



# TOWN OF KITTERY

200 Rogers Road, Kittery, ME 03904  
Telephone: (207) 475-1329 Fax: (207) 439-6806

## KITTERY TOWN COUNCIL COUNCIL CHAMBERS

June 26, 2023

6:00PM

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Meetings may be watched in person, on Channel 22, the Town's website, or Kittery Channel 22 Facebook page.

The public may submit public comments via email, US Mail, or by dropping off written comments at the Town Hall. Emailed comments should be sent to:

[TownComments@kitteryme.org](mailto:TownComments@kitteryme.org).

The public may participate in person or via Zoom webinar. **To register for the Zoom webinar, click this link:**

[https://us02web.zoom.us/webinar/register/WN\\_IFQgQniISZCBcSMsqXURtA](https://us02web.zoom.us/webinar/register/WN_IFQgQniISZCBcSMsqXURtA)

**Written comments received by noon on the day of the meeting will become part of the public record and may be read in whole or in summary by the Council Chair.**

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1. Call to Order
2. Introductory
3. Pledge of Allegiance
4. Roll Call
5. Agenda Amendment and Adoption
6. Town Manager's Report
7. Acceptance of Previous Minutes
8. Interviews for the Board of Appeals and Planning Board

9. All items involving the town attorney, town engineers, town employees or other town consultants or requested offices.
10. PUBLIC HEARINGS
11. DISCUSSION
  - a. Discussion by members of the public (three minutes per person)
  - b. Response to public comment directed to a particular Councilor
  - c. Chairperson's response to public comments
12. UNFINISHED BUSINESS
  - a.(060223-01) The Kittery Town Council moves to continue the full assessment on the Town of Kittery Fire Department.
13. NEW BUSINESS
  - a. Donations/gifts received for Council disposition.

(060223-02) The Kittery Town Council moves to accept a donation from the Officer Sean A. Collier Memorial Fund, Inc in the amount of \$4,500.00 to be deposited into account #3600, to be used towards the RAD (Rape Aggression Defense System) Program.

(060223-03) The Kittery Town Council moves to accept a donation from the Rice Public Library Corporation in the amount of \$65,000.00 to be deposited into account #4060.
  - b.(060223-04) The Kittery Town Council moves to schedule a public hearing on July 17, 2023 for Title 16 – Zoning Map Revision
  - c.(060223-05) The Kittery Town Council moves to submit a letter of support for the National Fish and Wildlife Foundation National Coastal Resilience grant application.
14. COUNCILOR ISSUES OR COMMENTS
15. COMMITTEE AND OTHER REPORTS
  - a.Communications from the Chairperson
  - b.Committee Reports
16. EXECUTIVE SESSION
17. ADJOURNMENT

Posted: June 22, 2023



# TOWN OF KITTERY

Office of the Town Manager

200 Rogers Road, Kittery, ME 03904

Telephone: 207-475-1329 Fax: 207-439-6806

kamaral@kitteryme.org

## Town Manager's Report to the Town Council June 26, 2023

- 1. Elections Results** – Please help me in thanking Town Clerk Jillian Richards, Warden Joyce Tobey, Deputy Warden Sandi Lutts, Deputy Town Clerk Jen Wheeler, and the whole election team for running a successful election on June 13<sup>th</sup>. Though turnout was low, the election still required a great deal of effort to prepare for and administer effectively and efficiently.

Towns throughout the State of Maine hold elections the second Tuesday of every June. Specifically, the Town of Kittery votes on its School Budget Validation Referendum and Warrant Articles at the June election every year. From time to time there are also state referenda and bonds on the ballot as well.

To help get the word out about the June election, staff put out signs and sandwich boards, multiple website posts, E-Alerts, Channel 22 bulletins, postings at the KCC, Library, KRRF and Town Hall, School Department emails, multiple social media posts on official Town and privately administered community Facebook page and social media sites; additionally there were multiple mentions at the Council and School Committee meetings, and two public hearings. Despite this, the turnout was exceptionally low, at 534 total votes.

The next election is November 7, 2023. There will be a local election for Council and School Committee seats, and potentially state referendums.

- 2. Nominations for Elected Positions** – Nomination papers for the Council and School Committee will be available Jul 28<sup>th</sup> and will be due September 8. On the ballot will be two Council seats and two School Committee seats.

For more information about obtaining nomination papers and qualifying for the ballot please contact Town Clerk Jillian Richards at 207-475-1313 or at jrichards@kitteryme.org.

- 3. Kittery Block Party** – Congratulations to the Kittery Block Party for making the fun happen and giving the community a great event, even in the rain. I understand this was the first time it had rained on the Block Party since its inception; understandably all luck streaks come to an end.

Despite the rain, folks came out and checked out the vendors, enjoyed some great food and engaged in the fun activities offered throughout the day.

Special thanks go to the Block Party Committee for all of their hard work. People do not always realize the amount of volunteer hours involved in making this event happen. I also wish to thank the KCC, Kittery Police, and Kittery Public Works for their assistance in planning, safety, setup, and breakdown of the event. Last, but not least, thank you to the Board, Commission, and Committee members who volunteered at the Town “table” and helped get the word out about the amazing things we are working on in Kittery.

4. **Emery Field** – The construction of the parking lot, courts, and walking path is complete at Emery Field. Games have resumed on the playing field and the courts were in use no less than 48 hours after the construction fencing was removed.

We have ordered sound attenuating fabric for the pickleball courts. The fabric will cover three sides and provide dampening of the sound generated by the ball and paddles. We hope to have the fabric installed within the next month.

We are in the process of finalizing the playground equipment order. Once we place the order, we will get a better sense of the estimated timeframe for delivery and installation.

5. **Summer Meeting Schedule** – A quick reminder, the Council will be on summer schedule for July and August. This means the Council will meet on July 17 and August 21 only. We will resume the normal Council meeting schedule in September.

The major summer work will focus on the fiscal year end and any proposed transfers and carryforwards.

**Upcoming Dates:**

- Understanding Diversity, Equity & Inclusion in Kittery Survey Available Now – [www.kitteryme.gov/DEISurvey](http://www.kitteryme.gov/DEISurvey)
- There is No Planet B: Climate Change in Kittery – Thursday, June 29, 5PM, Rice Public Library
- Senior Municipal Property Tax Credit Applications Due – July 1, Town Hall
- Town Hall Closed for 4<sup>th</sup> of July – Tuesday, July 4

Respectfully Submitted,



Kendra Amaral  
Town Manager

# THERE IS NO PLANET B

A COMMUNITY CONVERSATION & WATCHPARTY  
ABOUT CLIMATE CHANGE IN KITTERY

**Thursday, June 29, 2023 | 5:00 - 6:30 PM**  
**Rice Public Library | 8 Wentworth Street**

**Learn more about how climate change is impacting Kittery and discuss the actions YOU can take to make a difference.**

- Watch a video presentation on climate change in Kittery with Cameron Wake PhD.
- Hear from Kittery Climate Action Now on everyday actions you can take to make a impact.
- Participate in an audience Q&A with the Kittery Climate Adaptation Committee and learn about the Climate Acton Plan next steps.



**LIGHT REFRESHMENTS WILL BE PROVIDED**

For more info about how to get involved, visit:  
[www.kitteryme.gov/CAP](http://www.kitteryme.gov/CAP)



**SOUTHERN MAINE  
CAP COHORT**

# TAKE THE UNDERSTANDING DIVERSITY, EQUITY & INCLUSION IN KITTERY SURVEY!

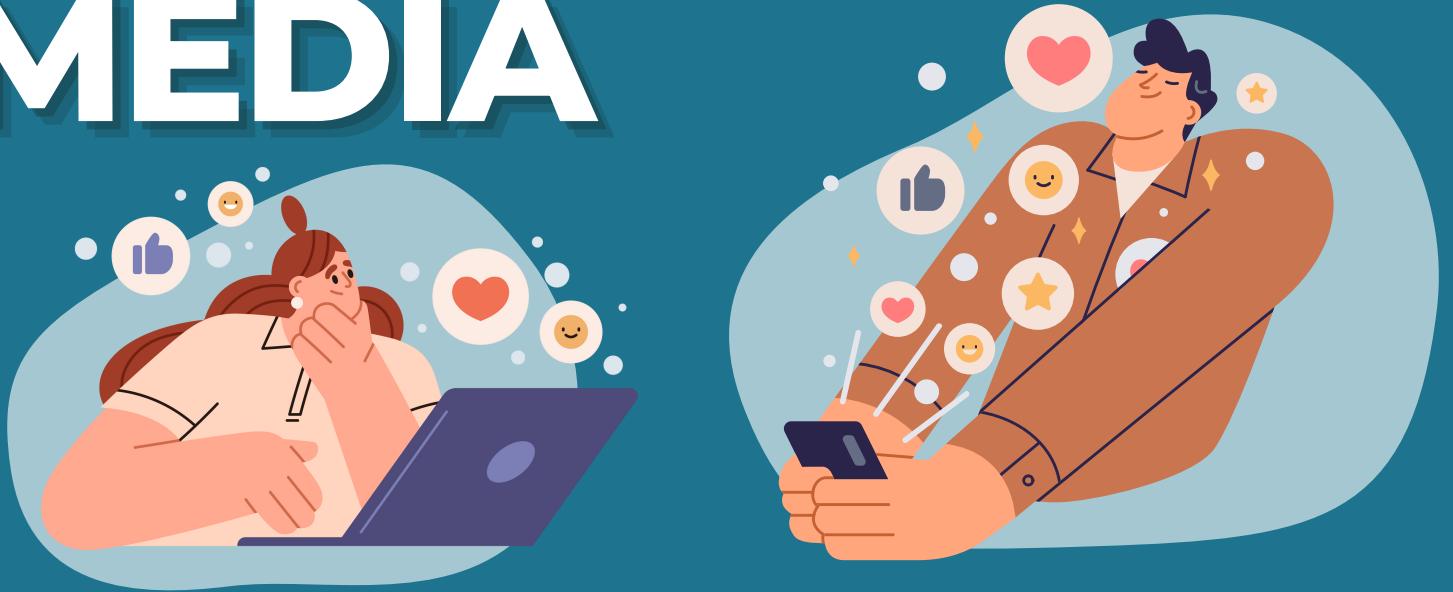


The DEI Committee wants to hear from you! Take this new survey to help us understand how residents and those working in Kittery experience our community with respect to diversity, equity and inclusion.

Scan the QR code above or visit [www.kitteryme.gov/DEIsurvey](http://www.kitteryme.gov/DEIsurvey) to take the survey and learn more about the Town's DEI efforts.



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# REPORT ON THE STATE OF THE KITTERY FIRE DEPARTMENT

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By: Chief David W. O'Brien



JUNE 12, 2023

## **Executive Summary**

The Town of Kittery has been actively engaged in evaluating and evolving the fire service to meet the ever-changing needs of and availability of resources within the community. Understanding the capabilities and service gaps of the Fire Department and what is needed in the future allows the Town to properly plan for investment in staff, facilities, and equipment for the next decade or more.

Since 2017, the Town has been evaluating its staffing needs for fire and rescue operations, and analyzing whether it would be advantageous to offer emergency medical services in lieu of an outside vendor. The analysis has been shared through the annual budget proposal, in recent facility changes, and in reviews of new private development proposed within the town. This report brings this information together while offering a more in-depth description of the operation and its challenges.

In 2017, the Town began tracking call firefighter response and found the number of available and SCBA qualified call firefighters responding has been steadily decreasing. Using this analysis, the Town implemented a stipend program to pay call-fighters to remain in Kittery and be available on the most challenging days, typically summer weekends, and holidays. The program was found to only slow the ever-growing deficit of response rather than reverse the deficit.

By 2022, it was clear that adding four full-time firefighters was necessary to provide some level of fire and rescue response on weekdays. In 2023, the Town approved the addition of four more full-time firefighters; to a total of 8 full-time firefighters covering some hours each day.

The addition of full-time firefighters is making a difference in Town's ability to provide rapid and effective fire and rescue response. However, it is only a partial step to addressing the actual needs of a growing and aging community, with aging building stock, and growing overall activity. The community cannot continue to expect a call-fire service to be available, unless it is able to increase its population of young people who are able to afford to live and work in the community. This would mean adding affordable housing and welcoming new residents.

In 2022, the Town also began evaluating operating the ambulance service as a possible means to offset the cost of operating a full-time fire service. The analysis, using Kittery's data and a comparable community's run data suggests that until such time as Kittery is able to fully staff the Fire Department with career firefighters; the prospect of offering in-house emergency medical response is cost prohibitive.

# KITTERY FIRE DEPARTMENT

## FIRE, RESCUE AND EMERGENCY MEDICAL SERVICES

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### **Service Expectation**

The composition of fire services is determined by balancing the level of risk against the cost to provide critical services. Kittery should expect a timely response of at least one piece of fire/rescue apparatus on a 24/7 basis. To achieve this minimal level of service the Town should continue to develop strategies and allocate resources to ensure:

- Reduction of response times to calls for service;
- Adequate training to minimize the potential of injury or fatalities of responding firefighters given the risks of the community; and
- Planning for future growth that coincides with the growing needs of the town related to aging population, aging building stock, and ongoing community and economic development growth.

### **Community Character**

The Kittery Fire Department provides fire/rescue services to approximately 10,172 residents and 325 commercial and industrial operations. Services include basic firefighting, automatic alarm response, traffic accident responses, emergency medical assistance, fire permit monitoring and enforcement, among other types of calls. The response area is approximately 17.78 square miles of land area with several more square miles of river, bays, creeks, and ocean area.

Kittery, the 22<sup>nd</sup> most populated town in the state, includes a diverse mix of residential, commercial, industrial, and agricultural areas. Kittery is also the “Gateway to Maine” which simply means traffic coming into and leaving Maine on Interstate 95 and Route 1 enter and exit through Kittery. A 2019 Traffic study reported a combined total of 92,500 vehicles per day travel on these highways. This volume increases to 140,000 per day on weekends during the summer months. It is estimated that during weekends, Kittery visitors increase significantly as tourists visit the waterfront, vibrant downtown, and shopping centers.

Kittery has a total property valuation of approximately \$2.2 billion, the 21<sup>st</sup> highest of all cities and towns in the state. This valuation is growing rapidly due to high housing demand, low supply, residential and mixed-use projects currently undergoing construction and more development/redevelopment in the planning stages.

### **Department Organization/Staffing**

The Kittery Fire Department is considered a “combination fire department”. This means that the staff of firefighters consists of both career and on-call personnel. The Fire Chief is a full-time position while the Assistant Fire Chief is a part-time employee. The Fire

Chief has the responsibility of overseeing all operations of the department except for training which is managed by the Assistant Chief.

Currently the department is staffed by 8 career firefighters and 12 on-call firefighters.

Of the 12 call firefighters, 58% are 51 years or older. Approximately 25% are 61 years or older. These older firefighters are second only to the full-time staff responding off-duty, in terms of participating in calls for service.

| Age Range | # of Call Firefighters |
|-----------|------------------------|
| 20-30     | 1                      |
| 31-40     | 2                      |
| 41-50     | 2                      |
| 51-60     | 4                      |
| 61-70     | 2                      |
| 71-80     | 1                      |

A fully qualified firefighter must meet the requirements of CFR1910-134, Respiratory Protection Standard. This is a State of Maine requirement and is documented and audited by the Bureau of Labor Standards. CFR1910.134 requires firefighters to be medically qualified and meet rigid training requirements on the use of Self-Contained Breathing Apparatus (SCBA). All 8 career firefighters meet and maintain this requirement while only 5 of the 12 on-call firefighters are CFR1910-134 qualified.

Kittery's on-call department is aging. The average age of Kittery's call firefighters is 52.2 which reflects the town's median age of 51.3.

The 8 career firefighters work 4 ten-hour days/week, 0730 to 1730, for a standard 40-hour week. Overtime is computed after 40 hours. The shift daily manning levels are listed below:

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|---------|-----------|----------|--------|----------|
| 5      | 4      | 4       | 4         | 5        | 5      | 5        |

7 of the 8 career firefighters reside in Kittery. The remaining firefighter resides on the border of a neighboring town.

### **Apparatus and Equipment**

Kittery is fortunate to have modern and up to date apparatus and equipment. The department has a strong maintenance program on all rolling stock and high-end equipment such as rescue tools and SCBA's. The department participates in the

Capital Improvement Program and therefore has replacement and modernization plans in place to ensure funding is available when apparatus and equipment needs replacement.

| Type     | Vehicle Call # | Year | Manufacturer | Cost to Replace | Replacement Due |
|----------|----------------|------|--------------|-----------------|-----------------|
| Engine   | 1              | 2004 | Pierce       | \$ 303,000      | FY28            |
| Ladder   | 2              | 2009 | Pierce       | \$ 657,000      | FY30            |
| Rescue   | 3              | 2001 | Pierce       | \$ 303,000      | FY23*           |
| Engine   | 5              | 2019 | KME          | \$ 563,000      | FY39            |
| Tank     | 6              | 2007 | KME/Mack     | \$ 307,000      | FY32            |
| Forestry | 4              | 2008 | Ford         | \$ 56,000       | FY29            |
| Utility  | 8              | 2016 | Ford         | \$ 40,000       | FY36            |
| Command  | C-1            | 2018 | Chevrolet    | \$ 63,000       | FY25            |

\*The replacement for Rescue 3 is on order with expected delivery by the end of calendar year 2023. The replacement cost is \$743,742.

The Fire Department maintains a large inventory of rescue equipment, personnel protective equipment (PPE), communication equipment and firefighting tools and equipment. Each firefighter is outfitted with 2 sets of full PPE. A standard set of PPE includes boots, pants, coat, helmet, gloves, hood, and traffic vest. One entire ensemble costs approximately \$4,700. Due to the presumptive cancer initiative, firefighters who enter possible carcinogenic areas shall change PPE on scene. They are required to bag and tag their PPE, send it to the station where it is washed in heavy duty extractors and put back in service. Per NFPA code, no PPE shall exceed a life span of 10 years. Due to the increase in call volume and the requirement for several washes per year, PPE usually lasts a busy firefighter between 3 and 4 years.

Each piece of apparatus carries a variety of tools and equipment. This includes hose, nozzles, hand tools, power saws, ventilation fans, etc. Specialized equipment such as rescue tools (jaws of life), air bags, litter baskets, confined space rescue equipment, HAZMAT control items and water removal equipment are stowed on Rescue 3.

SCBA's are carried on all apparatus. As each piece of apparatus has a different function the firefighters need to be able to don breathing apparatus no matter what the incident demands. SCBA are on a 10-year replacement cycle and are due for replacement during FY24. New Scott SCBA's have been ordered and are expected to be delivered in July of 2024. The cost for replacing all the SCBA's is \$224,726.

### Stations

Kittery bonded \$2.66 million in 2006 for the replacement of the Walker Street and Lewis Square stations. The two new stations were completed in March of 2007.

The Gorges Road Station, located at 3 Gorges Road, is the Fire Department headquarters where administration is housed. The station has 6 bays which house an engine company, ladder truck, heavy rescue, tank truck, utility pickup, and inland waterways inflatable boat. The building is outfitted with a training tower, training/meeting room, SCBA air compressor fill room, washer/dryer room, locker/shower facility, communications center, and storage rooms. The career firefighters work from this facility. Currently the station has no live in capability due to the lack of bunk rooms.



The Lewis Square station is much smaller than the Gorges Road Station in that there are 3 bays, a small meeting room and communication center. An engine company and forestry unit respond from this station. This building is strictly an on-call staffed facility. Both facilities have 110% of load-capable stand-by generators.



The Walker Street station houses the private, contracted ambulance service. The Town does not currently pay for ambulance service. The ambulance company pays a small fee

for ambulance dispatch services provided by Kittery for service in Kittery and Eliot, and pays for minor maintenance and upkeep of the station.

Kittery voters along with the Town Council approved the sale of the Walker Street Station in 2021 with the sale proceeds being allocated to construction of an addition to the Gorges Road Station. This addition will add bays to house up to 3 ambulances and provide bunk rooms for up to 12 medics and firefighters. Construction is scheduled for completion in November 2023.



Walker Street



Gorges Road Addition

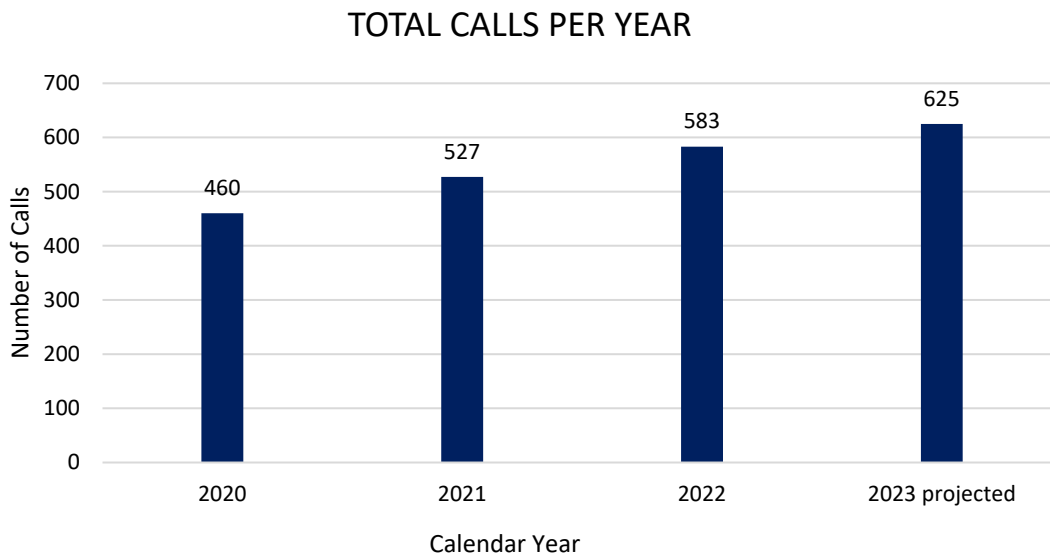
### **Department Operations**

Kittery continues to grow, and with a rising median age. This is reflected in the summary of response data that is collected through the National Fire Incident Response System. Each of the department's calls result in an incident report which is forwarded to the Maine State Fire Marshal's Office. This data is then forwarded on to the Federal



Government for tabulation and reporting. The following shows the last three years of incident data:

| Type of Call                      | NFIRS Series | 2022       | 2021       | 2020       |
|-----------------------------------|--------------|------------|------------|------------|
| Fire                              | 100          | 45         | 43         | 42         |
| Overpressure, explosion, overheat | 200          | -          | 1          | 1          |
| Rescue and EMS assist             | 300          | 187        | 152        | 133        |
| Hazardous condition               | 400          | 132        | 109        | 96         |
| Service call                      | 500          | 58         | 62         | 39         |
| Good intent call                  | 600          | 49         | 50         | 51         |
| False alarm/false calls           | 700          | 109        | 107        | 97         |
| Severe weather, natural diaster   | 800          | 3          | 3          | 1          |
| <b>TOTAL</b>                      |              | <b>583</b> | <b>527</b> | <b>460</b> |



| Type of Call              | NFIRS Series | 2022 | 2021 | 2020 |
|---------------------------|--------------|------|------|------|
| Structure fire            | 100          | 25   | 21   | 17   |
| Vehicle fires             | 100          | 9    | 3    | 6    |
| Motor vehicle crash,      | 300          | 94   | 85   | 62   |
| Extrication from vehicles | 300          | 3    | 6    | 4    |
| Rescue                    | 300          | 13   | 7    | 8    |
| BLS response              | 300          | 88   | 50   | 55   |

| Mutual Aid                     | 2022       | 2021       | 2020      |
|--------------------------------|------------|------------|-----------|
| Received                       | 21         | 16         | 8         |
| Automatic aid received         | 16         | 12         | 12        |
| Provided                       | 29         | 24         | 5         |
| Automatic aid provided         | 8          | 7          | 10        |
| Mutual Aid for Structure Fires | 62         | 44         | 27        |
| <b>TOTAL</b>                   | <b>136</b> | <b>103</b> | <b>62</b> |

Kittery is part of two major mutual aid agreements. As an active member of Seacoast Chief Fire Officers Mutual Aid District (SCFOMAD), we provide and receive mutual aid to and from neighboring communities. SCFOMAD is an organization of 51 cities and towns from Maine, New Hampshire, and Massachusetts. All member SCFOMAD communities prescribe to the same standard operating procedures and training requirements. SCFOMAD provides specialized teams such as HAZMAT and an Incident Management Team and is also equipped with a modern Command Center and SCBA air fill trailers.



The second mutual aid agreement is with the Town of Eliot for automatic mutual aid. This is an agreement where Kittery's shared dispatch center will dispatch both towns simultaneously to reports of smoke in a building or reported structure fires. This promotes immediate response from both communities, ensuring additional manpower and apparatus is enroute to supplement each town's firefighting force.

While the number of emergency calls is rising steadily the on-call firefighting force response is not. A minimum of 10 on-scene firefighters are required to meet the requirements of the Respiratory Protection Standard when fighting a structure fire. This number is a cumulative total of interior firefighters, pump operators, outside personnel and incident command. The following table shows firefighters per call metrics for the previous six years.

| Month     | Call Firefighters per Call |      |      |      |      |      |
|-----------|----------------------------|------|------|------|------|------|
|           | 2017                       | 2018 | 2019 | 2020 | 2021 | 2022 |
| January   | 13.2                       | 9.3  | 9.8  | 9.5  | 9.1  | 5.2  |
| February  | 12.0                       | 10.2 | 9.6  | 7.8  | 7.8  | 4.6  |
| March     | 11.9                       | 9.9  | 9.1  | 10.8 | 8.7  | 5.8  |
| April     | 12.7                       | 10.7 | 8.3  | 10.6 | 8.3  | 5.5  |
| May       | 11.6                       | 9.1  | 9.4  | 10.7 | 8.2  | 4.7  |
| June      | 11.5                       | 9.5  | 8.2  | 9.3  | 7.8  | 7.0  |
| July      | 11.5                       | 9.6  | 8.7  | 8.3  | 6.5  | 5.3  |
| August    | 9.5                        | 9.5  | 8.9  | 8.5  | 7.2  | 4.6  |
| September | 9.7                        | 8.2  | 10.8 | 7.4  | 7.4  | 5.9  |
| October   | 10.0                       | 8.9  | 8.9  | 8.6  | 7.3  | 5.3  |
| November  | 9.9                        | 8.4  | 9.1  | 10.0 | 8.2  | 4.6  |
| December  | 10.5                       | 9.0  | 9.5  | 9.7  | 8.5  | 5.1  |

In a six-year period the number of responding call firefighters has significantly dropped. Of importance to understand is while the average number of call firefighters responding in 2022 is 5.1 per call, only an average of 2.7 per call are fully qualified firefighters that meet the requirements of CFR1910.134. A major requirement of the Respiratory Protection Standard states that for “every two-man crew in an immediate dangerous to life and health (IDLH) atmosphere requires a two-man crew ready to make entry for rescue”. This requirement commonly called “2 in 2” out and defines the number of fully qualified firefighters needed on scene to start an interior search and/or attack. This

number is not being achieved due to the low number of SCBA qualified on-call firefighter workforce.

The FY22 budget included the addition of Kittery's first career firefighters. Competitive oral, written, and physical testing was used to find the best qualified personnel from within the existing workforce. Four firefighters were selected, offered a competitive salary and benefit package.

They started in October of 2021. Their shift was assigned based on data collected over a five-year period that showed Kittery's lowest firefighter response times in line with the most frequent times and days of calls. They were assigned a shift of Monday-Friday from 0730 to 1630 hours.

The FY23 budget did not include additional firefighter positions when approved in May by the Town Council. The Fire Department had submitted a grant application for eight additional firefighters through the highly competitive Assistance to Firefighters Grant (AFG) program, Staffing for Adequate Fire and Emergency Response (SAFER). Specifically, the grant request was for funding for eight firefighters for three years. The grant request totaled \$2.724 million. The grant was not awarded, therefore the Town Manager brought forth a proposal for supplemental spending during the Town Council meeting that set the FY23 mill rate. The Town Council approved the supplemental spending for four additional firefighters. They were hired in early 2023.

The Fire Department has once again submitted a grant application for SAFER. The grant is requesting \$2.726 million for the hiring of eight additional firefighters. If awarded the firefighter positions will be 100% funded for three years. This includes salary and benefit packages.

The current response data supports the need to continue to move the Fire Department towards more career firefighters. This grant will help the Fire Department move towards this goal while not placing the financial burden on the citizens for three years. SAFER, being a very competitive grant, requires initial acceptance and support from the Town Council and a strong push from the United State Senators. It should be noted that since the inception of the SAFER grant a total of \$5.2 billion has been awarded to fire departments across the country. Maine fire departments have received a total of \$5.2 million or approximately 0.1%.

### **Public Protection Standard**

The Insurance Service Office, commonly referred to as "ISO" provides a Public Protection Standard rating for each community on a scale of one to ten. One is the best protection, while a rating of 10 means that there is no substantive



protection provided. Communities were reviewed on a ten-year cycle until this year when the cycle was changed to five years.

ISO uses a Fire Suppression Rating Schedule (FSRS) in reviewing the fire prevention and fire suppression capabilities of individual communities. The schedule measures the major elements of a community's fire protection system and develops a numerical grading system called the Public Protection Classification.

The FSRS lists a large number of items (facilities, equipment, practices, etc.) that a community should have to fight fires effectively. The assessment is performance-based and assigns credit points for each item. The FSRS considers three main areas of a community's fire suppression system: emergency communications, fire department operations, and water supply. It also includes a section that recognizes community efforts to reduce loss through fire prevention, public fire safety education, and fire investigation.

A maximum of ten points of the total score is based on how well the community receives and dispatches fire alarms,

A maximum of fifty points of the total score is based on fire department operations, and

A maximum of 40 points is based on the community's water supply.

An extra 5.5 points are available for fire prevention, education, and investigation programs.

The total score of 61.39 resulted in Kittery being awarded a class 4/4Y rating, which places the organization in the 12.6 percentile of fire departments in the State of Maine with only 5.1% of the 467 departments having a better rating than Kittery.

It should be noted that 25 years ago Kittery had a rating of 6, improved to a 5 in 2007 and improved once again to a 4 in 2018. This reflects Kittery's efforts to continually improve services.

The following is the results of the 2018 review:

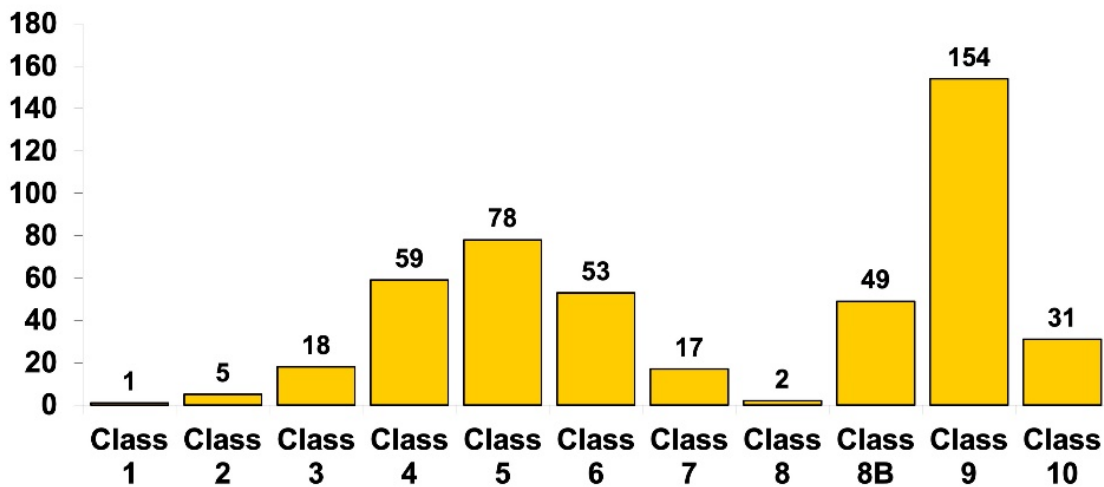
| <b>Feature</b>                    | <b>ISO Credit Available</b> | <b>Kittery Earned Credit</b> |
|-----------------------------------|-----------------------------|------------------------------|
| <b>Emergency Communications</b>   |                             |                              |
| Emergency Reporting               | 3.00                        | 0.30                         |
| Telecommunications                | 4.00                        | 3.20                         |
| Dispatch Circuits                 | 3.00                        | 2.70                         |
| <b>Total</b>                      | <b>10.00</b>                | <b>6.20</b>                  |
| <b>Fire Department</b>            |                             |                              |
| Engine Companies                  | 6.00                        | 4.00                         |
| Reserve Pumps                     | 0.50                        | -                            |
| Pump Capacity                     | 3.00                        | 3.00                         |
| Ladder Service                    | 4.00                        | 4.00                         |
| Reserve Ladder and Service Trucks | 0.50                        | -                            |
| Deployment Analysis               | 10.00                       | 4.08                         |
| Company Personnel                 | 15.00                       | 4.82                         |
| Training                          | 9.00                        | 2.92                         |
| Operational Considerations        | 2.00                        | 2.00                         |
| <b>Total</b>                      | <b>50.00</b>                | <b>24.82</b>                 |
| <b>Water Supply</b>               |                             |                              |
| Supply System                     | 30.00                       | 25.35                        |
| Hydrants                          | 3.00                        | 3.00                         |
| Inspection/Flow Test              | 7.00                        | 7.00                         |
| <b>Total</b>                      | <b>40.00</b>                | <b>35.35</b>                 |
| <b>Community Risk Factor</b>      | <b>5.50</b>                 | <b>3.77</b>                  |
| <b>Divergence</b>                 |                             | <b>(7.75)</b>                |
| <b>TOTAL CREDIT</b>               | <b>105.50</b>               | <b>62.39</b>                 |

Note\* Divergence is a factor that mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

While a Class 4 rating is favorable compared to the rest of Maine and Kittery's neighbor-Portsmouth, the review provided areas of improvement. Since the 2018 review, steps have been taken to improve training, improve dispatch capabilities, hire career firefighters, and upgrade the apparatus fleet. These actions should show an

improvement in Dispatch and Fire Department operations which hopefully will lower the negative divergence score.

## Maine



A 5-year review was just completed during the months of April and May. We are at this time waiting for the results.

### Recruitment and Retention of On-Call Personnel

As previously stated, the on-call firefighter response has reached a critical level. This is not something that Kittery is facing alone. WMTW recently aired a piece addressing this issue of depleted on-call firefighter ranks in the State of Maine . Kittery, at one time, had 70 call firefighters. In fact, there was a waiting list to become a member. Now, on average there are two or fewer recruits seeking to join the on-call fire service in Kittery each year. There are several reasons why this is happening.

- Kittery, with a median age of 51.3, is an older community and as a result the pool of eligible candidates is smaller;
- the scarcity of housing and growing high cost of home ownership prevent eligible candidates from moving to Kittery;
- more of Kittery's residents, who are in the workforce, do not work in the immediate area; and
- the commitment of time and effort required to obtain the certifications necessary to be a firefighter are much longer and harder than in the past.

Of the four reasons listed above, the time and effort to obtain certifications is the hardest to overcome. The following is a short list of the qualifications/certifications required and the commitment it takes to get them:

- Pass a physical exam that proves the recruit will be able to perform the physical and strenuous duties of firefighting.
- Firefighter Level 1 & 2 certification. This is a compilation of multiple facets of firefighter basic training that encompasses 220 hours of classroom and practical learning. Currently this course is held every Saturday beginning in January and ending in June. The curriculum of this course is mandated by the State of Maine.
- Weekly, monthly, and annual requalification training. A firefighter must meet the requirements of Maine Department of Labor, Bureau of Labor Standards Compliance Directive 10-05. This standard requires annual refresher training in the following subjects:

|  |                    |
|--|--------------------|
| Respiratory Protection Program                                     | 1910.134           |
| Hazard Communications  | 1910.1200          |
| Bloodborne pathogens   | 1910.1030          |
| Lockout/tagout   | 1910.147           |
| Hazmat   | 1910.120           |
| Confined Space rescues   | 1910.146           |
| Fire Extinguishers   | 1910.157           |
| PPE  | T26 Ch.28 2012 1b  |
| Traffic Control  | T26 Ch.28 2012 1e  |
| Training commensurate with duties                                  | T26 Ch.28. 2102 1e |
| Chain saw, structural, pump operator,<br>ladders, hand tools, etc. |                    |
| Driver/Operator  | T27A               |

On-call firefighters are also required to conduct weekly inspections of equipment and apparatus.



The above training and inspections are normally conducted every Tuesday night. Each piece of apparatus and equipment is inspected and logged. After which training begins. Training is held twice a month.

On-call firefighters are paid an hourly wage when they answer fire calls and emergencies. The base pay is \$16.91/hour with graduated steps for higher positions such as driver/operator and officers. On-call firefighters who answer at least one third of the calls during the year are also awarded a \$1,000 bonus.

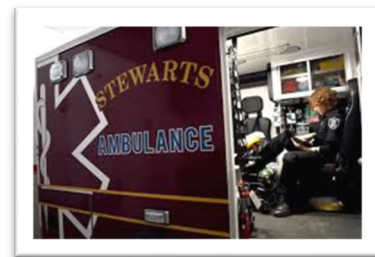
On top of the above-listed duties, it is imperative the on-call firefighter answer fire calls and emergencies. This requires them to leave work, family activities, or lose sleep in order to respond. All firefighters are given a pager that they are expected to have with them at all times. With the projected number of fire calls and emergencies totaling over 600 this year, it is clear this commitment is very difficult and hinders attraction and retention of on-call firefighters. Kittery has successfully trained and onboarded a total of three new firefighters in the last two years, while several of existing members have aged out or resigned.

### **Emergency Medical Service**

The Kittery Fire Department does not operate Emergency Medical Service (EMS). EMS is provided by contract through a private ambulance service. The contract was awarded to Stewart's Ambulance Service out of Meredith, NH. They are currently housed in the old Walker Street Fire Station and supply EMS to both the Town of Kittery and Eliot. They answer approximately 2,200 calls a year, most within Kittery.

The following are a few of the contract requirements:

- Housed at the Walker Street Station where they are responsible for all utilities, maintenance, and repairs. (Separate lease document);
- dispatched by Kittery Dispatch for a fee of \$16,000/year to Kittery;
- one ambulance at the paramedic level full-time;
- one basic level ambulance for one half-time;
- zero cost to either the Town of Kittery or Eliot;
- no ambulance over five years of age or 100,000 miles;
- free response and transport for town employees while at work;
- free standby coverage for major incidents.



With the sale of the Walker Street Fire Station, Stewarts will be moving their operation into the new addition currently under construction at the Gorges Road Fire Station. Negotiations are ongoing as to lease agreements.

The Fire Department has an excellent working relationship with Stewarts and by standard operating procedure (SOP) assists them on difficult medical calls such as cardiac arrests, heavy trauma, bariatric patient lift assists, and difficult removals from tight living spaces. Several of Kittery’s firefighters are certified Emergency Medical Technicians (EMT) and work hand in hand with the medics from Stewarts.

EMS operates at two basic levels of service, the first being the standard emergency response and transport, the second being the non-emergency transfer normally between medical facilities. It is a major misconception that EMS is a highly profitable endeavor at the emergency response and transport level. EMS is prohibited from billing patients that are not transported. For example, a response for a routine lift assist where the patient is not transported cannot be invoiced. The same applies to non-transport motor vehicle crashes, or any call where the patient refuses to be transported. Stewarts responded to 1,368 calls in the Town of Kittery in 2022, of which 777 or 56.8% were a billable transport.

Kittery, with a higher-than-average median age, has several Medicare covered citizens. The current Maine Medicare/Medicaid payment schedule is \$404.92 for advanced life support treatment and transport and \$370.22 for basic life support treatment and transport. The provider also receives \$8.02/mile for loaded transport. Regardless of what supplies or services were rendered by the provider, Medicare only pays the provider the fixed amount. Medicare also only pays the provider 80% of the customary rate with the balance to be paid by the patient.

Stewarts, being a privately owned corporation, is not bound to provide their collection data or specifically what their revenues are. However, it is plain to see with what Medicare pays and with Kittery’s higher-than-average median age, the company would not be financially stable just running emergency response and transport.

Considering another Southern Maine community that is serviced by the local fire department the following is found.

| <b>Insurance Provider</b>         | <b>Total Transports</b> | <b>Total Charges</b> | <b>Total Allowable</b> | <b>Total Collected</b> | <b>% Collected</b> | <b>% of Revenue</b> |
|-----------------------------------|-------------------------|----------------------|------------------------|------------------------|--------------------|---------------------|
| Blue Cross                        | 861                     | \$424,598            | \$300,022              | \$215,815              | 71.93%             | 17.77%              |
| Medicaid                          | 646                     | \$941,561            | \$234,062              | \$229,282              | 97.96%             | 18.88%              |
| Medicare                          | 1,342                   | \$1,974,056          | \$539,525              | \$519,462              | 96.28%             | 42.78%              |
| Other Ins                         | 1,007                   | \$269,608            | \$221,534              | \$183,605              | 82.88%             | 15.12%              |
| <b>Subtotal</b>                   | <b>3,856</b>            | <b>\$3,609,823</b>   | <b>\$1,295,143</b>     | <b>\$1,148,164</b>     | <b>88.65%</b>      | <b>94.55%</b>       |
| Vet Admin                         | 15                      | \$27,710             | \$28,993               | \$29,376               | 101.32%            | 2.42%               |
| Facility Prov                     | 20                      | \$10,033             | \$10,033               | \$6,750                | 67.28%             | 0.56%               |
| <b>Subtotal</b>                   | <b>35</b>               | <b>\$37,743</b>      | <b>\$39,026</b>        | <b>\$36,126</b>        | <b>92.57%</b>      | <b>2.97%</b>        |
| Self-Pay                          | 333                     | \$327,438            | \$325,368              | \$30,081               | 9.25%              | 2.48%               |
| <b>TOTAL</b>                      | <b>4,224</b>            | <b>\$3,975,004</b>   | <b>\$1,659,537</b>     | <b>\$1,214,371</b>     | <b>73.18%</b>      |                     |
| <b>AVERAGE COLLECTED PER CALL</b> |                         |                      |                        |                        |                    | <b>\$287.49</b>     |

Kittery has been evaluating whether the ambulance service should become municipally owned and operated.

Considering both Kittery and Eliot transport data and assuming a slightly better collection rate (industry standard is closer to 80%), potential revenue is approximately \$540,000.

The following is known data or best estimates of costs to run an emergency response and transport ambulance:

Number of ambulances needed: 2

Manning needed:

1 medic per shift per ambulance plus 1 basic per shift per

ambulance. The current average number of calls for EMS is 3.75 calls per day. Several of these calls are concurrent therefore the need to have two staffed ambulances. Minimum staffing required to staff fire apparatus and ambulances is 6 firefighters/shift for a total of 18 firefighter/EMS personnel.

Management:

EMS that are operated by fire departments usually have an EMS Chief Officer whose duties include overall management, billing, training, equipment and apparatus maintenance and quality control.

Maintenance/fuel/etc.

The cost to maintain, fuel, service each ambulance per year is estimated at \$6,000.

Supplies:

Replacement of disposable items such as gloves, bag/valve/masks, airways, blankets, drugs, etc. is estimated at \$13,000 annually.

Career firefighter staffing levels required to provide fire and rescue services 24/7 with a minimum of 4 firefighters/shift is 12 firefighters. An additional 6 firefighter/EMS personnel are needed for emergency medical service; for a total of 18 full-time firefighters.

This assigns 2 firefighter/EMS personnel on each shift to staff the primary response ambulance. The remaining 4 firefighters staff the second ambulance and engine company. For the purpose of determining an annual cost to operate the ambulance service, the cost of 10 additional firefighter/EMS personnel is used.

|                                    | Cost       | Units | Years in Service | Annual             |
|------------------------------------|------------|-------|------------------|--------------------|
| <b>REVENUE</b>                     |            |       |                  |                    |
| Billable Transport                 | \$ 675     | 1,000 |                  | \$675,000          |
| Uncollected                        |            | 20%   |                  | (\$135,000)        |
| <b>Total Revenue</b>               |            |       |                  | <b>\$540,000</b>   |
| <b>EXPENSE</b>                     |            |       |                  |                    |
| <i>Capital</i>                     |            |       |                  |                    |
| Ambulance                          | \$ 215,000 | 2     | 7                | \$61,429           |
| Equipment                          | \$ 100,000 | 2     | 10               | \$20,000           |
| <i>Ambulance Operations</i>        |            |       |                  |                    |
| Firefighters EMT/Paramedics        | \$ 67,500  | 10    |                  | \$675,000          |
| Staff Training Time                | \$ 5,014   | 18    |                  | \$90,252           |
| EMT Courses                        | \$ 2,500   | 18    |                  | \$45,000           |
| EMS Command Staff                  | \$ 90,000  | 1     |                  | \$90,000           |
| Maintenance/Fuel                   | \$ 6,000   | 2     |                  | \$12,000           |
| Billing Service (based on revenue) |            | 5%    |                  | \$27,000           |
| Consumable Supplies                | \$ 6,500   | 2     |                  | \$13,000           |
| <b>Total Expense</b>               |            |       |                  | <b>\$1,033,681</b> |
| <b>NET</b>                         |            |       |                  | <b>(\$493,681)</b> |

The cost to start a municipally operated ambulance in the Town of Kittery for the first year is roughly calculated as follows:

|   | Cost       | Units | Annual             |
|---|------------|-------|--------------------|
| <b>EXPENSE</b>                                |            |       |                    |
| <i>Capital</i>                                |            |       |                    |
| Ambulance                                     | \$ 215,000 | 2     | \$430,000          |
| Equipment                                     | \$ 100,000 | 2     | \$200,000          |
| <i>Ambulance Operations (excluding staff)</i> |            |       |                    |
| Training                                      | \$ 23,000  | 18    | \$414,000          |
| Consumable Supplies                           | \$ 6,500   | 2     | \$13,000           |
| <b>Total Start-Up Costs</b>                   |            |       | <b>\$1,057,000</b> |

The loss of \$493,681 annually to have the Fire Department operate an ambulance is not cost effective when the current provider, Stewart's Ambulance Service, charges the Town of Kittery nothing annually and pays \$16,000 for dispatch services. To note, potential revenue for providing emergency services to the Town of Eliot has not been factored into the analysis. Eliot also currently pays nothing for its EMS service. There is a likely future in which both Kittery and Eliot will have to begin paying for emergency medical services, even if it is provided through a private company.

### **Future**

The future of the department is based on developing strategies to meet the three premises of improvement as mentioned:

- Reduction of response times to calls for service;
- Adequate training to minimize the potential of injury or fatalities of responding firefighters given the risks of the community; and
- Planning for future growth that coincides with the growing needs of the town related to aging population, aging building stock, and ongoing community and economic development growth.

With the depletion of the call force, the Town will have to either add firefighters or accept less responsive fire and rescue services. The staffing needs of the Fire Department will likely grow simply to provide adequate fire and rescue services. If the Town does move to a staffing model of 18 career firefighters, incorporating the ambulance service may be more advantageous as the revenue can offset some of the costs. However, the service demands for ambulance service today, will not financially sustain an in-house ambulance service on its own.

In closing, it has been my pleasure to be Chief of the Kittery Fire Department for most of the improvements and changes mentioned in this report. While my time as Chief is quickly coming to a happy ending it is with pride that I look at the progress this department has made and is planning on making in the near future.

Thank you.

Chief David O'Brien

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Officer Sean A. Collier Memorial Fund, Inc.  
15 Winston Ave  
Wilmington, MA 01887

STONEHAMBANK, A CO-OPERATIVE B  
80 Montvale Ave  
Stoneham, MA 02190  
53-7158/2113

05/12/2023

1275

PAY TO THE ORDER OF Town of Kittery

\$\*\*4,500.00

DOLLARS

Four thousand five hundred and 00/100\*\*\*\*\*

Town of Kittery

PROTECTED AGAINST FRAUD



MEMO

⑆001275⑆

040709990⑆

Officer Sean A. Collier Memorial Fund, Inc.

05/12/2023

Town of Kittery

Rape Aggression Defense System (RAD)

4,500.00

1275

## Rice Public Library Corporation



June 12, 2023

Dear Kittery Town Council:

Please accept this gift of \$65,000 from the Rice Public Library Corporation towards support for finishing touches on the Rice Public Library renovation and construction project.

This gift includes donations from a variety of private individuals and is intended to support the Children's Garden, monumental signage, and miscellaneous other items.

We are pleased to note that, inclusive of this check, to date, the Rice Public Library Corporation has transferred a total of **\$720,000** to the Town of Kittery. Including a separate \$5,000 donation made directly to the Town by another Library-affiliated organization, the town has received **\$725,000** in private donations for this project. The Library is a beloved institution in Kittery and approximately 500 individuals, organizations, businesses and foundations have shown their commitment to the Library with monetary and in-kind donations.

Thank you for your support of the Rice Public Library.

Best regards-

Dianne Fallon  
Rice Library Campaign Chair

Cc: Rachel Dennis, RPLC President  
Lee Perkins, Director, Rice Public Library



**TOWN OF KITTERY**  
Planning & Development Department  
200 Rogers Road, Kittery, ME 03904  
Telephone: 207-475-1307 Fax: 207-439-6806

Jason Garnham, AICP  
Director

**TO:** KENDRA AMARAL, TOWN MANAGER  
**FROM:** JASON GARNHAM, DIRECTOR OF PLANNING AND DEVELOPMENT  
**SUBJECT:** BP- BUSINESS PARK ZONING DISTRICT MAP AMENDMENT  
**DATE:** JUNE 12, 2023

**SUMMARY:**

Kittery's Planning Board voted 5-0-1 to recommend to the Town Council the adoption of amendments to Kittery's Land Use Zoning Map, specifically replacing the MU-N Mixed-Use Neighborhood zoning district with a BP Business Park zoning district during their May 25, 2023 meeting. This map amendment is required in order for the Town's zoning map to remain consistent with the ordinance in accordance with Maine law.

**BACKGROUND:**

Kittery's Town Council voted to repeal §16.4.26 Neighborhood Mixed Use zoning in July 13, 2022 in response to a petition from residents and replaced those provisions with the Business Park zoning which preceded them. Council also simultaneously enacted a moratorium on development permits within this zoning district. This moratorium was extended by Council to August 8, 2023 during the December 12, 2022 meeting. The moratoria were intended to provide time for staff, committees, and the Planning Board to devise new Neighborhood Mixed Use zoning provisions for adoption. However, staffing issues at the Town and supporting consultants have delayed the project and the moratorium is set to expire prior to drafting or adoption of updated zoning provisions.

Meanwhile, the zoning map was not amended by Town Council during the July 13, 2022 vote. When the moratorium expires on August 8, the zoning map would contain a zoning district (MU-N) which does not relate to adopted standards in Title 16. The purpose of this amendment is to correct this inconsistency before the moratorium expires.

**PROPOSED AMENDMENTS:**

Map amendments only. See attached draft zoning map.

**REVIEW PROCESS:**

Kittery's Planning Board discussed this amendment during the May 11, 2023 meeting and held a public hearing on May 25, 2023. Members of the Land Issues Committee members were advised of this amendment by email on May 15, 2023 and Housing Committee members discussed this amendment during their June 1, 2023 meeting.



**EXHIBITS:**

Please find attached for your review:

1. Draft Land Use Zoning Map with proposed amendments

**OTHER RESOURCES:**

May 25, 2023 Planning Board meeting minutes: [planning\\_board\\_minutes\\_5.25.2023.pdf](#)  
([kitteryme.gov](#))

May 25, 2023 Planning Board meeting packet: [item\\_4\\_zoning\\_amendment\\_combined.pdf](#)  
([kitteryme.gov](#))

Title 16: [Town of Kittery, ME Title 16: Land Use and Development Code \(ecode360.com\)](#)

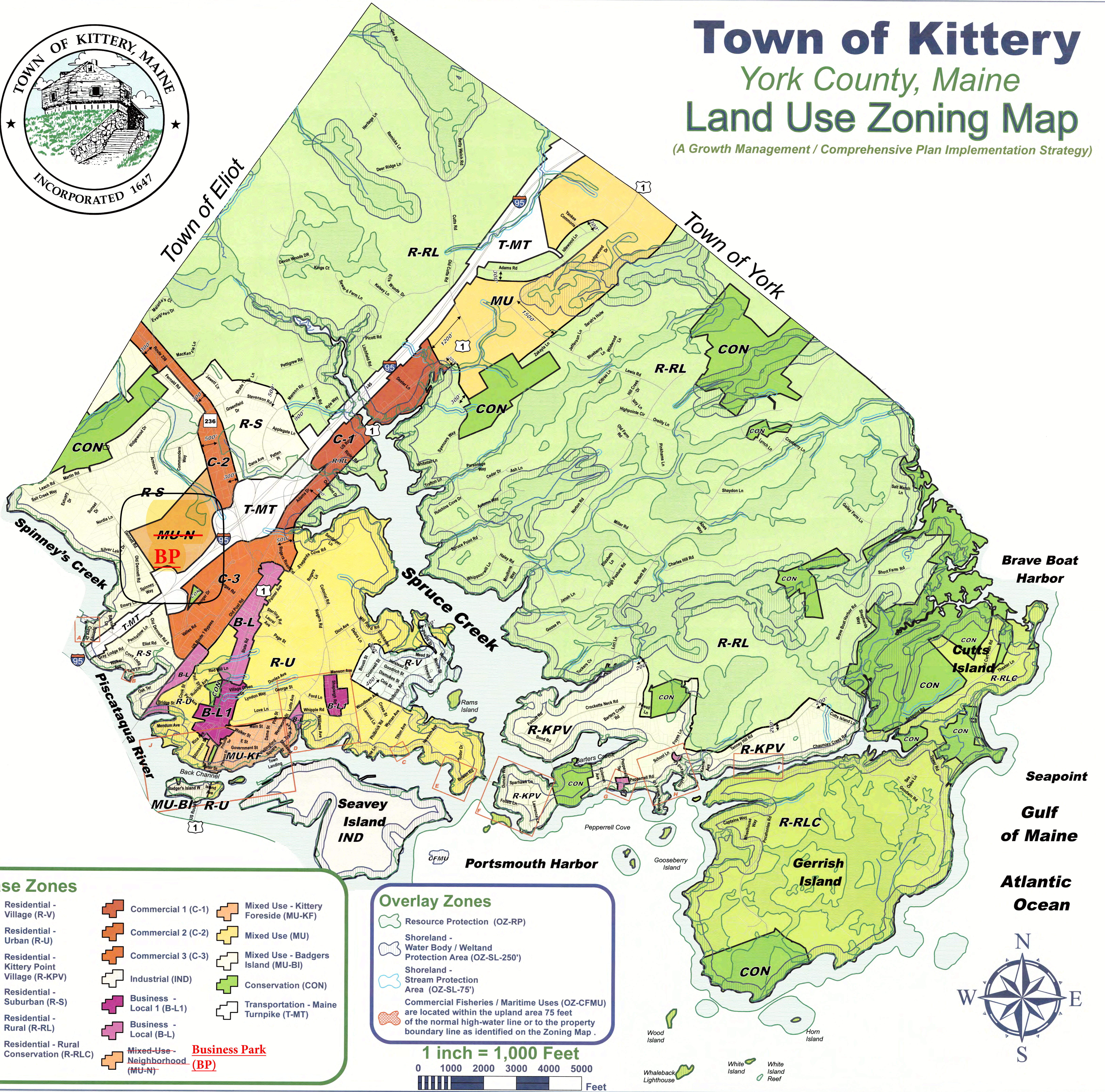


# Town of Kittery

## York County, Maine

### Land Use Zoning Map

(A Growth Management / Comprehensive Plan Implementation Strategy)



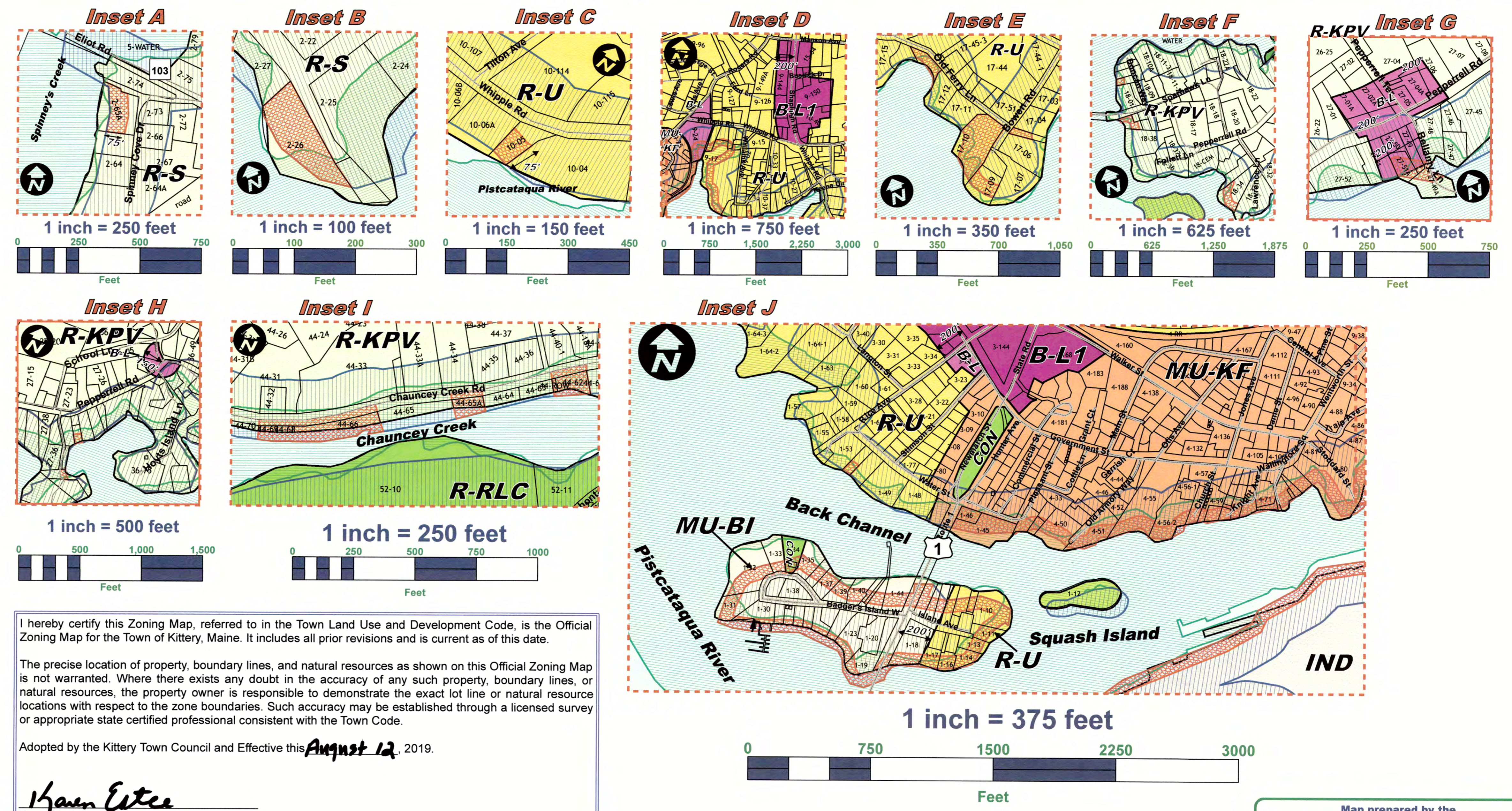
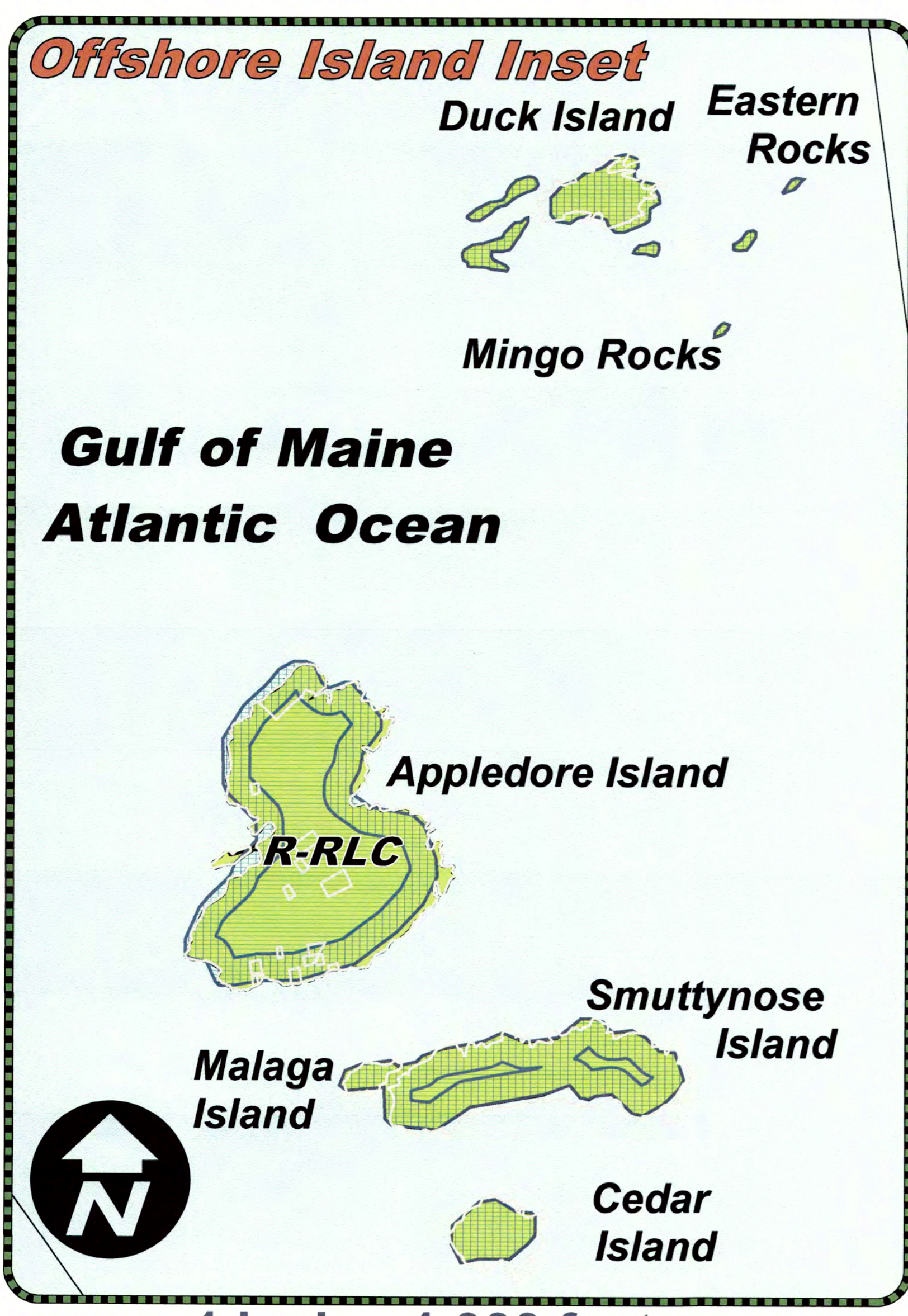
#### Base Zones

- Residential - Village (R-V)
- Residential - Urban (R-U)
- Residential - Kittery Point Village (R-KPV)
- Residential - Suburban (R-S)
- Residential - Rural (R-RL)
- Residential - Rural Conservation (R-RLC)
- Commercial 1 (C-1)
- Commercial 2 (C-2)
- Commercial 3 (C-3)
- Industrial (IND)
- Business - Local 1 (B-L1)
- Business - Local (B-L)
- Mixed-Use - Neighborhood (MU-N)
- Mixed Use - Kittery Foreside (MU-KF)
- Mixed Use (MU)
- Mixed Use - Badgers Island (MU-BI)
- Conservation (CON)
- Transportation - Maine Turnpike (T-MT)
- Business Park (BP)**

#### Overlay Zones

- Resource Protection (OZ-RP)
- Shoreland - Water Body / Wetland Protection Area (OZ-SL-250')
- Shoreland - Stream Protection Area (OZ-SL-75')
- Commercial Fisheries / Maritime Uses (OZ-CFMU) are located within the upland area 75 feet of the normal high-water line or to the property boundary line as identified on the Zoning Map.

1 inch = 1,000 Feet



I hereby certify this Zoning Map, referred to in the Town Land Use and Development Code, is the Official Zoning Map for the Town of Kittery, Maine. It includes all prior revisions and is current as of this date.

The precise location of property, boundary lines, and natural resources as shown on this Official Zoning Map is not warranted. Where there exists any doubt in the accuracy of any such property, boundary lines, or natural resources, the property owner is responsible to demonstrate the exact lot line or natural resource locations with respect to the zone boundaries. Such accuracy may be established through a licensed survey or appropriate state certified professional consistent with the Town Code.

Adopted by the Kittery Town Council and Effective this **August 12, 2019**.

*Kevin Elice*  
Town Clerk



Kendra Amaral  
Town Manager

## TOWN OF KITTELY

Office of the Town Manager

200 Rogers Road, Kittery, ME 03904

Telephone: 207-475-1329 Fax: 207-439-6806

[kamaral@kitteryme.org](mailto:kamaral@kitteryme.org)

June 26, 2023

Review Committee  
National Coastal Resilience Fund  
National Fish and Wildlife Foundation

Dear Committee Members,

The Kittery Town Council is pleased to offer its wholehearted support for the Southern Maine Planning and Development Commission's project proposal to enhance the resilience of Routes 1 and 103 and adjacent coastal habitat to flooding and sea level rise in the Town of Kittery, Maine.

The roadways are not only vital for local and regional travel, they are also emergency evacuation routes for the region. Further, Route 103 is one of only two land-based access routes to the Portsmouth Naval Shipyard, a vital U.S. military installation that employs the more than 8,000 people and serves as an economic engine for the region.

The roads bordering tidal marsh are already highly vulnerable to flooding from coastal storms. This vulnerability will be greatly exacerbated by sea level rise, which threatens to cut off road access via one of only two access points to the Shipyard.

Numerous municipal and regional planning studies have identified the sites as critical priorities for addressing flood vulnerabilities, protecting significant habitat, and enhancing resilience of the community. Those planning projects, including one funded by the National Coastal Resilience Fund, built a foundation of community and municipal support for resilience action at these sites, positioning Kittery to pioneer nature-based adaptation efforts that protect transportation infrastructure and enhance critical coastal habitat in Maine.

Adapting to worsening coastal hazards is crucial to the sustainability and resilience of Kittery and the broader region. This project is a vital step toward better preparing the town's built, natural, and social environments for climate change. It offers an invaluable opportunity to advance nature-based solutions that address vulnerable transportation infrastructure and enhance tidal marshland to help mitigate flood hazards and protect critical wildlife habitat.

This project will build coastal resilience of a critically important area, enhance partnerships between Kittery, the Shipyard, and other partners, and serve as a pilot for transferable application of nature-based adaptation in other areas of Maine. Thank you in advance for your thoughtful consideration of this application.

Sincerely,

Judy Spiller  
Chairperson  
Kittery Town Council