

PUBLIC FACILITIES AND SERVICES

7

CHAPTER CONTENTS

This chapter identifies and describes the public facilities and services the Town of Kittery provides to its residents and business owners.

Over the next two decades facilities and services may need to adapt to reflect the needs of the community. For example,

- Aging facilities will need to be repaired, replaced and/or upgraded.
- Existing Town services will need to be adjusted and adapted to meet various codes, changes in technology, and changes in available methods for increased efficiency.
- New services and facilities may be needed to accommodate a growing elderly population.
- Future planning of public services and facilities should be related to demographic changes as well as projected and desired development patterns.
- Predictions regarding climate change should be incorporated in planning for public services and facilities; sustainability practices should be maintained and increased.

Regional trends and facility needs will impact the way in which services are provided, the buildings which house them, as well as their capital needs, and therefore, the Town budget. Additionally, regionalizing services in some cases may help to make them more efficient and cost effective.



Kittery Town Hall

The information presented in this chapter is a compilation of a review of relevant previous studies, and documents and information posted on the web and presented in Town reports. Additionally, “leadership interviews” were conducted with key Town Staff (see end of chapter for a complete list). Site visits were also conducted.

Summary of Key Points

- The **Municipal Complex/Town Hall** building is in very good condition and has room for expansion if this were needed in the future.
- **Public meeting space** is adequate.
- Kittery's **schools** are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. New enrollment projections are needed in order to monitor potential future changes in enrollment.
- Implementation of the **Athletic Fields** Study recommendation will help meet recreation needs.
- **Public safety** service can be improved by:
 - Joint dispatch for Police calls (pending grant) is expected to result in efficiencies.
 - There may be a need to increase the number of sworn officers to police a larger population taking into account tourists, shoppers and Shipyard employees
 - The Fire Department may need to transition to full-time professional fire fighters.
- The **Library's** most critical decision with regard to the future is how to combine all the library's functions into one building and whether this should be accomplished by constructing an addition to the existing historic Rice building or by creating a new facility on the site of the Kittery Community Center.
- The Kittery **Community Center** will continue its efforts to expand revenue and may need to increasingly orient future programming to the growing senior population.

Summary of Key Points (continued)

- The **Port Authority** would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water, and striking a better balance between tourism and fishing.
- There is a need to update the Town's **GIS maps**.
- DPW would like to explore new technologies for **communicating with residents**
- It may be more efficient to create a **regional Resource Recovery Facility** by merging Kittery's with that of the Town of Eliot.
- **Stormwater infrastructure** will need resources for continued maintenance and replacement of aging structures.
- The **Kittery Water District** is planning to construct a new Treatment facility while it continues to upgrade the pipes. It does not plan on expanding the system in the foreseeable future. Additional regional cooperation with surrounding towns may result in increased cost efficiencies.
- The recent expansion of the **sewer system** to the Business Park is expected to result in encouraging economic development. Also recent expansion to a mobile home community is expected to reduce septic contamination of Spruce Creek.
- The Energy Efficiency Committee is working with the Town Manager and Council on programs, policies and projects to develop **sustainable** energy practices.

For each service area, a description of the current facility and/or service is provided, followed by an assessment of the capacity to meet existing needs as well as anticipated future needs. The following Public Facilities and Services are addressed in this chapter.

MUNICIPAL ADMINISTRATIVE OFFICES & PUBLIC MEETING SPACE
Town Hall/Municipal Complex
Public Meeting Space
Communication

SCHOOLS AND EDUCATION

PUBLIC SAFETY
Fire
Police
Medical Emergency

LIBRARY
Rice Public Library
Walker Street Annex

RECREATION¹
Recreation Department/Community Center
Parks and Beaches
Public Piers²
Conservation Land/Town Forest

¹ See **Chapter 2:** Natural Resources, Open Space and Recreation for a more detailed discussion of Recreational facilities.

² See **Chapter 8:** Marine Resources for a more detailed discussion of public piers as well as other waterfront assets.

HEALTHCARE

PUBLIC WORKS

Department of Public Works Facility
Street Maintenance
Stormwater Management
Solid waste Disposal & Recycling/Resource Recovery Center

SEWER AND WASTER SERVICES

Water
Wastewater

SUSTAINABILITY MEASURES (Energy Conservation)

Power
Programs and Plans



Kittery Community Center

BACKGROUND INFORMATION

POPULATION CHARACTERISTICS

The population of Kittery has been relatively stable over past couple of decades, with a slight tendency towards declining evident since 1970. While current population projections generally assume that this trend will continue, it is possible that increasing development pressure in Portsmouth may result in more people moving to Kittery for the affordability of housing, good schools, and other amenities.

Kittery is an aging community. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent, and the number of elderly residents is expected to continue to increase. This is important in terms of the number and types of services that may be needed in the future.

Despite being a tourist destination, there is not much change in the Town's population over the summer months, with the exception of foreign students who come on work visas and work in area establishments. These young people have a hard time finding housing that is affordable to them and are an important element of Kittery's seasonal economy.

Another fairly unique component of Kittery's population is the number of military families that live in or near Kittery. While many families associated with the Naval Shipyard used to live in Kittery, apparently this is becoming less frequent. It is important to consider what impacts any future changes in the uses at Shipyard may have on the need for Kittery facilities and services.

Additional population characteristics that may be of interest and importance when considering the future provision of facilities and services include the following:

- The racial and ethnic composition of Kittery closely resembles that of York County, with a majority of residents identifying as White, non-Hispanic
- The educational attainment of Kittery residents is slightly higher than that of York County.
- The number of family households in Kittery with children under the age of eighteen has declined since 2000.
- Between 2000 and 2014, average household size shrank from 2.29 persons per household to 2.16 persons per household.

OVERVIEW OF MUNICIPALLY-OWNED PROPERTIES

The following properties are owned and/or funded by the Town of Kittery:

Town Hall
DPW
Schools
Library³
Community Center
Public Safety (police, 2 fire stations, emergency medical)

³ The Library is owned by the Trustees of the Library and supported by the Town of Kittery

Public Piers
Fort Foster
Recreational Facilities (fields, parks, beaches, conservation land)
Town Forest/Farm
Wastewater Treatment Plant
Resource Recovery Cent

INSERT map of public facilities

The Town also owns:

- an old school building on the corner of Curtis Island Lane and Route 103
- the lot currently used for parking in Wallingford Square (13 spaces)

TOWN ADMINISTRATION OFFICES, COMMUNICATION AND PUBLIC MEETING SPACE

Summary of Key Points

- The Town Hall is in very good condition and has room for expansion if this were needed in the future
- Public meeting space is adequate.
- The lack of a local newspaper has resulted in reliance and high usage of cable TV, social media and community bulletin boards for communication.

TOWN HALL

A majority of town administrative offices are housed in the Municipal Complex/Town Hall building, located at 200 Rogers Road, and constructed in 1998. It was built on the site of the previous Town Hall and houses the administrative offices for the Town Manager, Town Clerk, Finance, Assessing, Planning, Code, and the Harbormaster. The Police and School Departments are also housed in the Municipal Complex in adjacent spaces. The Public Works Department is located in another building directly behind the Town Hall.

The following government functions are not located in the Municipal Complex:

- Recreation Department
- Fire Department
- Sewer Department
- Library

The building continues to meet the needs of the staff and the public. The Town Hall building is in very good condition with the exception of the HVAC system that is in need of repair. The roof was replaced last year.

FUTURE PLANS/NEEDS

The Town Hall building was designed with room for expansion; the second floor is unfinished and could be renovated to accommodate additional needs if necessary (building code issues may need to be addressed). There may be some small growth in municipal staffing if the Town experiences an increase in the current levels of residential growth.

Human Resources is housed in the School Department. It may be more efficient for them to be housed in the Town Hall in the future.

COMMUNICATION

There are four cable TV providers in Kittery (Time Warner, Satellite Television, Xfinity, and Direct TV). The Town has its own community cable TV channel which streams key municipal meetings including Town Council, Planning Board and School Committee.

In terms of internet access, Comcast is available almost everywhere and Fairpoint fiber and Fairpoint DSL are available many places throughout Town.

The lack of a local newspaper results in some difficulty with regard to communication among town residents. The following are current modes of communication:

- Cable TV, Channel 22
- Our Kittery blog
- Seacoast on-line
- Portsmouth Herald
- Town Manager's Facebook and Twitter

A number of **Community Bulletin Boards** are located throughout the community including:

- Main Squeeze
- Golden Harvest
- Lil's
- Beach Pea Bakery
- Banks
- Carl's Meat Market
- David Pratt Framer
- Terra Cotta Pasta
- Fabulous Finds
- Frisbees/Enoteca Market
- Kittery Point Post Office
- Library – outside bulletin board and 2 inside bulletin boards
- Kittery Community Center

- Pine Tree Country Store

PUBLIC MEETING SPACE

There are a number of spaces available for community meetings, the largest of which is at the Traip Academy. There are some large events, such as the Maine caucuses, that Kittery cannot accommodate. Additionally, there are times when specific places are booked, but usually an alternative space is available. Public meeting space is adequate for Kittery's needs now and in the foreseeable future.

Table 7-1: Public Meeting Spaces

| Space/Location | Capacity | Comments |
|--------------------|--|--|
| Shapleigh School | 150 people | |
| R.W. Traip Academy | Over 200 people | Auditorium |
| Community Center | 100 – 200 people the latter if bleachers are opened | STAR Theatre plus additional smaller spaces |
| Rice Library | 60 people | Can accommodate more but without seating |
| Town Hall | 75 people 20 people 12 people | Council Chambers Conference Room A Conference Room B |

SCHOOLS AND EDUCATION

Summary of Key Points

- The Schools are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. Traip Academy is in need of additional repairs.
- The lack of playing fields is addressed in the Athletic Fields Study. When its recommendations are implemented, current needs will have been met.
- More current enrollment projections are needed in order to monitor potential future changes in the school population
- More internships in the community are needed for students to complete their proficiency learning experience; transportation to these internships is a challenge

Mitchell Elementary School (grades K-3)

- Located at 7 School Lane, Kittery Point

Shapleigh School (grades 4-8)

- Located at 43 Stevenson Road, Kittery
- Has walking track (only one at a school)

R.W. Traip Academy (grades 9-12)

- Located at 12 Williams Avenue, Kittery
- No outdoor athletic facilities

The School Department undertook a School Building improvements program during the years 2009-2011; it included:

- Closing and converting the Frisbee School into the Kittery Community Center
- Building additions to the Mitchell (K-3) school and the Shapleigh (4-8) schools

- Minor upgrades and renovations to the Traip Academy (grades 9-12)



Horace Mitchell Primary School

The Mitchell and Shapleigh Schools are in good shape and both have the ability to accommodate a small increase in enrollments if this were to occur. Shapleigh School has a track used for the middle and high school track and field, and for walking by all.

The Traip Academy is over 100 years old and while additions and upgrades have been made, there are a few more needed. Technology, HVAC and flooring have all been upgraded. There is a plan in place, with a yearly budget allocation for the completion

of needed upgrades. There are no capacity issues. Challenges with the school that are more difficult to address include the fact that there are no adjacent playing fields (and no seemingly easy way to provide these) and the fact that the schools reportedly lacks a “campus feel.”

The State of Maine legislates that school districts must apply proficiency-based learning⁴ as their approach to pedagogy. Reportedly, the Kittery School District is ahead of neighboring districts because they started earlier when they developed the district’s “Vision for the Future.”

Because of the layout of the Town, it is not feasible for children to walk to school, except for the few who live near the schools. Some students bike to school. The School Department contracts the bus service to an outside vendor who operates on a two-tier schedule. The older students are brought to school first, followed by the younger ones, the way it is carried out in most communities, even though it is contrary to teenagers’ biological clocks and need for sleep. It is difficult to change this schedule as doing so has other negative impacts.

⁴ Proficiency-based education refers to any system of academic instruction, assessment, grading and reporting that is based on students demonstrating mastery of the knowledge and skills they are expected to learn before they progress to the next lesson, get promoted to the next grade level or receive a diploma. The general goal of proficiency-based education is to ensure that students acquire the knowledge and skills that are deemed to be essential to success in school, higher education, careers and adult life. If students struggle to meet minimum expected standards, they receive additional instruction, practice time and academic support to help them achieve proficiency, but they do not progress in their education until expected standards are met. (from: <http://www.maine.gov/doe/proficiency/about/proficiency-based.html>)

STUDENT ENROLLMENT

As evident in Table 7-2 below, enrollment has been relatively stable over the last few years, even with some decline, which is also consistent with statewide enrollments. There are a total of 1,014 students currently enrolled in Kittery’s public schools. There is little ethnic/racial diversity: approximately 90% of the students are White, 1.5% are Asian, 2.5% African American, and 3.4% are Latino⁵.

TABLE 7-2: Student Enrollment: Years 2000-2016

| YEAR | Students attending Kittery Schools ⁶ | Yearly Change (%) |
|-----------|---|-------------------|
| 2000-01 | 1244 | |
| 2001-02 | 1240 | -0.32 |
| 2002-03 | 1193 | -3.79 |
| 2003-04 | 1167 | -2.18 |
| 2004-05 | 1120 | -4.03 |
| 2005-06 | 1082 | -3.39 |
| 2006-07 | 1077 | -.046 |
| 2007-08 | 1048 | -2.69 |
| 2008-09 | 1001 | -4.48 |
| 2009-10 | 971 | -3.00 |
| 2010-2011 | 1014 | +4.43 |
| 2011-12 | 1013 | -0.10 |
| 2012-13 | 1082 | +6.81 |
| 2013-14 | 1082 | 0 |
| 2014-15 | 1084 | +0.18 |
| 2015-16 | 1063 | -1.94 |

⁵ ME DOE

⁶ October 1st enrollments, Kittery School Superintendent’s Office

As is evident in the Table 7-3, of the three public schools in Kittery, Shapleigh School (grades 4-8) has the highest student enrollment.

TABLE 7-3: Enrollment and Capacity by School: 10/15/2015

| School | Enrollment | Capacity |
|----------------------------------|------------|----------|
| Mitchell School (grades K-3) | 376 | 450 |
| Shapleigh School (grades 4-8) | 418 | 525 |
| R.W. Traip Academy (grades 9-12) | 269 | 400 |

Statewide Enrollment Trends⁷: After peaking in the 1970s at close to 250,000 students, public school enrollment in Maine has been declining steadily. While projections are sometimes elusive, according to the Maine Department of Education, state-wide projections are that enrollment will reach a low point in the next few years and then begin to rise again, but at a much slower pace than that of the recent decline (see Table 7-4 for comparison of student enrollment between 1998 and 2012 statewide).

TABLE 7-4: Statewide Enrollment: Declining (1998 – 2013)⁸

| Year | Students in Maine public schools |
|---------|----------------------------------|
| 1998-99 | 214,842 |
| 2012-13 | 185,767 |

According to the enrollment projections presented in Table 7-5, developed in 2009 (the only ones available), Kittery's student population will increase ever so slightly in the near future. It is

⁷ Maine Department of Education, "A Snapshot of Education in Maine," <http://maine.gov/doe/inside/snapshot.html>

⁸ m: Maine Department of Education, "A Snapshot of Education in Maine," <http://maine.gov/doe/inside/snapshot.html>

important to note that over the last few years these estimates did not result in accurate projections and therefore, need to be updated. As is evident in Table 7-3, all three schools have the capacity to accommodate an increase in enrollment if that were to occur.

TABLE: 7-5: Kittery Student Enrollment Projections: 2016-2019⁹

| School Year | Total K-2 | Total 3-5 | Total 6-8 | Total K-8 | Total 9-12 | TOTAL K-12 |
|-------------|-----------|-----------|-----------|-----------|------------|------------|
| 2016-17 | 263 | 237 | 234 | 733 | 242 | 975 |
| 2017-18 | 263 | 245 | 226 | 733 | 245 | 979 |
| 2018-19 | 263 | 235 | 232 | 730 | 252 | 982 |

Over 90% of the Navy families attend Kittery schools and they make up about 30% of the school population (many of these students attend Kittery school for only 15-24 months because their parent(s) is assigned to repair a specific vessel at the PNSY and are stationed in Kittery for only this amount of time). Also, the number of children generated by Shipyard assignments varies dramatically depending on where the boats are originally stationed. For example, if the boat is from Groton, CT families may keep the children in the Groton school system and "commute" home on the weekends. If, on the other hand, the boat is from San Diego, the families are more likely to move to Kittery for the one or two year assignment. Having a transient and diverse student body presents its own set of opportunities and challenges.

⁹ Planning Decisions, Inc., Best Fit Model (1/26/2009)

**Table 7-6 Percent of students from military families (PNS):
February 1, 2016¹⁰**

| School | Grades | Percentage of children from military families |
|------------------|--------|---|
| Mitchell School | K-3 | 22% |
| Shapleigh School | 4-8 | 18% |
| Traip Academy | 9-12 | 13 |
| Overall District | K-12 | 18% |

Due to the age of the Shipyard enlisted individuals, most of the children from the military families tend to be younger (as is evident in Table 7-6, Mitchell School, with the youngest grades, has the highest percentage of children from the PNS). The backgrounds and incomes of the students' families vary widely. This provides a unique opportunity for the more permanent Kittery students to become exposed to children from all over the country, thus enriching their educational experience.

The transient, short-term assignment of the students from the military families, also poses a number of challenges. The Kittery public school system necessarily serves a variety of levels and needs. There is an intensive intervention program to support students experiencing gaps in their educational experience due to the fact that they jump from school system to school system. According to the School Superintendent,¹¹ the Kittery School system performs as well, if not better than other school systems in Maine with similar demographics.

¹⁰ information provided by Superintendent of Kittery Schools

¹¹ during a Leadership Interview conducted on February 16, 2016

FUNDING¹²

Funding for education is a shared state and local responsibility. State funding to local school districts is based primarily on the Essential Programs and Services (EPS) formula. The Department of Education uses the formula to calculate the amount a district should expect to spend to provide an "adequate" education aligned with the Maine *Learning Results* academic standards, and determines the portion the state will pay based on available funds and local factors such as student enrollment and property values. Kittery is considered to be a "minimum receiver" community, that is, according to the State which bases its evaluation on the Town's tax assessments, Kittery can support the school system through local taxpayer money (rather than through state funds). As a result Kittery only 5% of the Kittery School Department's overall budget comes from the State, and the Town only receives 30% of approved special education funding (approximately \$600,000 of a total budget of \$16M). While this funding issue has been under review at the state level for several years, it is not anticipated that anything will change in the foreseeable future. The additional support programs that Kittery schools provide are funded through State funds for special needs, and from federal funds that follow military connected children. They also receive Federal Impact Aid (\$200,000) in lieu of the tax-exempt housing that the military families stay in.

¹² From: Maine Department of Education, "A Snapshot of Education in Maine," <http://maine.gov/doe/inside/snapshot.html>

PRIVATE SCHOOLS AND OTHER EDUCATIONAL INSTITUTIONS IN OR NEAR KITTERY, MAINE

Approximately 90% of school-aged Kittery residents attend Kittery's public schools. Those who do not attend Kittery public schools go to the following private and parochial schools located in Maine and New Hampshire¹³:

- Berwick Academy
- Brixham Monotessori School
- Catherine McAuley High School
- Friends of the Liberty School
- Hebron Academy
- Mission Bay Christian School
- Portsmouth Christian Academy
- Seacoast Waldorf School
- St. Mary's Academy
- St. Patrick's School
- St. Thomas Aquinas High School
- Seacoast Christian Academy

Sanford Vocational High School

The regional vocational high school provides an alternative to Traip Academy for Kittery students. The school provides a wide range of programs including automotive technology, building trades, computers, culinary arts, health occupations, law enforcement, among others.

Enrollment of Kittery residents at Sanford Vocational High School has been relatively low (approximately 8-10 students attended

¹³ Kittery School Superintendent's Office

the school over the last few years). Reportedly there have been numerous reasons for the low enrollment, including the fact that commuting to the school takes 45-50 minutes each way.

The Kittery School Department recently purchased a mini-van to transport students to the Vocational High School, resulting in a shorter and more comfortable ride. Twenty (20) students have expressed interest in attending the school for the 2016-2017 academic year. If all these students are accepted in their programs and they choose to attend, the School Department will have to find an alternative transportation plan as the current van is fully utilized. Most likely an additional bus will be needed.

Kittery Adult Education

Kittery Adult Education provides lifelong learning opportunities for residents of all ages in the areas of academics, literacy, ESL and enrichment. Classes are held at the Traip Academy. Kittery Adult Education offices are located at 12 Williams Avenue.

The Town shares the Adult Education Director with the Marshwood School District (Eliot and South Berwick) that also offers their classes to Kittery residents, thereby increasing the number and type of opportunities available.

FUTURE PLANS/NEEDS

There are no significant capital needs, either for renovations or for increasing the capacity of the schools as they are all in good condition and are able to accommodate existing and any potential small increases in enrollment. Needed repairs to the

Traip Academy will be undertaken in the near future. See the Capital Improvements Plan (CIP) for details.

The lack of playing fields is addressed in the Athletic Fields Study. When its recommendations are implemented, current needs will have been met.

The School Department will undertake to produce new enrollment projections as a way of being proactive about the population it serves. Also, along with the Town, the School Department will continue to monitor any changes in the patterns of growth at the Shipyard as these may affect future school enrollments.

One of the goals of proficiency-based learning is to have every student have the experience of a community internship before they graduate. The Superintendent would like to increase opportunities for students to participate in Outreach and Service Learning in the community. VISTA volunteer services are currently exploring such opportunities in the community. Transportation for students to get to these internships is an issue. Exploring public transportation options (e.g. town shuttle) may also give high school students more flexibility in terms of getting to school and back.

Over 50% of the Town's budget is allocated to the schools. It may be useful to revisit combining the School Department and Town payroll systems.

Opportunities for regional cooperation:

The Superintendent has agreements with other school districts and sometimes places students in other districts based on their needs. Kittery School District collaborates with MSAD #35 (Marshwood School District) and York whenever possible to save money for all three school systems. The three districts communicate regularly and seek out ways to work together whenever possible and practical. An analysis of potential cost savings of becoming a combined school district concluded that it would not be more cost effective for Kittery.



Traip Academy

PUBLIC SAFETY

Summary of Key Points

- There is a pending grant for joint dispatch for public safety with four surrounding communities; the dispatch service will be located in Kittery's Police Department. This could be expanded to more communities in the future.
- The Police Department is in the process of setting up a regional opiate addiction program that seeks to decriminalize addicts and connect them to treatment.
- There may be a need to increase the number of sworn officers for the Police Department in order to police a larger population (that takes into account the tourists, shoppers and Shipyard employees).
- The Fire Department is having difficulty recruiting volunteers for its on-call fire fighting force. It may be necessary to transition the Fire Department to full-time professional fire fighters. In the meantime, adding sleeping quarters to the central Fire Station may help recruit more volunteers and prepare for the professional staff.
- The Town will continue to use American Ambulance New England for emergency medical services.

POLICE DEPARTMENT

The Police Department is located next door to Town Hall in the Municipal Complex. It has its own separate entrance and section of the building. The facility is more than adequate to meet current as well as future needs (the second floor houses significant shell space that could be used for any needed expansion).

The Police Department has a total of twenty (20) sworn officers and is comprised of the following staff:

1 Police Chief
 1 Lieutenant
 3 Sergeants
 12 patrol officers
 2 detectives
 1 school resource officer
 1 part-time Administrative Assistant
 6 dispatchers
 1 part-time Animal Control

The Police Chief is retiring in June 2016, and the Town is advertising for new Chief. For three years, the towns of Kittery and Eliot shared a Police Chief through an inter-municipal agreement. Kittery will no longer be sharing Police Chief with the Town of Eliot. The new Police Chief will only work for the Town of Kittery. Additional funding will need to be allocated to a full time Chief's salary.

According to the current Chief of Police, Kittery could use additional officers (the national average is 2 officers/ 1,000 residents). Currently Kittery has 20 sworn officers which is approximately in line with the national average. In Kittery's case however, in addition to the Town's residents, public safety is an issue for the shoppers patronizing the outlets and the tourists visiting the beaches and parks increasing the daily population of the Town, especially in the summer months. This is why the Chief supports an increase in the number of officers for the future.

CALLS FOR SERVICE

The calls for service have been fairly consistent over the last three years at approximately 15,000 calls per year. The primary categories are as follows:

Car accidents/traffic:

- Rt. 1 North (outlets) generate approximately 14% of all traffic accidents per year
 - There are approximately 3.5 million visitors to the outlets annually
- The Shipyard is the major contributor to traffic congestion
 - They already encourage carpooling and have vans that transport employees as they have parking limitations on Seavey Island (Shipyard).
 - The Police Chief has made a request to the Shipyard with regard to directing traffic and they were willing to every so often, make a 3-minute delay for those leaving from Gate 2, so as to allow the traffic to flow.

- The Shipyard has its own police services provided by the Department of Defense. However, the Kittery Police Department does respond to Shipyard calls and there is some coordination of services.
- Tourists contribute to traffic congestion seasonally
- Foreside: the recent increase in development in the Foreside district has led to an increase in traffic and parking issues
- There are seasonal increases in traffic in Fort Foster and Seapoint Beach areas.
- Peak traffic times are: 6:00AM -8:00 AM & 200PM-5:00PM; most of the congestion is created by employees of the Shipyard going to and from work
- The Maine Department of Transportation identified the top three high crash locations in Kittery as being:
 - I-95 off ramp (Exit 2) due to a blind spot
 - Rotary Circle – scheduled for reconstruction
 - Rt. 1 By-pass at the intersection with Bridge Street.
 Some of these accidents occur when the bridge is up and drivers are not paying attention and don't stop in time. The Sarah Long Mildred Bridge is being replaced.

Criminal activity:

- The Rt. 1 North (outlets) area generates approximately 14% of all criminal activity (in the form of shoplifting). An interesting coincidence is that the same area generates the exact same percentage (14%) of the traffic accidents in Town.
- Heroin use has been on the rise (as is the case nationwide). In 2105 there were 4 opiate-related deaths in Kittery and 20 overdoses. With only one and a half months into 2016 at the time of writing, there has already been one opiate related

death. According to the Police Chief, heroin addiction drives the majority of criminal offenses, that is, thefts, burglaries and robberies.

The Department coordinates with the School Department and provides for a School Resource Officer. The Department does not operate a traditional D.A.R.E (Drug Abuse Resistance Education) program, but instead has created a curriculum regarding making good decisions, promoting leadership and coping skills.

RESPONSE TIME

The average response time (during 2015) was 4.9 minutes.

VEHICLES

The Department has 16 vehicles in total including 1 motorcycle (plan is to dedicate as a fulltime traffic officer), 3 marked cars, and 1 supervisor's vehicle. Some of the vehicles are currently being replaced. See the Capital Improvement Plan (CIP).

JOINT DISPATCH

Currently the Kittery Police Department already conducts dispatch for public safety for the Towns of Kittery and Elliot. The Town has submitted a grant for a regional fire and police joint dispatch with the towns of Kittery, Eliot, Berwick and South Berwick. An estimated \$200,000 will be saved if regional dispatch is instituted. The Town Managers of each community will be the governing board. The Department also dispatches for

the American Ambulance Service, Kittery's medical emergency service.

PATROL ZONES

The Department provides 24-hour a day coverage with three shifts covering two geographic patrol areas. Using the natural boundary of Spruce Creek, the two zones are the "North Zone" which includes Kittery Point and the outlet area and the "South Zone" which includes the Foreside District. Additionally, there is a third "Floating Zone," using Rt. 1 as a divider, including Rt. 236 and smaller, less populated, quieter areas. Using the zones as a way of defining areas to be patrolled has reportedly increased efficiency and effectiveness. Additionally, officers and their Sergeants work as a team.

FUTURE PLANS/NEEDS

The Chief believes that the Police Department should expand over the next five years to reflect the actual daytime population of the Town (that is, in addition to residents, to account for the Shipyard employees, tourists, and shoppers). He believes that increasing from the current 20 sworn officers to a total of 30 sworn staff members would help the Department to be more proactive. As previously mentioned, this is to cope with the significant increase in population due to outlet shoppers and tourists. There is space to expand on second floor of Town Hall, if needed.

The Police Chief also believes that the Kittery Police Department dispatch could, over time, expand to provide regional dispatch services for up to 6 communities (this is two additional towns than is currently the plan). The space for expansion exists on the second floor. This increase in dispatch would generate additional revenue for Kittery.

The Police Chief is in the process of establishing an organization, *HOPE (Heroin-Opiate Prevention Effort) for the Seacoast*, to combat opiate addiction on a regional level. Together with York, ME, Portsmouth, Dover, Summers and Rochester, NH, they are in the process of developing capacity based on the Operation HOPE models of Gloucester, MA and Scarborough, ME¹⁴ that decriminalize addiction and offers treatment to those suffering from opiate addiction. They are currently training police officers and angels¹⁵ and establishing connections with treatment centers.

¹⁴ The program creates a partnership between law enforcement and treatment facilities. Dealers will still be arrested, but individuals may surrender drugs, needles or other paraphernalia at the police station without fear of arrest. From: Kelley, Michael, "Operation Hope is making an impact," Scarborough Leader, 11-13-2016.
http://leader.mainelymediallc.com/news/2015-11-13/Front_Page/Operation_HOPE_is_making_an_impact.html

¹⁵ "Angels" are individuals trained to help those suffering from addiction to find resources for treatment. The goal is to humanize individuals suffering from addiction, and to help them through empathy and understanding.

FIRE DEPARTMENT

The Kittery Fire Department operates from two Fire Stations. The Walker Street Station was closed in 2007 and is now used by the emergency medical service, American Ambulance New England (AANE). The following describes each of the two currently operating stations.

GORGES ROAD FIRE STATION, KITTERY

- Built in 2007
- Has six (6) bays
- Facility
 - Full locker room and shower (separate facilities for men and women)
 - Kitchen area
 - Physical fitness space
 - Training area
 - Offices and conference room
 - SCBA room (Self contained breathing apparatus)
 - Gear storage/washing/drying
- Equipment/Apparatus
 - Ladder truck
 - 2 utility vehicles
 - heavy duty rescue
 - 2 pumpers
 - tank truck
 - Harbor Master's boat

LEWIS SQUARE STATION ON KITTERY POINT

- Built in 2007

- Has three (3) bays
- Facility
 - Shower and locker facilities (only 1, no separate male/female facilities)
 - On-call addition
 - Kitchen
 - Training room
 - Office/radio room

Both stations are adequate with the exception of the fact that neither station has sleeping quarters. *Some of Kittery's fire trucks*

STAFF

The Fire Department is fully staffed by on-call fire fighters. That is, the Department does not have any paid, full-time career fire fighters. Fire fighters are on-call and are paid only when they respond to an alarm. Currently there are 49 total fire fighters; approximately 25 of these are active. There are 44 men and three women. The Chief recently initiated a bonus program such that if a fire fighter makes 33% of the calls in a year, they will receive a \$1,000 bonus. The Chief also recently increased their pay in an attempt to keep existing fire fighters, and to attract new recruits. The Fire Department's response time is under 10 minutes, which is within public safety standards for an on-call fire department. There is no location in Kittery that is further than 5 miles from one of the stations and the Department has good working relationships with fire departments in surrounding communities.

APPARATUS

The Kittery Fire Department has an apparatus reserve account funded annually. The Fire Chief reported that all apparatus is currently adequate. Each piece of apparatus is kept for a maximum of twenty-five (25) years. Additionally, the apparatus has been organized so that there is a specific piece of apparatus for each specific function needed. This makes for a more efficient fleet



Photo by John Galla www.firenews.org

The Department's mutual aid system is operated by a "run card" system. When the size or type of incident requires additional resources, the scene commander may initiate the mutual aid through Kittery Dispatch.

- First alarm is Kittery apparatus and automatic mutual aid from Eliot for smoke in building or confirmed structure fire.
- Second alarm calls for assistance from Eliot, York, Portsmouth, and Portsmouth Naval Yard.
- Third alarm and above initiates assistance from other regional fire departments.

RESPONSE TIME

The average response time for the year ending on 05/31/2016 was 6 minutes and 10 seconds.

The Fire Chief does have a concern regarding response time to Gerrish Island. He considers the area to be a "wildland interface" problem. Wildlife interface is where several structures are built in and around heavily wooded/forested areas with little to no water supply.

FUTURE PLANS/NEEDS

The Town is experiencing difficulty recruiting on-call fire fighters. Requirements are becoming more stringent than in the past, for

example, it takes a year to train a fire fighter. This requires a high degree of commitment from a volunteer. Additionally, the lack of affordable housing and other high living expenses is discouraging for young people considering moving to Kittery, reducing the pool of potential volunteers. The Fire Department will continue to explore creative approaches for maintaining an on-call fire department.

In the future, there will most likely be a need for career fire fighters.

As the Fire Department transitions to a career fire fighting staff, the Chief thinks that a key step is to add sleeping quarters to the Station. There is ample space on the parcel of the Main Station building to accommodate such an addition. Sleeping quarters could be beneficial during the transition for a number of reasons, including the following:

- Currently when there is a storm, fire fighters have to sleep in the truck cabs or on cots in the station.
- Southern Main Community College Fire Science Program students are given the opportunity to participate in a "live in" program where, as part of their curriculum they are housed in several fire stations in southern Maine. Kittery does not participate in this program because of the lack of sleeping quarters and the distance from South Portland. It may be worth considering this program for possible expansion of services by York County Community College in Wells, Maine.
- Fire fighters are attracted to the community spirit of a common room and sleeping quarters; many join for this sense of community.

EMERGENCY MEDICAL RESPONSE

The Town currently contracts with American Ambulance New England (AANE), a private company, to provide ambulance service for Kittery. They service Kittery and Eliot, ME from its base at 25 Walker Street in Kittery. Kittery's Fire Chief is the Administrator.

According to Kittery Fire Chief,¹⁶ the American Ambulance has met the response times indicated in the existing contract. In addition, American Ambulance pays Kittery \$16,000 a year for dispatching services.

The Town owns the building (the former Walker Street Fire Station) that it leases to AANE for free. AANE pays for all utilities and day-to-day maintenance. The Town is responsible for more substantial upkeep of the building (for example, the Town will be replacing the boiler and repaving of the parking lot, while AANE paid for new windows, insulation, and painting of the building). In exchange for the use of the building, they do not charge the Town of Kittery for the services they provide. They also serve the Town of Eliot from this location.

Ambulance services are free to all Town employees. Town residents pay through their health insurance. In addition to Emergency Medical Services, AANE provides free blood pressure clinics, CPR classes and it maintains the 18 defibrillators, located

¹⁶from *OurKittery: News and Updates on Kittery*, <http://ourkittery.com>

throughout the Town (in all schools, athletic fields, and public buildings).

CALLS FOR SERVICE

Emergency medical service calls have reportedly been increasing due to the increase in the elderly population.

Table 7-7: Calls for EMS service

| Town | Approximate Annual calls for service |
|---------|--------------------------------------|
| Kittery | 1,200 |
| Eliot | 400 |

Two (2) of the paramedic wagons that AANE use are housed in the Main Kittery Fire Station.

RESPONSE TIME

The average response time in 2015 was >>>>.

FUTURE PLANS/NEEDS

In January 2016, the Kittery Town Council voted to authorize the Town Manager to execute a new four-year agreement for EMS services with American Ambulance New England (AANE), with an option for an additional four years.

The agreement will allow Kittery and Elliot to continue their joint services with AANE, which they started two years ago. Their

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

Summary of Key Points

The most critical decision facing the Library in the near future is how to combine all the library's functions into one building. The current contract is set to expire at the end of June. The vote also extends American Ambulance's lease agreement of the old Walker Street Fire Station to utilize for the ambulance services. In addition to the existing historic Rice building or by creating a new facility on the site of the Kittery Community Center.

LIBRARY



The Rice Public Library is a private nonprofit corporation. The Trustees of the Library own the Library, but 99% of their funding is from the Town. It currently occupies two buildings, both in the Foreside district, across the street from each other. Both are historic buildings.

The original library building located on Wentworth Street, was constructed in 1888, and the Taylor Annex, a former county court building was acquired in 1989 to relieve overcrowding in the Rice Building. The Rice building was renovated in 1991 and the Taylor Annex in 1989. Both are considered to be structurally sound. The Rice building is considered by many to be the most architecturally significant building in Kittery and is listed on the National Register of Historic Places.

As previously mentioned, the Town of Kittery provides the majority of operational funding for the Library. Institutional administration is under the direction of a seven-member (public) Board of Directors, while daily management of the facility and specialized staff is the responsibility of the Library Director. Additional funding comes from the Friends of the Rice Public Library, and from grants and donations from area businesses and individuals.



The library functions out of the two buildings as follows:

RICE LIBRARY BUILDING

- Non-Fiction
- Administrative functions
- 7 computers
- genealogy and local Kittery history
- seating areas
- 3,000 books on CD
- reference
- young adults collection and space (will expand into reference area)
- Basement meeting/movie room
- History room/collection (4,000 items)

Only the basement is handicap accessible.

TAYLOR LIBRARY BUILDING

- Children's room and collection (story time once a week; 40 -60 children attend; staff from the library also go to Pre-schools)
- Fiction
- DVD collection
- 5 computers
- large print collection
- art exhibits
- very limited seating
- staff room

The building is handicap accessible. A ramp runs along the side of the library.

The Rice building has an exceptionally beautiful exterior and interior and the Children's room in the Taylor building is unusually cozy. However, the current facilities are inadequate for current and future needs. First, having library functions in two separate buildings results in inefficiencies as well as inconveniencing both patrons and staff who must continually go back and forth between the two facilities.

Secondly, overall space for current and future needs is scarce. Space for additional books and other materials is limited and is very limited for additional computers at both buildings. Seating is extremely limited at the Taylor building.

COLLECTION

The library adds between 3,000 – 4,000 items per year to its collection and tries to weed out an equal amount.

TABLE 7-8: Rice Library Circulation (2014 – 2015)

| Collection | 2014 | 2015 |
|----------------------------------|--------|--------|
| Children & Young Adult borrowing | 27,439 | 27,821 |
| Adult: Print, audio, video | 60,331 | 58,018 |

The Rice Public Library is part of the Minerva system of libraries giving it access to 60 other library collections. Twenty-five crates of books are ordered from other member libraries weekly. 23,000 items are borrowed and loaned each year.

STAFF

The library has a total of 6 FTEs (4 full time staff, 2 part time and 8 substitutes who work 2 hours at a time)

USAGE

The library is enjoyed by many residents of all ages (5,956 at last count). In 2015 a total of 88,990 items were borrowed, 515 children participated in the summer reading program, and there has been an increase in participation in children and teen programming as well as lectures and adult programs¹⁷

- Once a month there is a family movie night (approximately 60 people attend)
- Once a month there is an adult movie night (approximately 15 people attend); the Friends of the Library also show movies at retirement and nursing homes
- 2 book groups currently meet in the library

Food and drink are allowed throughout the buildings.

The Library also organizes off-site events at Fort Foster, Kittery Block Party, and and Kittery estates (for senior citizens)

LIBRARY HOURS

The library is open five days a week, including extended evening hours on two nights per week, and is closed on Mondays and Sundays.

Tuesdays 10:00 AM – 5:00 PM
 Wednesdays 12:00 AM – 8:00 PM
 Thursdays 12:00 AM – 8:00 PM
 Fridays 10:00 AM – 5:00 PM
 Saturdays 10:00 AM – 2:00 PM

FUTURE PLANS/NEEDS

SHORT TERM:

The Library Director would like to focus on the following priorities:

- Supporting early literacy (“Read 25 books by age 5).
- Community building (by participating in joint sponsorship of off-site events)
- Digitizing the library collection of photographs
- Supporting increasing elderly population
 - Delivery of books to elders that are confined to their homes
 - Demonstrations (e-books, books for the seeing impaired, computer classes) at the library and at senior housing
 - Entertainment (movies, etc.) at senior housing

¹⁷ from interview with Library Director, February 16, 2016

LONG TERM:

A Library Building Committee has been formed to study alternative locations for a consolidated library facility. They are also considering the reuse of the two buildings currently used by the library.

Two options are being considered for the future¹⁸. The clear advantages and disadvantages to both need to be carefully considered. It is important to note that the Library's Board of Directors and Staff have a strong preference for Option 2, constructing a new building in a new location (See Appendix A).

OPTION 1: Sell Taylor Annex and renovate and expand the Rice Library building at its existing location. The site is quite large and a preliminary conceptual design developed a few years ago showed an expansion to the back of the building and a parking garage built into the slope increasing the number of parking spaces over those currently on-site by a non-trivial amount.

Some Advantages

- Will continue to provide street life and more reasons to go to the Foreside District (libraries are often in downtown locations and provide more reasons to go there)
- Is walking distance from the high school
- Will save a beautiful historically significant building functioning as originally intended

¹⁸ Based on conversation with former Town Manager Nancy Colbert Puff, at the time also a member of the Library Building Committee. December 9, 2015

- May be able to provide more parking than is currently available
- Could result in a stunning building of contrasting historical and modern architectural features like some famous libraries

Some Disadvantages

- Will have to alter some of the original building (especially the back wall which will be the where the addition will necessarily be connected to the old building)
- May be expensive to make the whole building handicap accessible (i.e. installation of elevator)
- The two parts of the building, new and old, will probably not flow perfectly
- The current zoning does not allow for an expansion of the Rice or the Taylor buildings. This also poses constraints on what a potential buyer could do with the building(s), thus reducing their value.

OPTION 2: Sell both the Taylor Annex and the Rice Library building and relocate as a new facility to the Community Center parcel, adding 30 additional parking spaces to the existing Community Center parking area.

Some Advantages

- May be close to potential patrons as they frequent the Community Center
- May make collaboration on events with the Community Center/Recreation Department easier/more frequent
- Can design a modern building to meet specific needs
- Will have access to outdoor space

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

- Will be easy to make entire building handicap accessible
- Leaves the Rice building available for reuse. One idea being discussed is to convert it to a Maritime Museum to be run by the Kittery Naval and Historical Society with the Portsmouth Navy Yard lending their artifacts for exhibits (this would counterbalance the negative impact leaving the Foreside area would have on the town center feeling), but cannot guarantee that this would happen
- Would be a net zero building (run on solar power)
- Developer(s) has expressed interest in demolishing Taylor Annex building and building a Bed and Breakfast on the site (to house those coming to work at the Shipyard for short, but extended periods of time)

Some Disadvantages

- Leaves the Rice Building vulnerable to destruction of its historic architecture
- Leaving the Foreside area may impact the district negatively as it makes it less of a destination at a time when it is striving to become more of one
- May not have enough parking
- May take over parts of the Community Center's parcel currently allocated to needed athletic fields
- Building a new building directly in front of the Community Center may have a negative visual impact on the KCC
- Demolition of the Taylor Building
- Currently the library contributes to the street life of the Foreside District in a number of ways, including by being in two buildings in the town center, participating in the June Block Party, etc.
- May add to traffic congestion on Rogers Road

- Would have to be more deliberate about not duplicating programming with the Community Center

Additionally, since the Library receives 95% of its funding from the Town, it may make sense to consider making it a Town entity in the future.



The Kittery Community Center will be renovating the Annex and reorganizing uses in the near future.

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

Future programming may need to be more oriented to an increasing senior population and may include Adult Day Care and a full-time staff dedicated to senior programming.

RECREATION

An increase in demand for pre-school services is expected.

The Center is continuing efforts at expanding revenue-generating activities so as to increase its financial independence.

The recently completed Athletic Fields Plan identifies the need for \$20 million worth of improvements and additional facilities.

The Port Authority would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water including through kayaking, sailing, and a water taxi service to Portsmouth.

Fort McClary State Park

School Department, Kittery Conservation Commission and the Kittery Port Authority. For a more detailed inventory and assessment of the Town's Recreational Facilities, please see: **Chapter 2: Natural Resources, Water, Agricultural and Forest Resources, and Open Space and Recreation.**



Kittery offers a variety of opportunities for recreation, a number of which are municipally-owned, while significant open space/recreational areas are also state and federal properties. Management of the Town-owned facilities is shared by the Recreation Department, the Department of Public Works, the

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

KITTERY COMMUNITY CENTER (KCC)

The newly renovated, former Frisbee Elementary School is run as a Community Center by the Recreation Department. The Center, located at 120 Rogers Road, is four years old and has become a significant hub for Kittery residents of all ages (“toddler to over one hundred years old”). Approximately 250 people use the Center every day.

The original building was built in 1940. The facility has been converted to a modern 63,000 square foot Community Center (including the Annex) that includes a full size gymnasium, a full theater, Community Room, Fitness Room, and smaller meeting rooms, a commercial kitchen and other spaces and amenities that are all available for rent. People rent these for wedding receptions, birthday parties, business conferences and other events.

Unfortunately due to a series of HVAC failures and ice dams, the building has experienced five floods in three years. The HVAC system has been replaced. Hopefully the need for repair and cleanup due to flooding has been reduced.

HOURS OF OPERATION

The Center’s hours of operation are as follows:

| | |
|-----------------|--------------------|
| Monday – Friday | 6:00 AM – 9:00 PM |
| Saturday | 8:00 AM – 4:00 PM |
| Sunday | 12:00 PM – 4:00 PM |

Hours are more limited during the summer months.



PROGRAMMING

As previously mentioned, the Kittery Community Center (KCC) has a wide range of programs for all ages; these include:

STAR Theatre is used for live theater performances, dance recitals, wedding receptions, lectures, trainings, workshops and movies). It seats 171 for a performance setting (accommodated by retractable bleachers) or 100 if seated at tables and chairs.

Preschool. The Preschool provides a nature based learning environment for children ages 2-5 in three classrooms (2years, 3 years and Pre-K). The adjacent outdoor space (“Forest

Classroom”) is critical to this program. The Indoor classrooms are where more structured learning occurs.

After School Program. There are two after school classrooms run by four S.A.F.E. (Safe Alternatives for Enrichment) counselors.

Summer Camps. The Community Center offers summer camps per week or for the entire summer for various grade levels.

Fitness. There is a fitness room and fitness and wellness classes which require membership to use. There is no charge for Kittery residents to use the walking track and gymnasium.

Seniors. Kittery does not have a Council on Aging. The Community Center provides activities and opportunities for socializing for Kittery’s senior citizens, including breakfasts, lunches, lectures, bingo, and field trips. KCC also provides flu clinics. The Center’s 2 mini coaches are used for over 55 field trips. Seniors also use the gymnasium for playing pickle ball among other activities.

The Senior housing complexes have their own programming (luncheons, lectures, etc.) so the Center has to strike a balance in order to be well attended cannot be too much duplication.

Although there is not a Kittery Council on Aging, York County Community Action Corporation (YCCAC) partners with Southern Maine Agency on Aging to provide services to Kittery residents. They provide referrals, information and health screening at assisted living and other elderly housing complexes. Other partners include York District Public Health Council and York Hospital.

TRANSPORTATION

As mentioned above the Community Center has 2 vans used for field trips for seniors and also for others (of any age) that have signed up for a particular program. The Center also owns a small bus. The KCC vans are currently underutilized. The Center is in the midst of discussions with Fair Tide (homeless shelter) regarding the need/feasibility of a town shuttle.

York Hospital provides free transportation to those needing a ride to one of their healthcare facilities.

OUTDOOR SPACE AND ATHLETIC FIELDS

The KCC is on 12 acres of land and is adjacent to Rogers Park, conservation land that abuts Spruce Creek. The preschool and afterschool programs use Rogers Park extensively. There are one baseball and two soccer fields on the site, and Arts in the Park (concerts) are held on the lawn. Summer programs also use the fields and playground.

The Recreation Department is responsible for the scheduling of all athletic fields in Kittery and the two pavilions at Fort Foster.

REVENUE

The number of members at KCC is continually increasing resulting in yearly increases in revenues. The Center is currently 70% self-supporting; the General Manager expects this trend to increase, with the goal of becoming 100% self-supporting in the future.

The programs that provide the most income to the KCC are the summer daycare/pre-school program. The Center generates additional income through memberships and rental of spaces and other facilities. Additionally, for any art displayed in the Morgan Gallery that is sold KCC receives a 30% commission.

STAFF

The following staff manages the Center and offers the programming.

The Kittery Community Center is run by the Director of the Recreation Department who is also the General Manager. Additional administrative staff include: an Assistant Director, Recreation Supervisor and Sports Coordinator.

Preschool and afterschool programs are run by the teachers of the respective programs.

- Eyes of the World Discovery Discover Center (pre-school

program): 10 teachers

- S.A.F.E. Afterschool Program: 4 counselors

Support Staff (1), Reception (4) and Custodial staff (4)

FUTURE PLANS/NEEDS

The KCC will be renovating the entire Annex (which is currently occupied by renters and Head Start). The plan is to:

- Relocate the S.A.F.E. afterschool program to the Annex so that it is separate and more protected/safer
- Create a studio for Cable Channel 91 with facilities to work with high school students.

As the population of Kittery ages, the General Manager of the Community Center¹⁹ believes that in the future there may be a need for Adult Day Care. It may be desirable for families to have to have pre-school, after school and elder day care all in the same facility, that is, at the Community Center.

Additionally, the Center may need to do more for the active senior population (babyboomers). This may require a full-time position dedicated to programming for seniors. Activities will also need to be adapted to the expectations of this generation of seniors which differ from those of the previous generation(s).

The General Manager also expects there to be an increase in the demand for preschool services, extending care to even younger

¹⁹ from an interview on February 16, 2016



children (two additional rooms, one baby room and one for one-year olds).

As previously mentioned, the Community Center is currently 70% self-sufficient. Efforts to increase financial independence will continue. Additional capacity exists for generating income by renting out space for more weddings/large events, greater utilization of the theatre, and finding a way to maximize use of the banquet room and commercial kitchen. Additionally, the buses are underutilized. The General Manager of KCC is of the opinion that a Grant Writer will be needed in the future to help fund the increasing programming.

The playground needs updating and needs to be redone.

PARKS AND BEACHES AND CONSERVATION LAND

There are a number of parks, beaches and conservation areas enjoyed by Kittery residents and visitors to the Town. The most significant are listed below. See **Chapter 2: Natural Resources, Open Space and Recreation** for a more complete discussion and map of these areas.

FORT FOSTER

Fort Foster is a 94-acre town-owned park located on Gerrish Island. It is open from Memorial Day to Labor Day and weekends in May through September and the gates open from 10:00 AM to 8:00 PM or dusk, whichever comes first. Both residents and non-residents enjoy the park's amenities that include a 675-foot pier (built in 1942), ball field, playground, restroom facilities, picnic and barbeque areas, and designated areas for swimming, scuba, windsurfing and kayaking.

Additionally, the park has two pavilions for rental (private parties, weddings, etc.). The "Big Pavilion" can accommodate an event of up to 100 people, while the "Small Pavilion" can accommodate up to 50.

Fees: The Town charges the following for use of the park:

- \$10/vehicle
- \$5/adult and \$1/child (arriving by foot or on bicycle)
- \$100/tour bus
- \$50/school bus with students
- \$20.00 Residents season pass
- \$60.00 Non-resident season pass
- \$50/day for use of the Small Pavilion
- \$100/day for use of the Big Pavilion

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS



SEAPOINT AND CRESCENT BEACHES

These beaches are approximately 4.5 acres and are located off Seapoint Road. Activities include swimming, jogging, fishing, dog walking, and sunbathing. Approximately 30,000 people enjoy these beaches annually.

ATHLETIC FIELDS

Kittery has the following athletic fields, maintained by the Department of Public Works:

- Memorial Field (5.25 acres, located on Old Post Road, used for football and baseball; mainly used by the High School and Little League)
- Shapleigh Field (5.98 acre field used by the Shapleigh School, Traip Academy, Little League and residents for a variety of activities including track and field events, soccer, field hockey)
- Hailey Field, located at 6 Litchfield Road
- Emery Field, located at 2 Cole Street



Town Forest/Town Farm. A 72-acre forest located at 77 Haley Road, managed by the Kittery Conservation Commission and used mostly for trail walking and cross country skiing.

Eagle Point, Spruce Creek. A 25-acre parcel accessed by Phelps Street off Philbrick Avenue is primarily used for passive recreation.

Rogers Park. Rogers Park is a 23-acre park, located at the end of Dion Avenue. It is used primarily for trail walking and dog walking and is managed by the Conservation Commission.

NON-TOWN OWNED RECREATIONAL FACILITIES

Fort McClary (state): picnic areas, historic features, trails

Rachel Carson National Wildlife Refuge (federal): wooded area, walking trails

John Paul Jones. The State is in the process of transferring ownership of this park to the Town.

FUTURE PLANS/NEEDS

The recently completed *Athletic Fields Study* identifies the need for additional fields and estimates an approximate \$20 million worth of expenses associated with meeting these needs. Please see **Chapter 2: Natural Resources, Open Space and Recreation** for a

more complete discussion of future plans and needs for parks, beaches and conservation lands.

PUBLIC PIERS

The Kittery Port Authority is a semi-autonomous Board that manages and maintains the Town's waterfront assets. The Authority is independent by statute, but Town Council approves their budget. The Port Authority (a seven member board appointed by Town Council) hires and manages the Harbor Master, who is a Town employee.

The Port Authority is responsible for enforcement (Harbor Master writes tickets to boaters breaking rules), and is expected to respond to emergencies (e.g. boaters in distress, medical emergencies). There are many entities that have varied degrees of jurisdiction in the Harbor (these include the State of New Hampshire Marine Authority, Coast Guard, City of Portsmouth, Kittery Harbor Master, Maine DEP, US Army Corps of Engineers, Navy). This can reportedly be a challenge when coordination amongst these entities is needed.

Anything below the highest annual tide (HAT), that is mainly piers and moors, is in the jurisdiction of the Port Authority. Buildings on piers are also the jurisdiction of the KPA. The Authority manages 575 moorings (the majority of which are at Pepperrell Cove), maintains a waiting list, and collects fees (\$150 per year for boats 25' or less; boats over 25' are charged \$6 per foot) for these.

Pepperrell Cove is the Port Authority's main asset. The Town-owned waterfront facilities are as follows:

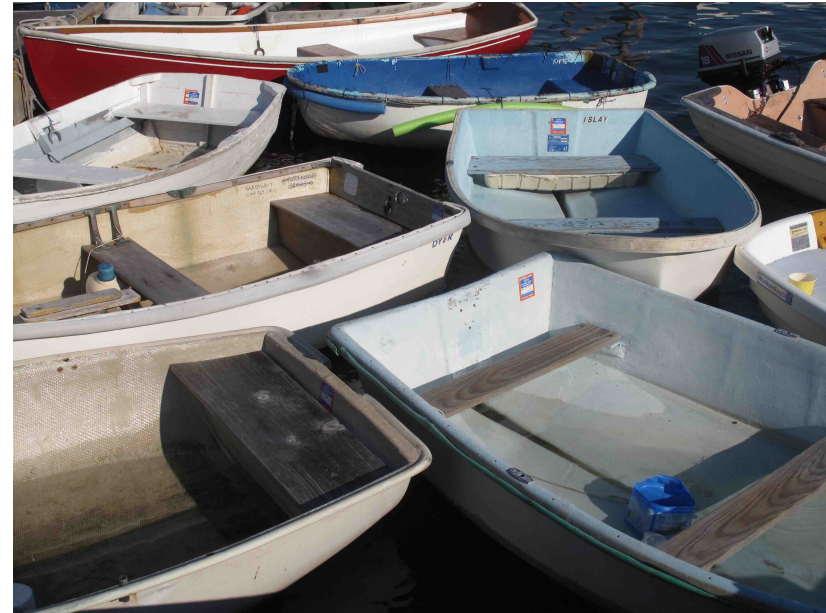
- Pepperrell Cove: Frisbee Pier and one other pier
 - Harbormaster's office
 - Approximately 400 moorings
- Government Street Pier (also known as Town Pier): off Government Street, Foreside
- Pier at Traip Academy (day fishermen and little motor boats are the primary users; they park in the school parking lot). It is also used by back channel mooring holders to tie dingys.
- Back Channel (in back of Kittery Point Yacht Yard) moorings
- Isle of Shoals (moorings)

Fishermen reportedly have adequate dock space and storage for their equipment.

For a more detailed inventory and assessment of the Town's Marine Facilities, please see: **Chapter 8: Marine Resources.**

FUTURE PLANS/NEEDS

Other than Kittery's, there are only three other Port Authorities in the state of Maine. A committee has formed to review the advantages and disadvantages of having the Kittery Port Authority continue to operate as a semi-autonomous entity. Portsmouth regulates the large ships, but there is an anchorage near Fort McClary located in Kittery water that would need oversight if the KPA was no longer regulating Kittery waters.



The Port Authority is exploring the possibility of establishing an enterprise fund process to give the Authority more budgetary independence.

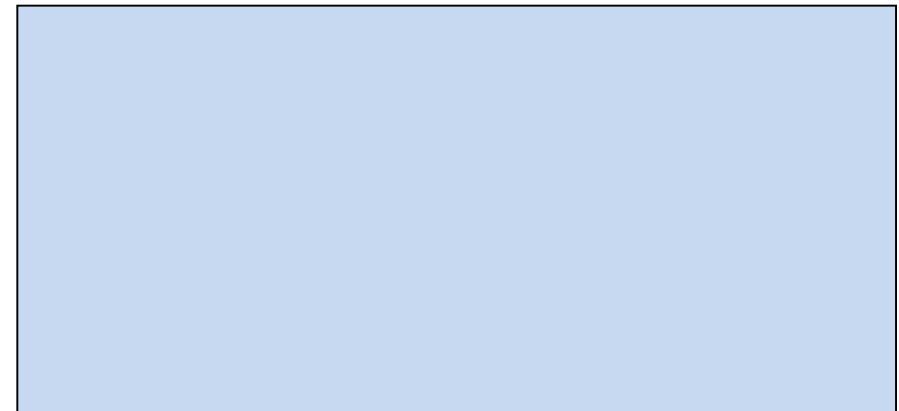
The Chair of the Port Authority would like to undertake the development of a Strategic Plan that articulates a vision for the future and outlines the action steps for achieving the goals.

Additionally, the Port Authority Chair is interested in exploring a number of ideas including the following:

- Developing a place for kayaks (public) and small boats (the challenge for finding an appropriate location is parking). KPA or the Town of Kittery could enter into an agreement with Frisbee's Holdings for access to additional parking.

- Kittery residents have access to a wide range of quality health care services, including walk-in clinic, outpatient laboratory testing, physical therapy and mental health care provided by a number of providers.
 - The Pier at Fort Foster is owned by the State, but managed by the Town – could be an opportunity for kayaking
- Additionally, York hospital provides free transportation to residents needing a ride to one of their healthcare facilities.
 - Developing a place to teach children to sail
- The Town also subsidizes a number of non-profit agencies that provide specific services.
 - Establishing a water taxi service at the downtown dock (Government Street Pier, Foreside) between Kittery and Portsmouth.
 - The challenge would be parking (one way this could be addressed is to have people park on the Portsmouth side). This could encourage additional commercial activity in the Foreside district.
 - Currently the pier is primarily being used by 28 commercial fishermen who use it to load and unload their traps, bait, fuel and lobsters. There is no ramp.
 - Also, the Government Street Pier could be better connected to the Foreside district.
- Striking a better balance between tourism and fishing (currently ground fishing is not economically feasible due to regulations)
- Better coordination between the various entities that monitor harbor activities.

HEALTHCARE



While there is not an inpatient hospital located in Kittery, Kittery residents have access to a wide range of healthcare resources. If they need inpatient care they can go to York Hospital in nearby York.

The following health care facilities are located in Kittery:

York Hospital, located at 35 Walker Street, in Kittery offers the following health care services:

- Walk-in Care (open 7 days a week)
- Outpatient Laboratory Testing
- X-ray services
- Family Practice for all age groups

Kittery Physical Therapy and Kittery Oncology are located at 75 US Route 1 Bypass in Kittery.

York Hospital provides free transportation to those needing a ride to one of their healthcare facilities.

Patients needing in-patient care can go to York Hospital, a general medical/surgical hospital with 79 beds, located in York, ME

Maine Behavioral Healthcare, located at 453 U.S. Route 1 in Kittery, provides outpatient or partial hospitalization mental health services to youth with serious emotional disturbance, adults with serious mental illness, persons with mental health and substance abuse disorders, and forensic clients.

Durgin Pines, located at 9 Lewis Road in Kittery, provides long-term care and rehabilitation services. They are affiliated with local physicians and healthcare organizations and offer 26 beds for rehabilitation and 55 rooms for long term care residents. They also offer a 16-child pre-school that provides an intergenerational program for patients and residents.

NON-PROFIT AGENCIES

Additionally, each year the Town considers requests for funding from non-profit agencies, with the intent of supporting services received by members of the Kittery community. The following agencies are in the proposed budget²⁰ (for a total of between approximately \$12,000 - \$14,000):

- Fair Tide (housing for homeless, thrift store)
- Aids Response-Seacoast (provides education, direct assistance and advocacy for persons and communities affected by HIV/AIDS)
- American Red Cross (helping people prevent, prepare for and recover from community emergencies and large scale disasters - natural or human-caused).
- Caring Unlimited, Inc. (hotline, emergency shelter for victims of domestic violence, transitional housing, children's services)
- York County Community Action (support to low-income pregnant women and new mothers)
- Home Health Visiting Nurses (provide home healthcare with local and nurses, therapists, social workers and home health aides).
- South Maine Area Agency on Aging (Meals on Wheels, Wellness, and other services to support older adults and adults with disabilities.
- Cross Roads House (food, shelter, and support for homeless women and children)
- Kids Free to Grow (Child Abuse Prevention)
- Maine 4H Foundation (grants and scholarships to youth)

²⁰ Town of Kittery Budget, Fiscal Year 2017, Community Agencies, page 49

Summary of Key Points

It may be more efficient to merge Kittery's Resource Recovery Facility with that of Eliot's, creating a regional facility. Stormwater DEPARTMENT OF PUBLIC WORKS

additional resources in the future

There is a need to update the Town's GIS maps.

DPW would like to explore new technologies used by other communities to communicate with residents

DEPARTMENT OF PUBLIC WORKS (DPW)

The Department of Public Works operates out of several facilities. It is responsible for the maintenance of the Town's roads, stormwater infrastructure, parks, recreation fields, and 23 cemeteries as well as the maintenance of the Town's solid waste disposal and recycling (at the Town's Resource Recovery Facility). The Department is responsible for snow removal on all Town roads, although the School Department plows school roads.

DPW is responsible for mowing and maintaining the Town's traffic islands, athletic fields (Memorial, Shapleigh, Hailey, and Emery), and to provide support to the Conservation Commission's volunteers for the management of the Town Forest, Town Farm and Rogers Park. DPW is also responsible for staffing and maintaining the 94-acres at Fort Foster, including the 575-foot Town pier, 2 pavilions (scheduled through the Recreation

Department), 2 restroom facilities, and gatehouse. During the months that the park is open, DPW has a maintenance person on duty all day. The gatehouse is also staffed. See the discussion regarding Fort Foster under "Recreation" for more details.

PAVEMENT MANAGEMENT

A Pavement Management Inventory was completed in 2014 and will soon be entered into a web-based program. This includes an inventory of Kittery's sidewalks, however, their condition is not documented. The most up-to-date Sidewalks Conditions Report is 17 years old, so it cannot be considered relevant.

TREE INVENTORY

DPW maintains a Tree Inventory. The inventory, which was conducted in 1994, lists street trees and other publically-owned shade trees in Kittery. Data pertaining to species, location, maintenance needs, etc. was collected in order to develop a comprehensive urban forestry management plan. There is no street tree program per se.

FACILITY

The Public Works garage is located behind the Municipal Complex. It includes a total of 17-bays across four buildings. The building that serves as the Department's administrative center as well as main storage of equipment are in good condition and adequate for current needs, with space for expansion if needed.

VEHICLES

All vehicles are stored inside, each with its own bay. This means that if more vehicles were purchased in the future, there is some room for them to be stored inside as they could be stored in between the existing vehicles if needed.

In the long term, the Department may need one more truck and also maybe a bucket truck for tree trimming (this vehicle could be stored outdoors).

The Department also has small garages at Memorial Field and Shapleigh Field, several retired truck trailers and the old Town Barn used for storage. The garage at Memorial Field is used as the Parks departments shop throughout the summer and stores the parks equipment. The garage at Shapleigh Field is for more storage and the irrigation system. The old Town Barn is off of Rice Ave and Water St., it is used by the Harbor Master for storage.

STAFF

The Department has 17 year-round employees and 7 summer employees. It is reportedly difficult to find staffing for the summer positions because while the other beach communities can hire college students out of school for the summer, Fort Foster has a longer season which college students cannot cover (its open from Memorial Day to Labor Day and only weekends in May and September).

FUTURE PLANS/NEEDS

DPW would like to have the Town's GIS system updated and to make the parcel mapping data consistent with aerial imagery. The Town's GIS website is hosted by Woodard and Curran, an engineering firm. The Town has a limited maintenance contract with them. Additional ways to achieve the goal of updating the maps may be explored.

If there is significant development in the future, there may be a need for additional staff and/or vehicles. Some time ago, the Commissioner of Public Works made a recommendation to Town Council that for every ten (10) additional miles of road that the Town accepts, the Department of Public Works will be allocated one additional staff member and one additional vehicle. This could also occur if the Town was asked to take responsibility for roads currently under State control.

An updated Sidewalk conditions report would be helpful in supporting future efforts to improve walkability in Town.

It may also be useful to bring the Tree Inventory up to date.

Looking to the future, the Department would like to consider integrating more technology into the way it operates. Some examples include:

- York has a computerized communication system that connects residents, commissioners and other town officials that makes enforcement easier. It has in place a computer/web-based interface that allows residents to connect to town officials (to their computer or devise) with a logged inquiry regarding specific

issues. The system provides for easier and quicker responses and better opportunities for follow up.

- Portsmouth has a “click and fix” application that allows residents to report needs from the app on their cell phone.

SOLID WASTE DISPOSAL AND RECYCLING

Solid waste disposal is under the direction of the Commissioner of Public Works and is operated at the Town’s Resource Recovery Facility. The Facility, located on a twenty-two acre site off Route 236 and Mackenzie Road, includes a transfer station for material solid wastes (MSW’s), a recycling center and a licensed demolition debris disposal site. Solid waste is transported from the site to EcoMaine, located in Portland, Maine.

The Resource Recovery Facility is comprised of the following:

- Bailer Building: recycling of paper, cardboard, aluminum, plastics
- Licensed compost area, landfill and hazardous waste facility
- 2 Freebie Barn buildings run by volunteers for the recycling of household items given free to residents

South Berwick currently brings their paper for recycling, an income generator for Kittery.

The facilities are adequate for current needs and the facility has room for future expansion if needed.

FUTURE PLANS/NEEDS

The Department plans to continue to encourage residents and businesses to recycle and to upgrade the Town’s recycling facilities as necessary.

According to Stormwater Coordinator, the main trash building is in need of a roof over the trash trailer to reduce the amount of unpermitted, leachate reaching ground water in the grassy knoll. A holding tank, or other such containment system, will also be required to capture leachate. Additionally, the corrugated metal building at the Resource Recovery Facility is rusting and old, in need of replacement/repair.

The Solid Waste Facility processes a wide range of materials including:

- Demolition Debris (e.g. waste lumber, asphalt shingles, gypsum wallboard, tires, residential ashes, mattresses)
- MSW Recyclables (e.g. corrugated cardboard, newspapers, magazines, telephone books, mixed paper, glass, aluminum cans, tin/steel cans, plastics)
- Recovered Demolition Materials (e.g. lumber including energy recovery, leaves/yard waste compost, brush and chips, inert bricks, metal, batteries, brass, copper, waste oil and antifreeze, log wood)

As is evident in Table 7-9, the amount of materials processed at the Facility over the past five years has remained relatively stable. Also, the percentage of type of material relative to the total (e.g. demolition debris as percent of total) has also remained relatively the same.

**Table 7- 9: Kittery Solid Waste Facility:
Materials in Tons (2011-2015)**

| MATERIALS | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|------------------|-----------------|-----------------|------------------|------------------|
| Municipal Solid Waste (MSW) | 2,307 (44%) | 2,307 (47%) | 2,142 (44%) | 1,966 (46.2%) | 1,996 (49%) |
| Demolition Debris | 1,102 (20.5%) | 863 (16.6%) | 822 (14.5%) | 698 (16.4%) | 665 (12.3%) |
| TOTAL MSW & Demo Debris | 3,409 (65.5%) | 3,170 (64%) | 2,964 (60%) | 2,664 (62.7%) | 2,661 (61%) |
| MSW Recyclables | 1,127 (22%) | 1,193 (23%) | 1,273 (26%) | 1,105 (26%) | 1,239 (26.5%) |
| Demo Recoverables | 624 (12.5%) | 585 (13%) | 635 (13.5%) | 478 (11.2%) | 615 (12.5%) |
| TOTAL MSW Recyclables & Demo Recoverables | 1,751 34.% | 1,778 (36%) | 1,908 (40%) | 1,583 (37.3%) | 1,854 (39%) |
| TOTAL All MSW & Demo | 5,160 (100%) | 4,948 (100%) | 4,872 (100%) | 4,247 (100%) | 4,515 (100%) |

The Transfer Stations of Kittery and Eliot, respectively, are four miles apart. It may be desirable to specialize in the type(s) of processing or consider merging into one regional facility. In the case of a merger, this may require additional staff due to the fact that there would be an increase in the amount of materials being recycled (staff could be from Kittery and/or Eliot).

STORMWATER MANAGEMENT

The Department of Public Works recently completed an Inventory of some of the Town's stormwater infrastructure and has determined that it is generally in "very good" condition. Kittery does not have any combined sewer overflows²¹.

The Town's Stormwater Coordinator is also the Project Manager for the 319 Clean Water Grant and responsible for monitoring contaminated areas. Bacterial sources of pollution have been identified in Admiralty Village and other areas in the Spruce Creek Watershed. Clam flats have been closed since 2005. The Portsmouth Pierce Island Wastewater facility needs to be updated before the clam flats can be re-opened. Some parts of the Creek have seen improvement.

The towns of Berwick, South Berwick, Eliot, Kittery and York, Maine are subject to the General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4s) which was issued by the Maine Department of Environmental Protection (DEP) on July 1, 2013. Because the permit is a Clean Water Act-based Maine Pollution Discharge Elimination System (MEPDES) permit, it is limited to a duration of five (5) years, and therefore expires on June 30, 2018²².

²¹ Combined sewer systems are wastewater collection systems designed to carry sanitary sewage (consisting of domestic, commercial, and industrial wastewater) and stormwater in a single piping system to a treatment facility.

²² **Stormwater Program Management Plan for York County MS4s**, Submitted to Maine DEP: December 2013.

The Town has been a regulated MS4 community²³ since 2003. Communities are regulated under this program when and if they are identified as having “Urbanized Areas²⁴” in their municipal boundary. Once a community becomes regulated by the General Permit, only the Urbanized Area portions of the Town are regulated. In 2003, when the towns of Berwick, South Berwick, Eliot and Kittery became regulated, they decided to work together in implementing the requirements of the General Permit as a cost saving measure.

Each of the three General Permits that have been issued have required that the towns develop, implement, and enforce a 5-year Stormwater Program Management Plan ("Plan") to coincide with

²³ Municipal Separate Storm Sewer System General Permit authorizes the direct discharge of stormwater from a regulated small municipal separate storm sewer system (“MS4”) to a MS4 or waters of the State other than groundwater, provided that the MS4 is located in an Urbanized Area as determined by the inclusive sum of the 2000 and 2010 Decennial Census by the Bureau of Census. The MS4 general permits describe permit coverage and limitations, definitions, authorization and notice requirements, stormwater program management plan requirements, and standard conditions for municipalities, transportation MS4s and state federally-owned MS4s. (Maine Department of Environmental Protection, 7/01/2013).

²⁴ An Urbanized Area is a US Census-defined term, requiring a population density of 1,000 people per square mile, within a Central Place. Central Places consist of an accumulation of 50,000 in adjacent census blocks that each have the density of 1,000 people per square mile. The Greater Portsmouth Area is a Central Place, and the towns of Berwick, South Berwick, Eliot and Kittery have had Urbanized Areas within their municipal boundaries since the first General Permit was issued in Maine in 2003

the term of the General Permit. This Plan is effectively a revision of the prior Plan, updated to reflect the new General Permit requirements. The General Permit stipulates that the Town will “reduce or eliminate polluted Stormwater runoff to the Maximum Extent Practicable.”²⁵

GOALS (MINIMUM CONTROL MEASURES)

The 2013-2018 Stormwater Management Plan outlines six minimum control measures (MCMs) for the York County cluster of MS4s. Kittery is on track for meeting the requirements of the DEP approved plan.

Additionally, the Town must define appropriate Best Management Practices (BMP), designate a person(s) responsible for each BMP, define a timeline for implementation of each BMP, and define measurable goals for each BMP. Kittery has designated the Stormwater Coordinator to be responsible for implementing each Best Management Practice.

The following describes the York County Stormwater System (MS4) six major goals or minimum control measures²⁶:

1. Public education and outreach on stormwater impacts : among other efforts, the Towns are cooperating on the preparation of a Statewide Public Awareness Plan to raise awareness of

²⁵ The term means available and feasible considering cost, existing technology, and logistics based on the overall purpose of the project.

²⁶ **Stormwater Program Management Plan for York County MS4s**, Submitted to Maine DEP: December 2013.

stormwater issues such as the path stormwater runoff takes, sources of stormwater pollution and the impact of that polluted stormwater runoff on the community.

2. Public involvement and participation: The York County MS4s will annually host/conduct or participate in at least one public event (either jointly or individually) such as storm drain stenciling, stream clean-up, household hazardous waste collection day, volunteer monitoring, neighborhood educational events with a pollution prevention, water quality or environmental theme, conservation commission outreach program, Urban Impaired Stream outreach program, or adopt a storm drain or local stream program. The target audience will be adults living in the Urbanized Area of the Towns.

3. Illicit discharge detection and elimination: Each of the towns created a watershed-based maps of their MS4 infrastructure. Annually by June 30 each year, the towns will update either the GIS systems or the paper copies of the maps to reflect new infrastructure and changes to the infrastructure.

4. Construction site stormwater runoff control: Implement and enforce a program to reduce pollutants in any stormwater runoff to the regulated small MS4 from construction activities that result in a land disturbance of greater than or equal to one acre.

5. Post-construction stormwater management in new development and redevelopment: During the previous permit cycle, the town of Kittery passed a Post Construction Discharge Ordinance. The town will continue to implement these ordinances.

6. Pollution prevention/good housekeeping for municipal operations: During the previous permit cycle, Kittery developed an inventory of all municipal operations conducted in, on, or associated with facilities, buildings, golf courses, cemeteries, parks and open space that have the potential to cause or contribute to stormwater or surface water pollution. The town will review the inventories and update them if necessary to include any new properties that have the potential to cause or contribute to stormwater or surface water pollution.

FUTURE PLANS/NEEDS

Future needs include the continued maintenance of stormwater infrastructure and the replacement of aging infrastructure.

The Department will continue to implement the 2014 Watershed Management Plan for Spruce Creek.

Kittery is now in its third permit cycle; each cycle last for five years. Reportedly, each permit cycle is accompanied by more requirements. The Department expects that the 2018 cycle (the next one) will require more sampling, mapping of septic systems and inspections. As a result, more staff time and other resources will be needed. The Town is considering making the Shoreland Resource Office a full time position split between DPW and code enforcement.

The Department would like to explore becoming a “Stormwater Utility” in order to fund future improvements. This would apply a user fee designating a tax for a specific use and would be based on the percentage of impervious cover. Reportedly there are six

Summary of Key Points

Both the Kittery Water District and the Town sewer system derive a significant portion of their usage and revenues from the Shipyard. If the status of the Shipyard were to change in the future, infrastructure improvements, the first step would be to conduct a stormwater utility feasibility study. The future resulting in a drop in usage, this could result in a significant shifting of costs for available capacity to the other users of these systems. This does not seem to be an issue in the near future.

WATER AND SEWER SERVICES

Kittery Water District is planning to construct a new Treatment Facility while it continues to upgrade the pipes. Additional regional cooperation with surrounding towns may result in increased cost-efficiencies.

The recent expansion of the sewer system to the Business Park is expected to result in encouraging economic development.

It may be beneficial to explore the creation of a municipal Tri-generation Plant to provide power (heat, steam and hot water). This may be attractive to potential users of the Business Park.

WATER

The Kittery Water District system dates back to 1907. The original waterworks facilities were constructed to supply water to the Portsmouth Naval Shipyard (PNS).

Today the Town of Kittery's water supply continues to be provided by the Kittery Water District (KWD) a quasi-municipal corporation, which supplies water to Kittery, as well as parts of York and Eilat. The District also continues to supply the Portsmouth Naval Shipyard, the largest water customer in Kittery.

ADMINISTRATIVE OFFICES

The District's administrative office building, located on Rt. 1 (17 State Road, Kittery), is reportedly adequate. The building houses accounting staff, superintendent's office, trustee's conference room, technical services department, garage and vehicle maintenance facility, foreman's office and meter testing shop. A yard area for storage of piping, valves, earth materials and other materials is located near the administrative building. The site has sufficient space to meet the District's needs. The District has rented a portion of its unused office space to an outside entity.

Due to the building's location, developers have occasionally expressed an interest in redeveloping the site (retail/mixed use, housing). The only way that the Water District could afford to do this would be if rather than the developer buying the property, if instead they built a new facility for the Water District to relocate to. This seems like it could possibly work at some time, however, it is not an easy transaction to make workable for both parties.

WATER SUPPLY

The Kittery Water District draws water from the Bell Marsh Reservoir and three ponds in York (Middle Pond, Folly Pond, and Boutler Pond). The Water District's water treatment facilities were constructed in 1959 and have a capacity of 4.6 million gallons per day (GPD). The District currently pumps an average of 2.5 million gallons per day (GPD), with peak winter demand of 4.6 million gallons per day (GPD), therefore, there is significant additional capacity.

As previously mentioned, the Portsmouth Naval Shipyard (PNS) is the District's largest user. The Shipyard has its own water supply storage and distribution system owned and operated by the U.S. Navy. The Kittery Water District supplies water to the Navy Yard through two metered connections, located at Gate 1 and Gate 2 of the Shipyard.

According to the **Water System Master Plan**, the Portsmouth Naval Shipyard has experienced a significant reduction in water-use since the mid-1990's. Prior to 1994, water-use at the PNS averaged 62 to 73% of the total KWD average- day demands. A water conservation program that began in 1993, dramatically lowered daily usage at the base. According to the KWD Superintendent, in 2015 the Shipyard accounted for 37% of Kittery Water District water usage overall. As a result the District has had to increase its rates.

WATER QUALITY

The Kittery Water District relies on surface water sources that must be protected from contamination. The Town of York has established a Watershed Protection District that provides protection for the reservoir and three ponds. The District owns 2500 acres of undeveloped forested property to protect its sources from contamination. Passive recreation is allowed on the District's property with restrictions; no bodily contact with the water is allowed.

SERVICE AREA/DISTRIBUTION SYSTEM

The Kittery Water District currently serves approximately 70% of the Town's residents and approximately 95% of the businesses in town. All of the older built-up area of Kittery is connected to the public water system as is the Route One Corridor to the York town line. The water system extends eastward to serve Kittery Point, some of Gerrish Island and the Brave Boat Harbor Road. Water service also is available along the Haley Road and most of the streets connecting to it. Seasonal water service is available on the easterly side of Gerrish Island and all of Cutts Island. An over ground water main is activated for 6 months of the year.

West of the Turnpike, public water service is available in the Eliot Road, Dennett Road, and Martin Road areas as well as along Route 236. Water service is also available in the Stevenson/Manson Road area. A water main extends to portions of Picott Road and out the Cutts Road to the Betty Welch Road and Remick's Lane.

Public water service is generally not available in the Wilson Road area west of the Turnpike and in the Norton, Bartlett, Miller, Lewis Roads area north of Spruce Creek.

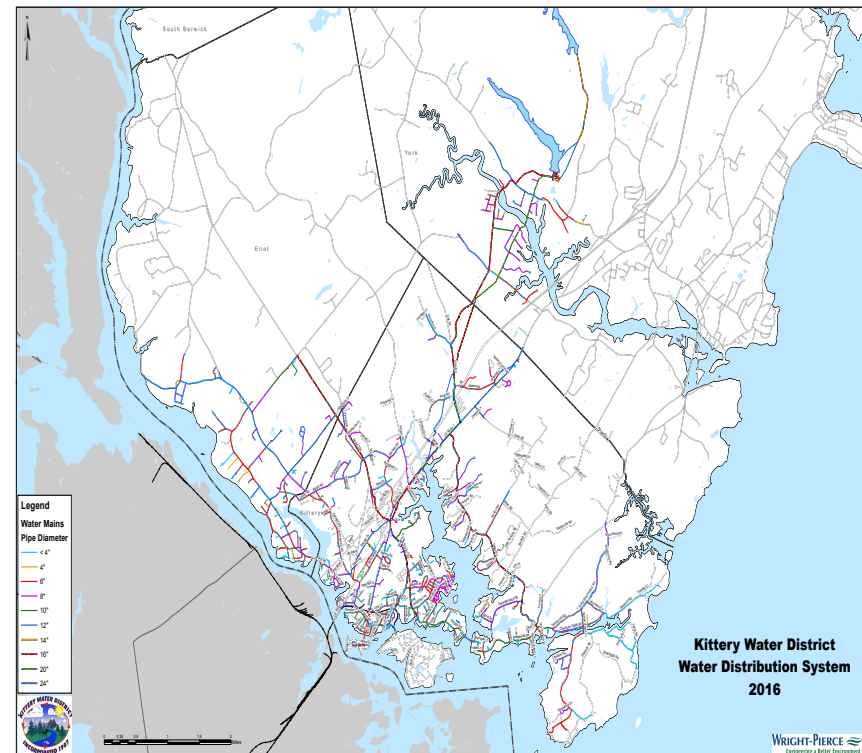
The distribution system consists of approximately 96 miles of water mains. According to the Water District's Superintendent most mains are adequately sized, with the exception of approximately 20% that should be increased in size.

The District last updated its Master Plan in 2010. Since 1999 the District has expanded its service area very little. Almost all of the system's expansion has been undertaken by developers. The District's mission is to replace and upgrade the existing 96 miles of water mains rather than expand into new territory. They would like their piping system to be reliable, free of leaks, and able to provide clean and safe potable water to their consumers.

The District has adequate treatment and pumping capacity to meet additional demand. However, there are no planned extensions of the water supply system because the District does not have adequate revenue to pay for this. Usually the extension of water mains are funded is by a developer or other entity requesting the extension; they pay the full cost of the project. A developer has expressed interest in extending the system to the Kittery Business Park sometime during 2016.

FUNDING

The water system is financed through user fees. Residents and business owners are charged user fees for access to water according to their actual water usage. The rate per 100 cubic feet



decreases as usage increases. Commercial, multi-family residential, and industrial users with large meters pay slightly lower rates for the initial quarterly minimum usage, but have a higher minimum threshold. The Town of Kittery does not fund infrastructure improvements to the system. The Water District increased its rates by 10% in January of 2016. Kittery is still in the bottom lowest cost water districts in the State.²⁷

The KWD does not plan on extending any new mains themselves. The lack of any other way of funding the extension of the water system makes it difficult to guide growth through the expansion of the water system.

FUTURE PLANS/NEEDS

The Kittery Water System Master Plan (2010) lists three main goals for the future²⁸:

- Water Treatment Facility - The District's Francis L. Hatch Water Treatment Facility is over 50 years old and reaching the end of its useful life. Significant investment in the existing facility over the past 20 years has modernized the facility sufficiently to extend its life for another 10 years. It is not possible to access components located within the concrete without disrupting service. The District has plans already drawn up for a new plant, and the Superintendent hopes to have the new plant to be constructed at the same location (28 New Boston Road,

York) completed by 2021. The Water District is currently working on a financing plan (considering municipal bonds, asking for Department of Defense contributions, among other mechanisms).

- Water Withdrawal Management - Regulation of water withdrawals from surface water supplies will be implemented in the State of Maine over the next 10-year planning period. Determination of the withdrawal capacity of the District's reservoir system during this period will define the size of the treatment facility upgrade needed to meet the needs of the system.
- Portsmouth Naval Shipyard - The long-term viability of this important customer remains a question in the local economy. The District intends to monitor and observe water-use at the facility over the next 10-years.

The Master Plan also recommends that the Water District focus on ways to integrate community growth and planning objectives with the water system. Since the remaining developable land in both Kittery and surrounding service communities is primarily zoned for residential development, a future water-use projection will consider moderate growth in non-residential water-use. The existing plant has the capacity to accommodate this potential increase in water consumption.

Additionally, the District will continue its annual investment of approximately \$0.5 million towards upgrades, repairs and improvements to the system, primarily in the form of pipe

²⁷ from interview with Mike Rogers, Water District Superintendent, February 24, 2016

²⁸ from *Kittery Water System Master Plan*, 2010

replacements, increasing the size of piping and focusing on water quality.

The relocation of the Kittery Water District administrative offices continues to be an open question.

REGIONAL COOPERATION

The Water District will continue to work cooperatively with the Town of York to assure that there are reasonable management provisions in place for the watersheds of Bell Marsh Reservoir and other ponds that serve as the District's supply to assure that the water quality of these sources is maintained.

According to the Water Supply Master Plan, the York Water District and Kittery Water District have held informal discussions over the last several years regarding the consolidation of their water supplies. Each District retains a separate and distinct reservoir system located in the Town of York. The close proximity of these sources of supply to each other, the contiguous watershed protection and public ownership of land surrounding the reservoirs, and surplus supply yield in the Kittery reservoir system, make the potential for local cooperation between the two utilities possible.

The South Berwick Water District (SBWD) is currently considering securing property to develop additional well supplies to increase the future supply capacity to meet projected demands. As an alternative to developing new sources, the SBWD has considered the potential economics of an interconnection with the Kittery

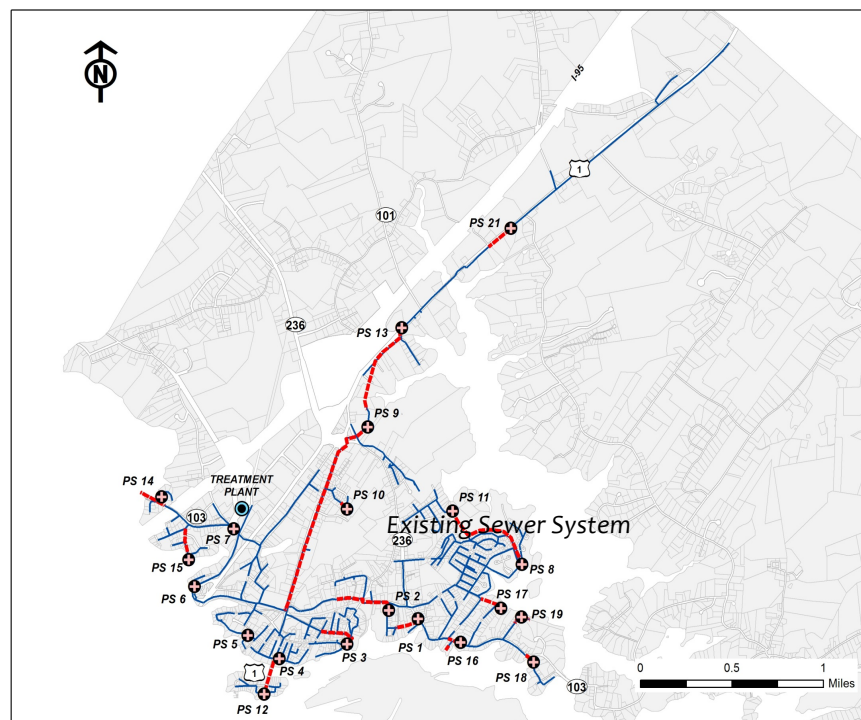
Water District from an avoided cost perspective. Recently, the two Districts' conducted an informal study to determine the relative magnitude of costs required to construct an interconnection between the two utilities along US Route 236. The technical requirements for this interconnection have been documented.

WASTEWATER TREATMENT DEPARTMENT

The Municipal Sewage Treatment Plant is located on Dennett Road. The Plant discharges into the Piscataqua River. Sewage treatment is provided to 30% of Kittery residents and most of the town's businesses. This includes the Foreside, the Admiralty Village area, Route One and the Eliot Road area. The Route One commercial strip from Ox Point Drive north to the York line is also serviced.

Kittery Point and most of the eastern part of the Town are not sewered; they are instead on subsurface wastewater disposal systems (septic).

The Wastewater Treatment Plant is in the process of completing implementation of a 30-year plan. It is expected that the last phase of the master plan action items will be finished by June 2016. The Plant and its related infrastructure are all in good condition as they have been upgraded over the last few years. The entire facility is heated by local Maine renewable energy (in the form of wood pellets) which feeds the plant's boilers.



The system, which has a replacement value of \$100 million, is comprised of the following infrastructure components:

- Wastewater Treatment Facility (2.4 MGD)
- Pumping Stations (24 total)
- Buried Sewer Pipes (33 miles)
- 2,000 Sewer Connections for Kittery, Portsmouth Naval Shipyard, and Eliot

As evident in Table 7-10, the system has additional capacity for expansion. Additionally, over the last decade or so, the Department has worked diligently on reducing its Infiltration and

Inflow to the system has reportedly resulted in significantly increasing the system's capacity. Infiltration/Inflow (I/I) causes dilution in sanitary sewers. Dilution of sewage decreases the efficiency of treatment, and may cause sewage volumes to exceed design capacity.

TABLE 7-10: Wastewater Treatment Plan: Licensed capacity as compared to Actual Usage (GPD): 2016

| Licensed Capacity GPD (gallons per day) | Actual Usage GPD (gallons per day) |
|--|---------------------------------------|
| 2.4 million GPD | 1.2 million GPD |

The Business Industrial Park was recently connected to the municipal system. The location of the park, directly off of the Interstate highway (95), combined with the newly connected sewer service is expected to attract large users. Some potential users may be waiting for water service to be made available to this area of Town before they consider a move to the Business Park. There is discussion of the possibility of a large developer extending water service into the Business Park sometime during the year of 2016²⁹.

The extension of the sewer system to the northwest of Interstate 95 is expected to:

²⁹ According to the Superintendent of the Kittery Sewer System

- Facilitate economic development (Business Park & Route 236)
- Provide sewer to properties with land unsuitable for septic systems
- Increase tax revenue through increased property values

The sewer system was also recently expanded to a mobile home community where the septic systems were responsible for the contamination of Spruce Creek. This was affecting shellfish and at times the water quality at the Town's beaches. The residents in this area will be required to tie in to the municipal system. The Town requirements for hook up are as follows:

"Owners of all houses, buildings or properties used for human occupancy, employment, recreation, or other purposes requiring the disposal of sewage situated within the Town and abutting on any street, alley or right-of-way in which there is located a public sanitary sewer of the Town, are required at their expense to install suitable toilet facilities therein, and to connect such facilities directly with the proper public sewer ... provided that said public sewer is within one hundred (100) feet of the property line as measured along any public way. " (Kittery Town Code, Title 13.1.1.11).

For larger developments, the Town's requirements are as follows: *"Connection to public sewer is required for a commercial or industrial development or a residential subdivision, where public sewer, within an abutting public way, is within one thousand (1,000) feet of the property line as measured along said public way. In such an event the developer shall connect to public sewer per the town's Superintendent of Sewer Services (SSS) specifications and in accordance with Title 13. The developer shall provide written*

certification to the Planning Board from the SSS that the proposed addition to public sewer is within the capacity of the collection and wastewater treatment system." (Kittery Town Code, Title 16.8.7)

The Department's customer with the highest flow is the Naval Shipyard. They have their own system for the approximately 6,000 people working there, but they pump their untreated wastewater into Kittery's municipal system. They pay Kittery \$1 million annually for this service. Additionally, the Navy funds the sewer fees incurred by their housing in Admiralty Village.

STAFF

The Sewer Department has the following staff:

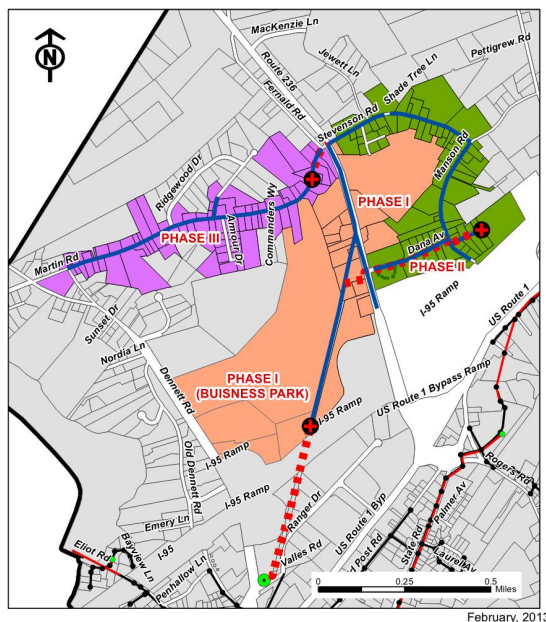
Superintendent
Chief Operator
3 Operators
1 Laboratory Technician
1 Maintenance technician



SEWER EXPANSION PLAN

LEGEND

- Treatment Plant
- Existing Pump Stations
- Existing Sewer Manholes
- Force Main
- Existing Gravity Sewer
- FUTURE SEWER PHASES**
 - PHASE I
 - PHASE II
 - PHASE III
- PARCELS
- Future Pump Station
- Future Force Main
- Future Gravity Sewer
- Future Low Pressure



The Town also has a “betterment fee” procedure within the Town Code that allows the Town Council to assess property owners that benefit from a sewer extension for up to half of the cost of the project. The system includes a provision for the payment of a “Special Sewer Entrance Permit Fee” of \$2,500 if a user that has not paid a betterment fee connects to a sewer funded through this method.

The Treatment Plant itself has undergone a number of upgrades in the last 12 years, the most recent of these was completed in August, 2015. The incorporation of new technologies has resulted in decreasing electricity bills.

The Plant processes (by centrifuge) the sludge generated by the wastewater treatment process and sells it to a company that mixes it with woodchips and turn it into soil for land and soil enrichment (compost). Kittery pays to have the sludge hauled away.

FUNDING

The municipal system is funded through an enterprise fund, user fees pay for the service. These are in the process of being increased. The enterprise account is its own budget. It is self-supporting without any financial support from the general fund. Capital needs have been supported through bonds paid by assessments, impact and user fees, and funded depreciation. Current contracts also oblige the Shipyard and the Town of Eliot to pay for a portion of the Wastewater Treatment Facilities capital costs. The Town of Kittery cannot use money from the account for other purposes.

FUTURE PLANS/NEEDS

According to the Superintendent of Sewer Services,³⁰ new technologies are being developed that will make it economically feasible to provide sewage treatment to Kittery Point and the rural areas of Town in the future. Currently it is too difficult (and expensive) to provide this service (due to the large amount of ledge and swamp in these areas). It is expected that low-pressure pumping systems continue to be improved.

³⁰ as discussed in an interview on February 12, 2016

Alternatively, the Town could charge for installing a small treatment facility(s) in areas that are difficult to connect to the existing municipal system.

The Wastewater Department recently completed a study and will present a proposed rate increase to Town Council within the next year.

It is expected that large users attracted to the Business Park will also generate income for the Wastewater Treatment Department.

The Department plans to continue to upgrade and maintain the system.

Something else to possibly explore in the future is the possibility of having a pump station on the water. It would need to be monitored, but it may be a better way to process the wastewater from ships in the harbor. Currently, these ships empty their sewage onto a barge which then brings it to Portsmouth for treatment.

In the future it may be desirable to explore ways of reusing gray water for household use. Currently it is apparently not cost-effective.

The Superintendent proposes that in the future, the land owned by the Town Wastewater Department that is adjacent to the Plant could be used for a Tri-generation plant to provide power (heat, steam and hot water). The Town would own this and generate energy for the Business Park. It would also be able to supply natural gas, both attracting new businesses to Kittery and simultaneously generating revenue for the Town. The

Superintendent believes that in this way, the Town could provide utilities at rates that would be competitive with those charged in the state of New Hampshire. CMP (Central Maine Power) is apparently in favor of exploring this concept.

SUSTAINABILITY MEASURES (ENERGY EFFICIENCY)

Kittery has made significant strides in an effort to be mindful of the future of its environment. The following are some examples of the sustainability measures and activities the Town has been involved with.

POWER

THREE-PHASED POWER

Three-phased electric power is a common method of alternating current electric power generation, transmission, and distribution. It is a type of polyphase system. It is commonly used to power large motors and other heavy loads. A three-phase system can often be more economical than a single-phase because it uses less conductor material to transmit electrical power³¹. The Portsmouth Naval Shipyard uses three-phase power.

³¹ from Wikipedia, https://en.wikipedia.org/wiki/Three-phase_electric_power

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

ELECTRICITY AND FUEL

Currently, Central Maine Power (CMP) is the principal electricity provider for Kittery residents.

Seventy-five percent (75%) of the Town relies on fuel oil for heating, while another 10+% rely on natural gas or propane. Multiple providers are available with costs varying based on market changes, seasonal and promotional offers. Manufacturers are exempt from paying 95% of the sales tax on fuel and/or electricity used in their manufacturing operations.

WIND TURBINE

In 2007 a 50-kilowatt wind turbine was installed (funded by the Maine Renewable Resources fund). The electricity produced by the wind turbine is sufficient to offset all of the electricity used at the transfer station and about one-quarter of electricity used at Shapleigh Middle School. Under Maine's "net annual metering" legislation, all of the electricity produced by the wind turbine over the course of a year can be subtracted from overall electricity use at the two facilities.

PROGRAMS AND PLANS

GREEN ALLIANCE PROGRAM

Kittery encourages businesses to consider more eco-friendly choices in their manufacturing procedures and the goods and

services they use through the Green Alliance Program.³² Their mission is as follows:

"To increase the profits of businesses that are having the least impact on the environment and to encourage more sustainable business practices through "Business-to-Business" mentoring and strength in partnership. To educate and influence the public to consider the goods and services they use in their own communities and to encourage more sustainable choices."



KITTERY'S ENERGY EFFICIENCY COMMITTEE

The Energy Efficiency Committee is a town-sanctioned committee that works to reduce Kittery's energy use and promote conservation in the schools and the community. It is charged with

³² <http://www.greenalliance.biz/about-us>

advising the Town Manager and Council on energy programs, projects, and policies, which through conservation and alternative energy use, work to achieve a reduction in Kittery's reliance on fossil fuels. KEAC, an outgrowth of a smaller Town Council energy committee, allows wider community involvement and reflects growing community interest in energy conservation issues.

Committee's Goal: Reduce energy consumption and develop more sustainable energy practices in the Town of Kittery.

Objectives: Develop and recommend alternative energy and conservation guidelines, policies, programs, and projects that will assist the Town of Kittery in developing sustainable practices and reducing energy consumption in accordance with the US. Mayors Climate Protection Agreement, adopted by the Town Council on January 28, 2008, other State and Federal energy programs, and related initiatives.

FUTURE PLANS/NEEDS

Kittery's Energy Efficiency Committee has the following goals:

Policy changes/ordinances

- Building energy efficiency standards
- Ordinances to allow for residential/commercial/municipal wind, solar no idling policy (including signs at bridges)

Reducing Energy Use/Costs

- School energy use inventory
- Biofuels
- Improved recycling

Education (public awareness and school programs)

- Website, updated community awareness, education on energy issues
- School based curriculum – Clean Air Zone, MEEP
- School garden
- No idling: schools, bridges and localities
- Regular column in Kittery Quarterly
- Safe routes to school grant money, sidewalks, walking/biking programs

Consumers

- Fuel cooperative (oil, biofuels, wood)
- Wholesale pass electric cooperative
- Green electricity
- CFL program
- Home energy audits

Innovations/renewables

- Solar/geothermal for fire station
- Wind for Mitchell School
- Support for wind turbine at transfer station
- Tidal at Crocket Neck, Chauncey Creek, Thompson at Spruce Creek
- Solar for schools (\$ available for this)
- Wholesale pass thru electric as new system

Transportation

- Municipal vehicles fuel efficiency, no idling, biodiesel
- School buses, efficiency, biofuels, cleaner tailpipes, efficient

routes

- Safe routes to school, walking, biking
- Electric car (and related charging station)

Miscellaneous: Organics for landscaping, no pesticides

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's public facilities and services. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

- The population of Kittery has been relatively stable over past couple of decades. While current population projections generally assume that this trend will continue, it is possible that increasing development pressure in Portsmouth may result in more people moving to Kittery for the affordability of housing, good schools, and other amenities. This potential increase in population could impact the demand on public facilities and services.
- The Town Hall is in very good condition and has room for expansion if this were needed in the future.
- The lack of a local newspaper has resulted in reliance and high usage of cable TV, social media and community bulletin

boards for communication. There may be a need to strengthen the means of communication.

- The Schools are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future as they have some capacity to accommodate any potential increases in enrollment (as long as they were not significant). More current enrollment projections are needed in order to monitor potential future changes in the school population.
- Public transportation options could help provide flexibility to high school students in their effort to participate in internships as well as in getting to and from school.
- Joint dispatch for public safety could be expanded to more communities in the future. There is room for expansion on the second floor of the Kittery Police Department.
- The Police Department's participation in a new regional opiate addiction program will decriminalize addicts and connect them to treatment. This should result in a decrease in crime as reportedly much of the criminal activity is related to drug activity.
- There may be a need to increase the number of sworn officers for the Police Department in order to police a larger population (that takes into account the tourists, shoppers and Shipyard employees).

- It may be necessary to transition the Fire Department to full-time professional fire fighters. In the meantime, adding sleeping quarters to the Fire Station may help recruit more volunteers and prepare for the professional staff.
- The library's most critical decision with regard to the future is how to combine all the library's functions into one building and whether this should be accomplished by building an addition to the existing historic Rice building or by constructing a completely new building on the site of the Kittery Community Center.
- Future programming at the Community Center may need to be more oriented to an increasing senior population and may include Adult Day Care and a full-time staff dedicated to senior programming.
- The Community Center is continuing efforts at expanding revenue-generating activities so as increase its financial independence. An increase in demand for pre-school and other services is expected, making this feasible.
- The recently completed Athletic Fields Plan identifies the need for \$20 million worth of improvements and additional facilities. Financing these will be a challenge.
- The Port Authority would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water including through kayaking, sailing, and a water taxi service to Portsmouth.
- There may be some duplication of effort between the School Department (especially pre- and after-school programs) and those offered by the Community Center. Looking forward, these programs should be evaluated as to their efficiency and as to whether or not they are duplicating efforts or providing a differentiated service (e.g. to a different population, etc.). The same should be done for the programs offered by the Library.
- It is important to work cooperatively with the Sewer Department and Kittery Water District to ensure that the provision of water and sewer services do not create undesirable development in the rural areas.
- Both the Water District and the sewer system derive a significant portion of their usage and revenues from the Shipyard. If the status of the Shipyard were to change in the future resulting in a drop in usage, this could result in a significant shifting of costs for available capacity to the other users of these systems. This does not seem to be an issue in the near future.
- There may be an opportunity to redevelop the site where the KWD is currently located. The Town would need to support the KWD in their relocation efforts.
- There is a need to update the Town's GIS maps. Currently it is the responsibility of the Town Planner. He may need additional resources to complete this task.
- New communication technologies may provide an opportunity to improve DPW efficiency and enforcement.

- There may be an opportunity to increase efficiency by merging Kittery's Resource Recovery Facility with that of Eliot's, creating a regional facility.
- Kittery Water District is planning to construct a new Treatment Facility while it continues to upgrade the pipes. It does not plan any expansion of mains in the foreseeable future. Additional regional cooperation with surrounding towns may result in increased cost-efficiencies.
- The recent expansion of the sewage system to the Business Park is expected to result in encouraging economic development. However, since this is in private ownership, the Town is limited in what it can do to attract additional development.
- It may be beneficial to explore the creation of a municipal Tri-generation Plant to provide power (heat, steam and hot water). This may be attractive to potential users of the Business Park.
- Consider conducting a Stormwater Utility Feasibility Study in order to determine if this is an appropriate mechanism for Kittery to finance its Stormwater improvements.
- Kittery has taken steps to be mindful of the environment. It may be time to be more proactive regarding implementation of sustainability measures, especially with regard to sea level rise and climate change preparedness.

- It may be useful to review climate change adaptation plans of other coastal Main towns such as Wells and Georgetown
- An updated Sidewalks Conditions Report would be helpful in supporting future efforts to improve walkability.
- It may be useful to update the Town's Tree Inventory.

REFERENCES

DOCUMENTS

1999 Update to Comprehensive Plan (adopted in 2002) :

http://kitteryme.gov/Pages/KitteryME_CompPlan/index

Town Report (2013-2014):

http://www.kitteryme.gov/Pages/KitteryME_WebDocs/Town%20Reports/Town%20Report%202013-2014.pdf

STORM PREPAREDNESS PLAN

Stormwater Management Plan : 2013-2018 Plan

http://kitteryme.gov/Pages/KitteryME_DPW/FinalSWPMPlanYorkCounty_2013-2018_Rev2014_02.pdf

Stormwater Program Management Plan for York County MS4s

(Berwick, Eliot, South Berwick, Kittery and York, ME), Permit Years 1 through 5 (July 1,2013 to June 30,2018) Submitted to Maine DEP December 2013 Revised February 4, 2014 (to address MEDEP Comments)

DPW:

http://www.kitteryme.gov/Pages/KitteryME_DPW/DPWPROJECTUPDATES

SEWER:

http://www.kitteryme.gov/Pages/KitteryME_Projects/sewerprojects/
http://kitteryme.gov/Pages/KitteryME_Planning/Kittery_Sewer_Line_Map.pdf

WATER: *Kittery Water System Master Plan*, Sept. 2010. Wright-Pierce.

SCHOOLS: <http://www.kitteryschools.com>

District Profile: <http://www.kitteryschools.com/district-profile>

Maine Department of Education: [http://www.maine.gov/doe/PlanningDecisions, Inc., Best Fit Model \(1/26/2009\)](http://www.maine.gov/doe/PlanningDecisions,Inc.,BestFitModel(1/26/2009))

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Town of Kittery Fort Foster Park 5-year Management Plan (2004-2008). Kittery Parks Commission, Town of Kittery.

FORT FOSTER PARK: 5-Year Management Plan 2004-2008

OurKittery: News and Updates on Kittery, <http://ourkittery.com>

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http://www.kitteryme.gov/Pages/KitteryME_TownCode/index

POWER: Three-phased Electrical Power, Wikipedia,
https://en.wikipedia.org/wiki/Three-phase_electric_power

Town of Kittery Budget, Fiscal Year 2017

INTERVIEWS**FIRE DEPARTMENT**

David O’Brien, Fire Chief

POLICE DEPARTMENT

Theodor Short, Chief of Police

PORT AUTHORITY

Peter Whitman (Chair of Kittery Port Authority)

PLANNING

Chris DiMatteo, Town Planner

TOWN MANAGER

Nancy Colbert Puff

PUBLIC WORKS AND UTILITIES

Normal Albert, Commissioner of Public Works

Jessa Kellogg, Stormwater Coordinator

WASTEWATER TREATMENT DEPARTMENT

George Kathios, Superintendent of Sewer

WATER DEPARTMENT

Mike Rogers, Superintendent of the Kittery Water District

RECREATION/COMMUNITY CENTER

Janice Grady, Recreation Director and General Manager of the Kittery Community Center

LIBRARY (Rice Public Library)

Lee Perkins, Director

SCHOOLS

Allyn Hutton, Superintendent of Kittery Schools

APPENDIX A

MEMO FROM THE LEE PERKINS, LIBRARY DIRECTOR

MARCH 4, 2016

Long term:

“A Library Committee has been formed to study alternative locations for a consolidated library facility as well as the reuse of the two buildings currently used by the library.

The Five questions posed by the Town Council Include

- 1. Where will a new facility be located on the proposed site?*
- 2. How will the facility be accessed?*
- 3. What is the impact on the neighborhood?*
- 4. What is the future disposition of the Rice and Taylor Buildings?*

5. What is the impact of the new facility on the Library's operational budget?

The following is a list of goals for the new library:

- Accessible for people with disabilities
- 21st Century Library
- Center of population
- 1 stop convenience - all collections under one roof
- A green energy –efficient library building
- More space with room to grow for our collections
- Multi purpose rooms will provide opportunities for programs
- Space for additional computer terminals
- Computer classes, literacy and adult ed. day time
- Space for teen Game room and Maker space
- Designated areas to read and study, space for patrons using Ipads, laptops
- Space for trend toward using libraries as shared workspace for independent contractors and other self-employed people. Libraries with Wii, copiers, fax machines etc. can provide space for people to bring their work and meet others who share the same challenges.

- *Space for teens*
- *Larger Children Department*
- *Adding Additional Parking spaces for the Library and KCC*

needs of the present and for future of our community. The Library is one of the essential services of the Town. “

Current Rice Library Building

- *RPL will never be a green building*
- *Adding parking underground will be a huge expense- if this is possible*
- *The building will never be completely handicapped accessible even with an elevator • The Building would be on many levels and will require a significant increase in staffing also heating and cooling • The RPL is not designed to meet the technology needs of our patrons now or in the future. • The long term upkeep of the Rice Building is overwhelming the current operational budget*

Conclusion:

The Library Board of Directors and the Staff of the Rice Public Library, patrons and community members having worked extensively on this project, conclude that the only option is to build a new 20,000 square foot green library to meet the demands and