

FY 2026-27 BUDGET PROCESS

Budget Review Committee Questions & Answers

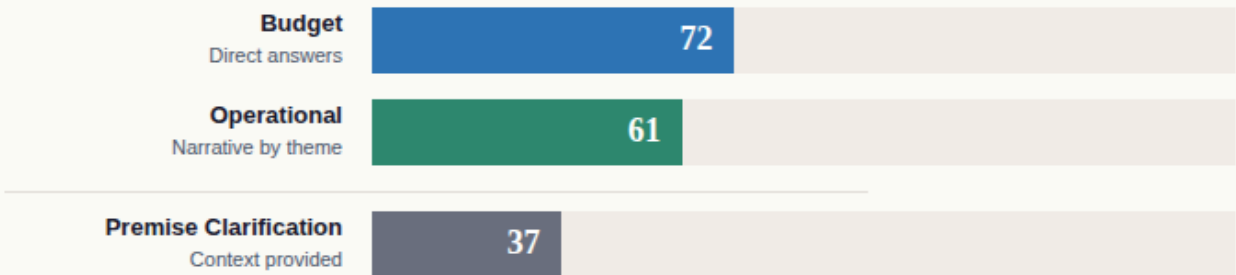
The Town of Ogunquit received 170 questions from the Budget Review Committee as part of the FY2026-27 budget review process. The administration reviewed each question carefully and organized them to ensure responses are accurate, meaningful, and useful to both the Committee and the broader community.

Total Questions Received

170

Questions were organized into three categories to ensure each received the most appropriate and useful response. Budget questions are answered directly and in detail. All other questions are addressed through qualitative narratives within the budget book.

QUESTION BREAKDOWN BY CATEGORY



What does a budget vote actually control?

Of the 170 questions received, **72 (42%) are budget questions** — asking whether the level of resources requested is appropriate, how investments align with service demand, and what the Town is committing to fund. The Town is committed to answering each of these directly and in detail.

Of those 72 budget questions, **45 directly connect appropriations to priorities established in Ogunquit's Comprehensive Plan** — the community's own roadmap for the Town's future. These are the questions a budget vote most powerfully answers, and they reflect exactly the kind of informed oversight a Budget Review Committee is designed to provide.

The remaining **98 questions relate to operational matters or require premise clarification** before a meaningful response can be provided. These include staffing decisions, compensation structures, service delivery approaches, and day-to-day management — areas governed by the Town Manager under the policy direction of the Select Board, and not directly determined by a budget vote. Casting a budget vote based on these questions **is unlikely to produce the outcome you're looking for**, as management retains authority over how resources are allocated regardless of the budget outcome. If these areas are your priority, the most effective lever is your **Select Board vote**.

72

BUDGET QUESTIONS

Questions directly tied to appropriations, revenues, line items, and financial impacts. These are answered directly and in detail.

[→ BUDGET QUESTIONS](#)

61

OPERATIONAL QUESTIONS

Questions relating to service delivery, staffing, strategy, compensation, and day-to-day management. Responses are provided as qualitative narratives organized by theme.

[→ OPERATIONAL NARRATIVES](#)

37

QUESTIONS REQUIRING PREMISE CLARIFICATION

37 questions contained assumptions or premises that required clarification before a meaningful response could be provided. These are noted individually in the full matrix with relevant context and references to applicable budget book sections. Providing an answer without first addressing the underlying premise would risk reinforcing inaccurate understandings of how municipal budgeting and governance work.

[→ SEE FULL MATRIX](#)

The complete question matrix — including every question received, its category, and its response or reference — is included in this document. All 170 questions are accounted for. The narratives that follow are organized by theme to provide context that is durable, accurate, and accessible to the full community.



45

CP-ALIGNED QUESTIONS

The Budget Review Committee & Ogunquit's Comprehensive Plan

Forty-six of the BRC's 72 budget questions directly connect this year's appropriations to priorities established in Ogunquit's **2024 Comprehensive Plan** — the community's long-range vision, adopted by voters and certified by the State of Maine. These questions represent the BRC at its best: holding the budget accountable to what the community said it cares about most.

9
PLAN CHAPTERS
ADDRESSED

45
QUESTIONS
ALIGNED

63%
OF BUDGET
QUESTIONS

"Strategies are prioritized based on input from stakeholders, residents, and the Committee, as well as State priorities." — **Ogunquit Comprehensive Plan, 2024**. Each card below shows which of the Plan's ranked strategies the BRC's questions address.

In Ogunquit's **2022 community survey**, residents ranked "Maintaining a healthy beach and estuary" as the **top priority** for the Town's future.

HIGHEST COMMUNITY PRIORITY — 12 QUESTIONS ACROSS TWO CHAPTERS

CLIMATE CHANGE & SEA LEVEL RISE

Climate Change & Sea Level Rise

★ COMMUNITY'S #1 PRIORITY

5 QUESTIONS

"To acknowledge and respond to the full potential of climate change impacts on residents, properties and natural resources." The January 2024 storm — which flooded beach parking lots, Perkins Cove, and the Marginal Way — frames the urgency of every question in this chapter.

Priority 1 - Coastal Resilience Priority 2 - Vulnerable Areas
Priority 3 - Economic Impact Priority 4 - Evacuation Plan
Priority 5 - Renewable Energy

PLAN'S TOP-RANKED STRATEGIES — ADDRESSED BY BRC QUESTIONS

- 1 Work with SMPDC and coastal communities to develop resilience strategies for sea level rise and coastal hazards
- 2 Identify Ogunquit's most vulnerable areas — beach parking lots, Perkins Cove, Marginal Way, roads
- 3 Increase use of renewable energy resources on Town structures and parking lots

NATURAL RESOURCES

Natural Resources

★ 7 QUESTIONS · ALL 5 PLAN PRIORITIES

7 QUESTIONS

"To protect and maintain the Town's natural environment, habitat and resources — wetlands, shorelands, beaches, estuary, sand dunes, wildlife, and the Marginal Way."

Priority 1 - Water Quality Priority 2 - Beach System Health Priority 3 - Piping Plover
Priority 4 - Invasive Plants Priority 5 - NR Manager

PLAN'S TOP-RANKED STRATEGIES — ADDRESSED BY BRC QUESTIONS

- 1 Monitor, protect, and improve water quality in natural resource areas; develop action plan
- 2 Analyze health of the beach system — shorelands, dunes, and estuary; report to public
- 3 Create a Natural Resources Manager position to oversee protection of Ogunquit's natural assets

REMAINING PLAN CHAPTERS — 35 ADDITIONAL QUESTIONS ACROSS SEVEN CHAPTERS

WATER RESOURCES

Water Resources

5 QUESTIONS

"Protect surface water, improve water quality, especially the watershed and coastal areas."

P1 - Bacterial Remediation
P2 - Real-Time Testing
P3 - Catch Basins
P5 - MS4 Stormwater

TOP STRATEGY ADDRESSED

- 1 Support joint efforts to identify and remediate bacterial pollution in rivers, estuary, and beaches

MARINE RESOURCES

Marine Resources

5 QUESTIONS

"Preserve, protect and promote marine resources including shellfish, fisheries habitat, estuaries, and Perkins Cove."

P1 - Dredging / Army Corps
P2 - Watershed Restoration
P3 - Shellfish / Clam Flats
P4 - Harbor Mgmt Plan

TOP STRATEGY ADDRESSED

- 1 Work with Army Corps of Engineers and Harbormaster to establish timeline for Perkins Cove dredging

RECREATION & ARTS

Recreation & Arts

8 QUESTIONS

"Safe, accessible recreational activities for all ages and abilities; year-round arts reflecting Ogunquit's history and charm."

P1 - Recreation Director
P2 - ADA Beach Access
P3 - Footbridge / River
P4 - Landowner Ed.
P5 - Marginal Way Tour

TOP STRATEGY ADDRESSED

- 2 Analyze and make recommendations for improving accessibility to beaches and water for people with disabilities

PUBLIC FACILITIES & SERVICES

Public Facilities

5 QUESTIONS

"Plan, finance and develop an efficient system of public facilities and services to accommodate anticipated growth."

P1 - Municipal Campus
P3 - Fire/PW Adequacy
P4 - Public Safety Eval.
P5 - Grant Funding

TOP STRATEGY ADDRESSED

- 1 Implement the municipal campus project and complete funding — adopted by voters June 2023

HISTORICAL & ARCHAEOLOGICAL RESOURCES

Historical Resources

4 QUESTIONS

"Protect, preserve, and inventory the historic structures, sites, archaeological resources, and character of Ogunquit."

P1 - Historic Inventory
P4 - Marginal Way Preservation
P5 - OHPC Authority

TOP STRATEGY ADDRESSED

- 1 Complete a historic resource inventory

TRANSPORTATION

Transportation

2 QUESTIONS

"Make it safer and easier to move to, from and around Ogunquit for everyone, irrespective of their mode of travel."

P4 - Accident Locations
P5 - Route 1 Signage

STRATEGIES ADDRESSED

- 4 Identify and remedy potential accident locations including improving visibility where right-of-way is poor

PUBLIC FACILITIES — TECHNOLOGY STRATEGIES

Information & Technology

4 QUESTIONS

"Identify and make recommendations to use technology to enhance resident and visitor experiences; improve Wi-Fi and internet connectivity."

Wi-Fi - Town Facilities
Internet - Residents
Dunaway A/V Systems
Technology Enhancements



Conduct a periodic vulnerability survey to add to the Town Ordinance for future protection

...

STRATEGIES ADDRESSED

- Improve Wi-Fi in Town facilities; improve internet for residents; enhance Dunaway Center AV



5

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Climate Change & Sea Level Rise

"To acknowledge and respond to the full potential of climate change impacts on residents, properties and natural resources."

★ COMMUNITY'S #1 STATED PRIORITY — BEACH PARKING REVENUES REPRESENT 20% OF OGUNQUIT'S MUNICIPAL BUDGET

CC PRIORITY 1

Plan Strategy: Continue to work with Maine's southernmost coastal communities and SMPDC to assess impacts of coastal hazards, including sea level rise and erosion. Develop strategies and nature-based solutions for making the region(s) more resilient to coastal hazards and research grants to fund these solutions.

GENERAL GOVERNMENT

Q13

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Ogunquit's participation in SMPDC — the Southern Maine Planning and Development Commission — was the engine behind our regional coastal resilience work. Through that membership, the Assistant Town Manager and Finance Director's office was able to apply for and administer some of the Town's most significant environmental grants: the climate vulnerability assessment, the watershed survey, the watershed plan, both phases of the nature-based solutions grant for Main Beach, and solar installation on the new municipal building. SMPDC and GEI highlighted Ogunquit's work at regional conventions as a model for how small coastal communities can break barriers and make real progress on resilience.

When the Land Use budget failed last year, we lost that SMPDC membership. The ATM and Finance Director are now managing these grants largely on their own, with the Conservation Commission, the Watershed Subgroup, the Comprehensive Plan workgroup, and other volunteers stepping in to keep items moving. Volunteers and General Government staff alone cannot sustain this work long-term. The FY2027 budget reflects the reality that without restoring SMPDC funding — properly housed in the Land Use budget — and without the Natural Resources Coordinator position, Ogunquit risks sliding from a regional model backwards to a reactive posture. That is the wrong direction for a community whose coastline is its economic foundation.

CC PRIORITY 2

Plan Strategy: Identify and prioritize Ogunquit's most vulnerable areas for sea level rise — Ogunquit Beach, Footbridge Beach and North Beach parking lots; Perkins Cove and waterfront; the Marginal Way; and the Ogunquit Sewer Treatment Plant.

GENERAL GOVERNMENT

Q1

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The climate vulnerability assessment that identified Ogunquit's most at-risk areas — beach parking lots, Perkins Cove, the Marginal Way, the sewer treatment plant — was conducted through our SMPDC regional coordinator partnership. That assessment exists because of the grants the ATM and Finance Director's office secured with SMPDC's support. When the Land Use budget failed last year and we lost SMPDC membership, we lost the capacity to build on that foundation.

The January 2024 storm made the vulnerability map real and immediate — beach parking lots flooded, Perkins Cove Road was inundated, the Marginal Way was damaged. What that storm also illustrated is the economic stakes: Main Beach and Perkins Cove parking revenues represent a substantial share of Ogunquit's municipal budget. Sea level rise projections suggest those revenues are not guaranteed. We have identified the need to work with Visitor Services on expanding parking revenue into other in-town areas to insulate against that risk — but that kind of proactive planning requires staff capacity and regional coordination we no longer have. The FY2027 budget is a direct response to that gap.

CC PRIORITY 3

Plan Strategy: Analyze the economic impact of sea-rise and climate change on identified vulnerable areas and develop long-range plan(s) to combat negative economic changes to the Town and residents.

GENERAL GOVERNMENT

Q2

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE



The SMPDC regional coordinator partnership produced the economic impact baseline we need to plan around — the climate vulnerability assessment that quantified exposed property values, projected revenue risk, and identified the coastal assets most threatened by sea level rise. That work was done. It exists. But without SMPDC and without the Natural Resources Coordinator, we cannot build on it.

The economic picture is serious. Main Beach and Perkins Cove parking revenues are among the Town's most significant budget contributors, and both are directly threatened by the sea level rise trajectory the assessment documents. We have begun thinking about how to expand and diversify parking revenue into other in-town areas to provide a fiscal cushion — but that work is unfunded and unstaffed. Satellite parking, alternative revenue strategies, and the long-range fiscal resilience planning the Plan calls for all require the kind of sustained coordination that SMPDC provided. Without restoring that regional partnership and adding dedicated staff capacity, we are at genuine risk of being reactive to an economic shock rather than prepared for it. SMPDC and GEI held Ogunquit up as a model for this kind of work. We need to protect that progress.

CC PRIORITY 4 Plan Strategy: *Develop an evacuation plan for residents and visitors in areas vulnerable to sea level rise.*

GENERAL GOVERNMENT **Q14**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Evacuation planning for residents and visitors in sea level rise vulnerable areas requires coordination across multiple agencies — York County Emergency Management, MaineDOT, neighboring communities, and regional planning partners. SMPDC provided exactly that kind of regional connective tissue, and the loss of that membership has reduced Ogunquit's ability to participate fully in coordinated regional emergency preparedness planning.

The FY2027 budget addresses this gap from multiple directions. Restoring SMPDC funding in the Land Use budget would reconnect the Town to the regional resilience network that supported this work. The Natural Resources Coordinator position, if funded, would provide dedicated staff capacity to coordinate across departments and agencies on climate preparedness — including evacuation planning for the vulnerable areas the SMPDC-supported assessment identified.

It is also worth noting that both the Fire Department and the Police Department are requesting additional staff in this budget. Ogunquit's public safety capacity is directly tied to its ability to respond to climate-related emergencies — whether that is a January 2024-scale storm event, a coastal flooding emergency, or the longer-term demands of a growing seasonal population in a vulnerable coastal environment. The staffing requests from FD and PD are part of the same resilience picture that SMPDC helped us build, and that we now risk losing ground on.

CC PRIORITY 5 Plan Strategy: *Continue to increase the use of renewable energy resources (such as solar panels on Town structures and in parking lots), make carbon-free decisions and use cost-effective materials created from recycled material.*

GENERAL GOVERNMENT **Q3**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Solar installation on the new municipal building was made possible in significant part through the grant work facilitated by our SMPDC regional coordinator partnership — the same partnership that also advanced EV charging infrastructure, LED streetlight conversion, and other renewable energy initiatives. That work was recognized regionally: SMPDC and GEI highlighted Ogunquit's renewable energy and resilience projects at conventions as examples of what small coastal communities can accomplish.

When the Land Use budget failed and we lost SMPDC, we lost the capacity to pursue the next phase of that work — battery storage, grid resilience, a true warming center capability for the new building. These are identified priorities that remain unfunded and unstaffed. The FY2027 budget reflects the need to restore the SMPDC partnership and add the coordinator capacity that would allow Ogunquit to continue leading rather than retreating on renewable energy and climate resilience. We built something worth protecting. The question before the committee is whether the budget keeps that progress moving forward.







7
QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Natural Resources

"To protect and maintain the Town's natural environment, habitat and resources — wetlands, shorelands, beaches, estuary, sand dunes, wildlife, fisheries, and the Marginal Way."

★ HIGHEST QUESTION COUNT — 8 QUESTIONS SPANNING ALL 5 PLAN PRIORITIES

NR PRIORITY 1 **Plan Strategy:** Monitor, protect, and improve the water quality in natural resource areas such as beaches, wetlands, estuary, and wildlife habitats. Develop an action plan to address significant findings.

GENERAL GOVERNMENT Q15

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Water quality monitoring, protection, and action planning in Ogunquit's natural resource areas — beaches, wetlands, estuary, wildlife habitats — requires sustained staff capacity to coordinate with state agencies, manage data, and develop meaningful responses to significant findings. That capacity has been significantly reduced by the loss of SMPDC regional coordinator support when the Land Use budget failed last year.

The Conservation Commission, the Watershed Subgroup, and other volunteers have stepped in admirably to keep this work moving. But volunteer effort cannot substitute for dedicated staff on an ongoing basis. The nature-based solutions grant for Main Beach — which funds gabion basket installation and invasive species removal along the dune system — is currently sitting partially unactivated because the Town lacks the staff to manage it.

The Comprehensive Plan identified a Natural Resources Manager position as the solution. The community prioritized it. The budget has requested it twice. Restoring SMPDC funding and adding this position are the two steps that would restore Ogunquit's capacity to fulfill this strategy — and protect the investment the community has already made in the grants and assessments that SMPDC helped secure.

NR PRIORITY 2 **Plan Strategy:** Analyze the health of the beach system (shoreland, dunes, and estuary) which is vital to the town. Report the results of the analysis to the public and develop a plan to ensure the health of the beach system.

LAND USE / ASSESSING Q23

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Analyzing the health of the beach system — shoreland, dunes, and estuary — and reporting meaningfully to the public requires exactly the kind of dedicated staff coordination that Ogunquit no longer has since losing SMPDC membership. The Conservation Commission leads this work with genuine commitment, but the analytical capacity, agency coordination, and public reporting the Plan envisions require more than volunteer bandwidth can reliably deliver.

Maine Geological Survey data has provided a positive baseline on dune and beach trends. But continued monitoring, interpretation, and action planning in the face of accelerating sea level rise projections requires staff. The Comprehensive Plan named the Natural Resources Manager position as the responsible capacity for this work — a position the community prioritized, the budget has requested twice, and which has not been funded.

The FY2027 budget asks again. Until this position is funded — and until SMPDC membership is restored to reconnect Ogunquit to the regional expertise and grant network that supported this analysis — the Town's ability to fulfill this Plan strategy will remain limited by the capacity of volunteers and an already stretched General Government staff.

NR PRIORITY 2 **Plan Strategy:** Analyze the health of the beach system (shoreland, dunes, and estuary) which is vital to the town. Report the results of the analysis to the public.

BOARDS & COMMITTEES (CONCOM) Q3

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive



Plan strategy.

RESPONSE

The Conservation Commission is the Plan's designated lead for beach system health analysis. ConCom volunteers do extraordinary work, but volunteer boards cannot substitute for dedicated staff capacity when it comes to grant management, regulatory coordination, and public reporting. The nature-based solutions grant for Main Beach — which funds gabion basket installation and invasive species removal along the dune system — cannot be fully kicked off without staff to manage it. Restoring the SMPDC regional coordinator relationship (\$40K) is the minimum needed to sustain what we have. The coordinator position in the FY2027 budget is what allows us to move forward.

NR PRIORITY 3 **Plan Strategy:** Continue to protect endangered species such as the piping plover. Develop and distribute public information materials.

POLICE DEPARTMENT — PIPING PLOVER COORDINATOR **Q6**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Ogunquit's Piping Plover Coordinator operates under the oversight of the Police Department — this is the position that manages nesting protection protocols, coordinates with state wildlife agencies, and engages the public during the beach season. The FY2027 budget supports this coordinator role. Piping plover protection sits within a much larger natural resource picture that has been weakened by the loss of \$40K in SMPDC regional coordinator capacity — the same capacity that previously connected species protection, shoreland enforcement, and climate grant pursuit into a coherent program. Restoring that regional coordination is the foundation; adding the Natural Resources Coordinator position is what allows the Town to be genuinely proactive across all of these interconnected responsibilities.

NR PRIORITY 4 **Plan Strategy:** Establish a plan to limit/eliminate the spread of invasive plants on Town land and public access ways, then replant those areas with native plants in conjunction with the Marginal Way Committee.

BOARDS & COMMITTEES (CONCOM) **Q4**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Invasive species removal is part of the active nature-based solutions grant for Main Beach — a grant the Town secured in part because of the SMPDC regional coordinator support we no longer have. That grant is currently sitting partially unactivated because the Town lacks the staff capacity to manage it. Gabion basket installation and invasive species removal along the dune system are funded and ready to go — but we are staff-crunched. This is precisely the problem the FY2027 budget is trying to solve. The all-in cost of restoring SMPDC coordination and adding a natural resource coordinator is approximately \$100,000. The long-term value — in grants secured, coastline protected, and regulatory compliance maintained — dwarfs that figure.

NR PRIORITY 5 **Plan Strategy:** Create a Natural Resources Manager position.

GENERAL GOVERNMENT **Q6**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Comprehensive Plan — adopted by Ogunquit voters and certified by the State of Maine in August 2024 — specifically calls for the creation of a Natural Resources Manager position. This is not a management initiative; it is a community priority, established through the public process that produced the Plan.

The Town budget has requested this position twice. Both times it was not funded. The reasons cited in prior years — reporting structure and job description — are administrative details that fall outside the scope of a budget vote. Reporting structure is a management decision. Job description is a human resources function. Neither requires a budget line item to be resolved, and neither should prevent the community from funding a priority it established for itself.

The result is an unfunded community priority — one the voters identified, the Plan codified, and the budget has twice attempted to fulfill. Meanwhile, Ogunquit has lost its SMPDC regional coordinator support, cannot fully activate grants it already holds including the nature-based solutions grant for Main Beach, and is relying on the ATM, Finance Director, and volunteers to manage environmental compliance and grant administration that dedicated staff should be handling.

The FY2027 budget brings this request forward again. The question before the committee is straightforward: is this a community priority worth funding, or is it not? If the administrative concerns from prior years remain, those can and should be resolved through the appropriate channels — but they should not be the reason a

community-established priority goes unfunded for a third consecutive year.

NR / AGRICULTURE — SHORELAND PROTECTION

Plan Strategy: *Analyze and make recommendations for protecting more land in Shoreland zones.*

LAND USE / ASSESSING

Q22

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Shoreland zone protection requires active code enforcement, ongoing regulatory review, and coordination between the Land Use department, the Conservation Commission, and state agencies. The loss of \$40K in SMPDC regional coordinator capacity has reduced the Town's ability to pursue this kind of proactive, comprehensive approach. A Natural Resources Coordinator — the position requested in the FY2027 budget — would provide the staff capacity to connect shoreland protection, land use ordinance enforcement, and climate resilience planning in the integrated way this Plan envisions. Piecemeal enforcement without strategic coordination leaves gaps that cost far more to remediate later.



5

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Water Resources

"Protect significant surface water resources from pollution and improve water quality where needed, especially the watershed and coastal areas."

★ ALL 4 QUESTIONS ADDRESS THE PLAN'S TOP-RANKED STRATEGIES (PRIORITIES 1, 2, 3 & 5)

WR PRIORITY 1

Plan Strategy: Continue to support and participate in joint efforts to identify and remediate the sources of bacterial pollution in the rivers, streams, estuary, watershed and beaches.

BOARDS & COMMITTEES (CONCOM)

Q5

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Conservation Commission actively participates in the Ogunquit River Watershed Restoration Project — a multi-town coalition with South Berwick, York, and Wells — and has worked with Healthy Rivers Ogunquit (HeRO) on bacterial pollution remediation. That work is ongoing and important. But the broader picture is one of fragmented effort without a coordinating center.

The Town knows where the bacterial pollution sources are. DNA testing has been conducted. We have worked in the past with FB Environmental to test the effectiveness of Main Beach filters and to develop targeted remediation strategies. That partnership was funded through the Land Use budget — the same budget that, when it failed last year, also cost us SMPDC membership and FB Environmental support in a single vote. Without FB Environmental and without SMPDC, the Conservation Commission and volunteers are carrying work that requires professional coordination.

The Natural Resources Coordinator position is the missing piece. One staff member with the time and expertise to connect ConCom, HeRO, the watershed coalition, FB Environmental, and state agencies into a coherent, proactive remediation program would transform what is currently a fragmented reactive effort into the sustained action plan this strategy calls for.

WR PRIORITY 2

Plan Strategy: Make water testing results at beaches, river(s), streams and estuaries readily available to users in real time. Collaborate with DEP Maine Healthy Beaches to improve communication of beach water quality.

GENERAL GOVERNMENT

Q10

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Ogunquit uses Maine Healthy Beaches to conduct water testing and post public notices when bacteria levels exceed safe thresholds. That system works — but it is inherently reactive. A notice goes up after a problem is detected. The community deserves better than that.

Using ARPA funds, the Town purchased a rapid water testing device specifically to enable more proactive, real-time monitoring and public communication. That device has never been fully utilized because no staff member has had the combination of time and technical expertise to operate it consistently. It sits as an unfulfilled investment — the right tool without the right person to use it.

The Natural Resources Coordinator position is that person. With dedicated staff capacity, Ogunquit could move from reactive posting to proactive monitoring — testing more frequently, communicating results in real time, and using the data to inform targeted remediation rather than just public notices. This is exactly what the Plan envisions, and exactly what the coordinator position would enable.

WR PRIORITY 3

Plan Strategy: Continue to assess that current catch basins are helping to decrease pollution, and periodically reexamine their functionality. Develop and follow a designated filter cleaning and replacement schedule.

GENERAL GOVERNMENT

Q11

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE



Public Works manages catch basin maintenance and cleaning on a scheduled basis — that work is active and ongoing. But catch basin effectiveness is one piece of a larger stormwater and pollution picture that no single staff member is currently responsible for connecting.

We have had DNA testing done to identify bacterial pollution sources. We have worked with FB Environmental on filter effectiveness testing at Main Beach. We know where the problems are. What we lack is someone in a dedicated seat whose job it is to take that knowledge, coordinate with Public Works on infrastructure priorities, work with ConCom on remediation planning, and develop the action plan this strategy calls for.

The loss of FB Environmental support — when the Land Use budget failed last year alongside SMPDC — removed a key layer of professional expertise from this work. Restoring that partnership and adding the Natural Resources Coordinator are the two steps that would allow the Town to move from maintaining what we have to actively improving it.

WR PRIORITY 5 **Plan Strategy:** *Establish a longer-term stormwater program for the Town, based on the 2020 census designating parts of the Town as 'urban areas' and potentially requiring the Town to comply with a MS4 stormwater program.*

GENERAL GOVERNMENT **Q12**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The 2020 Census designation of portions of Ogunquit as urban areas triggers potential MS4 stormwater permit obligations — a significant new regulatory compliance requirement that the Land Use department is leading. That work is appropriately housed in Land Use, and the FY2027 budget supports that capacity.

But MS4 compliance does not exist in isolation. Effective stormwater management connects directly to the bacterial pollution work, the catch basin program, the FB Environmental filter testing, and the broader water quality monitoring picture. Right now those efforts are distributed across Land Use, Public Works, the Lifeguard department running Maine Healthy Beaches testing, and the Conservation Commission — with no one coordinating across all of them.

The Natural Resources Coordinator position would provide that coordination. A single staff member connecting stormwater compliance, pollution source remediation, infrastructure maintenance, and real-time monitoring would make every one of these programs more effective — and would ensure that MS4 compliance, if required, is built on a foundation of integrated water quality management rather than siloed departmental efforts.

WR PRIORITY 5 **Plan Strategy:** *Establish a longer-term stormwater program for the Town based on the 2020 census designating parts of the Town as 'urban areas' and potentially requiring MS4 stormwater program compliance.*

LAND USE / ASSESSING **Q26**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Land Use department is the primary operational lead for MS4 stormwater program assessment and implementation. The FY2027 Land Use budget includes resources for this regulatory compliance work, which represents a significant new obligation for the Town driven by federal and state environmental regulations.



5
QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Marine Resources

"Preserve, protect and promote the Town's marine resources including shellfish and fisheries habitat, estuaries, shorelands, dunes, coastal waters and water-dependent uses such as Perkins Cove."

★ 5 QUESTIONS ADDRESS ALL TOP PLAN PRIORITIES INCLUDING THE PERKINS COVE HARBOR MANAGEMENT PLAN

MR PRIORITY 1

Plan Strategy: Continue to work with the Army Corps of Engineers, Harbormaster, and Harbor Committee to establish the timeline and cost for surveying and dredging of the Josias River at Perkins Cove.

GENERAL GOVERNMENT

Q4

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The completion of the Perkins Cove dredge is a significant milestone for Ogunquit — restoring navigability, supporting the working waterfront, and delivering on a long-standing commitment to the Cove community. The dredge was completed on time and has already paid dividends beyond the immediate operational benefit. The relationships and institutional connections built through the dredge process are actively helping keep the Perkins Cove Bridge project moving despite the on-again, off-again nature of federal government funding and the NEPA review process.

The FY2027 Harbormaster budget supports the ongoing operational needs of Perkins Cove following the dredge, and the Town is well positioned to maintain that investment as the harbor continues to serve residents, fishermen, and visitors.

MR PRIORITY 2

Plan Strategy: Participate and continue to work with the Ogunquit River Watershed Restoration Project to develop plans and interventions to protect coastal water quality. Report recommendations to Select Board.

BOARDS & COMMITTEES (CONCOM)

Q2

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Conservation Commission, in coordination with the Shellfish Committee, Planning Board, and Land Use office, has been actively working to update Ogunquit's ordinances in alignment with the Comprehensive Plan. This regulatory work is not happening in isolation — it is directly informed by the vulnerability assessment, the bridge technical survey, and the inundation data that now gives the Town a clear picture of what sea level rise means for specific locations and uses.

Updated ordinances that reflect current climate science and the Plan's strategies will inform new projects, guide development decisions, and provide the legal foundation for enforcement. This is patient, unglamorous work that will pay long-term dividends — and it is being done collaboratively across multiple boards and departments.

The Natural Resources Coordinator position, if funded, would strengthen this work meaningfully — both by providing staff capacity to support the regulatory update process and by bolstering the enforcement arm in the codes office for ordinance violations related to coastal and natural resource protections. The Harbormaster also plays an active role in enforcement in and around the Cove. Having a coordinator who connects all of these threads — ConCom, codes, Harbormaster, Planning Board — would make the regulatory framework the Town is building significantly more effective.

MR PRIORITY 3

Plan Strategy: Monitor the health of the clam flats and bacteria levels in collaboration with the Department of Marine Resources and Town Shellfish Commission. Make Town and public aware of high bacterial levels and need to close clam flats if necessary.

BOARDS & COMMITTEES (SHELLFISH)

Q11

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Shellfish Committee plays a critical role in monitoring and protecting Ogunquit's shellfish resources — a responsibility that connects directly to



water quality, land use, and the broader marine resource protection framework the Comprehensive Plan calls for. The Committee has been actively engaged in the ordinance update work underway across ConCom, Planning Board, and Land Use, helping ensure that shellfish resource protections are reflected in the Town's regulatory structure.

Shellfish population health is an indicator species for the overall health of the estuary and coastal water system. The bacterial pollution work underway through the Water Resources chapter — DNA testing, FB Environmental filter analysis, Maine Healthy Beaches monitoring — directly affects shellfish habitat. The Natural Resources Coordinator position would connect these threads, providing the staff capacity to coordinate water quality, shellfish protection, and regulatory enforcement into a coherent program rather than parallel efforts running in isolation.

MR PRIORITY 4 **Plan Strategy:** *Implement local harbor management plan including replacing the Perkins Cove Bridge (making it ADA compliant) and repairs to the Harbormaster house.*

GENERAL GOVERNMENT **Q5**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Perkins Cove Bridge replacement is one of the most consequential infrastructure projects in Ogunquit's near-term future — and the planning behind it reflects exactly the kind of integrated, science-informed approach the Comprehensive Plan calls for.

The recently completed dredge of Perkins Cove built the relationships and institutional connections that are helping keep the bridge project moving despite the on-again, off-again nature of federal government funding and the NEPA review process. A technical survey of water levels has been conducted and layered with the SMPDC climate vulnerability assessment — providing inundation levels, flood projections, and sea level rise data that will fully inform the new bridge design. When the design is presented, it will be grounded in the best available science about what this site will look like over the life of the structure.

The bridge will be ADA compliant, improving access to Perkins Cove for all residents and visitors. The Ogunquit Sewer District is partnering on the project, using the bridge replacement as an opportunity to move sewer infrastructure out of sea level risk zones and to incorporate a generator that will keep critical systems operational during storm events. This is exactly the kind of multi-benefit, multi-partner infrastructure investment the Plan envisions. The project is progressing through the federal NEPA process and is expected to move forward in FY27-28.

MR STRATEGY — BEACH/DUNE PROTECTION **Plan Strategy:** *Prohibit power boats from landing/mooring on the beach or dunes.*

HARBORMASTER **Q2**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Compliance with regulations governing boats on the beach, dune protections, and coastal resource management in and around Perkins Cove is a shared responsibility that currently falls primarily on the Harbormaster and the codes office — each operating within their own lanes without a dedicated staff resource to connect them.

The dune project adds another layer to this picture. The nature-based solutions grant funding gabion basket installation and invasive species removal at Main Beach, combined with the Town's Beach Resilience Reserve, represents a significant investment in the dune system that requires active management and enforcement to protect. Boats on the beach, unauthorized access to dune areas, and shoreland zone violations all threaten that investment.

The Natural Resources Coordinator position would serve as the connective tissue between the Harbormaster's on-the-water enforcement, the codes office's ordinance authority, and ConCom's regulatory oversight — making the compliance framework the Town is building through its ordinance update work genuinely enforceable. Compliance is only as effective as the staff capacity behind it. The FY2027 budget asks the committee to fund that capacity.





8
QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Recreation & Arts

"Encourage and support recreational activities that are safe, accessible and draw wide participation from all age groups and abilities, and that reflect the people and charm of Ogunquit."

★ 8 QUESTIONS — THE LARGEST COUNT ALONGSIDE NATURAL RESOURCES — SPANNING ALL 5 PLAN PRIORITIES

RA PRIORITY 1

Plan Strategy: Analyze and make recommendations on costs/benefits of adding a Recreation Director to coordinate, enhance and expand activities for residents and visitors.

GENERAL GOVERNMENT

Q9

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

A Recreation Director was previously requested in the Town budget and was not funded — making it, like the Natural Resources Coordinator, an unfunded community priority. In response to that outcome and given the ongoing Dunaway Center renovation, management made the decision to move forward without the position for now and revisit the conversation when the renovation is complete.

The Town has already been making the facility investment that would make this role meaningful. When the Dunaway Center renovation is complete, it will significantly expand the Town's capacity for community programming — and that moment is the natural time to re-examine what coordination and programming support the community wants to invest in. If the community chooses to make a Recreation Director a priority at that point, a future Director could also serve as a committee liaison for recreation and arts purposes, providing cross-support to the Parks & Recreation Committee, the Museum Committee, and other boards — streamlining the coordination that currently falls to volunteers and General Government staff.

RA PRIORITY 2

Plan Strategy: Analyze and make recommendations for improving accessibility to the beaches and water for people with disabilities.

GENERAL GOVERNMENT

Q18

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

ADA beach accessibility improvements require assessment, planning, and coordination across multiple departments and agencies. No dedicated funding plan currently exists for this work, but the Natural Resources Coordinator position, if funded, would be well positioned to serve as the connective tissue for recreational resource items like this — particularly given the intersection of accessibility improvements with dune system protection, shoreland regulations, and the nature-based solutions work already underway at Main Beach. Improving access for people with disabilities and protecting the natural systems that make the beach what it is are not competing goals — they require the same integrated, staff-led approach.

RA PRIORITY 2

Plan Strategy: Analyze and make recommendations for improving accessibility to the beaches and water for people with disabilities.

GENERAL GOVERNMENT

Q19

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

ADA beach accessibility is a priority that spans multiple departments but currently has no dedicated funding plan. The Natural Resources Coordinator position, if funded, would bring the staff capacity needed to coordinate the intersection of accessibility, shoreland protection, and dune resilience work — ensuring that improvements are designed in concert with the natural systems they adjoin rather than in spite of them.

RA PRIORITY 2

Plan Strategy: Analyze and make recommendations for improving accessibility to the beaches and water for people with disabilities.



GENERAL GOVERNMENT Q20

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The FY2027 budget reflects the Town's commitment to making Ogunquit's beaches and recreational amenities welcoming to all residents and visitors, though no dedicated funding plan currently exists for ADA beach access improvements. The Natural Resources Coordinator, if funded, would provide the environmental and regulatory coordination layer that connects accessibility planning with shoreland zone requirements, dune protection obligations, and the active nature-based solutions work at Main Beach — serving as the glue for these interconnected recreational resource priorities.

RA PRIORITY 2 *Plan Strategy: Analyze and make recommendations for improving accessibility to the beaches and water for people with disabilities.*

PUBLIC WORKS Q19

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

ADA beach access improvements are a community priority without a dedicated funding plan at this time. The Natural Resources Coordinator position, if funded, would be the natural staff lead for coordinating the assessment and planning needed to move this work forward — connecting accessibility goals with environmental requirements and the active dune and shoreline work already underway.

RA PRIORITY 3 *Plan Strategy: Analyze and make recommendations for repair of fencing along river and for improving Footbridge parking lot, boat ramp and walkway.*

PUBLIC WORKS Q20

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Assessment and improvement of fencing along the river, the Footbridge parking lot, boat ramp, and walkway has taken on new significance in the context of the dune project and the Town's newly established Beach Resilience Reserve. The riverside area is directly connected to the dune system and any assessment or construction work there must be carefully coordinated around federal and state wildlife protections — piping plover nesting locks the Town out of work on the riverside beginning March 15th under federal rules, and April 1st with spotters under state rules.

The Natural Resources Coordinator position would be the right person to lead a comprehensive river and riverside study — assessing fencing needs, dune crossovers, and shoreline conditions in a way that is fully coordinated with the plover protection calendar, the Beach Resilience Reserve priorities, and the nature-based solutions grant already active at Main Beach. Any construction work that results would be overseen by contractors and engineers in conjunction with the Land Use Officer, as is standard for projects of this nature.

RA PRIORITY 4 *Plan Strategy: Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property.*

BOARDS & COMMITTEES (PARKS & REC) Q10

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Educational materials about the benefits and legal protections for landowners who allow public recreational access on their property are an important and relatively low-cost strategy. The printing and distribution costs are minimal — the real investment is staff capacity to develop the materials, coordinate with the Parks & Recreation Committee and other boards, and ensure distribution reaches the right landowners.

The Natural Resources Coordinator position, if funded, could take on this coordination role alongside the Committees. Parks & Rec and other volunteer boards can support and distribute materials, but sustained outreach programs need a staff anchor. This is another example of work the community has prioritized that is currently limited not by budget for materials but by the staff capacity to carry it forward.



RA PRIORITY 5

Plan Strategy: *Research and make recommendations on the feasibility of creating an Ogunquit Historical/Marginal Way Walking Tour, including self-guided support.*

BOARDS & COMMITTEES (MARGINAL WAY)

Q8

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

A self-guided Ogunquit Historical Walking Tour is a natural extension of the interpretive and educational work already underway in Town. The Heritage Museum, run by the Town, has developed a walking tour that helps fund the Hearth replacement project they are working toward — a model for how a well-designed tour can serve both educational and community benefit purposes.

As the Town looks ahead to a potential Recreation Director following the Dunaway renovation, that position could serve as a natural committee liaison for recreation and arts efforts — including walking tour initiatives — providing the cross-departmental support and coordination that would help bring projects like this from concept to implementation.



5

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Public Facilities & Services

"Preserve and maintain public buildings, facilities, equipment, and programs; plan, finance and develop an efficient system of public facilities and services to accommodate anticipated growth."

★ 5 QUESTIONS ADDRESS THE PLAN'S IMPLEMENTATION PRIORITIES FOR PUBLIC FACILITIES

PF PRIORITY 1 Plan Strategy: Implement the municipal campus project and complete funding.

GENERAL GOVERNMENT Q7

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Municipal Campus Project is a story worth telling plainly: the community approved an \$11.935M bond in June 2023, and management has delivered on that commitment without overages, without delays, and on budget.

The new Police Department and Town Hall opened on December 1st — on time and on budget. For the first time, Ogunquit's public safety and municipal operations are housed in a modern, accessible, properly equipped facility. The building honors the legacy of the Ogunquit Village School through preserved architectural elements incorporated into the new campus, and the grand lobby will feature rotating local artists and historic displays.

The Dunaway Center renovation is already underway and on track for completion this summer. The bond was never designed to fully renovate the Dunaway — it was designed to deliver three components, and costs increase with every day a project is delayed. Private fundraising was always part of the campus plan — though not designated for any one specific component, and the community delivered in extraordinary fashion — over \$3 million in charitable contributions that allowed the Town to honor the promise of all three components. We are deeply grateful for that generosity and the confidence it reflects in this project and in Ogunquit's future.

The financial stewardship behind this project goes further still. The Town paid the first debt service using interest earned on the bond proceeds — essentially at no additional cost to taxpayers. By going to the public bond market rather than the bond bank, the Town secured a lower rate, generating additional savings. The total bond authority has been held at exactly \$11.935M throughout.

The playground and basketball court are on schedule. When the Dunaway opens this summer it will anchor the community-facing side of the campus — delivering the full vision voters approved. This project is a genuine win for Ogunquit.

The FY2027 Facilities budget reflects the real operating costs of this new campus. The FY26 Facilities budget did not pass, leaving the building's first operating year without adequate funding for utilities, custodial services, and other essential operational needs. The FY2027 budget corrects that — including utilities that were absent from the prior ask, a custodial position to properly maintain a building of this size, and trash hauling capacity that current staff cannot manage on top of their existing responsibilities. Trash hauling is a community priority that has been raised consistently; the new campus makes addressing it both more urgent and more feasible with the right staffing in place.

PF PRIORITY 3 Plan Strategy: Review adequacy of facilities (e.g., Fire, Public Works) and possible expansion plan to service the needs of the community.

FIRE/RESCUE Q26

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The new municipal campus brought a modern Police Station and Town Hall to the heart of Ogunquit — but the Fire Station is a separate building next door, and it has its own facility needs that are distinct from the campus project. As staffing changes create new space and infrastructure demands, the fire station will need upgrades to keep pace.

The FY2027 budget does ask for additional Fire/Rescue staffing — an investment in the department's capacity to serve a coastal community with significant seasonal population swings. That staffing investment is the right first step. On the facility side, the Fire Association — a separate entity from the Town — has expressed readiness to partner with the Town to determine how best to address building upgrades in future years. That partnership approach mirrors what made the campus successful and represents a responsible path forward for fire station improvements without placing the full burden on the operating budget.



Providing our firefighters and officers with a workplace that reflects the importance of their responsibilities is not a luxury — it is a commitment to community safety and to the recruitment and retention that every small department struggles with nationally.

PF / FISCAL CAPACITY PRIORITY 3

Plan Strategy: *Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital improvements to increase cost savings and efficiencies.*

GENERAL GOVERNMENT **Q17**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Effective regional coordination for a small coastal community like Ogunquit does not happen in isolation. The Southern Maine Planning and Development Commission — SMPDC — is the conduit through which Ogunquit connects to the regional planning network, neighboring communities, state agencies, and the broader infrastructure of expertise that makes coordinated progress possible on transportation, land use, climate resilience, and public facilities planning.

When the Land Use budget failed last year, Ogunquit lost that membership and that connection. The Town is now operating without the regional coordination infrastructure that supports this kind of work.

Reinstating SMPDC membership restores that conduit. It is not a complicated ask — it is the most direct path to the regional coordination that the Comprehensive Plan envisions and that Ogunquit's scale and complexity require.

PF PRIORITY 5

Plan Strategy: *Explore grant and other funding opportunities to assist capital investments.*

GENERAL GOVERNMENT **Q8**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Ogunquit has demonstrated that creative capital funding — grants, partnerships, and favorable financing — can deliver major investments without overburdening taxpayers. The solar installation on the new campus, the bridge earmarks, the campus bond savings, and the \$3M+ in private Dunaway donations are all examples of that approach working. The Finance and ATM office has been the engine behind much of it.

But natural resources grant administration has consumed a disproportionate share of that capacity. The climate vulnerability assessment, the watershed plan, the nature-based solutions grant, the solar grant — each of these required significant Finance office time to pursue and administer. That is time the Finance office has not been able to spend on the broader universe of grant opportunities available to a community like Ogunquit.

Funding the Natural Resources Coordinator position changes that equation directly. The coordinator takes ownership of natural resources grant pursuit and administration — freeing the Finance office to pursue other categories of grants it has been effectively locked out of. The coordinator is not just a program position; it is a capacity investment that multiplies the Town's entire grant operation.

The Fire Association partnership for future fire station upgrades is another emerging model — a public-private approach that mirrors what made the campus successful. The campus itself, the bridge funding, the SMPDC partnership, the Fire Association model, and the coordinator position are all pieces of the same capital funding strategy: Ogunquit leveraging every available tool to deliver on its commitments without over-relying on the tax base.

TRANSPORTATION PRIORITY 5

Plan Strategy: *Add signs on Route 1 to provide information about the availability of parking spaces in beach lots.*

HARBORMASTER **Q1**

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Perkins Cove is one of Ogunquit's most beloved and most economically significant destinations — and one of its most climate-vulnerable. The SMPDC-supported climate vulnerability assessment identified Perkins Cove Road and the harbor area as among the locations most at risk from



sea level rise and storm surge, documenting the potential long-term threat to parking revenues that anchor a significant portion of the municipal budget.

The Harbormaster's FY2027 budget supports the operational needs of the Cove. Looking ahead, the Natural Resources Coordinator position, if funded, would connect the vulnerability assessment findings to practical parking and access planning — ensuring Ogunquit is thinking proactively about the Cove's future rather than reacting to each storm event.

The Perkins Cove Bridge replacement will require a traffic study as part of its design and permitting process. Combined with the Village Partnership Initiative plan the Town just received, these two efforts together create a meaningful foundation for moving toward broader wayfinding and access improvements in and around the Cove — a goal the FY2027 budget sets the stage for even as the full funding and implementation plan remains a future project.



4

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Historical & Archaeological Resources

"Protect, preserve, and inventory the historic structures, sites, significant archaeological resources and character in Ogunquit and ensure changes are carried out to minimize adverse impacts."

★ 4 QUESTIONS ADDRESS THE PLAN'S TOP STRATEGIES FOR HISTORIC PRESERVATION

HA PRIORITY 1

Plan Strategy: Complete a historic resources inventory survey to add to the Town Ordinance (Designated Historic Sites, Landmarks, and Structures) for future protection, including those outside the district requiring design review.

BOARDS & COMMITTEES (OHPC)

Q9

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Ogunquit Heritage Preservation Commission (OHPC) is the Plan-designated responsible party for Priority 1 in this chapter. The FY2027 budget supports OHPC's capacity to lead or commission the historic resources inventory survey. This inventory is foundational — it identifies what needs protection before other preservation strategies can be implemented.

HA PRIORITY 4

Plan Strategy: Preserve and protect the Marginal Way coastline, with its unique geological features and its historic role in Native American life.

BOARDS & COMMITTEES (MARGINAL WAY)

Q7

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Marginal Way Committee is the Plan-designated responsible party for this strategy. The FY2027 budget supports the Committee's preservation and maintenance activities along the 1.25-mile coastal path. The Marginal Way is both a historic and natural resource — its protection connects the Historical Resources, Natural Resources, and Marine Resources chapters of the Plan.

HA PRIORITY 4

Plan Strategy: Preserve and protect the Marginal Way coastline, with its unique geological features and its historic role in Native American life.

BOARDS & COMMITTEES (MARGINAL WAY)

Q7

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Marginal Way Preservation Fund — a public/private partnership cited in the Plan as a model — supports ongoing maintenance and restoration. The FY2027 budget supports the Marginal Way Committee's coordination with this fund and with the Town's broader coastal resilience planning.

HA PRIORITY 1 & 5

Plan Strategy: Complete a historic resources inventory survey; analyze and make recommendations enhancing OHPC authority including the creation of historic preservation districts.

BOARDS & COMMITTEES (OHPC)

Q9

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

OHPC's FY2027 budget request reflects both Priority 1 (historic inventory) and Priority 5 (analyzing OHPC authority enhancement). The Select Board is the responsible party for OHPC authority decisions, but OHPC leads the analysis and recommendation process.



2

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Transportation

"Make it safer and easier to move to, from and around Ogunquit for everyone, irrespective of their mode of travel."

★ 2 QUESTIONS ADDRESS TRANSPORTATION SAFETY PRIORITIES — TRAFFIC WAS THE #1 COMMUNITY CONCERN IN 2003 AND REMAINS A TOP ISSUE

TRANSPORTATION PRIORITY 5 Plan Strategy: Add signs on Route 1 to provide information about the availability of parking spaces in beach lots.

VISITOR SERVICES Q1

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Ogunquit's parking management is one of the most complex operational challenges the Town faces — managing tens of thousands of visitors across a constrained coastal geography with limited supply, high seasonal demand, and growing pressure from both climate vulnerability and visitor volume. Visitor Services leads this work and the FY2027 budget supports that capacity.

Several efforts underway are creating real opportunities to expand and insulate that revenue picture. The climate vulnerability assessment identified Main Beach and Perkins Cove parking as among the Town's most at-risk assets, and work with Visitor Services to expand parking revenue into other in-town areas is part of the long-range response to that risk. The Perkins Cove Bridge traffic study will provide critical data on harbor area access and flow. The recently completed Visitor and Pedestrian Infrastructure study adds another layer of understanding about how people move through Town and where gaps exist.

The new Assessor is re-addressing properties across Town for safety and uniformity — a foundational layer that connects directly to any future wayfinding and signage effort. Each of these pieces — the vulnerability assessment, the traffic study, the VPI, the addressing work — points toward a broader opportunity for a coordinated town-wide signage, branding, and marketing effort that would improve ease of use for visitors and residents alike.

That effort does not have full funding in FY27. What it has is the building blocks. Each department has identified its own gaps and is working to close them in isolation — Visitor Services on parking and wayfinding, Public Works on sightlines and engineering, the Assessor on addressing, the Bike and Pedestrian Committee on infrastructure. A future coordinated effort that brings all of those threads together into a cohesive branding and signage program would be significantly more effective than the sum of its parts. The FY2027 budget advances the individual pieces; the comprehensive effort is the next horizon.

TRANSPORTATION PRIORITY 4 Plan Strategy: Identify and remedy potential accident locations including improving visibility where sightlines are poor.

PUBLIC WORKS Q21

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

Sightline improvements, signage, and safe pedestrian infrastructure along Ogunquit's roads and pathways require both engineering capacity and coordinated planning. The FY2027 budget includes expansion of the engineering budget to support some of this work — items identified as priorities that can move forward this year.

The Village Partnership Initiative plan the Town just received provides a broader framework for some of these improvements, identifying opportunities for streetscape, circulation, and pedestrian experience enhancements that align with what Public Works has been working toward. Some of what the VPI plan identifies is reflected in the FY2027 budget; other items will require additional funding in future years.

The Bike and Pedestrian Committee has also identified specific infrastructure improvements and presented them to the Select Board. Those recommendations represent community-informed priorities that could benefit from dedicated funding as the Town develops a more comprehensive approach. The FY2027 budget takes meaningful steps — but the full picture of sightline, signage, and pedestrian infrastructure improvements that Ogunquit needs will require continued investment and the kind of coordinated, cross-departmental effort that turns individual department priorities into a coherent town-wide program.





4

QUESTIONS

COMPREHENSIVE PLAN CHAPTER

Information & Technology

"Identify and make recommendations to use technology to enhance resident and visitor experiences; improve Wi-Fi and internet connectivity in Town facilities and for residents."

★ 6 QUESTIONS — ALL FROM INFORMATION SERVICES — ADDRESS PUBLIC FACILITIES CHAPTER TECHNOLOGY STRATEGIES

PF STRATEGY — TECHNOLOGY

Plan Strategy: Improve Wi-Fi in Town facilities.

INFORMATION SERVICES

Q2

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Municipal Campus project significantly upgraded Ogunquit's physical IT infrastructure — providing the modern fiber backbone, networking, and systems integration that the new Police Station and Town Hall required. That investment is already paying dividends beyond the campus itself. The FY2026/27 budget brings the Dunaway Center and the Fire Department onto the same fiber network, extending the campus infrastructure investment to all key municipal buildings at a nominal incremental cost included in the FY2027 budget.

Wi-Fi improvements in Town facilities benefit directly from this expanded fiber network. The physical infrastructure that previously limited connectivity options is being replaced with a modern, scalable foundation. The FY2027 budget supports continued Wi-Fi upgrades across municipal facilities as the fiber foundation is extended.

PF STRATEGY — TECHNOLOGY

Plan Strategy: Analyze and make recommendations on improving internet connections for Town residents.

INFORMATION SERVICES

Q3

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Town has recently updated its website to improve access and usability for residents and visitors, and another rebuild is on the horizon that will further improve the experience — making it easier for the community to find information, access services, and engage with Town government year-round and from anywhere.

The Town has also received a presentation on installing Wi-Fi access points on Town-owned LED streetlights — a concept that could meaningfully expand public connectivity across Town. That project has not yet been pursued due to staff capacity constraints, but if other priorities are completed and the community identifies this as a goal, the groundwork is there to move forward.

PF STRATEGY — TECHNOLOGY

Plan Strategy: Analyze and make recommendations on improving Dunaway Center audio/visual systems.

INFORMATION SERVICES

Q4

BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The Dunaway Center renovation currently underway will include a comprehensive A/V upgrade that delivers a full meeting streaming experience for public meetings. This is not a future aspiration — it is part of the active renovation. When the Dunaway opens this summer, it will be equipped to host large public meetings with the kind of professional streaming and audio-visual capability that modern civic participation requires. Select Board meetings, public hearings, and community events will all benefit.

This timing is ideal. The Dunaway is simultaneously being brought onto the Town's fiber network as part of the campus infrastructure expansion — meaning the A/V systems will be integrated with Town-wide IT infrastructure from day one. The campus project set the stage; the Dunaway renovation completes the picture for a fully connected, fully capable municipal campus.



BRC QUESTION

Please explain how your budget request relates to and accomplishes (or is an incremental step toward) the fulfillment of this Comprehensive Plan strategy.

RESPONSE

The FY2027 Information Services budget reflects meaningful progress on the public-facing technology improvements the Comprehensive Plan calls for. Three areas stand out.

The Town's website has been updated to improve usability and access for residents and visitors, with another rebuild on the horizon that will further improve the experience — making it easier for the community to find information, access services, and engage with Town government from anywhere, at any time.

The consolidation of the managed IT services contract for the Police Department with the rest of the Town has generated real savings while simplifying IT response and improving interconnection across all departments and locations. What was once a fragmented, duplicative arrangement is now a unified system that serves the whole organization more efficiently.

Public-facing technology — online forms, digital permitting, and resident and visitor service tools — continues to expand. These improvements reduce friction for the public and free staff from manual processing, making Town services more accessible and more efficient at the same time. The FY2027 budget supports continued progress in each of these areas.



25

ADDITIONAL BUDGET QUESTIONS

Resource Allocation, Capital Planning & Service Capacity

These questions address the level of resources requested, capital investment decisions, service demand data, cost variances, and revenue — all matters a budget vote directly influences. Full responses are provided below.

POLICE DEPARTMENT

Q2

Since new front line cruisers are purchased most years, what is the cost/benefit of financing them with bond proceeds vs. using the Undesignated Fund?

Bonding spreads cost over time but adds interest; using the Undesignated Fund avoids interest but draws down reserves. Financing choices were discussed in the context of debt-service and tax-rate impact. The department and Select Board will evaluate the preferred approach at the time of purchase following the June vote.

Q6

How much overtime will be reduced by adding 1 more officer?

Overtime pressure stems primarily from leave coverage and training academy absences. Adding one officer is expected to provide partial relief, but overtime cannot be eliminated entirely given scheduling minimums and unplanned absences. A meaningful reduction requires reaching full authorized staffing levels.

Q9

In this Budget how many vehicles are you asking for? Front line? Administrative?

The FY2027 budget includes a request for four vehicles: one SRO patrol vehicle and three administrative vehicles (Deputy Chief, Detective, and Prosecutor/Code). No additional front-line cruisers are included in this budget cycle.

Q12

What is the timing of the purchases of three administrative cruisers?

Orders are placed following the June budget vote. Based on current lead times, delivery is typically expected November through December of the same calendar year. Purchases are made through state contract pricing.

VISITOR SERVICES

Q5

How much income is generated by resident and employee parking passes?

FY25 Property Owner / Resident Passes: \$35,720 | FY25 Employee Passes: \$74,400

Q6

How automated is this process? Could it be further automated? If so, what would be the cost and what would be the labor savings?

The process is already substantially automated through plate-based workflows, app channels, and centralized permit administration. Further automation is possible but labor remains necessary for exception handling, appeals, and in-person visitor assistance during peak season. A cost/benefit analysis of additional automation is part of the department's ongoing technology review.

Q10

FY'25 Actual operating expenses were \$48,254. FY'27 Budget is projected at \$115,300. Why the \$67,000 increase (140%)?

The major cost drivers are CSO staffing scale-up, competitive seasonal pay adjustments, uniforms and equipment standardization, and operating supply increases. The FY25 actual reflects a reduced-service year; FY27 reflects a fully staffed, fully equipped seasonal operation. A detailed narrative is provided in the Visitor Services budget section.

Q17

How much has been spent YTD in FY'26 on Building Maintenance?

\$0 as of the date of this response — lot striping and maintenance is scheduled for spring. Anticipated costs include approximately \$20,000 for lot striping plus



additional items to be confirmed upon spring assessment.

Q19

Why is there a \$13,500 need for Meter Repair/Maintenance in FY'27 if all meters will be replaced before the start of the 2026 summer season?

The line is maintained for consumables and replacement parts that accompany any meter system — including card readers, solar components, and peripheral hardware. Even new equipment requires an ongoing maintenance allowance. The amount reflects a conservative budget for the new fleet.

Q21

If the ParkMobile app is eliminated and an estimated \$40,000 in fees are saved, is there an increase in other app usage and related fees?

Yes — when one payment channel is removed, users typically shift to remaining channels. Net savings depend on the fee structures of the remaining platforms. The department estimates partial but meaningful savings if ParkMobile is eliminated and usage migrates to lower-fee alternatives.

FIRE / RESCUE DEPARTMENT

Q1

Explain 4 positions: how does that work? Total amount for 2027 Budget?

The Fire Chief is requesting 4 new firefighter/EMT positions to address minimum staffing gaps and reduce reliance on overtime. The total budget impact is approximately \$552,000 plus startup payroll costs. The positions would allow the department to meet contractual staffing minimums without chronic overtime backfill.

Q2

Calls per day In Season / Calls per day Off Season?

Response pending — call volume data by season to be provided in the department's supplemental budget materials.

Q3

Number of times we used other Town Fire Departments for fires in the last three years — 2023, 2024, 2025.

The Ogunquit Fire Department operates within a regional mutual aid system and utilizes assistance from surrounding communities at every working fire as a standard safety practice, not as an indicator of inadequate staffing. Mutual aid is reciprocal — Ogunquit provides and receives aid. Specific incident counts by year are available in the department's annual reports.

Q4

Number of fires in last three years that required the Pumper — 2023, 2024, 2025.

The pumper (engine) is deployed at every structural fire response — it is not selectively used. All working structure fires require the engine. Incident counts by year are available in the department's annual reports and supplemental budget materials.

Q5

If the Town approves the Quint, what budget year will reflect that cost? Bonded for how many years?

The cost will appear in the budget year of delivery. Bonding term and structure is a Select Board and community decision made at the time of purchase. The CIP includes the Quint as a capital priority; financing options will be presented to voters as part of the warrant article process.

Q6

Prioritize your CIPs — Needs vs. Wants.

All items in the Fire Department's Capital Improvement Plan represent operational necessities required to meet current response standards. The Quint replacement addresses an aging apparatus fleet that has exceeded service life. The department does not include discretionary or aspirational items in its CIP submission.

Q9

How much money can you recoup if you sell the Ladder and Pump trucks?

Used fire engines (pumpers) are generally available in the \$20,000–\$60,000 range nationally; used aerial ladders vary more widely based on age and condition. Estimated combined resale value is in the range of \$40,000–\$120,000, though actual proceeds depend on condition assessments and market timing at the time of sale.

Q10

How much overtime money can be reduced if you add 1–4 people?



Overtime is primarily driven by employees taking scheduled or unscheduled leave requiring shifts to be backfilled to maintain contractual minimums. Adding 1–4 positions reduces but does not eliminate overtime exposure. The greatest impact comes from positions 3 and 4, which allow for full scheduling redundancy.

Q13

Breakdown the \$552,000 request for 4 new firefighters between base pay, overtime, FICA, health insurance, etc.

The \$552,000 represents the projected total compensation package including base salary, mandatory benefits (FICA, MPERS retirement), and health insurance. This is a planning-level estimate; final figures will be confirmed upon hiring and are subject to contract terms. A detailed breakdown by compensation component is available in the Fire Department supplemental budget materials.

Q14

Breakdown the \$16,800 increase in Dispatch Services costs between contractual increases and increased services/equipment.

The Town contracts with the Town of Wells for regional emergency dispatch under a multi-year agreement with annual cost-of-living escalators. The \$16,800 increase reflects the contractual CPI adjustment for FY2027. There are no new service additions or equipment costs in this increase.

Q18

What caused Minor Equipment actuals for FY'25 (\$60,748) to be twice the FY'25 budget (\$30,000)?

Within a line-item budget, savings in one account are sometimes applied to address urgent needs in another. In FY25, operational needs required additional minor equipment expenditures exceeding the budgeted amount. This type of internal reallocation is a normal part of departmental budget management and is reflected in year-end actuals.

Q23

What is the approximate resale value of the two trucks that will be replaced by the Quint?

See Q9 above. Estimated combined resale value is in the \$40,000–\$120,000 range, subject to condition assessments closer to the time of sale.

Q24

Once the two trucks are sold, how will the proceeds be accounted for / used?

The Town Manager's recommendation is to place proceeds into a Fire Truck Reserve account to offset future apparatus costs. The Select Board and voters will make the final determination on use of proceeds as part of the warrant process.

Q25

How many new positions are included in the Fire Department's FY27 Budget?

The Fire Chief is requesting 4 new positions in the FY2027 budget.

LAND USE / ASSESSING DEPARTMENT

Q16

What was the cost of the last full revaluation?

The last full revaluation (a complete "measure and list" of each property) was completed in 2017 at a cost of \$176,900. The Town is currently on a cyclical update schedule; a new full revaluation timeline will be determined in consultation with the Assessor and the Select Board.



98

QUESTIONS

Operational & Premise Questions — Thematic Responses

FY 2026–27 Budget Process · Town of Ogunquit · Response by Theme

61 OPERATIONAL QUESTIONS + 37 PREMISE CLARIFICATION QUESTIONS · 6 THEMES

98 of the 170 questions received ask about how the Town operates — not what the budget funds. These are organized into six themes below. Each theme gets a narrative that addresses both how management approaches the work and, where questions rest on inaccurate assumptions, what is actually true.

A budget vote sets the level of resources available. It does not direct how those resources are managed, how staff are deployed, or how contracts are administered. Those decisions belong to the Town Manager, under Select Board oversight. **If operations are the concern, the Select Board is the lever — not the budget vote.**

TWO CATEGORIES, ONE HONEST ANSWER

CATEGORY A

Operational Questions

These questions ask about how services are delivered, how staff are deployed, how decisions are made day-to-day, and how the organization is managed. These are legitimate areas of interest — but they are governed by the Town Manager under policy direction from the Select Board, not determined by a budget vote.

61 questions across 6 themes

CATEGORY B

Premise Clarification Questions

These questions contain assumptions or premises that require clarification before a meaningful response can be provided. Answering without first addressing the underlying premise would risk reinforcing inaccurate understandings of how municipal budgeting and governance work.

37 questions across 6 themes

QUESTIONS BY THEME

THEME	OPERATIONAL	PREMISE	TOTAL	OP. PREMISE
1 Compensation & Benefits Philosophy	21	6	27	<div style="width: 78%;"></div>
2 Staffing Levels & Public Safety Capacity	17	3	20	<div style="width: 85%;"></div>
3 Technology, Enforcement & Seasonal Operations	4	1	5	<div style="width: 80%;"></div>
4 Facilities & Infrastructure Management	4	8	12	<div style="width: 33%;"></div>
5 Environmental Stewardship & Land Use	1	1	2	<div style="width: 50%;"></div>
6 Governance, Authority & Decision-Making	14	18	32	<div style="width: 44%;"></div>
TOTAL	61	37	98	

HOW THESE RESPONSES ARE STRUCTURED

Organizing a question as operational or premise clarification is not a way of avoiding it. Operational management is inherently dynamic — responses that commit to specific actions risk becoming inaccurate as conditions change. These narratives share how decisions are made and what factors are considered, rather than describing actions that may need to adapt. Every question is accounted for.



FOR OPERATIONAL QUESTIONS

How We Manage This

Each narrative explains the management approach, the decision-making authority, the tradeoffs involved, and how the FY2027 budget supports the work. Where questions reflect genuine community concern, that concern is acknowledged directly.

FOR PREMISE CLARIFICATION

What the Question Assumes

Each narrative identifies the assumption embedded in the question and explains what is actually true — providing the accurate context needed to evaluate the budget request fairly.

All 98 questions are accounted for across the six themes that follow. The 72 direct budget questions are answered separately in the Budget Questions section.



T1
 THEME

Compensation & Benefits Philosophy

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

21 OPERATIONAL QUESTIONS · 6 PREMISE CLARIFICATION QUESTIONS · 27 TOTAL

More questions in this cycle touch compensation than any other single topic — 27 across six departments. They are also among the most technically complex, because wages and benefits in municipal government are shaped by contracts, enrollment timing, plan elections, failed prior budgets, and labor market conditions — not by budget line-item votes. The internal budget presentation videos address many of these questions directly, including detailed Finance and payroll explanations in the General Government session that walk through the specific mechanics behind the numbers. This narrative provides the governing context.

SUBTOPIC RESPONSES

Compensation Philosophy & Market Positioning GG Q24 · Q25 · PD Q14 · PW Q8 · Q9

The Town Manager's philosophy is to target compensation at approximately the 75th percentile of comparable municipalities — a standard the Select Board has adopted in the collective bargaining agreements as well. This is not an accident, and it does not fluctuate with a budget vote. Ogunquit operates a \$15M+ organization with extreme seasonal complexity and serves a community that demands professional, stable management. Competing at the upper range of the market is how the Town retains staff it has invested in training and keeps institutional knowledge from walking out the door.

FY27 is the first year in which three newly ratified collective bargaining agreements take effect simultaneously. Wages across the region have increased significantly — surrounding municipalities, school districts, and the private sector have all moved, and the Town's contracts reflect that reality. The COLA basis used is CPI-U measured over the 12 months ending the prior November. This year's projection is 3% for the Police union and non-union staff. The three other unions have contract minimums of 4% — meaning the entire pay scale steps up by at least that amount, and union employees who also cross a step receive more than that.

Budget-to-budget wage comparisons should be read with this in mind: the question is not whether wages went up, but whether the increase is consistent with ratified contracts and Select Board policy. In every case it is.

The MMA Salary Survey — Reading the Data Correctly GG Q24 · Q25

PREMISE CLARIFICATION — GG Q24 & Q25

"Why are the Town Manager's and ATM/Treasurer's salaries above Cost of Living when MMA data shows them ranked #8 and #5 among reporting municipalities?"

The MMA salary survey is approximately two years behind by the time it publishes. The data it contains for peer municipalities reflects salaries from prior years. The data for Ogunquit's employees is current. Comparing current salaries to old peer data and concluding that Ogunquit is "high" is not a valid comparison — you are measuring today against yesterday. Beyond the timing issue: ranking 8th of 72 or 5th of 29 is consistent with a 75th-percentile compensation philosophy. That is what the Select Board has decided. The survey confirms the strategy is working, not that something has gone wrong. The ATM also serves as Finance Director — a dual role that exceeds the scope of either title individually, and the compensation reflects that scope. Both salaries are governed by employment contracts approved by the Select Board. If the strategy should change, the Select Board is the decision-maker.

The Town Manager Contract & Budget Timing GG Q21 · Q22 · Q23

The Town Manager's contract runs on a calendar year, with adjustments effective January 1. Every other Town employee adjusts July 1 with the fiscal year. This means the Town Manager's fiscal year budget always spans two contract rates — six months at the prior rate and six months at the new rate. At budget time, the January adjustment has not yet been set by the Select Board, so the budget is built on an assumption. When the actual adjustment differs from the assumption, the actuals diverge from the original budget figure.

This is why the ClearGov figure, the budget book figure, and the actual all differ. None of them is wrong — they reflect different snapshots of a salary that crosses two contract periods within one fiscal year. The Select Board sets the January figure; the budget works with the best available estimate at the time it is built.



Failed Budgets & What They Do to Comparisons GG Q21 · LU Q10 · Q11 · IS Q1 · LG Q1 · Q2

Several departments — General Government, Facilities, Lifeguard, and Land Use — have operated under prior-year budgets after budget votes failed. Land Use is currently three years behind. When a budget fails and reverts to a prior-year figure, management must reduce services, use salary reserves, or reallocate staff to cover the current year's needs within the old appropriation. Then when those departments return to voters with a current ask, the budget-to-budget increase looks dramatically larger than it actually is — because the comparison base is the failed budget, not what it actually cost to run the department this year.

The budget book addresses this directly: for departments with failed budgets, the book compares the FY26 ask to the FY27 ask — not the voted prior-year figure — so that the real incremental increase is visible rather than a false picture created by the reversion.

The Land Use situation is particularly important to understand. When the budget failed, management reallocated the administrative assistant to other departments and reduced office hours — Land Use is now closed two days a week. This is how staff were retained and services aligned with the resources that were actually authorized. The FY27 budget reflects the cost of restoring adequate staffing and hours.

Land Use Staffing — What Changed and Why LU Q10 · Q11 · GG Q26 · VS Q9

Two separate events explain the movement in the Land Use staffing and wage lines — and the BRC is already aware of both. In one budget year, when the Land Use administrative assistant retired, that position was backfilled with a General Government accountant. In a subsequent year, when the Land Use budget failed, the remaining administrative assistant was reallocated to other departments based on where service delivery required it. These are two distinct decisions in two distinct years — not one continuous story — and together they account for the apparent volatility in those lines.

PREMISE CLARIFICATION — LU Q1 & Q13

"Can Maryann step in for the CEO? / Can the Assessor line be reclassified to clerical?"

Staffing classifications are personnel decisions governed by the Town Manager under Select Board oversight — they are not accounting entries subject to budget direction. An administrative assistant cannot be designated as a backup CEO, and a licensed assessor cannot be reclassified to a clerical line to reduce a budget figure. By the same logic, the Finance Director cannot be redirected to serve as a Natural Resources Coordinator because a budget line is unfunded. These are not accounting options. A budget vote does not confer authority over how positions are classified, what credentials they require, or how staff responsibilities are assigned.

Seasonal & Part-Time Wages — Context by Department LG Q1 · Q2 · VS Q7 · Q12 · IS Q1

Lifeguard Captain. The full-time Lifeguard Captain position was proposed and not funded. It remains a part-time year-round role, consistent with the budget before it failed.

Visitor Services wages. Budget-to-budget wage comparisons for Visitor Services require the same lens applied to wages broadly — they do not tell a complete story without understanding the failed budget context. The VS budget failed in a prior cycle. The short version is this: a failed seasonal budget does not affect the summer it fails in — seasonal positions are already in place by the June ballot. The failure resets the baseline for the *following* summer, and that is where the impact is felt most acutely.

When VS came into the recovery year, it was a transition period strained by constrained resources. The supervisor transition — retiring staff, limited overlap for training — was unavoidable given the reduced spending authority. The Town had to add a new supervisor while cutting into training capacity and seasonal staffing depth. The department still exceeded its budget by \$18,000, which required the Lifeguard Department to underspend to cover that overage under the Town's aggregate spending authority. One failed budget rippled across two departments and two summers. The FY27 budget reflects what VS actually needs to operate — not an inflated ask.

Information Services part-time. This line reflects the proportionate allocation of the Town Manager's administrative assistant, who also supports Information Services and Visitor Services. The budget represents the best estimate of that allocation at the time the budget is built based on anticipated work. The actual reflects management's real needs and the work performed during the year — and those two figures will not always match precisely.

How Benefits Are Budgeted PW Q10 · Q11 · Q13 · Q14 · Q15 · LU Q10 · VS Q16 · FD Q16

Benefits are budgeted based on known positions. Open positions are budgeted at high cost assumptions — typically a family health

Benefits are budgeted based on known positions. Open positions are budgeted at high-cost assumptions — typically a family health plan and the applicable MPERS election — because that is the conservative, responsible approach when the specific employee is not yet known. As a result, the benefits budget for a vacant position may exceed the actual once a specific employee is hired and makes their own elections. That is by design, not error.

PTO buyout — the option for employees to sell back unused leave — is also built into wage-adjacent lines as a reasonable estimate based on prior-year patterns. This means the wage figure in a given line is not purely base salary, and year-over-year comparisons that treat it as such will not be apples-to-apples. Both PTO buyout and insurance buyout are embedded this way, and the BRC is aware of that.

Insurance buyout and health insurance both appearing in the same budget is not a double-booking. The buyout is for employees who waive Town coverage; the health insurance line is for those enrolled. These are different employees, and both populations exist within the same department.

MPERS operates on three different rate tiers depending on which plan an employee is enrolled in and when they joined the system. Every employee is budgeted at their individual applicable rate. The aggregate in the budget reflects the actual composition of each department's workforce — it is not a flat-rate calculation.

Life/disability and Paid Family Leave. The life/disability line has increased because Maine Paid Family and Medical Leave costs are now built into it. The employer contribution is 1/2% of gross wages — a new statutory obligation — estimated through the personnel budget based on current assumptions. This is a real new cost reflected across departments, not a calculation error.

Line items within the benefits section represent management flexibility — shifts in staffing mix, coverage elections, and position status that may need to be made as the year unfolds. The overall departmental bottom line is what the budget authorizes.

FICA & Benefits Calculation Questions FD Q15 · Q17 · PW Q12

PREMISE CLARIFICATION — FD Q15 & PW Q12

"FICA needs to be 7.65% of taxable wage base."

The Town applies FICA at 7.65% of the taxable wage base. However, the taxable wage base is not the same as the total wage figure in the budget line. PTO buyout, insurance buyout, and certain other compensation elements flow through the wage lines but are not all FICA-taxable. Budget-to-FICA comparisons that use the full budget wage figure as the base will produce a number that appears inconsistent with the FICA line. The Finance team will reconcile any specific line before the budget is finalized to ensure accuracy.

PREMISE CLARIFICATION — FD Q17

"Check the MPERS retirement calculation."

As noted above, MPERS has three rate tiers based on plan enrollment and hire date. The calculation is done employee by employee, not as a flat rate applied to total wages. The aggregate in the budget is correct based on current workforce composition. MPERS figures are verified in the annual independent audit.

ALL QUESTIONS ADDRESSED IN THIS THEME (27)

GG 21 Town Manager wage reconciliation, ClearGov vs. budget	Op	GG 22 Mid-year salary adjustment timing	Op
GG 23 Town Manager total wages by period	Op	GG 24 TM salary vs. MMA ranking / COLA	Premise
GG 25 ATM/Treasurer salary vs. MMA ranking	Premise	GG 26 Admin Assistant salary allocation basis	Op
IS 1 Part-time wages 2.5x FY25 actuals	Op	LU 1 Maryann stepping in for CEO	Premise
LU 10 Land Use health insurance budget vs. actuals	Op	LU 11 Part-time Code Enforcement to reduce benefits	Op
LU 13 Reclassify Assessor line to clerical	Premise	LG 1 Lifeguard Captain weeks in FY27	Op
LG 2 Fire Dept funds for Lifeguard Captain	Op	PD 14 \$334K full-time wage increase reconciliation	Op
PW 8 FY26 full-time wage increase breakdown	Op	PW 9 FY27 full-time wage increase breakdown	Op
PW 10 Insurance buyout headcount FY25 vs. FY27	Op	PW 11 Health insurance headcount FY27	Op
PW 12 FICA calculation check	Premise	PW 13 Paid Family Leave account coding	Op
PW 14 MPERS retirement rates FY25–27	Op	PW 15 MPERS headcount FY25–27	Op
VS 7 Museum wages 77.5% increase	Op	VS 9 Admin Assistant wages — VS share + benefits	Op
VS 12 Seasonal hourly rates FY24–26	Op	VS 16 Insurance buyout and health insurance both in budget	Op
FD 15 FICA rate correction	Premise	FD 16 Life/disability budget vs. actuals — Paid FICA	Premise



FD 17 - Financial Statements	Premise	FD 20 - Operating Budget for 2026	FD 21 -	Premise
FD 17 MPERS calculation check	Premise			



T2
 THEME

Staffing Levels & Public Safety Capacity

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

17 OPERATIONAL QUESTIONS · 3 PREMISE CLARIFICATION QUESTIONS · 20 TOTAL

Twenty questions across Fire, Lifeguard, Police, Public Works, and Visitor Services ask about staffing levels, coverage models, mutual aid, overtime, and how departments are structured to meet demand. These are legitimate areas of community interest. They are also areas where decisions belong to certified, trained professionals and department heads — not to the budget vote.

The common thread across all of them is coverage: not just how many people are on a shift, but whether someone is available when a shift needs to be filled, when two incidents happen at once, or when the summer season arrives and the prior year's failed budget has already constrained what's possible.

SUBTOPIC RESPONSES

The FLSA Overtime Threshold — What Changed and Why FD Q11 · Q12 · LG Q3 · Q4

The Fair Labor Standards Act establishes a baseline overtime threshold for public safety personnel at 53 hours per week under the Section 7(k) exemption. The Town's new union contract, negotiated between the union and the Select Board, sets the overtime threshold at 42 hours — which reflects the base pay hours for the 24-hour rotating shift schedule, where officers work two 48-hour shifts per week averaged under FLSA. This is a contractual decision, not a regulatory change to the FLSA itself.

The union sought this change and the Select Board agreed. The incremental cost is nominal when weighed against what it means for staff retention and morale — and comparable departments in the region have already moved to this standard. The question of whether to set overtime at 42 or 53 hours is a collective bargaining matter between the union and the Select Board. It is not a budget line that can be reversed by a budget vote.

Fire Department — Mutual Aid, Simultaneous Incidents & Staffing FD Q7 · Q21 · Q22 · Q27

Questions about how many times the Fire Department has requested mutual aid, how many times it has faced simultaneous incidents, and how neighboring departments are staffed per shift are all data questions — and the answers are available in the department presentation. The pattern is consistent with what the Fire Chief and Town Manager have described: a department operating at the edge of its coverage capacity during the busy season.

Mutual aid is a regional safety net, not a staffing substitute. When Ogunquit draws on Wells or York to cover a shift or a simultaneous call, those departments are also running lean. The frequency of that activation is context for the staffing request.

PREMISE CLARIFICATION — FD Q27

"Has the Town considered using a rookie as a part-time clerical assistant to the Chief while apprenticing as a firefighter?"

Staffing models — how positions are structured, what certifications they require, how apprenticeships work, and what roles can be combined — are decisions made by the Fire Chief and Town Manager based on operational need, safety requirements, and labor law. It is reasonable to assume the Chief has considered the full range of staffing options; the request before voters reflects his professional judgment about what the department needs.

Police Department — Coverage, CSOs & Reserve Officers PD Q3 · Q4 · Q5 · Q8 · Q11

Police staffing questions follow the same pattern as Fire: requests for mutual aid data, simultaneous incident counts, and call volume — all of which are available in the department presentation and all of which contextualize rather than contradict the staffing request. The Police Department's seasonal demand profile is well established. The question is not whether the need exists but how to meet it within available resources.

The CSO model — Community Service Officers focused on enforcement during peak season — is designed to free sworn officers for calls that require full police authority. The distinction matters legally: reserve officers and CSOs have defined roles and defined limitations. Serious incidents — fatal accidents, felonies — require sworn officers regardless of what other personnel are available. The



number of such incidents over the past five years is in the department data, the point is that when they happen, they require the full capacity of a sworn officer, and that capacity has to exist on the roster.

The CSO-to-Ambassador ratio and how visitors experience enforcement versus hospitality is an operational decision the Police Chief and Town Manager make based on community feedback, incident patterns, and staffing availability — not a budget configuration.

Lifeguard — Coverage & Hybrid Staffing Ideas LG Q3 · Q4 · Q14

The FLSA overtime threshold question for Lifeguard is the same as Fire — addressed above. The broader staffing question is coverage: having a trained, certified person available when a shift needs to be filled is the operational priority, not a particular headcount number.

PREMISE CLARIFICATION — LG Q14

"Would the Town consider a person who works full time on weekends and part-time midweek as a fill-in, and also covers Fire Department Marine 1 or ambulance shifts?"

Cross-department hybrid staffing arrangements involving certified public safety roles — ocean rescue, marine vessel operation, emergency medical response — are decisions for the department heads and Town Manager, informed by certification requirements, union agreements, and operational safety standards. These models may well have been explored. What the departments are requesting reflects professional judgment about what works in practice.

Public Works — Will One More Person Reduce Overtime? PW Q2 · PW Q18

The short answer is: not meaningfully, and that is not why the position is being requested. Most Public Works overtime is contractual — employees earn overtime for working holidays and for extended storm cleanup, neither of which changes based on headcount. You cannot eliminate contractual overtime by adding a person.

The value of the additional position is coverage. The Town has a brand new campus building that needs consistent care, and summer trash collection has been a persistent operational gap — the community has noticed and has said so. Adding a qualified driver who can keep up with trash routes during peak season fills a gap that has been genuinely difficult to manage. The Facilities budget failure has compounded this: the shoulder season going into summer 2026 is already constrained by a budget that reverted to a prior-year figure that was insufficient even then. Approving the Facilities budget to cover basic utilities and operational needs is the floor. The additional Public Works position is what makes the summer serviceable.

PREMISE CLARIFICATION — PW Q18

"The additional full-time \$100K position will increase wages by 48.7% from FY25 Actual \$464,093 to FY27 Budget \$689,955. Is this prudent?"

Two corrections to the framing. First, the \$100K figure is all-in — it includes salary and benefits, not wages alone. Treating it as a wage increase overstates the salary component. Second, the 48.7% calculation compares the FY25 actual to the FY27 budget — two figures that are not directly comparable. The FY25 actual reflects a constrained year with vacancies and reduced hours. The FY27 budget reflects full staffing at current contract rates including COLA and step increases for all existing positions, plus the new position. The incremental cost of the hire itself is a fraction of that 48.7% figure. The position is prudent given the campus, the trash route gap, and the service concerns the community has raised.

Visitor Services — CSO Staffing & the Ambassador Model VS Q2 · Q4

The Visitor Services staffing model — CSO count, hiring timeline, and the balance between enforcement and ambassador presence — is covered in detail in the department's budget presentation video, which addresses these questions directly and succinctly, including future staffing plans. The department has been deliberate about building staffing incrementally following the prior budget failure, and the FY27 request reflects that trajectory. Budget-to-budget comparisons for VS carry the same caveat as any department recovering from a failed cycle: the baseline was constrained, and the ask reflects what is actually needed.

On the hiring timeline specifically: seasonal hiring begins in March and training is completed by May so that summer is fully staffed before the season starts. Event planning, parking logistics, and staffing assignments for the summer are all organized during the off-season — based on the budget approved the prior June, not the one being voted on this June. There is no practical way to run a summer season on a budget that hasn't been approved yet. This means the FY27 budget vote in June 2026 is already funding the summer of 2027 — and the summer of 2026 is already underway on last year's appropriation.



Staffing Classifications & Certified Roles LU Q1 · PD Q7

PREMISE CLARIFICATION — LU Q1 & PD Q7

"Maryann can step in for the CEO" / "Can residents organize a volunteer chaplain program?"

As addressed in Theme 1: how positions are classified, what certifications they require, and how staff responsibilities are assigned are personnel decisions governed by the Town Manager under Select Board oversight. A long-tenured administrative employee cannot be designated as a backup CEO through a budget reallocation, and volunteer chaplain arrangements — which involve certification requirements, liability considerations, and deployment in active emergency situations — are operational decisions for the Police Chief and Town Manager. We are happy to address these questions here, but the budget vote does not control staffing classifications or role assignments — a vote based on these considerations won't change them.

ALL QUESTIONS ADDRESSED IN THIS THEME (20)

FD 7	Wells and York staffing per shift	Op	FD 11	FLSA OT threshold change — what portion changed	Op
FD 12	What prompted the 58 – 42 hour change	Op	FD 21	Mutual aid calls — 2023, 2024, 2025	Op
FD 22	Simultaneous incident deployments — 3 years	Op	FD 27	Rookie as clerical/apprentice firefighter	Premise
LG 3	FLSA OT threshold change — what portion changed	Op	LG 4	What prompted the 58 – 42 hour change	Op
LG 14	Hybrid weekend/midweek fill-in + Marine 1/ambulance	Premise	LU 1	Maryann stepping in for CEO	Premise
PD 3	Police mutual aid calls — 3 years	Op	PD 4	Police simultaneous deployments — 3 years	Op
PD 5	Tasks reduced/eliminated by CSOs	Op	PD 7	Volunteer chaplain program	Premise
PD 8	Fatal/serious felony incidents — 5 years	Op	PD 11	Call volume in-season vs. off-season	Op
PW 2	Will additional hire reduce OT?	Op	PW 18	48.7% wage increase — is it prudent?	Premise
VS 2	Visitors see enforcement not ambassador — how changes	Op	VS 4	CSO hiring timeline — 11 by April, 15 by July	Op





Technology, Enforcement & Seasonal Operations

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

4 OPERATIONAL QUESTIONS · 1 PREMISE CLARIFICATION QUESTION · 5 TOTAL

Five questions in this theme ask about how technology investments improve enforcement, how the new facilities affect equipment longevity, how Chamber events are cost-shared, and what the unpaid parking ticket balance means. These are good operational questions and the answers reflect a department that has been investing deliberately in tools that reduce labor cost and improve collection over time.

SUBTOPIC RESPONSES

License Plate Reader — Enforcement & Equipment PD Q10 · Q13

The License Plate Reader requested is a vehicle-mounted unit. A vehicle-mounted LPR enables real-time enforcement of registration, inspection, and parking violations across the full patrol area without an officer having to manually query each plate. The efficiency gain is significant during peak season when patrol volume is highest. The separated nature of parking enforcement and police patrol operations makes a dedicated enforcement-mounted unit the appropriate tool — the two functions operate independently and need independent equipment.

New Police Facility — Cruiser Operations PD Q1

This question was addressed directly in the Police Department’s budget presentation video. The short answer is that cruisers must remain running not simply for temperature but because police equipment — computers, radios, MDTs — takes significant time to boot and sync after a cold start. A cruiser that isn’t ready to go is a cruiser that can’t respond. When a call comes in, there is no time for systems to initialize. The operational requirement to keep cruisers ready for immediate deployment has not changed with the new facility — what the facility provides is covered, secure storage that protects the vehicles and equipment themselves.

Chamber Events — Cost Recovery PW Q6

The Chamber partnership and how Town services are provided for Chamber events is a Select Board policy question. The Board has determined that the partnership is valuable to the community and events are not billed on a cost-segregated basis. That is a deliberate policy position, not an accounting oversight. If the Committee believes the arrangement should be revisited, that conversation belongs with the Select Board.

Unpaid Parking Tickets — What the Balance Represents VS Q3

PREMISE CLARIFICATION — VS Q3

“Need to understand why \$294,000 in tickets went unpaid. Is this typical? What message are visitors giving us?”

Two things inflate this number that are worth understanding. First, ticket amounts double after one week — so the outstanding balance reflects escalated amounts, not the original face value of tickets issued. Second, this is a cumulative balance across multiple years, not a single season’s uncollected tickets. The Town uses a third-party collections service and has been actively improving collection rates. The balance is being worked down. This is a normal feature of high-volume seasonal parking enforcement — the question is not whether unpaid tickets exist but whether the Town is pursuing them effectively, and it is.

ALL QUESTIONS ADDRESSED IN THIS THEME (5)

- | | |
|---|---|
| PD 1 Cruiser lifespan with indoor parking Op | PD 10 How LPR enhances enforcement Op |
| PD 13 LPR — handheld vs. vehicle-mounted Op | PW 6 Chamber events — 100% cost recovery? Op |



VS 3	32946. in unpaid tickets	Premise
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Facilities & Infrastructure Management

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

4 OPERATIONAL QUESTIONS · 8 PREMISE CLARIFICATION QUESTIONS · 12 TOTAL

Twelve questions address the new municipal campus, the Dunaway Center, the bathhouse, the Transfer Station shed, and building maintenance costs across departments. The Facilities budget has failed in a prior cycle — meaning the Town enters this shoulder season constrained by an appropriation that was already inadequate, trying to stand up a brand new building on a flat budget. That context is essential to reading these questions fairly.

SUBTOPIC RESPONSES

The New Municipal Campus — Operating Costs & Staffing FAC Q1 · Q2 · Q3 · Q4

Operating costs for the new municipal building — utilities, heating, cleaning, maintenance — are being built into the Facilities budget as the first full year of occupancy is established. These costs are real and unavoidable. A new, larger building costs more to operate than the spaces it replaced, and the FY27 budget reflects that reality for the first time at full scale. The specific line-item breakdown by expense category is available in the Facilities budget detail.

The Dunaway Center has required a defined weekly commitment of hours for cleaning and setup. The new municipal building is larger and will require a comparable commitment — the projection is based on square footage, usage patterns, and the staffing model the Facilities Director has assessed as appropriate. This is precisely why the additional cleaner position matters: the Town has a significant new asset that requires consistent professional care, and the failed Facilities budget has left management with less than adequate resources to deliver that care heading into the summer.

Comparing percentage increases across Facilities budgets without accounting for failed prior budgets and the addition of a new multi-level Town Hall and Police Department is not a meaningful comparison. A new, larger building requires more staff to maintain — the FY27 request reflects that reality for the first time at full scale.

Building Cleaning — Outside Contractors & Night Shifts PW Q3 · Q4

A cost-to-value analysis was conducted. The conclusion was that in-house staffing outperforms contracted cleaning for Ogunquit's needs — not just on cost but on operational flexibility. A Town employee who cleans buildings can also haul trash, plow, and respond to other needs as they arise during the day. A contractor cannot. Contractors also introduce scheduling rigidity, reduced accountability, and reduced ability to redirect staff when priorities shift — which in a seasonal town happens constantly. The budget vote does not determine how cleaning is staffed, and a vote against the budget on this basis is unlikely to change the approach.

Night-shift cleaning would not meaningfully reduce overtime. As addressed in Theme 2, most DPW overtime is contractual — tied to holidays and storm response — not cleaning schedules.

Bathroom Repairs PW Q5

The bathroom repair request should be read in the same context as all Facilities comparisons: this budget failed in a prior cycle, and a brand new multi-level Town Hall and Police Department has come online. Comparing any Facilities line item — including beach bathroom maintenance — to a prior-year figure in that context produces a percentage that reflects the gap between an inadequate failed budget and a genuine current need, not a real cost increase in the maintenance itself. The repair scope is detailed in the Public Works budget narrative.

Firehouse — Future Planning FD Q19

A firehouse second-floor modification is not in the Facilities budget. Looking ahead, there may be an opportunity for the Fire Department to work with the Fire Association on how the existing firehouse fits within the Town's evolving facilities and staffing model — but that is a future planning conversation, not a current budget item.



Transfer Station — Pay-to-Throw, Shed & Reserve TS Q1 · Q2 · Q3 · Q4

On bag size management under a label system: enforcement of volume limits shifts to visual inspection by Transfer Station staff — the operational details are in the Transfer Station presentation.

On volunteer labor for the shed: if members of the Committee or community wish to volunteer their time, the Town welcomes that. But the budget cannot be built around the happenstance of volunteer availability for a known, permitted need. What volunteer participation does do, however, is make a strong case for the reserve account — if funds are set aside in a non-lapsing Transfer Station reserve and volunteers do come through, those saved dollars stay in the reserve for the next Transfer Station need. That building is 20 years old. Maintenance, repairs, and eventual capital replacement are not hypothetical — they are coming. A reserve is the fiscally prudent way to start preparing for that obligation now rather than facing a large unplanned ask later.

And the shed itself already covers two needs: the new shed fills the known operational need at the Transfer Station, and the existing shed — currently too small for its purpose — can be repurposed down to the swap shop, which serves residents and is undersized. One investment, two problems solved.

Visitor Services Building Maintenance & Operating Expenses VS Q18 · Q20

PREMISE CLARIFICATION — VS Q18 & Q20

"Provide a breakdown of the \$30,500 building maintenance expenditure." / "All other operating expenses are roughly double FY25 actuals — detail them."

The VS building maintenance and operating expense detail is available in the department's budget worksheets and was covered in the budget presentation. The comparison to FY25 actuals carries the same caveat as all VS budget comparisons: the FY25 actuals reflect a year of constrained operations under a failed budget. A department recovering from a failed cycle will show operating expenses that appear elevated relative to a year when it was running lean — because the lean year was not adequate. The FY27 figures reflect what it actually costs to operate the department at the service level the community expects.

ALL QUESTIONS ADDRESSED IN THIS THEME (12)

FAC 1	New position — 3.6% vs. 28% increase	Premise	FAC 2	Operating costs for new municipal building by line	Op
FAC 3	Weekly hours at Dunaway Center	Op	FAC 4	Projected hours at new municipal building	Op
FD 19	Firehouse 2nd floor modification design	Premise	PW 3	Outside contractor for building cleaning	Premise
PW 4	Night cleaning to reduce overtime	Premise	PW 5	Bathroom repair breakdown — 91% increase	Premise
TS 1	Label system — how bag size managed	Op	TS 2	Student/volunteer labor for shed	Premise
TS 3	Reserve account — wording and enforcement	Premise	TS 4	Why a reserve account now?	Premise
VS 18	\$30,500 building maintenance breakdown	Premise	VS 20	Operating expenses ~2x FY25 actuals	Premise



Environmental Stewardship & Land Use

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

1 OPERATIONAL QUESTION · 1 PREMISE CLARIFICATION QUESTION · 2 TOTAL

Two questions address the Town's environmental compliance posture and the Natural Resource Coordinator role. Both touch on how the Town plans for regulatory obligations that are coming whether the community is ready for them or not.

SUBTOPIC RESPONSES

Natural Resource Coordinator LU Q7

The Natural Resource Coordinator is a community-identified priority — it is in the Comprehensive Plan, which reflects what residents said they want the Town to pursue. The position carries specific responsibilities: grant identification and administration, environmental compliance monitoring, coordination with state and federal agencies, and the technical work that keeps the Town ahead of regulatory obligations. It is a certified professional classification that requires specific credentials.

This position has come before voters in prior cycles and has not been funded. The questions that have surfaced around job description and reporting structure are management decisions — they are not questions a budget vote can answer. The question the vote actually answers is simpler: is this a priority, as the Comp Plan says it is, or isn't it? If the BRC believes the Comp Plan priority is valid, the position should be funded. If the BRC believes it is not a priority, that is a legitimate position to take — but the reporting structure is not the reason, and a budget vote cannot resolve it.

In the meantime, the Assistant Town Manager — who also serves as Finance Director — has been carrying this work alongside an already demanding dual role. Funding the NRC frees up that capacity and allows the organization to deliver more across the board.

MS4 Stormwater Compliance LU Q3

PREMISE CLARIFICATION — LU Q3

"Research shows we are not an MS4 town. Why are we pursuing this?"

MS4 designation is determined by the EPA based on urbanized area boundaries established by the U.S. Census. The 2020 Census redrew those boundaries in ways that affect small coastal communities like Ogunquit. The Town is not choosing to pursue MS4 compliance — it is preparing for compliance requirements that are coming based on data that already exists. The alternative is to wait until EPA formally imposes the designation and then scramble to meet standards the Town had no hand in shaping. Proactive preparation is less expensive and less disruptive than reactive compliance. This is a \$5,000 line item. It is not a significant budget driver — it is responsible planning.

ALL QUESTIONS ADDRESSED IN THIS THEME (2)

LU 7 Natural Resource Coordinator role Op LU 3 MS4 stormwater compliance — are we an MS4 town? Premise



T6

THEME

Governance, Authority & Decision-Making

FY 2026–27 Budget Process · Town of Ogunquit · Operational & Premise Questions

14 OPERATIONAL QUESTIONS · 13 PREMISE CLARIFICATION QUESTIONS · 27 TOTAL

Theme 6 is the largest — 32 questions that collectively ask who decides what, how budget authority is structured, how prior budget failures and reversions have affected line-item figures, and whether the Town's governance structure should be reorganized. Many of these questions rest on assumptions about how municipal finance works in Maine that need to be addressed directly before the questions themselves can be meaningfully answered.

The Finance Report presented to the Select Board in October 2025 addresses the foundational constraints — spending authority, timing, and what happens when a budget fails — and that context is the frame for every response in this theme.

SUBTOPIC RESPONSES

Budget Reversion & the Financial Record LU Q2 · Q5 · Q9 · Q12 · Q15

Five questions in this theme ask why specific Land Use and Assessing budget figures appear inconsistent across years — why totals stay the same while individual lines shift, why a line shows \$0 in one year and \$100,000 in the next, and what was actually lost when Land Use closed two days a week. These questions are addressed in full on the companion page *When a Budget Fails — Understanding the Financial Record*, which explains the legal mechanics of budget reversion in Maine and walks through each figure directly. Reading that page first is the necessary context for evaluating all Land Use comparisons.

General Government — The "Lean Budget" Question GG Q27

PREMISE CLARIFICATION — GG Q27

"General Government's budget shows a 13.9% increase. Does this align with the Select Board Chair's suggestion to create a lean budget?"

General Government operated under a flat budget for one year following a failed vote. Comparing FY25 to FY27 skips that year entirely — the meaningful comparison is the FY26 ask to the FY27 ask, which is how the General Government page presents it. The 13.9% figure is constructed by using FY25 as the base, which produces a larger-looking number. The FY27 request reflects contractual wage obligations the Select Board has already ratified. A lean budget funds necessary functions without padding — it does not mean holding a department below its contractual obligations.

Overlay — What It Is and How It Works LU Q17 · Q18 · Q19 · Q20 · TS Q3 · Q4

Overlay is neither a voter appropriation nor surplus. It is a statutorily authorized levy cushion under Maine law — committed to the collector along with the rest of the tax levy to offset abatements or errors during the year. In accounting terms it sits "in the levy," not in unassigned fund balance. The purpose of the statute is to allow for convenience and practicality in setting the tax rate, and any small excess revenue is an incidental byproduct of that administrative function.

Overlay is not being spent — it is being consumed by changes in assessed value, which in turn change the amount of taxes owed by individual property owners. A change in the amount committed to an individual is not a spending of overlay; the overlay is simply absorbing individual value changes as it is statutorily intended to do. At year end, unused overlay rolls into unassigned fund balance — at which point voters would need to appropriate from it separately. That is entirely distinct from a reserve account.

A reserve account serves a different purpose: funding a future liability and helping offset unknown needs without increasing the taxpayer ask in a given year. Reserves are typically funded one-time from unassigned fund balance via a voter appropriation, gain interest, and are spent when needed for their authorized purpose. Each reserve has a governing policy that is audited annually. Reserves are a tool in the financial management toolbox — they have contributed to the Town's credit rating and fiscal solvency, and they help keep taxes low while keeping response capacity high. The Transfer Station reserve question is addressed in Theme 4.

Creating a separate department for overlay would add administrative cost and complexity without changing the legal framework that governs it. The Select Board approves overlay as part of the tax commitment — it is not a ballot item and does not require

departmental restructuring to be properly managed.

Budget Presentation Structure — Committee Budgets & Line Items LU Q21 · PW Q7 · PW Q16 · PW Q17

The consolidation of committee budgets into department budgets was an operational management decision made to bring expenditures under proper administrative oversight. Committee budgets as independent ballot items created supervision and accountability gaps — employees and wages have never been appropriately governed through committee budget lines, and the consolidation made the structure consistent with that reality. Whether to revisit the presentation approach is a conversation for the Select Board — not a configuration the budget vote restores.

PREMISE CLARIFICATION — PW Q17

"Given the FY25 actual, why did DPW use over \$9K of the MWC's budget, reducing MWC's FY26 budget by the same amount?"

This characterization misunderstands how spending authority works. Marginal Way received everything it needed — and then some. It did not need to access any of its reserves, of which it has several. The allocation of spending authority across departmental lines within the aggregate appropriation is how municipal finance works — it is not DPW taking money that belonged to Marginal Way. Notably, the suggestion that reserves are a problem in the context of Theme 4 sits uneasily alongside Marginal Way's own robust reserve position. Reserves are a good tool — for everyone. Marginal Way was fully served and remains fully funded.

PREMISE CLARIFICATION — PW Q16

"Segregate Parks & Public Places amounts between DPW-related and Marginal Way-related."

The allocation detail is available in the budget worksheets. How costs are distributed within a line based on where work is performed is a management and accounting decision — not a structural change that requires a budget vote.

Land Use Operations — Assessor, Clerical & Service Impacts LU Q6 · Q8 · Q13 · Q14

Closing two days a week and the clerical reallocation are addressed in the companion budget fails page. The NRC question is addressed in Theme 5. What remains here is the Assessor — and it deserves a full answer.

Ogunquit has never had a full-time in-house Assessor. For years the Town relied on an outside vendor who, as the Assessor described in her budget presentation, visited coastal properties consistently year after year — but in some cases it had been decades since anyone visited interior or smaller homes. That creates inequity. In a town where home values have roughly doubled in recent years and housing costs affect everyone, inequitable assessments are not a minor administrative issue. They affect what every property owner pays, what abatements get filed, and whether the tax commitment can be defended. The costs of that inequity are not easily quantifiable — but they are real and they fall on the community.

The in-house Assessor brings something beyond legal compliance: presence. Someone to answer calls, meet with property owners, respond to questions, and actively maintain equity across the entire tax base — not just the coastline. That is an organizational need that exceeds any cost-benefit analysis. Management identified it and addressed it with available resources. A vote against the Land Use budget will not change that management decision — it will determine what resources are available to support the Land Use department.

PREMISE CLARIFICATION — LU Q13

"Can part of Land Use Clerical/Admin be reclassified to Assessing Dept Head for presentation consistency?"

Reclassifying positions and restructuring how employee costs are categorized across budget lines are management and accounting decisions — not options available through budget direction. The budget vote does not change how wages are classified. That conversation belongs with the Finance Director and Town Manager.

Fire Department — Coverage Standards & Response Time FD Q8 · Q20

The question of how many times one person has been left alone at the station while two others respond to an ambulance call is a staffing coverage question — and the answer supports the staffing request. The frequency of that scenario is documented in the department's operational records and is part of the Fire Chief's case for current staffing levels. Minimum staffing standards for fire and EMS operations are informed by NFPA guidelines, insurance requirements, and state EMS licensing — not by what is convenient for a budget cycle.

On response time: NFPA 1710 provides guidance on fire department response time standards, and Maine EMS licensing establishes



expectations for ambulance response. Whether 10 minutes is reasonable for Ogunquit depends on call type, incident location, and unit availability — the Fire Chief and Town Manager are the appropriate professionals to assess that, and they have. The budget funds the staffing level they have determined is necessary to meet those standards.

Lifeguard Captain — Role & Off-Season Responsibilities LG Q12 · Q13

The Lifeguard Captain position is part-time year-round, as previously addressed. The off-season responsibilities include equipment maintenance and storage, training preparation, recruitment and onboarding coordination for the seasonal team, and administrative functions related to ocean rescue operations. These are not make-work activities — a beach operation of Ogunquit’s scale requires year-round preparation to be ready by Memorial Day weekend. The specific monthly breakdown is available from the department.

Visitor Services — Automation, Costs & Museum Budget VS Q8 · Q11 · Q13 · Q14 · Q15

The question of why VS costs have increased despite significant parking automation investments reflects a misunderstanding of what automation does. Automated payment systems reduce the labor required for manual collection — they do not eliminate the cost of operating, enforcing, and maintaining a large-scale parking and visitor management operation. The VS department budget covers CSO staffing, equipment, enforcement technology, seasonal operations, and visitor programming across the full season. The detail of each line is in the budget worksheets and the department’s video presentation, which addresses the automation investment and its operational impact directly.

Seasonal staffing hours and rates for FY24, FY25, and FY26 projections are in the department wage schedules. As with all VS comparisons, FY25 actuals reflect a constrained year and are not a useful baseline for evaluating the FY27 request.

PREMISE CLARIFICATION — VS Q11

"Museum costs need to be returned to the Museum budget."

Museum staff report to the Town Manager and are Town employees — they cannot be governed, supervised, or paid through a committee budget. This was addressed when the consolidation occurred and the rationale has not changed. The Museum budget as a committee line item is not the appropriate vehicle for employee compensation under the Town’s governance structure. The Select Board made this determination and it stands.

Public Works — Work Scheduling & Overtime PW Q1 · FAC Q5

Work scheduling and prioritization in Public Works is a management function — the DPW Director sets schedules based on seasonal demands, infrastructure needs, storm response requirements, and available staff. Whether tightening the schedule could reduce overtime depends entirely on the source of that overtime: as addressed in Theme 2, most DPW overtime is contractual — tied to holiday pay and storm cleanup — and is not meaningfully reducible through scheduling adjustments. The Facilities overtime question is the same: the additional cleaner helps with summer coverage, but does not address the contractual overtime drivers.

ALL QUESTIONS ADDRESSED IN THIS THEME (27)

➤ LU Q2, Q5, Q9, Q12, Q15 — addressed in "When a Budget Fails" companion page

GG 27	13.9% increase vs. "lean budget" guidance	Premise	FAC 5	Will new hire reduce Facilities OT?	Op
FD 8	Times one person left alone during ambulance run	Op	FD 20	Federal/state response time guidelines	Op
LG 12	Will Lifeguard Captain be full-time?	Op	LG 13	Captain off-season responsibilities	Op
LU 6	Financial value of full-time Assessor	Premise	LU 8	Clerical/Admin — allocate by individual	Op
LU 13	Reclassify clerical to Assessing Dept Head	Premise	LU 14	Assessor \$113K — provide ROI analysis	Premise
LU 17	Why is Overlay in Land Use budget?	Op	LU 18	Can unused Overlay be used within Land Use?	Op
LU 19	Can unused Overlay transfer to another department?	Op	LU 20	Create separate department for Overlay	Premise
LU 21	Reinstate committee budgets as independent line items	Premise	PW 1	Work schedule prioritization / reduce OT	Op
PW 7	Return to prior committee budget presentation	Premise	PW 16	Parks & Public Places — segregate DPW vs. Marginal Way	Premise
PW 17	\$9K MWC budget used by DPW	Premise	TS 3	Reserve account — wording and enforcement	Premise



TS 4	Why a reserve account now?	Premise	VS 8	VS costs up 23-51% despite automation	Op
VS 11	Museum costs back to Museum budget	Premise	VS 13	Seasonal monthly hours FY24/25/26	Op
VS 14	Average hourly rates July/August FY24/25	Op	VS 15	Budgeted seasonal hours/dollars July/August FY26	Op

How Municipal Operations Continue if a Budget Is Not Approved

This section explains the legal and operational process that occurs if a municipal budget is not approved. It is provided for general understanding of how services continue and how decisions are made within the Town's charter and state law.



CONTEXT

When a Budget Fails — Understanding the Financial Record

FY 2026–27 Budget Process · Town of Ogunquit · Foundational Context

5 QUESTIONS ADDRESSED · LAND USE / ASSESSING · COMPANION TO THEME 6

Several questions in Theme 6 ask why specific budget figures appear inconsistent across years — why a line item shows one amount in the approved budget but a different amount in the final approved figure, or why a department total stays the same while individual lines shift. These are not arbitrary discrepancies. They are the financial record of what happens when a budget fails at the ballot and management has to operate within a constrained appropriation. Understanding the mechanics is the prerequisite to reading those figures accurately.

THE MECHANICS

What the Law Requires When a Budget Fails

Under Ogunquit's Town Charter, when a proposed budget fails at the June ballot, the total appropriation reverts to the prior-year figure. This is a total budget reversion — not a line-by-line freeze. Management retains full authority to determine how to provide legally required services within that total: which staff to retain, how to allocate hours, how to align service delivery with available resources. The lines within a department budget are management decisions. The total is what the Charter constrains.

The Town cannot spend beyond the total appropriation voters approved. Additional revenue does not create additional spending authority. When a seasonal budget fails, the immediate summer is already underway — seasonal staff are hired and operations continue. The failure resets the baseline for the *following* summer. That is where the constraint lands: reduced capacity, reallocated staff, and services aligned to what the appropriation can actually support.

Management's job is to keep the organization running within available resources — and to make professional judgments about how to do that. Those judgments leave a financial record that can look inconsistent if you don't know what drove it. The figures below are that record.

QUESTIONS ADDRESSED

Land Use — Why the Figures Don't Match Across Years LU Q9 · Q12 · Q15

These questions become straightforward once the assessor transition is understood. For years, Ogunquit contracted with an outside assessing firm. In FY25, the Town budgeted for that contractor as usual — the Assessing line showed \$0 for a Town employee because there was none. During FY25, the decision was made to bring assessing in-house. A licensed Assessor was hired, and the expense shifted from contracted services to a salary line. The FY25 approved budget did not anticipate that change because the hire happened mid-year.

The FY26 proposed budget was built to reflect the new in-house model. It failed. The Charter reversion brought the total departmental budget back to the FY25 figure — but not line by line. The Charter constrains the total. Management then allocates that total based on what the organization actually looks like: current staff, current needs, current service priorities. The Assessor's salary was allocated to the Assessing line because that is where it belongs — even though the FY25 approved budget had shown \$0 there. That is not an inconsistency. It is management allocating a total appropriation to reflect present reality.

When the total stays the same but individual lines differ between years, that is always management making allocation decisions within a fixed total. The total is what the Charter constrains. Casting a vote based on how the lines are drawn within that total will not change how management allocates resources — that is a management decision, and it should be.

PREMISE CLARIFICATION — LU Q2

"We are being punished for voting down the Land Use budget."

The Town is not punishing anyone. The Charter requires the total appropriation to revert when a budget fails. Management then determines how to provide legally required services within that total — which staff to retain, how to allocate hours, how to align services with available resources. Closing two days a week was that alignment: the resources voters allocated to Land Use did not support five-day operations. Management aligned service delivery accordingly. The FY27 budget asks for what is needed to restore full capacity. Voters will decide.



What Closing Two Days a Week Actually Meant LU Q5

Closing Land Use two days a week was not a cost-saving measure — it was service alignment. During the closed days, the Code Enforcement Officer shifted to planning and inspection work. The admin staff were available to support other departments where voters had allocated resources. The resources available to Land Use did not support five-day walk-in operations, SMPDC participation at full capacity, or the full prior staffing model. So management aligned services with what was available.

The financial impact of reduced availability — slower permit turnaround, reduced community access — is real. It is also the direct result of the appropriation the voters set. The FY27 request reflects what it actually costs to restore full service. That is the only question the vote answers: is that the right allocation of community resources or not.

QUESTIONS ADDRESSED ON THIS PAGE (5)

LU 2	"We are being punished" for voting down the budget	Premise	LU 5	Work eliminated by 2-day closure / money lost	Premise
LU 9	FY25 vs. FY26 budget figure inconsistency	Premise	LU 12	Assessing FY25/26 \$0 vs. \$100,654 inconsistency	Premise
LU 15	Total dept expense same but line items differ	Premise			

Why are we sharing this?

This information is provided so voters can enter the budget process with a clear understanding of what a municipal budget vote does—and does not—determine.

A budget vote establishes the level of funding available for services, but it does not assign authority over operational decisions such as staffing, contracts, or salaries, which are set through the Town's governance structure and applicable agreements. Understanding these distinctions helps ensure that expectations align with how decisions are made.

Providing this context helps avoid situations where expectations about outcomes do not align with how municipal authority is structured. **With a clear understanding of these roles, voters can participate in the budget process knowing how their vote influences services and how other decisions are made through elected leadership and administration.**

When voters know which decisions are shaped directly by the ballot and which are governed by policy, contracts, or administrative responsibility, it allows for more informed participation in both the budget process and broader local governance.

Our goal is simply to provide clarity so the community can make decisions based on an accurate understanding of how municipal budgeting works and how different parts of local government interact.