and cost efficient services to Town residents and businesses, and to support Growth Areas as defined by the Town’s zoning ordinances

### Strategies

**Timeframes: Short term = 0-3 years; Medium term = 3-5 years; Long term = 5+ years**

<b>Description</b>	<b>Timeframe</b>	<b>Responsible Parties</b>
<i>Identify any capital improvements needed to maintain or upgrade public services to accommodate the community’s anticipated growth and changing demographics</i>	<i>Ongoing</i>	<i>Select Board, Finance Director</i>
<i>Continue to explore options for regional delivery of local services</i>	<i>Ongoing</i>	<i>All Town Departments</i>
<i>Continue to ensure that public water supplies are protected from the risk of contamination</i>	<i>Ongoing</i>	<i>Select Board</i>
<i>Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas</i>	<i>Short Term</i>	<i>Select Board, Finance Director</i>
<i>Encourage KSD and KLPD districts to coordinate planned service extensions with the Future Land Use Plan, using refined mapping</i>	<i>Short Term</i>	<i>Select Board, Community Planning &amp; Development</i>
<i>Analyze the completed Facilities Survey and engage all town stakeholders to ensure there is agreement on priorities and how those impact changes to Zoning Ordinances to ensure growth is directed appropriately</i>	<i>Short Term</i>	<i>All Town Departments and Boards</i>
<i>Collaborate with Central Maine Power to avoid use of herbicides for land clearing under transmission lines, and consider ordinances governing clearing activities</i>	<i>Medium Term</i>	<i>Select Board</i>
<i>Review surrounding towns’ Short Term Rental Ordinances to understand what type of Town review and inspection process should be considered in Kennebunk to protect both the Town and participating renters</i>	<i>Medium Term</i>	<i>Select Board, Community Planning &amp; Development</i>



Larger scale figures can be found in Appendix C.