

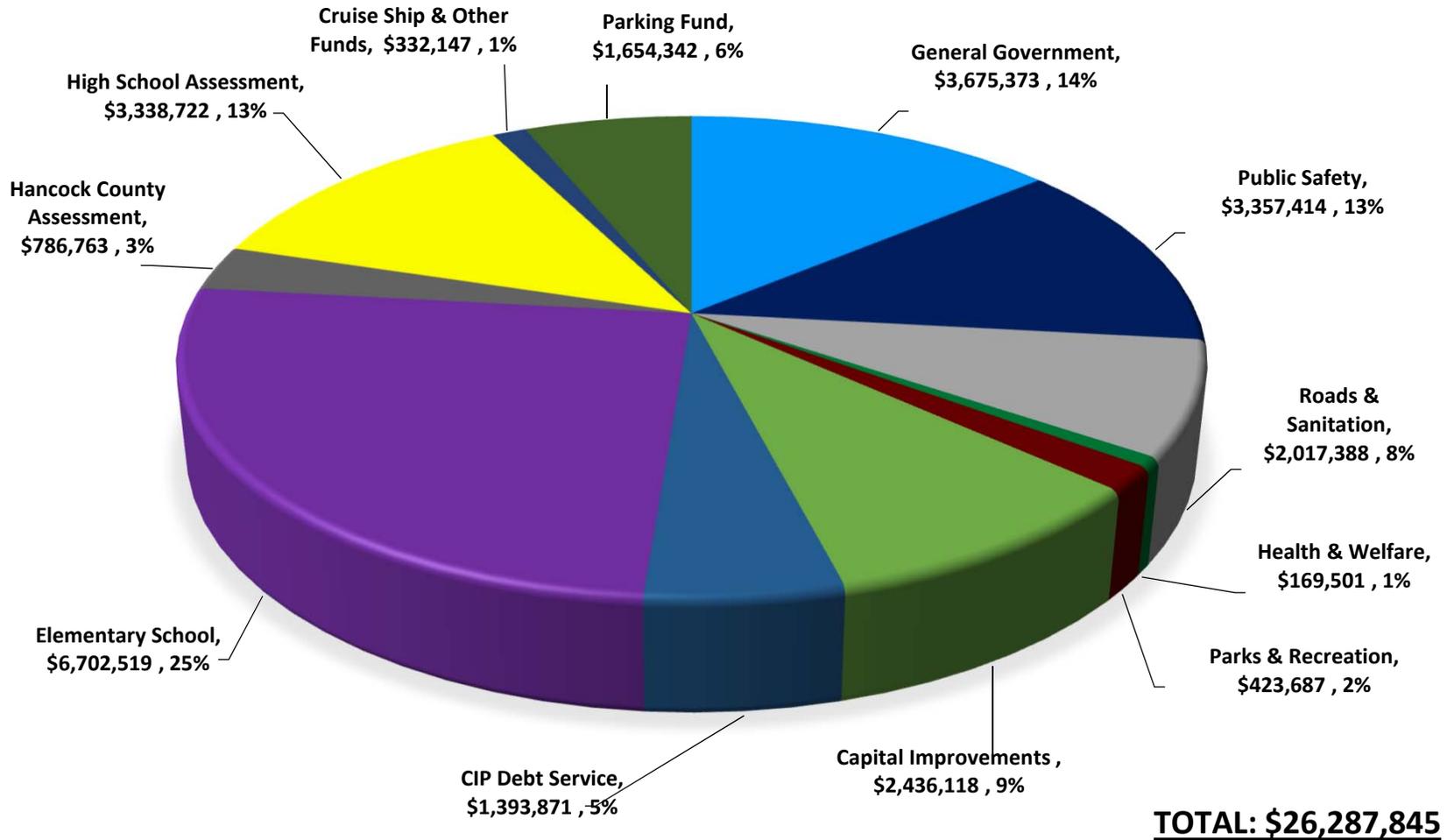
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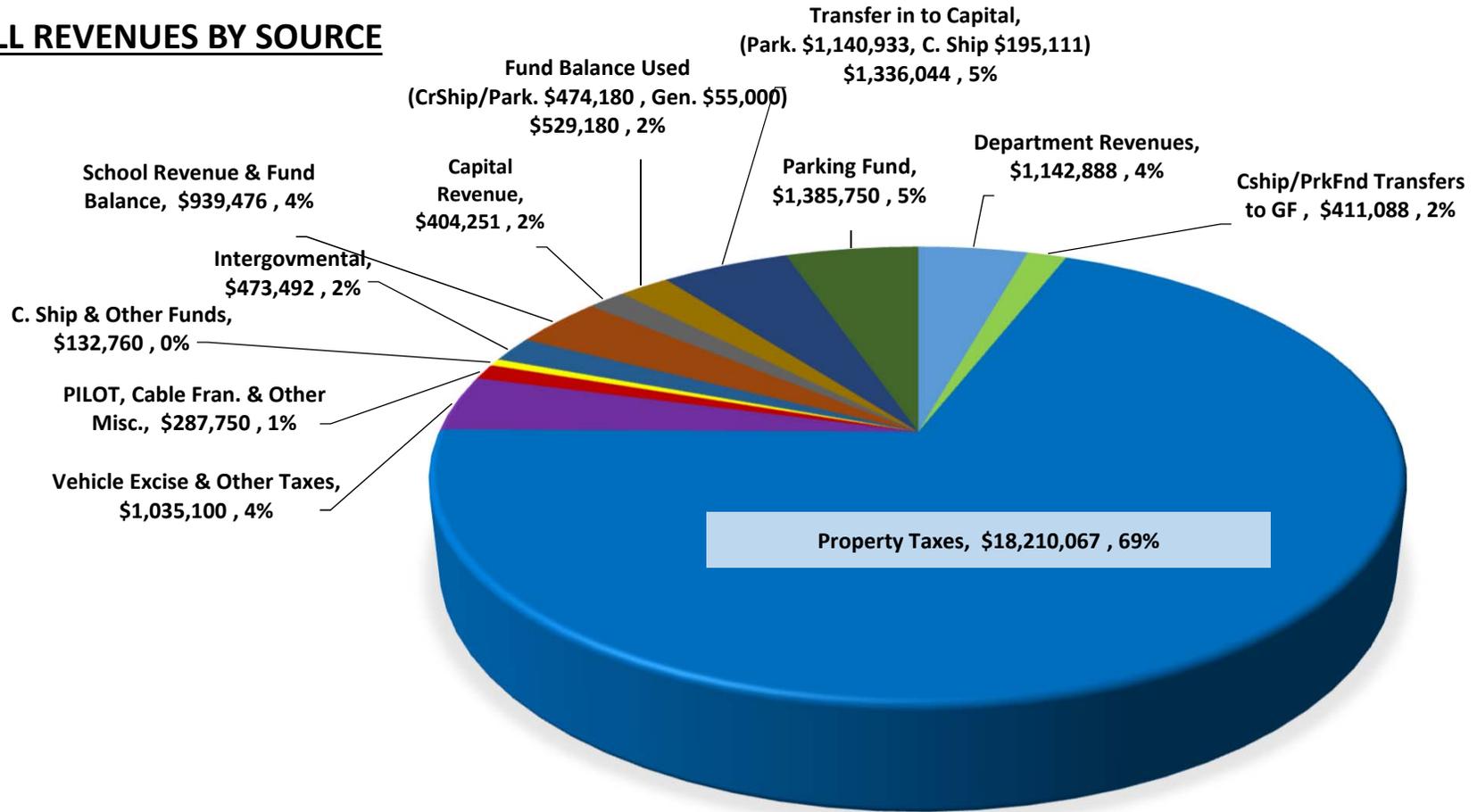
Fund Balance History: As Per Audit

	-----Assigned-----			Unassigned	Total
	Working Capital (10% of Revenues)	Insurance Reserve	Encumbrances		
Audited 6/30/2008	\$1,470,000		\$37,015	\$557,559	\$2,064,574
Audited 6/30/2009	\$1,488,000		\$45,497	\$237,685	\$1,771,182
Audited 6/30/2010	\$1,508,000	\$ 57,000	\$70,320	\$696,033	\$2,331,353
Audited 6/30/2011	\$1,589,000	\$57,000	\$27,185	\$850,243	\$2,523,428
Audited 6/30/2012	\$1,706,000	\$85,000	\$25,287	\$1,170,977	\$2,987,264
Audited 6/30/2013	\$1,745,000	\$528,333	\$36,253	\$840,746	\$3,150,332
Audited 6/30/2014	\$1,783,000	\$500,000	\$20,575	\$623,932	\$2,927,057
Audited - 6/30/2015	\$1,819,000	\$500,000	\$25,374	\$322,092	\$2,666,466
Audited - 6/30/2016	\$1,878,000	\$500,000	\$44,591	\$509,311	\$2,931,902
Audited - 6/30/2017	\$1,905,000	\$500,000	\$54,077	\$621,603	\$3,080,680
Audited - 6/30/2018	\$1,941,000	\$500,000	\$64,500	\$760,950	\$3,266,450
Ann'l Fund Bal Adj for W/Cap-'18 audit	\$ 92,000			\$ (92,000)	
Higher Revenue than budgeted				\$ 210,245	\$ 210,245
Lower Expenses than budgeted			(\$8,724)	\$ 144,338	\$ 135,614
Use of Fund Balance for FYCIP				\$ (70,000)	\$ (70,000)
Use of Fund Bal. for Highway				\$ (51,000)	\$ (51,000)
Assessing Overlay				\$ 85,019	\$ 85,019
Audited - 6/30/2019	\$ 2,033,000	\$ 500,000	\$ 55,776	\$ 987,552	\$ 3,576,328
<i>(excludes School, CrShip Funds)</i>					\$ 3,576,328
Ann'l Fund Bal Adj for W/Cap-'19 audit	\$ 132,000			\$ (132,000)	
Use of Fund Balance for FYCIP				\$ (55,000)	\$ (55,000)
Assessing Overlay				\$ 48,332	\$ 48,332
Projected - 6/30/2020	\$ 2,165,000	\$ 500,000	\$ 55,776	\$ 848,884	\$ 3,569,660

BREAKOUT OF ALL EXPENDITURES



ALL REVENUES BY SOURCE



TOTAL: \$26,287,845

**TOWN OF BAR HARBOR
NEXT YEAR BUDGET DETAIL REPORT
2021 FISCAL YEAR 2020 BUDGET**

	QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
1010 TOWN COUNCIL					
1010 5808 - PROFESSIONAL DUES & LICENSES				\$ 11,580	
MMA	1		\$ 10,100		
ME Service Center Coalition	1		\$ 660		
League Of Towns	1		\$ 820		
TOTAL TOWN COUNCIL					\$ 36,562
1012 TOWN MANAGER					
1012 5808 - PROFESSIONAL DUES & LICENSES				\$ 1,070	
ICMA	1		\$ 900		
MTCMA	1		\$ 170		
TOTAL TOWN MANAGER					\$ 133,606
1014 TOWN CLERK					
1014 5105 - WAGES-HOURLY				\$ 110,406	
Town Clerk - 2.6%	1	\$ 32.82	\$ 68,265		
Deputy Clerk - 3%	1	\$ 20.26	\$ 42,141		
TOTAL TOWN CLERK					\$ 127,852
1016 FINANCE					
1016 5100 - WAGES-SALARIES				\$ 168,743	
Treas./Fin Dir +2.6%	1		\$ 102,392		
Tax Coll/PR Sprvsr. + 3.7%	1		\$ 66,351		
1016 5105 - WAGES-HOURLY				\$ 144,560	
Amb Agent/DMV Agent -3% + .25 longevity	1	\$ 24.33	\$ 50,606		
Accountant/Dpty TC - 4%	1	\$ 23.01	\$ 47,861		
Accounts Payable - 3% + .25 longevity	1	\$ 22.16	\$ 46,093		
1016 5115 - WAGES-PART TIME				\$ 6,080	
Backup - Scanning - Filing	320	\$ 19.00	\$ 6,080		
1016 5368 - CONT SRV-COMPUTER LIC & SPPT				\$ 38,500	
GUI MUNIS users	1		\$ 1,100		
12 MUNIS software modules	1		\$ 28,100		
MUNIS oper system OSDBA	1		\$ 7,200		
MUNIS Host CitizenSelfServe	1		\$ 2,100		
1016 5808 - PROFESSIONAL DUES & LICENSES				\$ 905	
GFOA Membership	1		\$ 175		
Wall St. Journal sub.	1		\$ 460		
Various staff memberships	1		\$ 270		
TOTAL FINANCE					\$ 369,588
TOTAL LEGAL COUNSEL					\$ 47,950
1020 ELECTIONS					
1020 5364 - CONT SRV-LEASE VOTE MACH				\$ 3,600	
Need 2 add'l machines for Pres. Election	2	\$ 1,500	\$ 3,000		
Lease renew. through SOS for 2 current machines	1		\$ 600		
TOTAL ELECTIONS					\$ 22,227

	QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
1022 TECHNOLOGY DIVISION					
1022 5334 - CONT SRV-GEN'L & PROF FEES				\$	3,500
Gen'l support labor-Grohs	1		\$ 500		
Email support labor-Paramo	1		\$ 500		
BMC Phone labor	1		\$ 1,000		
VMWare-BranchPond	1		\$ 1,500		
1022 5368 - CONT SRV-TECH. LIC & SPPT				\$	13,515
CISCO IOS -Teracai	1		\$ 450		
dotgov.gov domain	1		\$ 400		
DNS host & Mail server mt-Paramo	1		\$ 260		
Laserfiche maint.-GenCode	1		\$ 3,800		
VMWare Spprt-Prod level	1		\$ 3,500		
Mitel phone lics.-BMC	1		\$ 400		
Symantec-CDW anti virus	1		\$ 1,250		
Firewall -CXTEC (placeholder)	1		\$ 100		
NENA 911 fee-ph# locations	1		\$ 255		
Exchange email for staff	50	\$ 20	\$ 2,500		
Teamviewer remote sport	1		\$ 600		
1022 5390 - CONT SRV-WEB SITE SERVICES				\$	15,450
People's GIS Maps on Line	1		\$ 3,000		
People's Forms/Document Mgr	1		\$ 4,000		
CivicPlus hosting & sup	1		\$ 5,150		
Web broadcast streaming	12	\$ 275	\$ 3,300		
1022 5512 - UTIL-INTERNET/WEB ACCESS				\$	2,500
AOS91 internet access	1		\$ 1,500		
UNIV OF ME-IP lease	12		\$ 100		
Spectrm-backup & free WIFI	12	\$ 75.00	\$ 900		
1022 5700 - EQP PURCH-COMPUTER/PRNTRS				\$	24,000
Replace/add 7 PC's; avg cost	8	\$ 1,000	\$ 8,000		
Cradlepoint for PD 505&2	2	\$ 1,000	\$ 2,000		
CF-31 Toughbk tablet-FD&Amb	2	\$ 4,700	\$ 9,400		
Fire-ID Maker	1		\$ 2,600		
Hwy tablet & Hdrive	1		\$ 925		
Contingency	1		\$ 1,075		
TOTAL TECHNOLOGY DIVISION					\$ 160,481
1024 MUNICIPAL BUILDING					
1024 5115 - WAGES-PART TIME				\$	22,182
3%	1	\$ 19.39	\$ 22,182		
1024 5300 - CONT SRV-FIRE/SECRTY ALARM				\$	1,785
Eagle F-ann'l elevtr tests	1		\$ 275		
Eagle-ann'l fire monitoring	1		\$ 375		
Eagle-Full fire inspection	1		\$ 870		
Eagle-Panic Alarms monitoring	1		\$ 265		
1024 5324 - CONT SRV-ELEVATORS				\$	3,800
Contract - Qtrly inspections	1		\$ 3,600		
Otis - Annual State test	1		\$ 200		
1024 5370 - CONT SRV-SPRINKLERS				\$	2,245
Ann'l 6" Water div fee	1		\$ 1,020		
Johnsn Contrl-ann'l inspection	1		\$ 775		
Interstate Fire-server room	1		\$ 450		
TOTAL MUNICIPAL BUILDING					\$ 81,853

	QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
TOTAL TOWN OFFICES					\$ 44,045
TOTAL EMPLOYEE BENEFITS					\$ 1,828,895
1030 CODE ENFORCEMENT DIV					
1030 5105 - WAGES-HOURLY-CEO				\$ 122,658	
CEO 3% + .50 longevity	1	\$ 32.19	\$ 66,955		
ASST. CEO - 3%	1	\$ 26.78	\$ 55,703		
TOTAL CODE ENFORCEMENT DIV					\$ 136,847
1032 ASSESSING					
1032 5105 - WAGES-HOURLY				\$ 47,050	
3% + New CMA certification	1	\$ 22.62	\$ 47,050		
1032 5368 - CONT SRV-COMPUTER LIC & SPPT				\$ 12,100	
ESRI-Arcview Pad, Prim & Runtm	1		\$ 3,500		
VISION-5 users & GIS Maint	1		\$ 6,600		
WebAssessor, People Forms	1		\$ 2,000		
TOTAL ASSESSING					\$ 153,735
1034 PLANNING					
1034 5105 - WAGES-HOURLY- OF.MGR & PLANNR				\$ 102,274	
OFFICE MANAGER		\$ 21.45	\$ 44,616		
ASST PLANNER		\$ 27.72	\$ 57,658		
TOTAL PLANNING					\$ 214,691
1036 MISCELLANEOUS					
1036 5334 - CONT SRV-POLCO/BH ENTERPRS				\$ 10,000	
Polco annual fee	1		\$ 1,500		
Nina St. Germain/BH Enterp.	1		\$ 8,500		
TOTAL MISCELLANEOUS					\$ 227,900
1042 FIRE					
1042 5105 - WAGES-HOURLY (12)					
CPI-U 2.1% + .9% = 3% adjustment					
Assistant Chief w/ stipends	1		\$ 58,967	\$ 655,370	
Captain w/ stipends	1		\$ 57,372		
Captain w/ stipends	1		\$ 56,716		
Paramedic w/ longevity and stipend	1		\$ 55,581		
Paramedic w/ longevity & educ. stipend	1		\$ 55,726		
EMT - Advanced w/ educ. stipend	1		\$ 53,659		
EMT - Basic	3	\$ 51,316	\$ 153,948		
Paramedic w/ educ. stipend	1		\$ 54,761		
Paramedic w/ longevity	1		\$ 54,568		
Paramedic	1		\$ 54,072		
1042 5110 - WAGES-OVERTIME				\$ 72,714	
Scheduled OT and call-back	1		\$ 72,714		

	QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
<i>1042 FIRE CONTINUED</i>					
1042 5368 - CONT SRV-COMPUTER LIC & SPPT				\$	18,385
I am responding	1		\$ 900		
Image trend Amb run reprtng	2	\$ 175	\$ 350		
NEMESIS Brid prgrm-Trtch Amb	1		\$ 500		
Tritech Amb support-ImgTrnd	1		\$ 2,732		
Medicare Internet bill-Ability	1		\$ 2,485		
CAD for 5 emerg vehicles	5	\$ 114	\$ 570		
Cellular connect-Netmotion	6	\$ 60	\$ 360		
Spillman - Fire Modules	1		\$ 1,300		
NSure-amb database search	1		\$ 7,188		
Spillman-Emerg. Reprtnng Sys.	1		\$ 2,000		
1042 5378 - CONT SRV-TESTNG-EQUIPMENT				\$	5,840
Flow testing of SCBA regulators	21	\$ 60	\$ 1,260		
Air compressor; air quality	1		\$ 750		
Ground ladders	1		\$ 500		
Apparatus pump test	4	\$ 400	\$ 1,600		
Zoll mmonitor/defib calibrtn	2	\$ 255	\$ 510		
Aerial ladder test	1		\$ 845		
IV pumps AED calibrations	1		\$ 375		
1042 5410 - SUPPLIES-UNIFORMS & CLOTHING				\$	9,755
Fulltime staff clothing	13	\$ 675	\$ 8,755		
Uniforms - call firefighters	1		\$ 1,000		
1042 5458 - SUPPLIES-VEHICLE SUPPLIES				\$	7,600
Tires for vehicles	2	\$ 600	\$ 1,200		
Other recurring Fire Trks	1		\$ 3,400		
Amb vehicles	1		\$ 3,000		
1042 5658 - REPAIRS-VEHICLE REPAIRS				\$	7,450
Annual Ladder Maint.	1		\$ 750		
Fleet maintenance	1		\$ 6,700		
1042 5704 - EQP PURCH-OPERATING				\$	6,370
Other ambulance equipment	1		\$ 1,000		
Tower light/charge kit	2	\$ 615	\$ 1,230		
Port. rechargeable flashlights	4	\$ 285	\$ 1,140		
Fire department equipment	1		\$ 1,000		
Axe, halligan and strap	2	\$ 300	\$ 600		
Battery reciprocating resc saw	1		\$ 600		
Replacement ballistic panels for EMS	4	\$ 200	\$ 800		
Ballistic vest					
1042 5808 - PROFESSIONAL DUES & LICENSES				\$	3,509
Intern'l Assoc. of Fire Chiefs	1		\$ 239		
Nat'l Fire Prot. Assoc. online	1		\$ 1,395		
National Fire Prot Association	1		\$ 175		
ME State Fed. of Firefighters	1		\$ 300		
Hancock Cty Fighters Assoc.	1		\$ 125		
Atlantic Partners(EMS)	1		\$ 900		
Maine Fire Chiefs Association	1		\$ 95		
EMS Service Fees	1		\$ 280		
1042 5844 - TRAINING/WORKSHOPS/ETC				\$	6,175
1 call ff's to the academy	1		\$ 450		
Capt. to Fire Officer I & II	1		\$ 1,200		
Misc FF training & classes	1		\$ 1,000		
Vol. Combination F Chief Symp.	1		\$ 400		
EMS certs training	1		\$ 1,000		
Child safety conference	1		\$ 125		
Advanced EMT training	1		\$ 2,000		

TOTAL FIRE \$ 993,332

			QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
TOTAL	PUBLIC FIRE PROTECTION						\$ 585,604
1045 POLICE							
1045	5105 - WAGES-HOURLY (12)					\$	722,505
	Lieutenant w/.50 longevity	3%	1	\$ 34.91	\$ 72,613		
	Captain w/.40 Longevity	3%	1	\$ 36.52	\$ 75,962		
	Sergeant w/.25 longevity	3%	1	\$ 30.06	\$ 62,525		
	On Duty Supervisor Comp.		365	\$ 15.00	\$ 5,475		
	Patrol Officer w/.25 longevity	3%	2	\$ 27.03	\$ 112,445		
	Patrol Officer w/.40 longevity	3%	1	\$ 27.18	\$ 56,534		
	6 Patrol Officers	3%	6	\$ 26.78	\$ 334,214		
	Capt. On Call - \$7.50 daily		365	\$ 7.50	\$ 2,737		
	Special Svc Sergeant		0	\$ 29.53	\$ -		
1045	5108 - WAGES-PD ADMIN ASST					\$	49,587
	Admin. Assitant		1	\$ 23.59	\$ 49,067		
	Longevity		1	\$ 0.25	\$ 520		
1045	5122 - WAGES - MDEA					\$	72,411
	Base wage		1	\$ 33.40	\$ 69,472		
	Holiday pay		88	\$ 33.40	\$ 2,939		
1045	5310 - CONT SRV-CLEANING/TRASH P/UP					\$	12,318
	2 wks x 26 times = \$393		26	\$ 393	\$ 10,218		
	4 Floor Refinish		4	\$ 300	\$ 1,200		
	Ireson Hill Maint		12	\$ 75	\$ 900		
1045	5368 - CONT SRV-COMPUTER LIC & SPPT					\$	13,178
	Annual Arbitrator Support (In-Car Video Sys.)		5	\$ 188	\$ 940		
	Spillman Annual maintenance		1	\$ 5,738	\$ 5,738		
	Cradlepoint Annual Support		5	\$ 120	\$ 600		
	Speed trailer/message board - All Traffic Sol.		2	\$ 1,300	\$ 2,600		
	Cellular connect.-Netmotion		5	\$ 100	\$ 500		
	Power DMS-Docmnt Mgt Syste increase		1	\$ 2,250	\$ 2,250		
	New Netmotion lic for #502		1	\$ 550	\$ 550		
1045	5704 - EQP PURCH-OPERATING					\$	12,000
	Armour vests, flashlights, misc. equip.		1		\$ 5,000		
	New equipment - 3 Part-Time officers		1		\$ 7,000		
TOTAL	POLICE						\$ 1,327,517
1047 DISPATCH							
1047	5105 - WAGES-HOURLY					\$	196,706
	Dispatchers	3%	4	\$ 23.58	\$ 196,186		
	Longevity Adjst		1	\$ 0.25	\$ 520		
1047	5150 - WAGES-HOLIDAY LEAVE					\$	8,223
	4 staff 11 holidays		352	\$ 23.36	\$ 8,223		
1047	5368 - CONT SRV-COMPUTER LIC & SPPT					\$	1,644
	911 Call recorder-Acorn		1		\$ 1,300		
	DMV Network Access-Openfox		2	\$ 172	\$ 344		
TOTAL	DISPATCH						\$ 248,082
1049 PUBLIC SAFETY							
1049	5602 - REPAIRS-BUILDINGS					\$	3,100
	Modern Pest Control		1		\$ 900		
	Building repairs		1		\$ 2,200		
TOTAL	PUBLIC SAFETY BLDG						\$ 45,232

		QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
TOTAL	STREET LIGHTS					\$ 20,000
1053	5105 - WAGES-HOURLY-HARBORMASTER Includes .50 longevity pay	1	\$ 28.28	\$ 58,822	\$ 58,822	
TOTAL	HARBOR					\$ 137,647
TOTAL	PARKS & RECREATION					\$ 423,687
TOTAL	GENERAL ASSISTANCE					\$ 2,460
TOTAL	COOPERATING AGENCIES					\$ 63,268
TOTAL	COMFORT STATIONS					\$ 103,773
1075	PUBLIC WORKS					
1075	5105 - WAGES-HOURLY 3% + .40 Longevity	1	\$ 23.56	\$ 49,005	\$ 49,005	
1075	5368 - CONT SRV-COMPUTER LIC & SPPT Secondary Lic-ESRI Arcview	1		\$ 300	\$ 760	
	AutoCAD & Arcview Engine	1		\$ 460		
TOTAL	PUBLIC WORKS					\$ 160,274
1077	HIGHWAY DIV					
1077	5105 - WAGES-HOURLY (10) Foreman <i>2.1% CPI-U + .9% = 3%</i>	1	\$ 24.83	\$ 61,647	\$ 476,690	
	Mechanic	2	\$ 23.95	\$ 99,632		
	Eq Oprtr	2	\$ 22.35	\$ 92,976		
	Driver A	2	\$ 21.34	\$ 88,774		
	Driver B	3	\$ 21.12	\$ 131,789		
	Longevity	2080	\$ 0.90	\$ 1,872		
1077	5368 - CONT SRV-COMPUTER LIC & SPPT Online HD Truck data access	1		\$ 195	\$ 9,592	
	MV Reporter Data-All Data LLC	1		\$ 1,500		
	Vehicle Scan Tool -CoastalAuto-Encore	1		\$ 697		
	Fuel System Maint-SynTech	1		\$ 1,200		
	PeopleGIS-Stormwtr module	1		\$ 3,000		
	Heavy Truck scan tool update-yearly	1		\$ 2,600		
	SEMS Asset Mgt System	1		\$ 400		
1077	5370 - CONT SRV-SPRINKLERS Town Flat Sprinkler fee-3"	1		\$ 510	\$ 885	
	Annual Sprinkler test	1		\$ 375		
1077	5704 - EQP PURCH-OPERATING Mechanic's Tool Replacement	1		\$ 1,500	\$ 5,000	
	Hand Tool Replacement	1		\$ 1,000		
	New chainsaw	1		\$ 1,000		
	Air compressor-bus garage	1		\$ 1,500		
TOTAL	HIGHWAY DIV					\$ 1,127,420

	QUANTITY	PER UNIT COST	UNIT COST	DETAIL	FY 21 TWN MEET
1079 SOLID WASTE					
1079 5105 - WAGES-HOURLY				\$	136,926
Superintendent <i>2.1% CPI-U + .9% = 3%</i>	1	\$ 23.11	\$ 48,069		
Trx stat/Recyl atndnts	2	\$ 21.11	\$ 87,817		
Longevity	2080	0.50	\$ 1,040		
TOTAL SOLID WASTE					\$ 729,694
TOTAL ASSESSMENTS					\$ 4,208,426
TOTAL OPER TRANSFERS TO OTHER FUNDS					\$ 7,852,737
GRAND TOTAL					\$ 21,615,385

Debt Service

A Responsibility of the Finance Department

Debt Ratios

State Law restricts the amount of debt that a municipality may incur by limiting it to a percentage of the total assessed value of the Town. This is similar in some sense to the way banks limit the amount an individual may borrow to a debt ratio relating their total indebtedness to their net worth. The following is the quotation from State Law, 30a MRSA 5702.

No municipality may incur debt which would {1} cause its total debt outstanding at any time, exclusive of debt incurred for school purposes, for storm or sanitary sewer purposes, for energy facility purposes or for municipal airport purposes to exceed 7 1/2% of its last full state valuation, ... {2} A municipality may incur debt for school purposes to an amount outstanding at any time not exceeding 10% of its last full state valuation, ... {3} for storm or sanitary sewer purposes to an amount outstanding at any time not exceeding 7 1/2% of its last full state valuation, ... {4} and for municipal airport and special district purposes to an amount outstanding at any time not exceeding 3% of its last full state valuation, ...; {5} provided, however, that in no event may any municipality incur debt which would cause its total debt outstanding at any time to exceed 15% of its last full state valuation, {6} or any lower percentage or amount that a municipality may set.

For the purposes of this section, full state valuation shall mean the state valuation most recently certified by the State Tax Assessor pursuant to Title 36, Section 381, adjusted to 100%.

The statutory debt limits are considered by most investment counselors to be too high. The Maine Municipal Bond Bank does not like to see ratios in excess of 5% of the Full State Valuation. Moody's Investor Service views debt burdens of 3 to 4% as average.

Bar Harbor's debt to value ratio is well within recommended limits at: 1.2%

For details, please see the analysis on page two.

Notes:

- {1} Referred to below as General Purpose Debt
- {2} Referred to below as School Purpose Debt
- {3} Referred to below as Sewer Purpose Debt
- {4} Referred to below as Airport and Special District Purpose Debt
- {5} Referred to below as Total Debt

Bond Issues

B	2002	Underground Water Tank Purchase
C	2004	Emerson/Connors Heating System - Conventional
D	2005	Agamont Park and Seawall Project
E	2005	USDA Rural Development Refunding Issue - Hulls Cove Sewer
F	2010	Public Works Projects - FY10-Refinanced FY20
G	2012	Sewer System Improvements: 2011
H	2012	Water System Improvements: 2011
I	2012	Water System Improvements: 2012 - SRF
J	2013	Public Works Complex: 2013 - Garage, Fueling Station, Salt/Sand Shed, Pole Barn and Offices
K	2014	Municipal Building Renovations & Downtown Signage: FY15 -
L	2015	Rte #3 Water Mains & Public Safety Bldg Envelope-FY16
M	FY17	Transfer Station Renovations
M	FY18	Public Safety Building Slab
M	FY18	Fire Dept - New Ladder Truck
N	FY19	Ferry Terminal Land Acquisition
N	FY19	Parking Meter System
O	FY19	Ferry Terminal Land Acquisition-Taxable Portion for Bay Ferries
P	FY20	LED Streetlight & Park Light Project

Debt Service

A Responsibility of the Finance Department

Schedule of Debt Outstanding

Bond Issue	Purpose	Last Payment	Outstanding Principal RNY 6/30/20	Type Of Obligation	Creditor
General Purpose Debt {1}					
B	Underground Water Tank Purchase	FY22	93,137	G.O. Bond	Maine Bond Bank/SRF
n/a	Hancock County Overlapping Debt	n/a	0		
E	Agamont Park & Seawall '05	FY25	200,000	G.O. Bond	Roosevelt & Cross, Inc.
F	Public Works Projects - FY10 (& Water)	FY30	1,865,000	G.O. Bond	Bank of New York Mell
H	Water System Improvements: 2011	FY32	1,333,048	G.O. Bond	Morgan Stanley & Co
I	Water System Improvements: 2012 SRF	FY33	1,790,559	G.O. Bond	Maine Municipal Bond E
J	Public Works Complex: 2013	FY34	2,550,000	G.O. Bond	Robert W. Baird, Co. Inc
K	Muni Bldg Renov & Signage	FY35	1,820,000	G.O. Bond	Morgan Stanley & Co
L	Public Safety Bldg & Rte #3 Water Mains	FY36	1,680,000	G.O. Bond	Roosevelt & Cross, Inc.
M	Transfer Stat, PubSaf Bldg, Ladder Truck	FY38	2,750,000	G.O. Bond	Eastern Bank
N	Ferry Terminal Land & Parking Meters	FY39	2,645,000	G.O. Bond	Roosevelt & Cross, Inc.
O	Ferry Terminal Land - Taxable Portion	FY39	1,225,000	G.O. Bond	Robert W. Baird, Co. Inc
P	LED Streetlight Project-capital lease	FY22	372,762	G.O. Bond	BCI Capital, Inc.
Total General Purpose Debt			18,324,506		
School Purpose Debt {2}					
n/a	MDI High School Overlapping Debt	n/a	524,075	Our 38.29% share of \$1,368,700	
C	Emerson/Conners Heating System '04	FY25	278,084	G.O. Bond	Maine Municipal Bond E
Total School Purpose Debt			802,159		
Sewer Purpose Debt {3}					
D	USDA Refunding Issue - Hulls Cove	FY28	365,000	G.O. Bond	Roosevelt & Cross, Inc.
G	Sewer System Improvements: 2011	FY32	851,952	G.O. Bond	Morgan Stanley & Co
Total Sewer Purpose Debt			1,216,952		
Airport and Special District Purpose Debt {4}					
n/a	None		0		
Total Airport & Special Dist. Debt			0		
TOTAL DEBT {5}			20,343,617		

Notes:

- A. 2019 Full State Valuation - \$1,633,500,000
2018 - \$1,577,200,000

DEBT RATIOS *	Total	Statutory Limit	Statutory Limit Exceeded?	ME Bond Bank Recommended Maximum	Town Policy Recommended Maximum
{1} General Debt	1.1%	7.5%	No		
{2} School Debt	0.0%	10.0%	No		
{3} Sewer Debt	0.1%	7.5%	No		
{4} Airport & Spec.Dist.De	0.0%	3.0%	No		
{5} Total Debt *	1.2%	15.0%	No	5.0%	5.0%

* As a percent of Estimated Full State Valuation Next Year

Town of Bar Harbor

Past & Proposed Bonding Activity

Projects	Date	Amount	Years	Outstanding Balance @ 6/30/20	Who Pays?	Avg Annual Debt Service \$ Impact
Bonds already issued:						
Concrete water Storage Tank	2/1/2002	\$ 750,000	20	\$ 93,137	Water users	\$ 49,000
Emerson Connors Heating System	5/1/20004	\$ 805,000	20	\$ 278,084	Taxpayers	\$ 61,000
Agamont Park & Seawall	2/1/2005	\$ 800,000	20	\$ 200,000	Taxpayers	\$ 48,000
Hulls Cove Sewer Plant upgrade	2/1/2005	\$ 800,000	20	\$ 365,000	Sewer Users	\$ 54,000
Pub.Wrks-Roads & Sidewalks, etc.	5/1/2010	\$ 3,700,000	20	\$ 1,459,470	Taxpayers	\$ 225,000
(water portion-mains)		\$ 600,000	20	\$ 260,233	Water Users	\$ 38,000
(Newprt Comf Station)		\$ 335,000	20	\$ 145,297	Cr.Ship Fees	\$ 21,000
Sewer Mains	9/15/2011	\$ 1,316,000	20	\$ 851,952	Sewer users	\$ 93,000
Ref. Water Co. Purchase & Mains	9/15/2011	\$ 2,515,000	10	\$ 1,333,048	Water users	\$ 336,000
Duckbrook Pumphouse/UV Treatment	10/1/2012	\$ 2,662,957	20	\$ 1,790,559	Water users	\$ 154,000
Public Works Complex	8/15/2013	\$ 3,350,000	20	\$ 2,550,000	Taxpayers 2/3	\$ 155,000
(water portion-lease)					Water users 1/3	\$ 78,000
Municipal Building Renovations	8/15/2014	\$ 2,200,000	20	\$ 1,650,000	Taxpayers	\$ 168,000
Wayfinding Signage	8/15/2014	\$ 242,000	15	\$ 170,000	Cr.Ship Fees	\$ 22,000
Public Safety Building	8/25/2015	\$ 400,000	20	\$ 320,000	Taxpayers	\$ 32,000
Rte #3 Water main replacement	8/25/2015	\$ 1,700,000	20	\$ 1,360,000	Water users	\$ 134,000
SolW Station & Fire Station & Ladder	10/31/2017	\$ 3,070,000	15-20	\$ 2,750,000	Taxpayers	\$ 272,000
Ferry Terminal Land & Park Meters	3/31/2019	\$ 2,275,000	20/5	\$ 2,165,000	Taxpayers	\$ 36,000
					Cr.Ship Fees	\$ 25,000
					Parking Fees	\$ 50,000
					Bay Ferries	\$ 110,000
Parking Meters	3/31/2019	\$ 600,000	5	\$ 480,000	Parking Fees	\$ 135,000
Ferry Terminal Land-Taxable	3/31/2019	\$ 1,225,000	20	\$ 1,225,000	Bay Ferries	\$ 90,000
Totals - Bonds Issued & Outstanding	@6/30/2020	\$ 29,345,957		\$ 19,446,780		\$ 2,386,000

Debt Service is:

By Fund: General Fund (\$21 million annual Approp.)	-5% of bud	\$ 11,372,554	Taxpayers	\$ 999,000	44%
Cruise Ship Fd (\$1.0 million annual Approp.)	-7% of bud	\$ 315,297	Cruise Ship Fees	\$ 67,000	3%
Sewer Fund (\$2.1 million annual Approp.)	-7% of bud	\$ 1,216,952	Sewer users	\$ 147,000	6%
Water Fund (\$2.0 million annual Approp.)	-40% of bud	\$ 4,836,977	Water Users	\$ 788,000	33%
Parking Fund (\$1.6 million annual Approp.)	-12% of bud	\$ 480,000	Parking Fees	\$ 185,000	6%
		\$ 1,225,000	Bay Ferry Lease	\$ 200,000	8%
		\$ 19,446,780		\$ 2,386,000	100%

Town Meeting

Proposed Bonds-FY2021:	Vote				
School Renovations	Nov '20?	\$ -	20	Taxpayers	\$ -

Reconciliation to All Debt:

Bond Activity (above)	\$ 19,446,780
Capital Lease	372,762
MDI HS Debt	524,075
= Schedule of All Debt	<u>\$ 20,343,617</u>

Administrative Services

1016-xxxx

Administrative Services is the cost to the General Fund of providing accounting and management services to the Sewer and Water Funds. We charge a flat amount each quarter, to cover all administrative services to the Sewer and Water Funds and the revenues are reflected in the Finance department.

Finance Department Expenses

Finance Dept. General Fund Budget for FY2020			357,476
Finance Dept. "Rent" of Muni.Bldg.	1040 Sq.Ft. X	\$13.50 /Sq.Ft.	14,040
Finance Dept. Employee Benefits	Wages = \$299,495	Benefits Rate= 38.0%	113,808
Computer Time: Hardware and Software Capital Cost (From TSA & C.I.P. Fund)			5,000
Total Finance Department Cost To Town			490,324

Other Funds' Shares of Finance Department Services		Budget This Year	Allocation of Finance Dept. Cost	
Municipal Budget Revenues	FY2020 Bud	21,288,563	78.2%	
Sewer Fund Revenues	FY2020 Bud	2,144,400	7.9%	38,615
Water Fund Revenues	FY2020 Bud	2,151,302	7.9%	38,740
Cruise Ship Fund Revenues	FY2020 Bud	1,133,840	4.2%	20,418
Parking Fund Revenues	FY2020 Bud	510,750	1.9%	9,197
Total Town Revenues		27,228,855	100.0%	

Requested

4310 Administrative Services to the Sewer Fund

Next Year

Sewer Fund's Share of Normal Finance Department Expenses	(see above)	38,615
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Sewer Fund's Share of Management Expenses -	Current Hourly Rate	Projected Salary/Day	Days/Yr.	Total	
Public Works Director (CSO, etc.)	(260 days)	\$360.43	45	16,219	
Technical Systems Administrator		\$318.21	21	6,682	
Water Div. Office Mgr		\$178.19	12	2,138	
Finance Director (budgeting)		\$383.83	10	3,838	
Town Manager		\$437.65	6	2,626	
Total Wages and Salaries				31,504	
Benefits		Rate	38.0%	11,972	
Sewer Fund's Share of Management Expenses					43,476

Total Sewer Fund Administrative Services Charge	\$82,091
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Requested

4312 Administrative Services to the Water Fund

Next Year

Water Fund's Share of Normal Finance Department Expenses	(see above-by \$Rev)	38,740
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Water Fund's Share of Management Expenses	Salary/Day	Days/Yr.	Total	
Public Works Director	\$360.43	53	19,103	
Finance Director (Budget/Rates/PUC)	\$383.83	16	6,141	
Technical Systems Administrator	\$318.21	15	4,773	
Town Manager	\$437.65	5	2,188	
Total Wages and Salaries			32,205	
Benefits		Rate	38.0%	12,238
Water Fund's Share of Management Expenses				44,444

Total Water Fund Administrative Services Charge	\$83,183
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Administrative Services

1016-xxxx

Requested

Next Year

4816 Administrative Services to the Cruise Ship Fund

Cruise Fund's Share of Normal Finance Department Expenses	(see above-by \$Rev)			20,418
TSA-Free Wi-Fi in the Parks (Cap, Lic & Costs)				1,000
Paper & Supplies				300
Cruise Fund's Share of Management Expenses	<i>Salary/Day</i>	<i>Days/Yr.</i>	<i>Total</i>	
Technical Systems Administrator (WiFi In Parks)	\$318.21	2	636	
Finance Director -added budgeting	\$383.83	6	2,303	
Planner & Minutes	\$322.08	3	966	
Town Manager (Budget, Meetings, Etc.)	\$437.65	7	3,064	
Total Wages and Salaries				6,969
Benefits	Rate	38.0%		2,648
Cruise Ship Fund's Share of Management Expenses				9,617

Free Wi-Fi in the Parks Lic & costs

Total Cruise Ship Fund Administrative Services Charge

\$31,335

(This charge is included in the CS Fund as an allocated expense and is reflected in the General Fund revenues as part of its CS transfers in - #1088-4806)

4816 Administrative Services to the Parking Fund

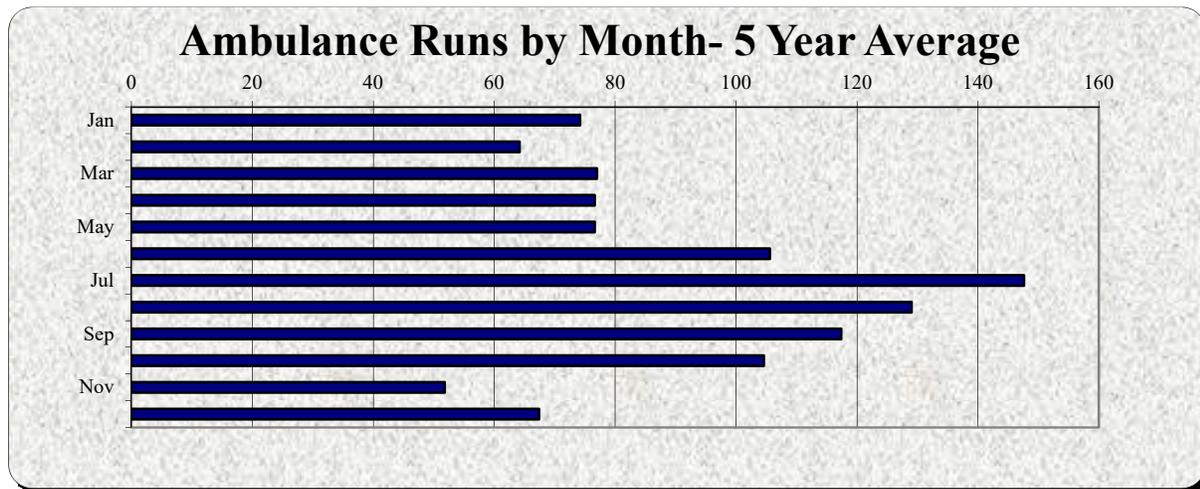
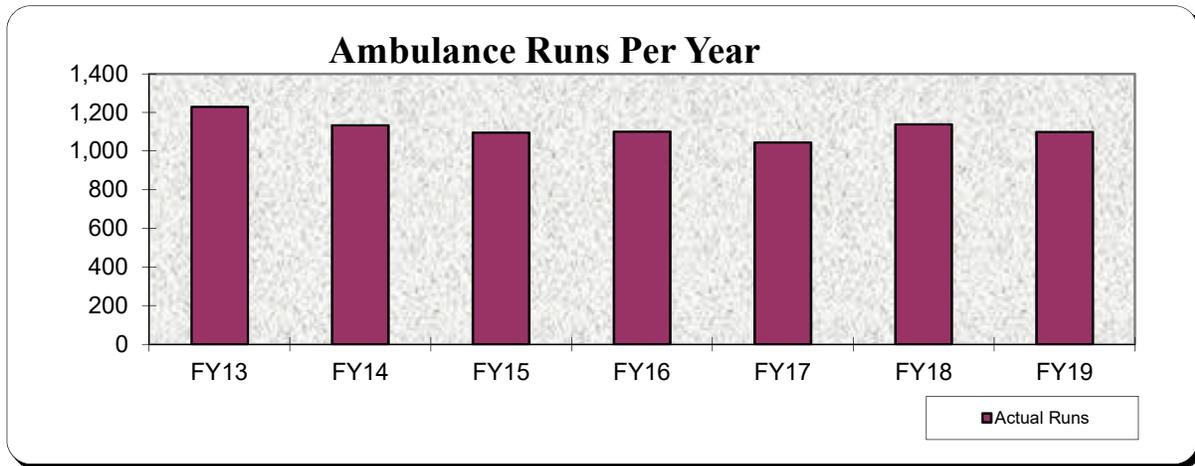
Next Year

Parking Fund's Share of Normal Finance Department Expenses	(see above-by \$Rev)			9,197
Cruise Fund's Share of Management Expenses	<i>Salary/Day</i>	<i>Days/Yr.</i>	<i>Total</i>	
Technical Systems Administrator, <i>IPS & LPR admin.</i>	\$318.21	10	3,182	
Finance Director - <i>added budgeting, meetings, oversight</i>	\$383.83	10	3,838	
Tax Collector - <i>analytics, cash/data cross referencing, bank tracking</i>	\$245.90	5	1,230	
Assessor -GIS database & Parking maps	\$316.16	10	3,162	
Town Manager (Budget, Meetings, Etc.)	\$420.02	10	4,200	
Total Wages and Salaries				15,612
Benefits	Rate	38.0%		5,932
Parking Fund's Share of Management Expenses				21,544

Total Parking Fund Administrative Services Charge

\$30,741

(This charge is included in the Parking Fund as an allocated expense and is reflected in the General Fund revenues as part of its Parking Fund transfers in - #1088-4810)



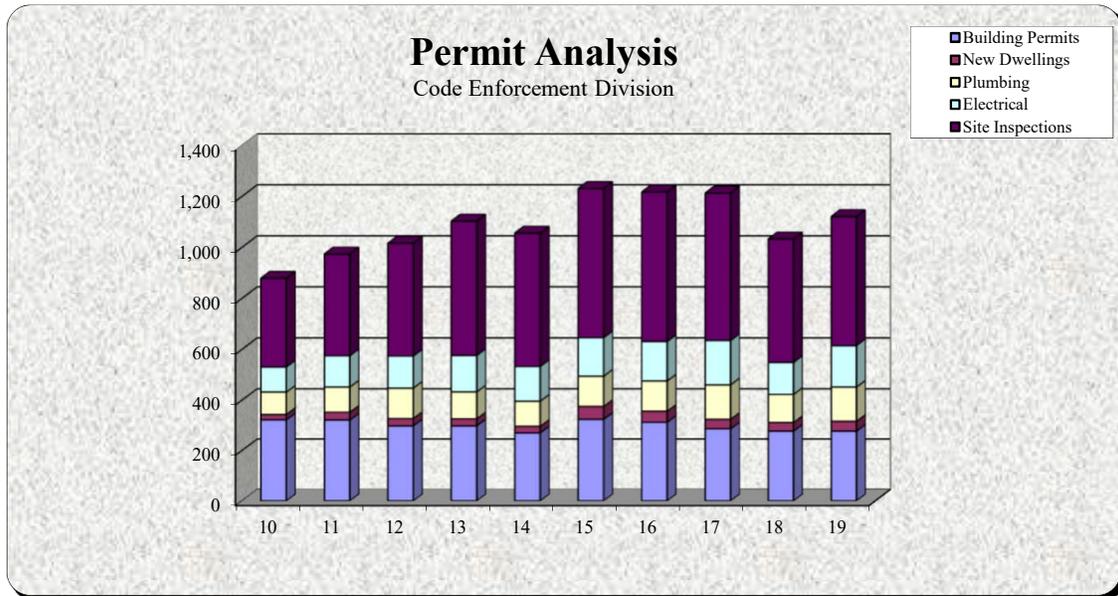
Ambulance Run History *

	Calendar Year								5 Yr Avg by month
	2012	2013	2014	2015	2016	2017	2018	2019	
Jan	103	91	83	59	63	83	88	78	74
Feb	67	80	76	86	72	59	57	47	64
Mar	89	93	77	82	82	87	64	70	77
Apr	64	98	65	93	94	80	59	57	77
May	80	108	66	76	67	73	71	96	77
Jun	112	108	103	90	98	117	125	98	106
Jul	135	157	119	161	123	182	146	126	148
Aug	114	122	106	134	122	120	140	129	129
Sep	125	117	95	104	97	132	132	122	117
Oct	113	120	137	119	76	113	114	101	105
Nov	79	61	67	46	47	50	59	57	52
Dec	85	86	86	61	81	77	63	55	67
Annual Totals									1,092
Calendar Year	1,166	1,241	1,080	1,111	1,022	1,173	1,118	1,036	
Fiscal Year		1,229	1,133	1,096	1,101	1,045	1,138	1,100	
Runs Billed *		FY13	FY14	FY15	FY16	FY17	FY18	FY19	804
As a % of Total Runs		84%	91%	81%	74%	73%	72%	67%	74%

* Not all of our runs are billable. For example, sometimes we are dispatched to the scene of a motor vehicle accident, only to find that there are no injuries; or where a run is determined to be not medically necessary.

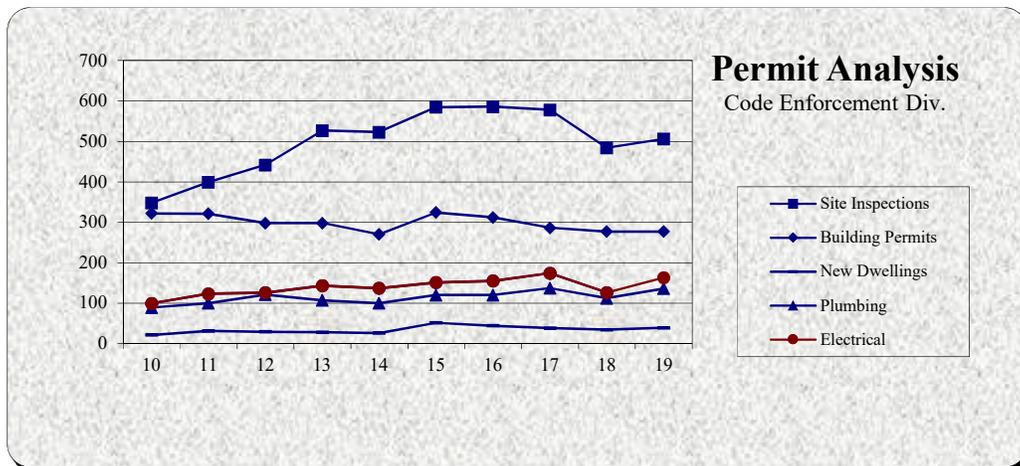
Code Enforcement Division

A Division of the Planning Department



PERMITS ISSUED 2009 - 2018

Calendar Year	10	11	12	13	14	15	16	17	18	19	One Year Change
Building Permits	322	321	298	298	270	324	312	286	277	277	0%
New Dwellings	21	31	29	28	26	51	44	38	34	39	15%
Plumbing	89	100	121	107	100	120	120	137	112	136	21%
Electrical	99	123	126	143	137	151	155	174	126	163	29%
Site Inspections	348	399	442	527	523	585	586	578	484	506	5%
Totals	879	974	1,016	1,103	1,056	1,231	1,217	1,213	1,033	1,121	9%
Total Permits	510	544	545	548	507	595	587	597	515	576	12%



5924 Island Explorer - Expenses

Island Explorer is a partnership operated by Downeast Transportation, Inc. with municipalities contributing roughly 5% of the funding, rider and local donations 2%, LL Bean 17% and our federal and state partners 17%. The lion's share of Island Explorer funding comes from Acadia National Park which provides about 60% through park entry fees.

Account History

FY14 On April 3, 2012 Town Council approved a new ten year lease with Downeast Transportation, Inc. (DTI) for their dispatch center at the Village Green. Under the terms of the new lease, DTI gets a little more of a donation from the Town, but their cost to rent their building goes up slightly more, with a \$500 net gain to the Town's benefit each year.

	<i>Fiscal Year</i>	<i>Previous Grant</i>	<i>Additional Grant</i>	<i>New Total</i>	<i>Estimated This Year</i>	<i>Requested Next Year</i>
#1036-5924 exp	FY20	25,000	15,517	40,517	40,517	
Cnancelled/cut for FY21	FY21	25,000	15,902	40,902		0
	FY22	25,000	16,315	41,315		
lease expires	FY23	0	0	0		

Total Funding for Downeast Transportation, Inc.

Since DTI receives funding from a number of Town sources, we have provided a summary below.

	1068-5950		6510-5924	<i>Total Allocated</i>
	<i>General Fund</i>		<i>Cruise Ship Fund</i>	
	<i>Misc. Account</i>	<i>CoOp. Agency</i>		
FY20		1,911	20,261	22,172
FY21		1,949	0	1,949
			<i>Change >></i>	-91.2%

4521 Island Explorer Lease - Revenues

Under the terms of the new lease, DTI gets a little more of a donation from the Town, but their cost to rent their building goes up slightly more, with a \$500 net gain to the Town's benefit each year. If the Town does not live up to the agreed increase in our grant, then DTI's rent reverts to the lower level stated in the lease.

	<i>Year</i>	<i>Grant to DTI</i>	<i>Rent Paid to Town</i>	<i>Profit to Town</i>
#1082-4521 rev	FY19	15,157	21,657	6,500
	FY20	15,517	22,517	7,000
Cut to Base contract rent of \$7500	FY21	15,902	23,402	7,500
	FY22	16,315	24,315	8,000
lease expires	FY23	0	0	0

Tax Cap Compliance - FY2021

Impact of LD#1* on the Bar Harbor Municipal Budget

Property Tax Limit This Year

FY20 Tax Cap as approved at last year's Town Meeting (See Note A)	\$8,016,991
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Adjustment for Growth Limitation Factor

State Average Real Personal Income Growth (Note B)	2.89%	
Town Property Growth Factor (See Note C)	0.86%	
Total Growth Limitation Factor		3.75%

Adjustment for Change in Municipal Revenue Sharing

Fiscal year 2019 Actual		
July 2018 - June 2019	135,186	
Fiscal Year 2019 Projected		
July 2019 - June 2020, per MMA est	178,000	
Increase or (Decrease) of Revenue Sharing	42,814	
Fiscal year 2019 Actual x Growth Factor		5,069
Net increase in Revenue Sharing		140,255

Calculate This year's Municipal Property Tax Levy Limit

Growth Factor times last year's limit	\$8,317,628
Subtract the Increase in Revenue Sharing	-\$37,745
Add the Decrease in Revenue Sharing	

<u>This Year's Municipal Property Tax Levy</u>	\$8,279,884
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<u>Maximum Municipal Property Tax Levy Next Year</u>	Tax Cap	<u>\$8,279,884</u>
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<u>Proposed Municipal Property Tax Levy Next Year</u>	<u>\$ 8,238,598</u>
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<u>Amount Under or (Over) Tax Cap</u>	<u>\$41,286</u>
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Notes:

- A. This is the Municipal (not school) Tax Cap approved last year by Town Meeting @ 6/4/2019.
- B. Average Real Growth in Total Personal Income for the State as a whole. The Town used the State Economist who provided a 0.0277 Personal Income Growth for 2018--released in october 2019. TPI many not exceed 2.75% County used 0.0% growth rate for 1/1/20 budget
- C. Tax Base Growth. For the FY21 Budget: growth for tax year April 1, 2018 - March 31, 2019.
- * LD #1 has been codified as 30-A MRSA 5721-A

Account Number	Account Description	Actual	Actual	Budgeted	Estimated	Requested	Requested Budget	
		Year Before FY18	Last Year FY19	This Year FY20	This Year FY20	Next Year FY21	Change From Estimate	Budget
55	FUND BALANCE - Shellfish Conservation Reserve Revenues							
	Starting Fund Balance	0	0	0	0	0		
	Revenues & Other Sources	2,921	3,256	3,300	3,300	3,300	0.0%	0.0%
	Expenditures & Other Uses	2,921	3,256	3,300	3,300	3,300	0.0%	0.0%
	Ending Fund Balance	0	0	0	0	0		
	Reserved Fund Balance	0	0	0	0	0		
	Unassigned Fund Balance	0	0	0	0	0		
	Change in Fund Balance	0	0	0	0	0		

Notes:

- A. Money can be expended from reserve funds without Town Meeting approval as long as they are spent for the purpose intended by the terms of the enabling statute which created the reserve. Therefore, a budget need not be established nor approved by the Town. It is included here only for informational purposes.**
- B. The Shellfish Conservation Reserve Fund is another State mandated trust accounts tracked by the Town. Clam license revenues must be posted here and our Shellfish Warden expenses are billed against this account. Since the Harbor Department enforces the shellfish laws, these monies are transferred to the General Fund, where Harbor Department expenses are recorded.**

55 REVENUES - Shellfish Conservation Reserve Fund

#4604	Shellfish Licenses	3,830	3,256	3,300	3,200	3,300	3.1%	0.0%
	Total Non-Tax Revenue	3,830	3,256	3,300	3,200	3,300	3.1%	0.0%
#4338	Ordinance Fines	0	0	0	0	0		
	Total Revenues & Other Sources	3,830	3,256	3,300	3,200	3,300	3.1%	0.0%

55 EXPENDITURES - Shellfish Conservation Reserve Fund

88-5110	Wages- Overtime	0	393	0	0	0		
88-5986	Transfer to General Fund	3,830	2,863	3,300	3,200	3,300	3.1%	0.0%
	Total Expenditures & Other Uses	3,830	3,256	3,300	3,200	3,300	3.1%	0.0%
	Shellfish Conservation Reserve Fund							

Account Number	Account Description	Actual	Actual	Budgeted	Estimated	Requested	Requested Budget	
		Year Before FY18	Last Year FY19	This Year FY20	This Year FY20	Next Year FY21	Change From Estimate	Budget
60	FUND BALANCE - Dog Control Reserve Revenues							
	Starting Fund Balance	0	0	0	0	0		
	Revenues & Other Sources	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%
	Expenditures & Other Uses	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%
	Ending Fund Balance	0	0	0	0	0		
	Reserved Fund Balance	0	0	0	0	0		
	Unassigned Fund Balance	0	0	0	0	0		
	Change in Fund Balance	0	0	0	0	0		

Notes:

- A. Money can be expended from reserve funds without Town Meeting approval as long as they are spent for the purpose intended by the terms of the enabling statute which created the reserve. Therefore, a budget need not be established nor approved by the Town. It is included here only for informational purposes.**
- B. The Dog Control Reserve Fund is another one of those State required "In and Out Accounts." Dog license revenues must be posted here and our dog control expenses are billed against this account. Since the Police Department enforces the dog laws, the funds are transferred to the General Fund, the fund in which Police Department expenses are recorded.**

82 REVENUES - Dog Control Reserve Fund

4606 Dog Licenses	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%
Other Income	0	0	0	0	0		
Total Non-Tax Revenue	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%
Transfer From General Fund	n/a	n/a	n/a	n/a	0		
Total Revenues & Other Sources	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%

88 EXPENDITURES - Dog Control Reserve Fund

5438 Warden Supplies, Clinic Fees, Dues	0	144	0	0	0		
5986 Transfer to General Fund	3,208	2,636	3,000	2,800	2,900	3.6%	-3.3%
Total Expenditures & Other Uses	3,208	2,780	3,000	2,800	2,900	3.6%	-3.3%
Dog Control Reserve Fund							

Bar Harbor Town Council

Vision

The Bar Harbor Town Council is resolute in its commitment to promoting a sustainable and resilient community. Taxpayers appreciate ongoing attention to keep the rate of property tax increase low, with expenses for operations and capital improvement project offset where possible by user-based fees and other revenues. Bar Harbor voters value the role of local government to assure efficient and effective use of public funds in order to improve the quality of life for residents and visitors. Recognizing that much of our economy is based on the natural environment, the Council supports steps to protect those resources. Valuing transparency and mutual trust, town officials and residents work to improve communication so that we all better understand concerns and work through policy choices and practical solutions.

2020 Five Year Goals and Strategies

~ FY20 through FY25 ~

Goal 1: Increase the year-round livability and quality of life for Bar Harbor citizens

Strategy 1a: Work with the Town planning staff and planning board to reduce the cost of home development and increase the supply of year-round housing units for purchase and rental through partnerships with developers, employers and non-profits, and through ordinances that encourage higher and medium density residential development in appropriate zones and stem the conversion of year-round housing to vacation rentals.

Strategy 1b: Work with entrepreneurs and employers to determine and reduce barriers to development of year-round businesses paying livable wages.

Strategy 1c: Work with partners, including Maine Coast Heritage Trust, Acadia National Park, Healthy Acadia, local businesses, organizations and citizens to develop more walking and biking trails and other recreational amenities that encourage residents and visitors to attain greater health and reduce automobile congestion.

Strategy 1d: Work with residents of the neighborhoods and villages of Bar Harbor to develop practical approaches that increase people-to-people connections and a greater sense of community.

Strategy 1e: Work with citizens and various non-profits to promote the arts as a community-building and economic asset.

Strategy 1f: Work with the Superintending School Committee to maintain a facility that provides a quality teaching and learning environment for our students, with an emphasis on safety, sustainability, flexibility and community connections.

Goal 2: Create effective plans for a Sustainable Future

Strategy 2a: Explore opportunities to address the climate change emergency by reducing reliance on fossil fuels using additional publicly owned lots for development of solar energy, and other measures that achieve meaningful energy conservation.

Strategy 2b: Support the Town Manager in developing the appropriate capacity within the planning department that will allow the town to begin an update of Bar Harbor's Comprehensive Plan in 2020, including vision and goals for the future of the town, and, importantly, the basis for a more workable Land Use Ordinance.

Strategy 2c: Work with the Cruise Ship Committee and other stakeholders to create plans to reduce congestion in the vicinity of the town pier and waterfront by tour busses and various services provided to seasonal visitors, including passengers from cruise ships.

Strategy 2d: Convene stakeholders, including local business leaders, relevant committees and task forces, and residents to ensure the maintenance of a sustainable tourism industry.

Goal 3: Improve the Effectiveness and Delivery of Municipal Services

Strategy 3a: Building on lessons learned from our collaboration with the Town of Mount Desert for shared police services, explore additional possibilities in public safety, including dispatching services, and other town services/functions (e.g. human resources and finances), where collaboration among towns could lead to greater effectiveness and efficiency.

Strategy 3b: Study space and facilities needs for public safety functions within Bar Harbor, and recommend shorter-term solutions, even as longer-term exploration of strategies for collaboration with the Town of Mount Desert continues.

Goal 4: Improve and Maintain Local Infrastructure

Strategy 4a: Monitor and improve the town's seasonal parking and seek additional solutions to on-going parking and congestion problems including promotion of walking, biking and shuttle-bus alternatives to private automobiles in the downtown.

Strategy 4b: Continue to evaluate opportunities for improved broadband service within downtown and areas of the town not currently served.

Strategy 4c: While continuing to develop funding sources for street-scape improvements outlined in plans for Cottage and Lower Main Streets, direct the Planning Board to address elements of the land use ordinance that tend to make such redevelopment more difficult.

Strategy 4d: Continue to explore ways in which application of user-fees from parking and cruise-ship visitors, and the possibility of a local-option sales tax, can address needs for infrastructure and other programs related to costs of tourism that that are currently funded through property taxes.

Strategy 4e: Work with the town's planning, public works and finance departments to devise a spread sheet/financial model that will allow council discussion and public understanding of pending capital improvement and deferred maintenance projects by the Town, along with their likely impact on property taxes and the Town's credit rating, and encourage exploration of alternative funding strategies.

Goal 5: Improve the Effectiveness and Efficiency of our Town Governance and Encourage citizen involvement

Strategy 5a: Continue to improve communications with taxpayers and residents, so that council members better understand the hopes and concerns of residents, and residents better understand the roles, responsibilities and authority of the council.

Strategy 5b: Building on the success of community forums co-sponsored by the Town and various partners in 2018-19, use this format and alternate locations to encourage further citizen engagement to help frame issues, solve problems and collaborate on opportunities that improve life for residents and businesses.