

**TOWN OF KITTERY, MAINE**



**TOWN BUDGET  
FISCAL YEAR 2023**

---

**GENERAL AND ENTERPRISE FUNDS**

**JULY 1, 2022 TO JUNE 30, 2023**

**TOWN COUNCIL**

Judith Spiller, Chair  
George V. Dow IV, Vice-Chair  
Cyrus Clark  
Mary Gibbons Stevens  
Cameron Hamm  
Colin McGuire  
Jeffrey Pelletier

**Town Manager**

Kendra Amaral

**Assistant Town Manager/Finance Director**

Patricia Moore

**SUBMITTED MAY 9, 2022**

200 Rogers Road  
Kittery, ME 03094



# TABLE OF CONTENTS

<b>TOWN MANAGER'S BUDGET MESSAGE .....</b>	<b>1</b>
--------------------------------------------	----------

## **SECTION I - OVERVIEW**

TOWN ORGANIZATION CHART .....	7
BUDGET CALENDAR .....	8
COMMUNITY PROFILE.....	9
BUDGET OVERVIEW .....	11
MIL RATE PROJECTION .....	12
UNDESIGNATED FUND BALANCE.....	12
REVENUE SUMMARY.....	13
EXPENSE SUMMARY .....	20
CAPITAL INVESTMENT PLAN.....	25

## **SECTION II - DEPARTMENT BUDGETS**

ADMINISTRATION.....	31
TOWN COUNCIL.....	35
ELECTIONS .....	37
SHARED EXPENSES.....	38
MISCELLANEOUS.....	40
PLANNING & DEVELOPMENT .....	42
FIRE DEPARTMENT .....	45
POLICE DEPARTMENT.....	50
HARBORMASTER.....	53
PUBLIC WORKS.....	56
KITTERY COMMUNITY CENTER.....	64
RICE PUBLIC LIBRARY.....	68
COMMUNITY AGENCIES.....	71
SCHOOL DEPARTMENT.....	72
ADULT EDUCATION.....	74

## **SECTION III - SEWER ENTERPRISE**

SEWER ENTERPRISE.....	79
-----------------------	----

This page left intentionally blank

## TOWN MANAGER'S BUDGET MESSAGE

The Town of Kittery is emerging from pandemic operations, after two long years, to a new “normal” that is both similar and changed from pre-pandemic times. The new normal requires the town plan for the challenges of rapid inflation and tight labor markets, the increased demand for programs and community activities, and the changes in how people consume local government services via technology and communications.

The enclosed Fiscal Year 2023 (FY23) Operating and Enterprise Fund budgets represent the culmination of the Town of Kittery's conservative approach to financial management and the focus on implementing the town's vision, goals, and objectives as expressed through the Comprehensive Plan, Council Annual Goals, and community priorities.

This budget, though divided by department and function, represents the collective spending plan for the delivery of core municipal services.

The budget was developed with the assistance and input of our talented team of department heads. The spending plan relies on their expertise and problem-solving skills in delivering local services in the most responsive and cost-effective way possible. The Town utilizes a zero-based budgeting approach, meaning each service is reviewed for its alignment with community plans and goals, and reflects the true cost of providing a broad portfolio of services in today's market.

The prior year's spending plan focused on transitioning out of the pandemic, focusing on outdoor spaces, parks, and roads, establishing a new full-time firefighter force to augment the call-firefighter service, and to implement the Rice Public Library expansion and renovation project via new debt.

The FY23 spending plan is primarily driven by implementing collective bargaining agreements that reflect negotiated wages and benefits for town employees, addressing rapid inflation in the cost of the goods and services needed to provide municipal services, adding resources to expand communications, providing funding for expanded planning efforts around neighborhood level master plans, and activating the newly renovated and expanded Rice Public Library with content and programs. An add-on option is also being presented to add more full-time firefighters if the town is unsuccessful in its SAFER grant application.

We entered the prior year hopeful for a return to normal. The COVID-19 vaccine was readily available, and the rate of COVID-related hospitalizations and deaths were declining. As it turned out, the hope was premature at best. By August of 2021, mask requirements were back in place, restrictions on indoor gatherings and activities were necessary, and the impacts of supply and labor shortages were being felt at a local level.

Despite the uncertainty of the prior year, Kittery's financial position continues to remain strong. Conservative revenue projections and spending practices shield the Town from deficit

spending and service disruptions. The Town has met its unassigned fund balance policy with approximately \$8.13M in the fund balance, or approximately 2.77 months of combined school and town annual operating costs. The policy requires 2.5 months of combined operating costs. Based on the proposed budgets for school and town for FY23, the town is on track to meet policy requirements for the coming year as well.

Kittery's population grew slightly in the past year. The 2020 Census indicates a population of 10,070 residents, up from the 2020 projection of 9,819. Kittery's peak population was recorded at 11,028 in 1970 census.

The Maine Department of Labor indicates unemployment in York County is 4%, a reduction of 1.8% over the prior year; while the US Bureau of Labor Statistics is showing unemployment for the region is at 2.4%. Both of these rates are below what is considered a "natural rate of unemployment". Labor shortages have become ubiquitous across all labor sectors. To retain and compete for full-time and seasonal employees, the town has implemented wage adjustments, department reorganizations, and cost-of-living increases to reflect the current labor market pressure.

Kittery continues to lose ground on its housing affordability index. Median list prices for homes for sale are up \$30,000 over the prior year, with the median home price as of March 2022 coming in at \$459,000. High demand and low supply are driving up prices, and driving out younger people and families looking to move to and/or stay in Kittery. The impacts of unaffordable housing are wide reaching and include viability of local businesses and employers, increased greenhouse gas emissions from employees commuting to Kittery, and a lack of economic and social diversity in town; just to name a few.

Our customers' demands to experience their interaction with local government in ways similar to their experiences with private sector companies is steadily growing. Engaging citizens in initiatives, goal setting, planning, and even meetings have shifted to a heavy reliance on technology, social media, online surveys, and interactive feedback technology that is near-instantaneous. The Town has been working to catch up over the past five years, increasing its use of technology to conduct town business such as obtaining permits, passes, and licenses. The Town has also steadily expanded its use of digital communication tools; but more is needed to meet demand, including thoughtful curation of how information is presented, and doing more to align with the near-instant turnaround expected on communication.

In addition to the above noted challenges and opportunities for the coming year, the Town Council adopted FY23 budget and annual goals. The budget goals were simply put and recognize the transitional nature of our nation, region, and town.

*Adopt a budget that is progressive, responsible, responsive to community expectations and needs.*

The Town Manager has annual goals that are also factored into the development of the budget and considered in the review of requests and needs articulated by each department.

The 2022 annual goals include:

- Develop strategies to attract a diverse candidate pool for town positions, boards, commissions, and committees;
- Increase Town’s presence on social media platforms;
- Implement tech-based interactive resident request system (SeeClickFix);
- Launch Police Citizens Academy and expand to other areas as appropriate;
- Implement short-term recommendations from Bike/Ped Master Plan;
- Launch five-year strategic planning effort for Library;
- Advance the integration of general assistance with our local social service agencies; and
- Working with partners, develop a plan to reestablish a preschool/daycare program at the KCC.

The FY23 budget has been developed to support work on these goals in a cost-conscience manner, to continue work on existing long-term plans, and to properly support on-going operations. Specifically, the FY23 budget includes funding for:

- Recently completed collective bargaining agreements inclusive of market-based wage adjustments and department reorganizations;
- A new Communications Director position to expand the Town’s engagement on multiple platforms, media and technologies;
- Neighborhood planning efforts to fine tune zoning;
- Ongoing work on climate adaptation efforts; and
- Reopening of the newly renovated and expanded Rice Library;

## **BUDGET SUMMARY**

The proposed FY23 budget, inclusive of municipal operations and capital spending is increasing \$714,399 or approximately 4.47% over the prior fiscal year. Approximately \$235,560 is offset by non-property tax revenue, resulting in a projected tax levy increase of 4.49% for the municipal operations and capital spending proposed for FY23. An add-on budget option of adding four additional full-time firefighters would result in an additional \$375,000 in expenses; if the Council chooses to move forward with it.

Historic trending still has limited reliability in projecting what may be in store for the coming year. The pandemic has resulted in two years of anomalies in the trending data; making the future difficult to predict for the purpose of forecasting revenue and costs.

The majority of the cost increases are associated with inflationary pressure on wages, benefits, supplies, materials, and vendor prices. In addition to market pressure, there are other contributing factors impacting the FY23 budget including:

- \$275,000 in additional State Revenue Sharing projections;
- \$175,000 reduction in revenue, from the one-time allocation of ARPA funds;
- \$93,000 in cost increases for employee benefits;

- \$50,000 in professional services for neighborhood planning and design guideline updates;
- \$110,000 for on-going annual wages and retirement benefits for new Police Officer added in prior year through a year-end transfer;
- \$78,682 for wages and retirement benefits for a new Communications Director;
- \$31,247 in Library program and materials costs with reopening of facility;

This budget seeks to ensure the Town is offering competitive wages and benefits, keeping up with inflationary pressure, and responding to the taxpayers' growing demands for more service.

I wish to thank our Department Heads for their assistance and efforts in developing this budget proposal. The town is fortunate to have a dedicated, creative, resourceful, and forward-focused leadership team.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kendra', with a long horizontal flourish extending to the right.

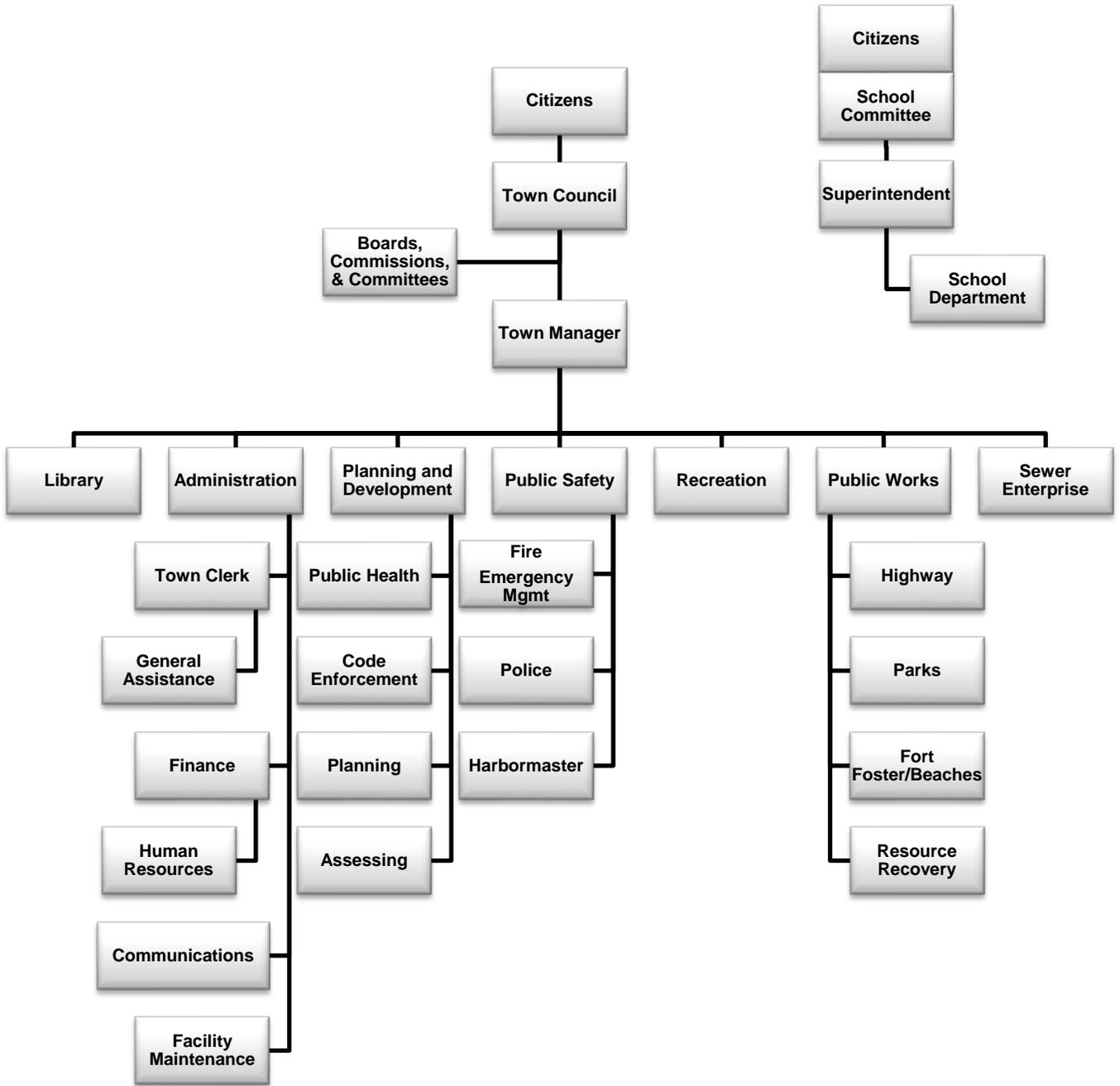
Kendra Amaral  
Town Manager

# Section I Overview



This page left intentionally blank

# TOWN ORGANIZATION CHART



## **BUDGET CALENDAR**

The annual budget document is a numerical reflection of the Town of Kittery's values, priorities and goals. It serves as a policy document and is used throughout the year as a guide to decision-making and implementation of these priorities and goals. The budget preparation and approval represent a critical process that involves many months of coordination, consideration and compromise as all involved work together to best allocate financial resources, while being mindful and respectful of the tax burden on Kittery Citizens.

### **BUDGET CALENDAR**

#### **NOVEMBER**

Capital Investment requests due to Town Manager

#### **DECEMBER**

Capital Investment requests reviewed by the Capital Investment Committee

#### **JANUARY**

Operating Budget forms provided to Department Heads  
Town Manager and Superintendent meet to discuss overall financial picture

#### **FEBRUARY**

Municipal revenue estimates, salary projections and budget requests due to the Town Manager  
Capital Improvement Plan updated and presented to Town Council

#### **MARCH**

Town Manager and Department Heads meet to discuss budget requests  
School Committee Votes on School Budget and provides to Town Manager

#### **APRIL**

Town Manager finalizes proposed budget  
School Committee votes on School Budget Ordinances and provides to Town Clerk

#### **MAY**

Public Hearing and Town Council vote on School Budget Articles  
Town Manager presents Municipal Budget to Town Council and Council schedules  
Municipal Budget Hearing and Vote

#### **JUNE**

Public Hearing – Town Meeting Articles and School Budget Validation Referendum  
Town Election

## COMMUNITY PROFILE

Founded in 1647, Kittery is Maine’s oldest incorporated town. Located at the mouth of the Piscataqua River, Kittery’s land area is approximately 23.2 square miles, with over 19 miles of waterfront, and 80.4 road miles of which the Town maintains 65 road miles.

According to the 2020 U.S. Census, Kittery has a population of 10,070. Kittery is the 22nd most populated municipality in Maine<sup>1</sup>. The town is located within York County, which is the second most populated county in Maine. Kittery’s daytime population nearly doubles due to local employers and seasonal tourism.

Kittery residents live in approximately 5,100 housing units, which are approximately 63.8% owner occupied. The median household income is estimated by the U.S. Census Bureau at \$67,169<sup>2</sup>, however, HUD estimates median household income for Kittery at \$115,034<sup>3</sup>. Approximately 7.5% of Kittery’s residents have incomes below the poverty level. Median household income has increased approximately \$31,111 over the past year, and the percentage of residents with incomes below the poverty level has increased 1.3%.

Kittery is directly adjacent to Portsmouth, New Hampshire, which has a population of over 21,956 people and a median income estimated at \$78,712<sup>2</sup>. The city is accessible from Kittery by three bridges over the Piscataqua River.

Kittery’s full-time residential population level is most similar to Wells, Kennebunk, and Old Orchard Beach in York County. Kittery’s municipal budget, exclusive of school spending, is consistent with these comparably sized communities.

### Comparisons of Population, State Valuation<sup>1</sup>, Municipal Budget<sup>4</sup> and 2022 Tax Rate<sup>4</sup>

	2020 Population	2022 State Valuation	2022 Municipal Budget	2022 Tax Rate
Wells	11,314	\$ 4,053,850,000	\$13,871,288	\$ 10.52
Kennebunk	11,536	\$ 3,124,350,000	\$17,469,583	\$ 14.25
Old Orchard Beach	8,960	\$ 2,120,900,000	\$21,650,230	\$ 14.16
Kittery	10,070	\$ 2,177,950,000	\$15,966,995	\$ 13.00

The town has a working waterfront, significant open space and parkland, and multiple vibrant commercial hubs including its Foreside district and the outlet malls which attract tourists from across the country and around the world each year.

Within the boundaries of the town exists the only land-based access to the Portsmouth Naval Shipyard. The Shipyard is federal land and is used in the maintenance and support of the Navy’s fleet of nuclear-powered submarines. The Shipyard employs over 8,000 civilian and

<sup>1</sup> Source: Maine Revenue Service

<sup>2</sup> Source: U.S. Census Bureau, Population and Demographic information, ACS Five-Year Estimates

<sup>3</sup> Source: HUD’s Office of Policy Development & Research; Kittery, 2022 Estimate

<sup>4</sup> Source: Town published Budget Documents and tax rate information

non-civilian personnel and has approximately \$109M in infrastructure investments that will expand its functional capacity underway. The expansion includes the ability to increase the number of submarines being worked on at any given time.

Other large employers in the area include the Kittery Trading Post and the York Hospital Walk-In Care Center. The town's wharves support commercial fishing and lobstering, along with recreational water uses.

The town's amenities and features, its proximity to Portsmouth, and it being home to one of the largest employers in the region create higher demand for access to Kittery. Two new housing developments are in the initial construction stages. Marijuana storefront operations are expected to be opening in Kittery by 2023. Locally-owned businesses are seeking real estate in which to grow. These factors are the primary drivers of economic development occurring at this time.

The available residential housing stock is at a critical stage. Median list price as of April 2022, was \$459,900<sup>5</sup>, an increase of 6.8% over the prior year; however, many homes are selling pre-list skewing the analysis of actual home sale trends. Homes are on the market an average of 8 days and are selling at 102% of asking price.

Kittery is categorized as unaffordable by Maine Housing, with 59.3%<sup>6</sup> of the population unable to obtain a median priced home in town. The projected median income to afford to purchase a home in Kittery is \$129,722. The last time Kittery was categorized at this level of unaffordability, or 0.63 or less on the affordability index, was in 2017, and prior to that during the period spanning from 2002 and 2008.

Kittery businesses are struggling to find workers to meet the local demand for goods and services. Challenges include upward pressure on wages, low supply of affordable rental and for-purchase housing, and the general higher cost of living in a seacoast community.

---

<sup>5</sup> Source: Realtor.com

<sup>6</sup> Source: Maine Housing

## BUDGET OVERVIEW

Revenue	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Proposed	Difference
<b>Taxes</b>						
Property Tax Revenue (Net Abatements)	24,541,734	24,958,297	26,759,890	27,174,621	28,357,874	1,183,254
PILOTs	3,286	9,477	3,123	3,200	3,200	-
	<b>24,545,020</b>	<b>24,967,774</b>	<b>26,763,013</b>	<b>27,177,821</b>	<b>28,361,074</b>	<b>1,183,254</b>
<b>Revenue Generating Operations</b>						
Recreation Fees	1,068,298	682,312	182,586	550,000	580,000	30,000
Solid Waste Fees & Fines	157,602	126,085	199,042	125,000	170,000	45,000
Fort Foster	237,967	271,048	353,286	300,000	325,000	25,000
Harbormaster Fees & Fines	169,694	142,711	206,867	138,700	148,600	9,900
Dispatch	93,360	122,005	123,576	138,360	150,000	11,640
Library Fees & Fines	-	9,320	2,139	2,000	2,000	-
	<b>1,726,922</b>	<b>1,353,482</b>	<b>1,067,496</b>	<b>1,254,060</b>	<b>1,375,600</b>	<b>121,540</b>
<b>Local Receipts</b>						
Excise (Auto/Boat)	2,036,372	1,998,904	2,145,384	1,956,000	1,956,000	-
Code Enforcement Fees	297,272	331,064	383,404	300,000	350,000	50,000
Lien Fees & Penalty Interest	57,162	38,867	58,229	47,000	49,000	2,000
Town Clerk & Registration Fees	55,617	57,077	70,168	52,000	54,000	2,000
Police Department Fees, Fines & Permits	45,832	72,552	70,756	61,530	45,950	(15,580)
Planning and Land Use Fees	29,218	10,604	9,628	9,000	9,000	-
Animal Control	4,721	3,955	1,916	4,000	2,000	(2,000)
Other Local Receipts	10,001	26,487	9,565	6,300	7,800	1,500
	<b>2,536,195</b>	<b>2,539,511</b>	<b>2,749,051</b>	<b>2,435,830</b>	<b>2,473,750</b>	<b>37,920</b>
<b>State Provided</b>						
State Revenue Sharing	446,120	648,212	880,453	775,000	1,125,000	350,000
Homestead Reimbursement	267,578	377,150	407,281	400,000	350,000	(50,000)
General Assistance	34,348	38,136	33,330	45,000	20,000	(25,000)
MDOT Highway	-	23,000	12,000	12,000	12,000	-
Other State Provided	2,476	5,849	6,491	2,000	2,000	-
School Revenue	2,002,713	1,967,336	1,967,336	2,490,448	2,468,937	(21,511)
	<b>2,753,235</b>	<b>3,059,683</b>	<b>3,306,891</b>	<b>3,724,448</b>	<b>3,977,937</b>	<b>253,489</b>
<b>Other Revenue</b>						
GMH Housing	291,699	283,178	289,137	306,000	310,000	4,000
Investment Income	140,768	70,808	19,407	25,000	20,000	(5,000)
School Resource Officer	45,000	47,741	55,274	50,000	55,000	5,000
Trust Revenue	15,000	40,000	25,000	25,000	18,000	(7,000)
Sewer Department Rental	22,900	22,900	22,900	22,900	25,000	2,100
Miscellaneous/other	43,790	57,209	10,810	20,655	10,655	(10,000)
Carry forwards & Supplemental Appr	253,978	52,100	184,143	223,000	35,000	(188,000)
	<b>813,135</b>	<b>573,935</b>	<b>606,672</b>	<b>672,555</b>	<b>473,655</b>	<b>(198,900)</b>
<b>TOTAL REVENUE</b>	<b>32,374,508</b>	<b>32,494,384</b>	<b>34,493,123</b>	<b>35,264,714</b>	<b>36,662,016</b>	<b>1,397,302</b>
<b>Expenses</b>						
General Government	928,360	917,966	986,969	1,238,035	1,260,286	22,251
Shared Expenses	3,308,048	3,468,851	3,505,453	4,199,180	4,326,868	127,689
Planning & Code Enforcement	493,562	508,923	532,172	567,058	617,469	50,411
Public Safety	2,557,598	2,687,672	2,721,431	3,148,702	3,416,926	268,224
Public Works	1,829,662	1,774,225	1,924,417	2,159,208	2,335,799	176,591
Community and Human Services	1,778,273	1,703,621	1,419,077	1,568,397	1,669,116	100,719
County Tax	863,018	894,782	1,005,790	1,006,515	990,000	(16,515)
Streetlights	131,070	53,802	38,907	55,000	55,000	-
Hydrant Rental	254,179	254,179	255,149	255,000	268,950	13,950
Other	273,205	394,325	165,271	181,000	189,580	8,580
Education	17,229,230	17,695,885	18,672,378	19,284,752	19,980,622	695,870
Capital Investment	1,703,281	2,188,517	1,455,500	1,588,900	1,551,400	(37,500)
Overlay	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>31,349,487</b>	<b>32,542,749</b>	<b>32,682,514</b>	<b>35,251,747</b>	<b>36,662,016</b>	<b>1,410,269</b>
<b>NET</b>	<b>1,025,021</b>	<b>(48,365)</b>	<b>1,810,610</b>	<b>12,967</b>	<b>-</b>	

## MIL RATE PROJECTION AND ALLOCATION

### Mil Rate Projection

	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	COMMITTED FY22	PROPOSED FY23	\$ Change
Valuation Actual/Projected	1,458,091,186	1,478,141,893	2,064,279,273	2,088,743,839	2,110,036,139	21,292,300
Taxes Committed/Projected	24,541,734	25,679,320	26,629,234	27,153,849	28,457,874	1,304,025
Mil Rate	16.80	17.40	12.90	13.00	13.49	0.49
OVERLAY	113,564	135,000	214,712	157,292	100,000	(57,292.00)
School Portion of Commitment	15,226,517	15,901,465	16,406,201	16,794,304	17,511,685	717,381
Town Portion of Commitment	9,315,217	9,777,855	10,223,033	10,380,317	10,846,189	465,872

### Mil Rate Projection Allocation

	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	COMMITTED FY22	PROPOSED FY23	\$ Change
<b>Mil Rate</b>	<b>16.80</b>	<b>17.40</b>	<b>12.90</b>	<b>13.00</b>	<b>13.49</b>	\$ 0.49
Municipal	4.54	5.05	3.68	3.65	4.36	\$ 0.71
Capital	1.17	0.95	0.71	0.76	0.48	\$ (0.28)
School	10.42	10.69	8.01	8.04	8.30	\$ 0.26
County	0.59	0.61	0.49	0.48	0.31	\$ (0.18)
Overlay	0.08	0.09	0.10	0.08	0.05	\$ -

### Undesignated Fund Balance History

	FY18	FY19	FY20	FY21
Municipal	\$ 5,988,495	\$ 6,313,900	\$ 6,494,008	\$ 8,131,323
School Department	751,469	-	313,049	-
<b>Total</b>	<b>\$6,739,964</b>	<b>\$6,313,900</b>	<b>\$6,807,057</b>	<b>\$8,131,323</b>
Budgeted Expenditures	31,349,487	32,542,749	32,682,514	35,251,747
Budgeted Monthly	2,612,457	2,711,896	2,723,543	2,937,646
2.5 Months Budgeted	6,531,143	6,779,739	6,808,857	7,344,114
Actual Months Town & School	2.58	2.33	2.50	2.77
Town and School Fund Balance as % of Total Budget	21.5%	19.4%	20.8%	23.1%

# REVENUE SUMMARY

## REVENUE SOURCES

The Town of Kittery's primary revenue source is the local property tax. The property tax supports municipal, school, capital, and the town's-share of the county operations. Approximately 77% of the annual town and school appropriation is expected to be funded through local property taxes, a 1% decrease from the prior year.

Approximately 35% of municipal operations are funded through non-property tax revenue, an increase of 1.6% over the prior fiscal year. Approximately 12% of school operations are funded through non-property tax revenue, a decrease of 1% over the prior year. The town is a minimum receiver for education funding, meaning the state only provides financial support for mandated special education programs.

Each tax dollar paid supports a variety of local and county government functions. \$0.62 of every dollar paid in property tax supports Kittery's educational programs. The Town operations require \$0.32 of each property tax dollar. Municipal operations include: public works, police, harbormaster, administration, planning and code enforcement, fire service, recreation, and other functions.

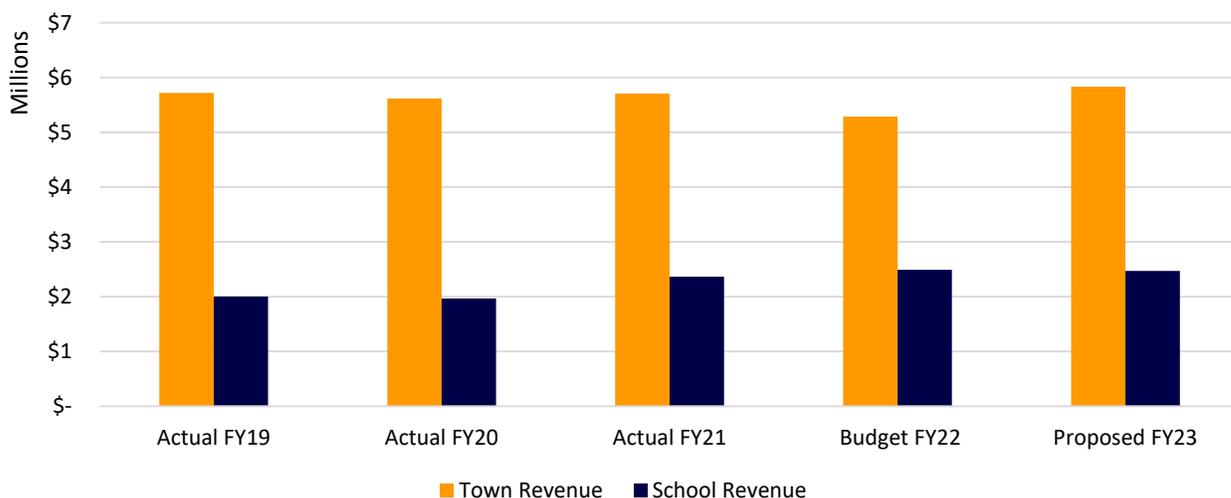
Capital is funded with \$0.035 from every property tax dollar raised, and the county receives \$0.02 of every dollar. The remaining is for ancillary charges such as the overlay.

### Tax Dollar Breakdown



Revenue from municipal operations is expected to increase 4.16%, approximately \$232,860. As with the prior year, revenue generation is uncertain as the State and town continue to transition from the pandemic to the current rapid-inflation conditions.

### Non-Property Tax Revenue Sources



Pre-pandemic, the KCC was generating over \$1M in revenue annually. Pandemic restrictions continued to impact the KCC’s program and rental income into the prior year. As a result, end of year revenue projections is coming in below budget estimates. The FY23 budget projects regaining ground on KCC revenue with programs, theater rentals, and rental of space for the launch of a new preschool program.

The Resource Recovery Facility’s Solid Waste (SW Fees & Fines) revenue is derived primarily from the sale of materials to recycling companies. Cardboard, metals, and some plastics have strong resale markets; while mixed paper, glass and others are not producing revenue. The town continues to modify its sorting processes at the Resource Recovery Facility to capture as much valuable material as possible from the waste-stream. Other materials are either no longer sorted, or have only enough value to cover the cost of transport and disposal.

The majority of revenue raised from Fort Foster is in the summer months. Fort Foster continues to be a major draw, with visitation levels remaining high despite the rainy summer experienced in the prior year. Season passes and day passes are easier to obtain and remain lower priced than similar venues in the region; driving growth in visitation.

Pepperrell Cove generates transient mooring, slip rentals, and hourly dockage fees from boaters visiting Kittery and the area restaurants. The Harbormaster is adding kayak rack rentals in the coming year which will generate an estimated \$2,700 in new revenue. The State has authorized the reopening of the Brave Boat Harbor clam flats due to improved water quality. The Town will resume issuing clamming permits for the first time since 2016; though it is currently unclear how much revenue this will generate.

## Revenue Generating Operations

Revenue Projections	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Projected FY23	Variance
Recreation	\$1,068,298	\$682,312	\$182,586	\$550,000*	\$580,000	\$30,000
SW Fees & Fines	\$157,602	\$126,085	\$199,042	\$125,000	\$170,000	\$45,000
Fort Foster Fees	\$237,967	\$271,048	\$353,286	\$300,000	\$325,000	\$25,000
Harbormaster Fees	\$169,694	\$142,711	\$206,867	\$138,700	\$148,600	\$9,900
Dispatch Income	\$93,360	\$122,005	\$123,576	\$138,360	\$150,000	\$11,640
<b>Total</b>	<b>\$1,726,921</b>	<b>\$1,344,162</b>	<b>\$1,344,162</b>	<b>\$1,371,960</b>	<b>\$1,192,060</b>	<b>(\$179,900)</b>

\* - Actual revenue will be less than \$550,000.

The town in the process of negotiating its next three-year agreement with the Town of Eliot for dispatch services; which will run from July 2023 to June 2026. The projection is in the general range of what is being negotiated.

### REVENUE SHARING AND FEDERAL SUPPORT

Approximately 31.3% of non-property tax revenue comes from state Revenue Sharing, property tax relief reimbursement programs, and payment-in-lieu-of-taxes from the Portsmouth Naval Shipyard (PNSY). This is a decrease of 2% over the prior year, due primarily to balancing equations of greater state Revenue Sharing to lower Homestead exemptions.

The Legislature voted to increase the revenue sharing allocation to 5% and has affirmed that with their approval of the Governor’s biennial budget and supplemental budget. There is a danger in relying too heavily in state revenue sharing; the legislation has always required 5% revenue sharing, though past Governors and Legislators have not saw fit to fully fund it.

### TAXABLE VALUATION

Maine law requires municipalities to revalue real estate every 10 years or when assessed values go below 60% of market, whichever is sooner. Kittery completed a revaluation in 2020 which resulted in an increase in value of \$588M to a total valuation of \$2,064,279,273.

The goal of the Town was to conduct mini-revaluations on an annual basis and ensure the general valuation stayed at approximately 95% or above of state certified values annually. High demand for residential property has reduced the town’s valuation to approximately 90% of state certified values, in the two years since the revaluation, as a result of the extremely hot housing market. Demand for housing is not expected to reduce; however, sustained rapid inflation may cool market sales. Trying to chase a volatile real estate market in uncertain times could be unintentionally detrimental to residential property tax payers. For these reasons, the town has decided not to conduct a mini-revaluation at this time. This will need to be reevaluated in the coming year based on market activity and analysis.

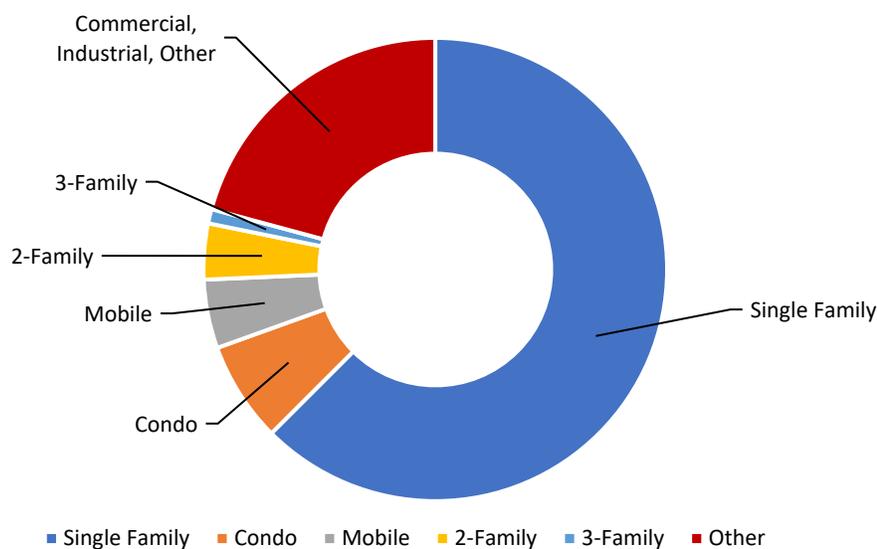
Multi-family housing including condominiums, two-families, three-families, and apartments are projected to increase 4.2%, single family home values will increase 1.7%. Total added value from residential properties is \$31M. Housing makes up over 79% of the town’s property value. Without growth in commercial and industrial sectors, the town will continue to have to rely on residential property owners to shoulder the majority of the town’s tax burden.

Commercial value is increasing less than 1%, while industrial is increasing 2.3%. Total added value from these property classifications is \$777,916.

The only categories projected to decrease are vacant land and 2-family residential. Vacant land will see a \$3.6M reduction in total value, while 2-family residential will decrease by \$491,700.

Approximately \$33.1M in property value will be exempted due to the Homestead Exemption provision of State law. The town is expected to set the assessed valuation at 90% of the state’s certified value. This will result in a lower return on the homestead exemption reimbursements from the state. Total Homestead and BETE (personal property for businesses) reimbursement is expected to decrease \$50,000 over the prior year as a result of the lower certified value.

**Residential Property Values as % by Category**



The Town Council recently approved the Title 16 recodification. The newly structured Title 16 makes the town’s land use regulations clearer for property owners and development; thereby improving the outcomes.

The Council is currently considering applying the Affordable Housing zoning requirements to the Business Local zones (BL and BL-1). The town is in the process of selling three properties

taken for tax foreclosure for the purpose of redevelopment and potential affordable housing projects.

The Council adopted marijuana licensing ordinances and land use regulations that permits one marijuana business in each of the three commercial zones. The first business is in the permitting and licensing process now.

Referring back to the Comparable Communities chart, the town’s operating budget (excluding education) is approximately \$1M below the average for the comparable communities; while the valuation is approximately \$1B below the average valuation. More importantly, it is clear that valuation is the primary driver of the tax rate.

**Comparable Communities**

	State Valuation	Municipal Budget	Tax Rate
Wells FY22	\$ 4,053,850,000	\$13,871,288	\$ 10.52
Kennebunk FY22	\$ 3,124,350,000	\$17,469,583	\$ 14.25
Old Orchard Beach FY22	\$ 2,120,900,000	\$21,650,230	\$ 14.16
Kittery FY23 Proposed	\$ 2,200,000,000	\$16,681,394	\$ 13.49

## REVENUE DETAIL

	FY19 ACTUAL	FY20 ACTUAL	FY21 ACTUAL	FY22 BUDGET	FY23 PROPOSED	VARIANCE
43001 PROPERTY TAX REVENUE	9,294,991	9,777,855	10,504,411	10,380,317	10,846,189	465,872
43003 PROPERTY TAX ABATEMENTS	(101,731)	(16,152)	(50,025)	-	-	-
43004 PAYMENT IN LIEU OF TAXES-PILOT	3,286	9,477	3,123	3,200	3,200	-
43006 HOMESTEAD/VETS/BLIND EXEMPT STATE REIMB	267,578	377,150	407,281	400,000	350,000	(50,000)
43007 TREE GROWTH REVENUE	2,772	1,432	1,360	1,300	1,300	-
43031 EXCISE TAX AUTOMOBILE	2,006,973	1,974,662	2,111,718	1,936,000	1,936,000	-
43032 EXCISE TAX BOAT	29,399	24,242	33,666	20,000	20,000	-
43109 SIGN PERMITS	2,925	5,841	2,475	2,000	2,000	-
43110 CODE ENFORCEMENT FEES	297,272	331,064	383,404	300,000	350,000	50,000
43113 BOARD OF ASSESSMENT REVIEW	-	-	800	-	-	-
43114 ADDITIONAL LAND USE FEES	5,010	5,870	5,825	4,000	4,000	-
43115 PLANNING FEES (SUBDIVISIONS)	24,208	4,734	3,803	5,000	5,000	-
43120 TOWN CLERK FEES	26,701	22,015	25,769	24,000	24,000	-
43121 WILDLIFE AGENT FEE	1,218	908	1,172	1,200	1,200	-
43122 ANIMAL WELFARE AGENT FEE	1,570	1,699	1,727	1,600	1,600	-
43130 TOWN REGISTRATION FEES	28,916	35,062	44,399	28,000	30,000	2,000
43135 HWY PERMITS & FEES	530	16,117	1,724	-	1,500	1,500
43140 SOLID WASTE PERMITS & FEES	104,108	93,445	125,945	80,000	80,000	-
43145 SOLID WASTE RECYCLING	53,494	32,641	73,097	45,000	90,000	45,000
43147 DINGHY FEES	10,600	10,157	14,699	10,000	11,000	1,000
43148 TRANSIENT SLIP RENTAL	4,900	4,022	8,626	7,000	8,000	1,000
43149 KPA APPLICATION FEES	400	1,505	1,125	500	500	-
43150 MOORING FEES	116,002	97,672	151,642	100,000	100,000	-
43151 LAUNCH FEE	16,306	18,749	17,860	14,000	14,000	-
43152 TRANSIENT MOORING	6,830	1,505	8,075	4,000	8,000	4,000
43153 WAIT LIST FEE	1,128	811	1,880	800	1,000	200
43154 HARBOR & WATER USAGE FEE	9,929	4,941	55	-	-	-
43156 PIER USAGE FEES	3,000	2,950	2,278	2,400	2,400	-
43157 MOORING LATE FEES	600	400	626	-	1,000	1,000
43159 KAYAK RACK RENTAL	-	-	1	-	2,700	2,700
43160 FORT FOSTER FEES	237,967	271,048	353,286	300,000	325,000	25,000
43165 SPRINKLER PERMITS	800	100	-	-	-	-
43210 LIEN FEES	5,533	6,067	5,895	7,000	7,000	-
43220 PENALTY INTEREST	51,629	32,799	52,334	40,000	42,000	2,000
43320 RECREATION FEES	1,068,298	682,312	182,586	550,000	580,000	30,000
43221 LIBRARY FINES AND FEES	-	6,020	2,139	2,000	2,000	-
43222 RENTAL INCOME	-	3,300	-	-	-	-
43310 SALE OF ORDINANCES AND MAPS	-	2,413	-	-	-	-
43330 ANIMAL CONTROL	4,721	3,955	1,916	4,000	2,000	(2,000)
43335 POSTAGE	-	91	50	-	-	-
43336 PHOTO COPIES	187	299	258	200	200	-
43351 ACCIDENT REPORTS	3,405	3,585	2,421	3,000	3,000	-
43352 PARKING TICKETS	26,672	46,640	49,675	40,000	25,000	(15,000)
43353 GUN PERMITS	1,000	537	1,150	1,000	500	(500)
43354 ELIOT DISPATCHING SERVICES	93,360	122,005	123,576	138,360	150,000	11,640
43355 ORDINANCE FINES	1,600	425	550	350	350	-
43356 WITNESS FEES	55	35	40	300	300	-
43358 FALSE ALARMS	1,100	1,330	920	880	800	(80)
43359 AMBULANCE DISPTACH FEES	12,000	20,000	16,000	16,000	16,000	-

Continued on the next page

## FY23 Revenue Detail (cont'd)

	FY19 ACTUAL	FY20 ACTUAL	FY21 ACTUAL	FY22 BUDGET	FY23 PROPOSED	VARIANCE
43410 MDOT HWY MAINTENANCE REVENUE	-	23,000	12,000	12,000	12,000	-
43420 STATE REVENUE SHARING	446,120	648,212	880,453	775,000	1,125,000	350,000
43421 STATE PARK FEE REV SHARING	-	2,616	5,787	2,000	2,000	-
43443 RESTITUTION INCOME/UNAPPROP	2,476	3,232	705	-	-	-
43470 STATE OF MAINE GENERAL ASSISTA	34,348	38,136	33,330	45,000	20,000	(25,000)
43480 MARY SAFFORD WILDES TRUST/WELF	15,000	40,000	25,000	25,000	18,000	(7,000)
43510 INTEREST ON INVESTMENTS	140,768	70,808	19,407	25,000	20,000	(5,000)
43511 UNREALIZED GAIN/LOSS INVESTMENT	-	62,105	(984)	-	-	-
43530 MISCELLANEOUS REVENUE/UNAPPO	18,424	28,849	10,181	10,000	10,000	-
43531 AMERICAN RESCUE PLAN REVENUE REPLACEMENT	-	-	-	175,000	-	(175,000)
43532 CRF CHILDCARE	-	-	9,000	-	-	-
43540 SEWER DEPT RENT	22,900	22,900	22,900	22,900	25,000	2,100
43555 SNOWMOBILE/HANDICAP/ELDER	616	642	629	655	655	-
43560 GMH HOUSING	291,699	283,178	289,137	306,000	310,000	4,000
43575 SUP APPRO FROM UNDESIGNATED	-	-	-	-	-	-
43576 TRANSFER IN FROM OTHER FUNDS	243,978	50,000	35,000	35,000	35,000	-
43580 USE OF CARRY FORWARDS	-	2,100	-	188,000	-	(188,000)
45015 FEMA REVENUE TO GF	-	-	141,127	-	-	-
45020 MMA WKRS COMP DIVIDEND	24,750	27,718	-	10,000	-	(10,000)
45025 SCHOOL RESOURCE OFFICER COMP	45,000	47,741	55,274	50,000	55,000	5,000
<b>TOTAL REVENUE</b>	<b>15,013,321</b>	<b>15,394,971</b>	<b>16,220,283</b>	<b>16,154,962</b>	<b>16,681,394</b>	<b>526,432</b>

## EXPENSE SUMMARY

The FY23 annual tax commitment for municipal and school operations is projected to increase from \$27,153,849 to \$28,457,874 or approximately \$1,304,025 (5%). Total spending for municipal operations and capital is increasing \$714,399 (4.5%). Non-tax revenue is projected to cover \$235,560 of the additional costs, approximately 34%; the remainder will be raised through the tax levy. The proposed property tax levy is approximately \$50,000 below the LD-1 limit for municipal appropriations.

A measure the town uses to evaluate its annual budget increase is the Employment Cost Index (ECI). This index better measures the inflationary pressure on the municipal budget, as the town is primarily a service provider, with costs for wages and benefits exceeding 62% of the annual budget. At the conclusion of March 2022, ECI was 5.0% meaning employment costs increased 5.0% over the prior year in this region. In the two prior years, the increase was closer to 2.6%. The Consumer Price Index (CPI) is at 7% for the region. Overall, the FY23 budget increase is below both ECI and CPI.

Kittery remains in line with its comparable communities, relative to the cost of providing major municipal services. Logically, the scale of spending for police, fire, highway, parks, solid waste, and other municipal services for this area of Southern Maine should be generally consistent. The average budget for the town's comparable communities is \$17,663,700, exclusive of school/education budgets.

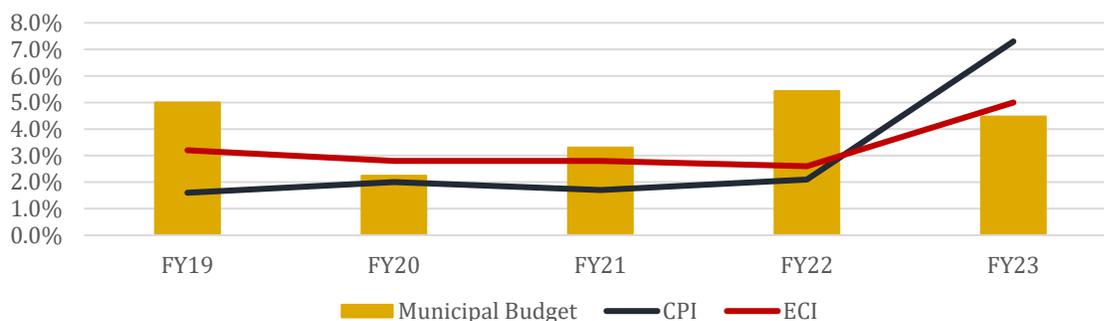
### MUNICIPAL COST DRIVERS

The spending plan for the municipal and capital operations has been developed to support the priorities of the town in the coming fiscal year, to advance the annual goals and objectives, and to support the town's financial expectations.

Approximately \$9.5M in the \$15.1M operating budget (exclusive of capital) is associated with wages and benefits for active and retired employees. That represents 62.8% of the operating budget. Of that, approximately \$3M is dedicated to employer costs such as health and retirement benefits.

Wages increased by a factor of 3% for cost of living. Additional merit, longevity and salary adjustments are also factored in to reflect the true anticipated cost of wages for FY23. The wages shown in the prior year did not reflect the cost of living or merit increases issued for that fiscal year because the town was in negotiation with all seven bargaining units. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

## % Increase Consumer Price Index, Employment Cost Index, and Municipal Operations<sup>7</sup>



Health insurance rates are increasing on average 6% across the board. The town splits the cost of premium increases over 2% with some of the employees. The only exceptions are the Police units which do not have a shared risk model incorporated into their collective bargaining agreement.

The FY23 budget incorporates the additional Police Officer added to the Police Department in the prior year through a year-end transfer. It also adds a new Communications Director to expand and enhance the town’s communications content across multiple platforms including web, social media, video and print.

The town has applied for a SAFER federal grant that could cover the full costs, for three years, of eight new full-time firefighters, bringing the town’s full-time firefighter force to 12. It will not be known until likely June if the town is awarded the grant. If it is not, the town does need to continue to address the decline of call-firefighter response by staffing up full-time firefighters to ensure that calls for fire service can be met safely and effectively. If the town is not awarded the SAFER grant, an add-alternative for the budget is being provided to add four full-time firefighters in the coming year; bringing the town’s full-time firefighter force to 8 total.

The Planning Department budget includes \$50,000 for consulting services to conduct neighborhood planning efforts including neighborhood master plans, and to review and update the town’s design guide. The neighborhood planning efforts allow staff and residents to develop master plans for neighborhood development, and can be used to guide zoning amendments to ensure the type of buildout desired.

The Library budget is increasing to reflect the anticipated costs of operating in the consolidated Library space, at the renovated and expanded Rice building. The Library budget

---

<sup>7</sup> Source: Bureau of Labor Standards, Consumer Price Index Northeast Region New England Division, Employment Cost Index, Civilian, 12 months ended Mar 2022. Municipal operations exclude capital, county taxes and TIF revenue offset.

was reduced in the prior year to reflect the anticipated reduced costs of operating in half of their normal space while the Rice Public Library building was under construction. Space impacts library operations and it dictates the quantity of content/materials that can be held on site, the amount and type of programming available, and the overall building operations from utilities to maintenance. The renovated and expanded Rice Public Library building is expected to open in May 2022.

## SUMMARY OF DEPARTMENT EXPENDITURES

Expense Projections	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	BUDGET FY22	PROPOSED FY23	\$ Change	% Change
<b>GENERAL GOVERNMENT</b>							
Admin	913,285	897,490	959,175	1,210,085	1,233,936	23,851	1.97%
Council	5,345	3,581	3,410	7,350	5,650	(1,700)	-23.13%
Elections	9,730	16,895	24,384	20,600	20,700	100	0.49%
<b>Total General Government</b>	<b>928,360</b>	<b>917,966</b>	<b>986,969</b>	<b>1,238,035</b>	<b>1,260,286</b>	<b>22,251</b>	<b>1.80%</b>
<b>SHARED EXPENSES</b>							
Retirement	488,893	533,703	535,959	609,216	625,418	16,203	2.66%
FICA	377,475	404,612	401,393	466,816	493,382	26,567	5.69%
Workers Compensation	186,587	145,342	124,001	148,208	163,251	15,043	10.15%
Medical - Active Employees	1,009,078	1,127,592	1,180,744	1,383,280	1,476,280	93,000	6.72%
Dental - Active Employees	10,520	11,416	13,006	19,536	17,120	(2,416)	-12.37%
Property and Casualty Insurance	166,526	172,645	178,174	185,950	198,180	12,229	6.58%
Self Insurance Claims	2,250	2,050	-	-	-	-	--
Retired Medical & Dental	186,408	178,574	192,522	205,816	200,000	(5,816)	-2.83%
Misc Employee-related costs	39,500	65,276	65,120	51,520	53,520	2,000	3.88%
Employee Benefits & Insurance	2,467,238	2,641,210	2,690,920	3,070,342	3,227,151	156,810	5.11%
Debt Service	840,811	827,641	814,532	1,128,838	1,099,717	(29,121)	-2.58%
<b>Total Shared Expenses</b>	<b>3,308,048</b>	<b>3,468,851</b>	<b>3,505,453</b>	<b>4,199,180</b>	<b>4,326,868</b>	<b>127,689</b>	<b>3.04%</b>
<b>PLANNING &amp; CODE ENFORCEMENT</b>							
Planning Board & BOA	-	-	-	-	-	-	--
Planning & Code Enforcement	493,070	508,429	531,651	566,538	616,949	50,411	8.90%
Misc Exp - Public Health	491	494	521	520	520	-	0.00%
<b>Total Planning &amp; Code Enforcement</b>	<b>493,562</b>	<b>508,923</b>	<b>532,172</b>	<b>567,058</b>	<b>617,469</b>	<b>50,411</b>	<b>8.89%</b>
<b>PUBLIC SAFETY</b>							
Fire	309,921	322,071	352,911	625,491	670,715	45,224	7.23%
Police	2,247,677	2,365,602	2,368,520	2,523,211	2,746,211	223,000	8.84%
<b>Public Safety</b>	<b>2,557,598</b>	<b>2,687,672</b>	<b>2,721,431</b>	<b>3,148,702</b>	<b>3,416,926</b>	<b>268,224</b>	<b>8.52%</b>
<b>PUBLIC WORKS</b>							
Highway	1,069,346	1,018,046	1,047,849	1,174,950	1,207,063	32,113	2.73%
Resource Recovery	501,275	497,540	561,665	587,607	686,323	98,716	16.80%
In Town Parks	110,167	132,717	177,578	201,767	253,043	51,276	25.41%
Fort Foster/Beaches	148,875	125,923	137,326	194,883	189,369	(5,514)	-2.83%
<b>Public Works</b>	<b>1,829,662</b>	<b>1,774,225</b>	<b>1,924,417</b>	<b>2,159,208</b>	<b>2,335,799</b>	<b>176,591</b>	<b>8.18%</b>
<b>COMMUNITY &amp; HUMAN SERVICES</b>							
Library	478,901	395,715	434,671	418,044	484,931	66,887	16.00%
Harbormaster	100,903	106,217	108,292	116,378	130,760	14,382	12.36%
Recreation	1,054,269	1,041,778	730,900	864,497	890,025	25,528	2.95%
General Assistance	49,070	49,229	38,344	60,000	50,000	(10,000)	-16.67%
Community Agencies	8,365	11,712	7,900	7,900	7,900	-	0.00%
Adult Education	86,765	98,970	98,970	101,579	105,500	3,921	3.86%
<b>Community and Human Services</b>	<b>1,778,273</b>	<b>1,703,621</b>	<b>1,419,077</b>	<b>1,568,397</b>	<b>1,669,116</b>	<b>100,719</b>	<b>6.42%</b>
<b>MISC EXPENSES - OTHER</b>							
County Tax	863,018	894,782	1,005,790	1,006,515	990,000	(16,515)	-1.64%
Streetlights	131,070	53,802	38,907	55,000	55,000	-	0.00%
Hydrant Rental	254,179	254,179	255,149	255,000	268,950	13,950	5.47%
TIF	139,334	236,000	27,000	20,000	25,000	5,000	25.00%
Other Miscellaneous	133,871	158,325	138,271	161,000	164,580	3,580	2.22%
Miscellaneous Expenses	1,521,473	1,597,089	1,465,117	1,497,515	1,503,530	6,015	0.40%
<b>Total Operating Expenses</b>	<b>12,416,976</b>	<b>12,658,347</b>	<b>12,554,636</b>	<b>14,378,095</b>	<b>15,129,994</b>	<b>751,899</b>	<b>5.23%</b>
	2.7%	1.9%	-0.8%	14.5%	0.0%		
CAPITAL IMPROVEMENT PLAN	1,703,281	2,188,517	1,455,500	1,588,900	1,551,400	(37,500)	-2.36%
<b>TOTAL MUNICIPAL EXPENSES</b>	<b>14,120,257</b>	<b>14,846,864</b>	<b>14,010,136</b>	<b>15,966,995</b>	<b>16,681,394</b>	<b>714,399</b>	<b>4.47%</b>

## FY23 COSTS BY CATEGORY

FY23 Budget Breakout by Category						
	Personnel	Utilities	Building/ Equip	Other	Total	% of Total
Administration	906,468	28,404	54,000	245,064	<b>1,233,936</b>	8.2%
Council	4,000	-	-	1,650	<b>5,650</b>	0.0%
Elections	5,000	-	-	15,700	<b>20,700</b>	0.1%
Planning	394,632	1,500	4,700	216,117	<b>616,949</b>	4.1%
Fire	525,451	41,387	51,409	52,468	<b>670,715</b>	4.4%
Police	2,375,160	52,415	123,500	195,136	<b>2,746,211</b>	18.2%
Harbormaster	92,129	5,531	10,500	22,600	<b>130,760</b>	0.9%
Public Works	1,282,321	46,298	132,000	875,180	<b>2,335,799</b>	15.4%
Recreation	576,283	85,462	35,305	192,975	<b>890,025</b>	5.9%
Miscellaneous	520	303,950	85,000	99,580	<b>489,050</b>	3.2%
Health and Retirement	2,372,338	-	-	-	<b>2,372,338</b>	15.7%
FICA	493,382	-	-	-	<b>493,382</b>	3.3%
Workers' Compensation	163,251	-	-	-	<b>163,251</b>	1.1%
Library	311,915	19,400	12,500	141,116	<b>484,931</b>	3.2%
<b>Subtotal</b>	<b>9,502,851</b>	<b>584,347</b>	<b>508,914</b>	<b>2,057,586</b>	<b>12,653,697</b>	
<b>% of Total</b>	<b>62.8%</b>	<b>3.9%</b>	<b>3.4%</b>	<b>13.6%</b>	<b>83.6%</b>	
<b>OTHER</b>						
Property and Casualty		198,180				
General Assistance		50,000				
Community Support		7,900				
County Tax		990,000				6.5%
TIF		25,000				0.2%
Adult Education		105,500				
Debt		1,099,717				
<b>Subtotal</b>		<b>2,476,297</b>				<b>16.4%</b>
<b>GRAND TOTAL</b>		<b>\$ 15,129,994</b>				

## CAPITAL INVESTMENT PLAN

The FY23-FY27 CIP was developed to hold the capital funding amount to the prior year's appropriation. Despite the limitation, the plan continues to address various capital needs across multiple departments, and to advance priority projects such as LED building light conversions and implementation, assessment of Memorial Field for improvements, and implementation of short-term objectives of the Bicycle and Pedestrian Master Plan.

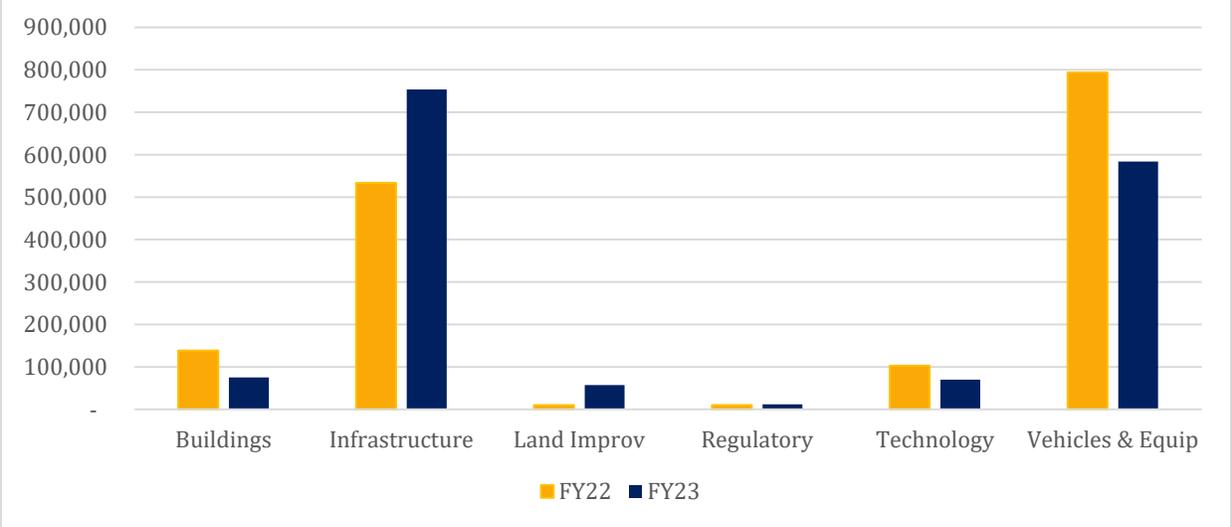
The proposed funding for capital in FY23 is \$1,516,400, representing a decrease of \$37,500 from the previous year's CIP funding. For comparison, the pre-COVID five-year plan called for \$1,748,917 to be funded in FY23. The CIP Committee considered anticipated operating budget increases, the broad range of needs, and other important factors in proposing the FY23 capital budget.

Funding for Holding Accounts is proposed to increase \$22,000 from the prior fiscal year. The Five-Year Pavement Management Plan has been updated based on the most recent pavement condition assessment. The Town had been developing a healthy reserve for the repaving of the Route 1 Mall Road area; however, MaineDOT has agreed to take on the majority of this project, saving the Town approximately \$900,000. This will allow the Town to move up rehabilitation and reconstruction of the Village stormwater system and roads to FY23 and FY24. The installation of a generator at Town Hall has been delayed due to significant cost increases resulting from current market conditions of materials and labor shortages.

The Capital Reserve Accounts are projected to decrease \$201,500 from the prior year. The primary driver is the shift of School capital out of the Municipal budget and into the School budget. Additional savings are coming from the Fire Facility Reserve. This reserve is not being funded in FY23 due to the approved Gorges Road expansion project.

There are three new Capital Projects being proposed for FY23. The first is the continuation of the invasive plant management effort at Fort Foster. This is a multi-year project, that began in FY22. The first year of funding was provided through Wetlands Mitigation Fund. The Youth Athletic Advisory Committee requested funding for the assessment of Memorial Field to determine what options are possible for improving the playing field conditions and support services such as parking, lighting, and field house. The assessment will build upon the work of the Youth Athletic Field Master Plan. Finally, the Town is proposing an LED building light conversion project for the KCC and Town Hall Complex. The project will take two years to complete and will reduce electricity use in these buildings by approximately 70% once implemented. The estimated cost includes projected Efficiency Maine incentives.

### Capital Improvement Costs by Category



## FY23 Capital Improvement Plan

Project Name	TYPE	FY23 Plan
Right of Way Reserve	Infrastructure	\$ 600,000
Fire Apparatus & Vehicle Reserve	Vehicles & Equip	-
Open Space Reserve	Land Improv	-
Municipal Facility Reserve	Buildings	50,000
		<b>\$ 650,000</b>

DPW Vehicles & Equipment Reserve	Vehicles & Equip	\$ 340,000
MS4 Compliance Reserve	Infrastructure	40,000
Parks Reserve	Land Improv	20,000
School Facility Reserve	Buildings	Moved to School Budget
School Vehicle Reserve	Vehicles & Equip	
School Equipment Reserve	Vehicles & Equip	
School Technology Reserve	Technology	
Fire Equipment Reserve	Vehicles & Equip	60,400
Municipal Technology Reserve	Technology	70,000
KCC Vehicle Reserve	Vehicles & Equip	-
KCC Equipment Reserve	Vehicles & Equip	30,000
KCC Facility Reserve	Buildings	25,000
KPA Boat Reserve	Vehicles & Equip	-
KPA Equipment Reserve	Vehicles & Equip	3,500
KPA Facility Reserve	Infrastructure	8,500
Police Vehicle Reserve	Vehicles & Equip	140,000
Police Equipment Reserve	Vehicles & Equip	10,000
Fire Facility Reserve	Buildings	-
Town Hall Records Preservation	Regulatory	12,000
		<b>\$ 759,400</b>

Rice Rehab and Expansion Design	Buildings	-
LED Lighting Conversion	Infrastructure	75,000
Emery Field Phase 2	Infrastructure	-
Fort Foster Invasive Plant Management	Land Improv	37,000
Climate Action Plan	Infrastructure	-
Memorial Field Assessment	Infrastructure	30,000
Bike/Ped Master Plan	Infrastructure	-
		<b>\$ 142,000</b>

		<b>\$ 1,551,400</b>
--	--	---------------------

This page left intentionally blank

# Section II Department Budgets



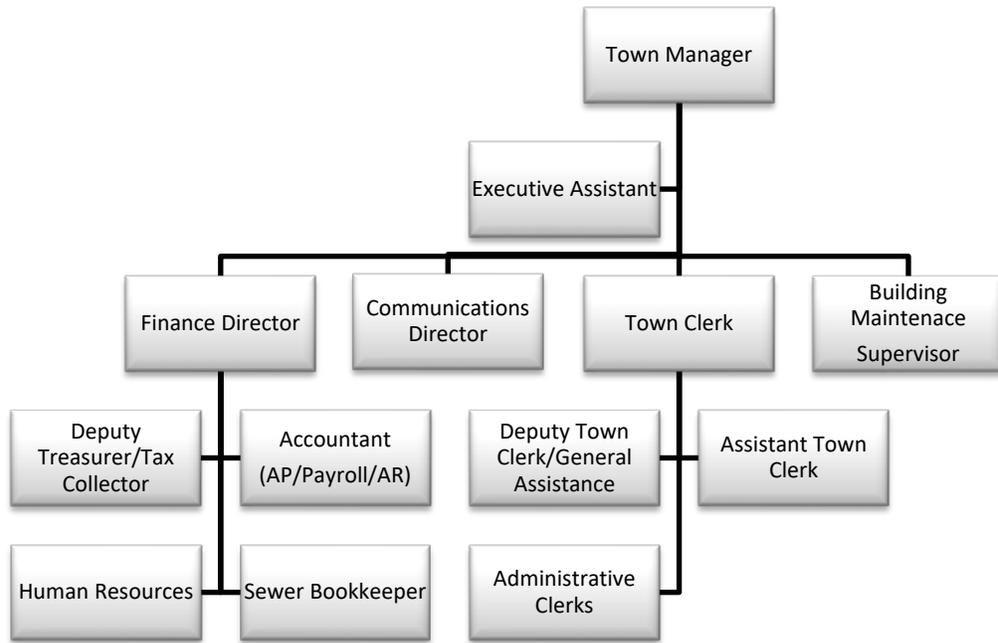
This page left intentionally blank

**ADMINISTRATION**

**MISSION STATEMENT**

The mission of the Administration is to deliver municipal services in an efficient and cost-effective manner while meeting or exceeding the expectations of Kittery residents. The Administration budget includes the Town Clerk’s department, the Finance Department and Human Resources.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

<b>POSITION</b>	<b>FY22 Budget</b>	<b>FY23 Proposed</b>
Town Manager (shared with Sewer Fund)	0.75	0.75
Executive Assistant	1	1
Finance Director/Assistant Town Manager	1	1
Deputy Treasurer/Tax Collector	1	1
Accountant	1	1
Sewer Bookkeeper (paid for by Sewer Fund)	1	1
Human Resources Manager	1	1
Building Maintenance Supervisor (formerly in KCC)	0	1
Communications Director	0	1
Town Clerk	1	1
Deputy Town Clerk/General Assistance	1	1
Assistant Town Clerk	1	1
Administrative Clerk	1.5	1
<b>Total FTE</b>	<b>11.25</b>	<b>12.75</b>

**BUDGET OVERVIEW**

The Administration budget is proposed to increase 2.0%, approximately \$23,851 over the prior year.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments and projected step, and longevity adjustments based on years of service. Also note, the seven Collective Bargaining Agreements were still in negotiations during FY22. Therefore, the wages shown in FY22 did not reflect the cost of living or merit increases anticipated for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

The Administration Department organizational chart is being expanded to include the Building Maintenance Supervisor (previously under Kittery Community Center budget) and the new Communications Director position. The Building Maintenance Supervisor has been moved under this department budget to reflect the broader responsibilities/facilities being managed by this role, and to streamline management and support.

The Communications Director role is new, and reflects the value and expectations of the community. Residents are seeking the Town to communicate, share information in real time, engage on multiple platforms, and develop content that is of interest to a broad range of audiences. This work takes focus, purpose, and significant ongoing effort. It is no longer possible to approach communications as a secondary task, when time allows. This new position will manage the Town's presence on various social media platforms, develop print, electronic, video, and other content on Town services, programs, efforts, and initiatives, ensure the Town's communications are consistent and effective, and support all Town departments in sharing vital information to residents, businesses, and visitors of Kittery.

The Salary Adjustment line item is reduced approximately 65%, or \$165,000. This line item tends to fluctuate significantly depending on whether collective bargaining contract negotiations are underway or not. In a "negotiation year", the Administration budget carries a sum intended to cover the added costs anticipated from the negotiations. When contracts are locked in, the annual cost-of-living increases are projected in each department budget based on the negotiated rate for that year. All seven union contracts are now locked in until the end of FY24. Therefore, the wage increases, FICA, and retirement increases associated with cost of living in these contracts have been incorporated into their respective department budgets.

Non-personal expenses are increasing primarily due to inflationary forces on vendor, supply, and utility costs. Printing is increasing to reflect the added cost of supplies and postage for annual tax bills. Computer Services and Web Page are increasing to reflect the additional costs of web hosting, MUNIS (financial system), Trio (registration system), and the new SeeClickFix software launched in the prior year.

The Town was fortunate to lock in electricity rates for 2022 – 2024 in November of 2021; prior to the rapid inflation of utility costs. The electricity rate (for supply) is \$0.07858/kWh. Comparatively, CMP's supply rate is currently 33% higher than the Town's rate.

Legal services are increasing to reflect rates and the anticipated case work relative to the York/Kittery border dispute, and potential marijuana licensing civil suits.

<b>ADMINISTRATION</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101110</b>	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64011 MANAGER SALARY (75%)	94,604	103,982	106,978	105,896	115,200	9,304	
64014 TOWN CLERK SALARY	66,021	79,489	81,934	81,717	87,961	6,244	
64017 CLERKS SALARIES	297,024	305,654	318,483	319,904	322,388	2,484	
64018 HR MANAGER	54,794	60,815	63,330	65,498	74,983	9,485	
NEW COMMUNICATIONS DIRECTOR	-	-	-	-	71,400	71,400	
64026 FINANCE DIRECTOR SALARY	75,963	89,294	113,698	117,591	126,576	8,985	
TRNSF FACILITIES MAINTENANCE SUPERVISOR	-	-	-	-	59,055	59,055	
64027 CUSTODIAN WAGES	9,081	8,197	10,012	14,329	14,906	577	
64030 OVERTIME	9,696	3,389	699	4,000	4,000	-	
64031 SALARY ADJUSTMENT	32,000	-	-	195,000	30,000	(165,000)	
<b>Total Personal Services</b>	<b>639,183</b>	<b>650,821</b>	<b>695,134</b>	<b>903,935</b>	<b>906,468</b>	<b>2,533</b>	<b>0.3%</b>
65010 POSTAGE	18,745	13,628	6,884	13,000	8,000	(5,000)	
65020 TELEPHONE & INTERNET	7,927	7,885	8,140	9,000	9,000	-	
65030 TRANSPORTATION	400	-	-	2,500	2,500	-	
65040 EDUCATIONAL/MEETING EXPENSES	2,351	2,548	831	5,000	5,000	-	
65060 PRINTING	6,979	4,730	6,821	7,000	13,000	6,000	
65080 LEGAL NOTICES/OTHER ADV	2,521	714	2,380	3,000	3,000	-	
65200 ELECTRICITY	10,068	9,968	10,184	12,000	13,440	1,440	
65220 WATER	238	317	317	400	412	12	
65230 FUEL OIL	4,507	3,892	3,439	4,200	4,500	300	
65240 DUMPSTERS	588	413	633	625	727	102	
65250 SEWER	314	299	299	325	325	-	
65300 MACHINE & EQUIPMENT MAINT	23,780	38,670	34,312	35,000	35,000	-	
65400 LEGAL SERVICES	56,919	37,609	45,805	60,000	65,000	5,000	
65410 COMPUTER SERVICES	59,514	42,814	44,080	45,000	52,000	7,000	
65415 WEB PAGE	3,275	3,892	4,461	4,000	8,000	4,000	
65430 AUDIT SERVICES	16,500	17,000	19,050	17,500	17,500	-	
65480 OTHER PROFESSIONAL SERVICES	23,188	25,759	39,621	37,500	37,500	-	
65500 MAINTENANCE OF BLDG/GROUNDS	13,321	7,976	9,009	16,500	16,500	-	
66010 OFFICE SUPPLIES	7,062	7,649	7,217	7,000	8,000	1,000	
66020 BOOKS/SUBSCRIPTIONS	337	1,047	1,094	1,100	1,500	400	
66025 MAINE MUNICIPAL ASSOC. DUES	12,451	12,928	13,207	13,500	14,564	1,064	
66030 OTHER SUPPLIES	(5,693)	-	-	-	-	-	
66035 ABSTRACTS & LIENS	6,162	3,944	4,256	9,500	9,500	-	
66040 JANITORIAL SUPPLIES & SERVICES	1,383	935	2,003	2,500	2,500	-	
67510 OFFICE FURNITURE & EQUIPMENT	1,265	2,050	-	-	-	-	
<b>Total Expenses</b>	<b>274,102</b>	<b>246,669</b>	<b>264,041</b>	<b>306,150</b>	<b>327,468</b>	<b>21,318</b>	<b>7.0%</b>
<b>TOTAL ADMINISTRATION</b>	<b>913,285</b>	<b>897,490</b>	<b>959,175</b>	<b>1,210,085</b>	<b>1,233,936</b>	<b>23,851</b>	<b>2.0%</b>

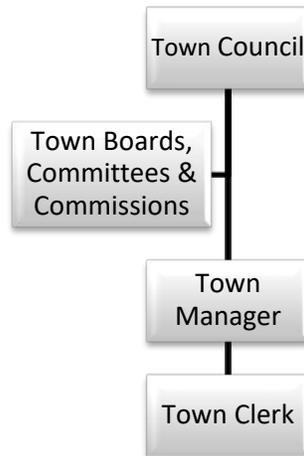
---

**TOWN COUNCIL**


---

**MISSION STATEMENT**

The members of the Town Council are the municipal officers of the Town of Kittery and have all powers and authority to perform all duties required of municipal officers under the laws of the State of Maine.

**DEPARTMENT ORGANIZATION****PERSONNEL SUMMARY**

<b>POSITION</b>	<b>FY22 Budget</b>	<b>FY23 Proposed</b>
Town Council (Stipend)	7	7
Town Manager (in Administration and Sewer Budgets)	N/A	N/A
Town Clerk (in Administration Budget)	N/A	N/A
<b>Total FTE</b>	N/A	N/A

**BUDGET OVERVIEW**

Members of the Town Council receive a stipend of \$20 for each meeting they attend. The Council is also eligible for expense reimbursement for travel to professional development programs, and for materials and supplies. Members of the Town Council historically have not sought reimbursement.

The Other Professional Services covers the cost of training opportunities for Councilors. These are typically received from Maine Municipal Association, though there are other sources as well. Councilors have recently taken greater advantage of these opportunities.

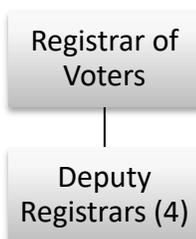
<b>TOWN COUNCIL</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101115</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64001 COUNCIL STIPEND	4,120	3,440	3,320	4,000	4,000	-	
65480 OTHER PROF SERVICES	1,225	141	45	3,000	1,500	(1,500)	
66037 COUNCIL EXPENSES	-	-	45	350	150	(200)	
<b>TOTAL TOWN COUNCIL</b>	<b>5,345</b>	<b>3,581</b>	<b>3,410</b>	<b>7,350</b>	<b>5,650</b>	<b>(1,700)</b>	<b>-23%</b>

## ELECTIONS

### MISSION STATEMENT

The Town Clerk serves as the Registrar of Voters and is responsible for conducting fair elections and coordinating all elections activity in Kittery. This includes the administration of local, state and national elections along with the monitoring of candidate certifications and initiative petitions.

### DEPARTMENT ORGANIZATION



### PERSONNEL SUMMARY

POSITION	FY22 Budget	FY23 Proposed
Registrar (Town Clerk in Administration Budget)	1	1
Deputy Registrars (PT as needed)	4	4
<b>Total FTE</b>	N/A	N/A

### BUDGET OVERVIEW AND RECOMMENDATION

The prior year's budget was developed anticipating a special election in addition to the normal twice-annual voting. Though a special election is not anticipated at this time, the gubernatorial election in November is expected to generate a moderate to high election turnout. Therefore, this budget is remaining generally unchanged, with only minor increases anticipated in the cost of ballot printing and postage for absentee balloting.

ELECTIONS	FY19	FY20	FY21	FY22	FY23		
101130	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64020 PART TIME SALARIES/VOTER REG/ELECTIONS	3,081	3,059	8,721	5,000	5,000	-	
65000 ELECTION EXPENSES	-	189	189	800	800	-	
65010 POSTAGE	24	1,572	2,767	2,100	2,200	100	
65060 PRINTING	3,801	5,229	8,095	6,500	7,000	500	
65480 OTHER PROFESSIONAL SERVICES	2,645	3,230	2,480	5,000	5,500	500	
66010 OFFICE SUPPLIES	179	140	336	200	200	-	
67510 OFFICE FURNITURE & EQUIPMENT	-	3,476	1,796	1,000	-	(1,000)	
<b>TOTAL ELECTIONS</b>	<b>9,730</b>	<b>16,895</b>	<b>24,384</b>	<b>20,600</b>	<b>20,700</b>	<b>100</b>	<b>0.5%</b>

## SHARED EXPENSES

### DESCRIPTION

Shared expenses represent employee and insurance costs that are shared by all departments. These items are generally non-discretionary; meaning they are part of the mandatory costs associated with an operation that employs people and owns property. A combined Shared Expenses budget allows for a better understanding of the impact of cost increases in health plans or retirement assessments on the overall operational costs of the town. This approach also directly recognizes that items such as FICA, Workers Compensation Insurance, health benefits for full-time employees, and retirement benefits are either federally mandated or negotiated through collective bargaining agreements, and therefore no one department has control over these costs, nor can any department head choose to forgo spending on these mandated items.

### EMPLOYEE BENEFITS & INSURANCE

The total increase for Employee Benefits and Insurance is \$156,810, approximately 5.1%.

The Shared Expenses reflect the Police Officer added through end of year funds transfers in August; and the addition of the Communications Director. These costs include FICA, Medical and Dental, and other benefits.

The anticipated rate increase from Allegiant Care, the primary insurer, is 6%. Some, though not all, of the collective bargaining agreements require a 50/50 cost share of increases over 2% with the employees.

<b>EMPLOYEE BENEFITS &amp; INSURANCE</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>103000 - 103003</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64050 MAINE STATE RETIREMENT	466,248	511,034	506,184	578,671	537,863	(40,808)	-7.1%
64051 ICMA EMPLOYER SHARE	22,646	22,669	29,775	30,545	87,555	57,011	186.6%
64060 FICA EMPLOYER SHARE	377,475	404,612	401,393	466,816	493,382	26,567	5.7%
64070 WORKERS COMPENSATION	186,587	145,342	124,001	148,208	163,251	15,043	10.2%
64090 MAJOR MEDICAL INSURANCE	1,009,078	1,127,592	1,180,744	1,383,280	1,476,280	93,000	6.7%
64091 DENTAL INSURANCE	10,520	11,416	13,006	19,536	17,120	(2,416)	-12.4%
64092 DISABILITY INSURANCE	29,514	32,536	32,281	37,000	34,000	(3,000)	-8.1%
64090 RETIRED EMPLOYEE MEDICAL/DENTAL	186,408	178,574	192,522	205,816	200,000	(5,816)	-2.8%
65101 MMA RISK POOL (PROP & CASUALTY)	166,526	172,645	178,174	185,950	198,180	12,229	6.6%
68427 SELF INSURANCE CLAIMS	2,250	2,050	-	-	-	-	-
65115 UNEMPLOYMENT COMPENSATION	2,683	23,744	24,486	5,000	10,000	5,000	100.0%
65150 MISCELLANEOUS INSURANCE LIFE E	4,898	6,285	5,788	6,200	6,200	-	0.0%
65210 UNION CENTRAL LIFE INS	2,405	2,711	2,566	3,320	3,320	-	0.0%
<b>BENEFITS AND INSURANCE</b>	<b>2,467,238</b>	<b>2,641,210</b>	<b>2,690,920</b>	<b>3,070,342</b>	<b>3,227,151</b>	<b>156,810</b>	<b>5.1%</b>

## DEBT SERVICE

### BUDGET OVERVIEW

The municipal debt service is projected to decrease \$29,121, approximately 2.6% in FY23.

The bond for the Rice Library Expansion and Renovation project was issued in January 2021; with the first payments appearing in the prior year.

Municipal bonds become eligible for refinancing after 10 years. The Town refinanced a bond in 2021 that resulted in \$700,000 in savings over the remaining life of the note. Bond issues are constantly reviewed for possible refunding opportunities and the savings to the Town are considered along with the costs of the refunding. Sewer bonds obtained through the Maine Municipal Bond Bank and Clean Water State Revolving Fund bonds are not eligible for refinancing.

DEBT SERVICE 101230	FY19 ACTUAL	FY20 ACTUAL	FY21 ACTUAL	FY22 BUDGET	FY23 PROPOSED	VARIANCE	%
68057 RUSTLEWOOD FARM - PRINC	6,199	6,292	6,407	6,545	6,701	156	
68065 2006 FIRE STATION BOND	115,000	115,000	115,000	115,000	115,000	-	
68066 2010/2021 REFUND DPW BOND PRIN	35,000	35,000	35,000	16,500	16,500	-	
68067 2012 KCC BOND PRINC	275,000	275,000	275,000	275,000	275,000	-	
68068 2015 CIP BOND PRINCIPAL	225,000	225,000	225,000	225,000	225,000	-	
68069 KLT BRAVE BOAT HEADWATERS PRINC	11,463	11,592	11,741	11,910	12,101	191	
68071 LIBRARY BOND PRINCIPAL	-	-	-	240,000	240,000	-	
68257 RUSTLEWOOD FARM INTEREST	4,116	4,023	3,908	3,771	3,614	(157)	
68265 2006 FIRE STATION BOND INT	19,700	17,400	15,100	12,800	10,500	(2,300)	
68268 2015 CIP BONDS INTEREST	33,700	29,250	24,750	20,250	15,750	(4,500)	
68269 KLT BRAVE BOAT HEADWATERS INT	6,627	6,498	6,349	6,180	5,989	(191)	
68295 2010/2021 REFUND DPW BOND INT	15,231	14,312	13,503	5,474	4,557	(917)	
68297 2012 KCC BOND INT	93,775	88,275	82,775	77,275	71,775	(5,500)	
68271 LIBRARY BOND INTEREST	-	-	-	113,133	97,230	(15,903)	
<b>DEBT &amp; INTEREST</b>	<b>840,811</b>	<b>827,641</b>	<b>814,532</b>	<b>1,128,838</b>	<b>1,099,717</b>	<b>(29,121)</b>	<b>-2.6%</b>

---

**MISCELLANEOUS EXPENSES**

---

**DESCRIPTION**

The Miscellaneous Expenses budget contains line items that do not fit neatly into other departmental categories or are line items that run across multiple departments. Miscellaneous also includes the revenue offset for the single TIF District, and funding for state mandated General Assistance.

**BUDGET OVERVIEW**

This budget is projected to have an overall decrease of \$3,985 or approximately 0.3%

Streetlight electricity is continuing to show lower than expected costs due to the LED conversion in FY21. Maintenance and Equipment is increasing as the Town's older traffic light signals require ongoing repairs and programming, and for repairs to streetlights as needed for non-warranty related outages.

General Assistance is projected to decrease \$10,000. The utilization of General Assistance has proved to not be growing as anticipated from the pandemic after effects, even with fuel prices spiking this past winter. The Town is involved in regular collaborative conversations with its various social service agencies in the area; and works to effectively coordinate support services for residents in need through multiple sources. This approach ensures General Assistance is not the only or primary source of support for a family in need. The projected spending reflects a conservative expectation that the need is leveling off or returning to a new "normal" state.

The annual County Tax assessment is decreasing from \$1,006,515 to \$990,000, approximately a 1.6% reduction. The last time the County assessment was below \$1M was in FY20. The county's Emergency Management Agency has been an exceptionally effective partner throughout the past two years; working with staff to plan clinics and testing, providing PPE supplies, and helping connect the region with vital information and strategies, throughout the pandemic. Conversely the county jails are severely limiting or denying support for our law enforcement activities, and the courts are drowning under a back-log of cases. This continues to be an issue for the county.

Hydrant rental fees from the Kittery Water District are increasing \$13,950 or approximately 5.5% per a vote of the Kittery Water Trustees.

All other increases are based on anticipated vendor and supply cost increases.

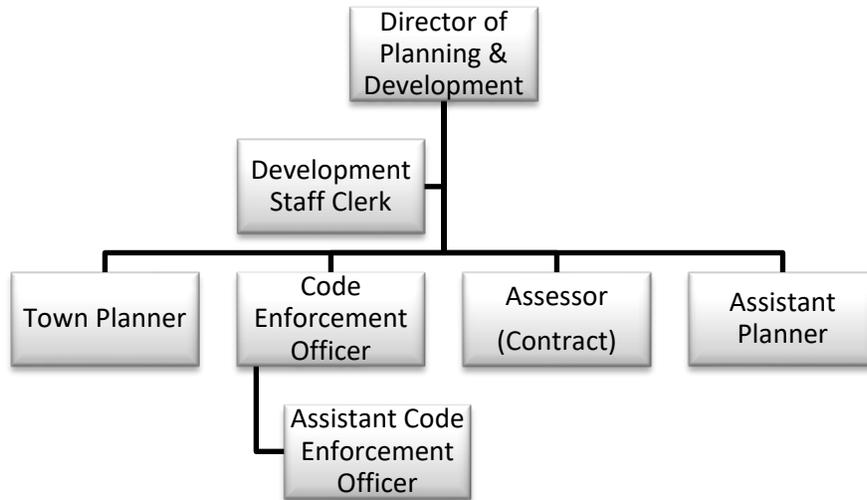
MISCELLANEOUS	FY19 ACTUAL	FY20 ACTUAL	FY21 ACTUAL	FY22 BUDGET	FY23 PROPOSED	VARIANCE	%
<b>101330 STREETLIGHTS</b>							
65200 ELECTRICITY - STREETLIGHTS	105,931	35,045	17,997	45,000	35,000	(10,000)	
65300 MACHINE & EQUIPMENT MAINT	25,139	18,757	20,910	10,000	20,000	10,000	
<b>101520 GENERAL ASSISTANCE</b>							
65480 GENERAL ASSISTANCE	49,070	49,229	38,344	60,000	50,000	(10,000)	-16.7%
<b>101530 PUBLIC HEALTH</b>							
64020 PUBLIC HEALTH SALARIES	491	494	521	520	520	-	
<b>101150 COUNTY TAX</b>							
65480 COUNTY TAX	863,018	894,782	1,005,790	1,006,515	990,000	(16,515)	-1.6%
<b>101750 BANK FEES</b>							
65954 BANK FEES & CHARGES	(218)	444	(11)	500	500	-	
<b>101155 TIF DISTRICTS</b>							
65000 TIF FINANCING PLAN AMOUNT	139,334	236,000	27,000	20,000	25,000	5,000	25.0%
<b>101340 HYDRANTS</b>							
65300 HYDRANT RENT MACHINE & EQUIP M	254,179	254,179	255,149	255,000	268,950	13,950	5.5%
<b>101740 MISCELLANEOUS - GENERAL</b>							
65023 EPA STORMWATER 4 PROGRAM	19,104	21,094	18,964	20,000	25,000	5,000	
65025 COMPUTER REPAIR/REPLACEMENT	42,799	66,156	49,103	65,000	65,000	-	
65455 MEMORIAL DAY ACTIVITIES	1,191	-	-	-	-	-	
65951 SHELLFISH CONSERVATION COMMISS	3,500	1,700	-	-	-	-	
66036 CONSERVATION COMMISSION	27	-	-	500	500	-	
68525 MOSQUITO/TICK/WEEDS CONTROL PRGM	35,194	36,750	38,856	40,000	38,580	(1,420)	
68532 GIS WEB ACCOUNT	3,600	900	-	-	-	-	
69200 PSAP PAID TO YORK PD	28,674	31,281	31,359	35,000	35,000	-	
<b>TOTAL MISCELLANEOUS EXPENSES</b>	<b>1,571,034</b>	<b>1,646,812</b>	<b>1,503,982</b>	<b>1,558,035</b>	<b>1,554,050</b>	<b>(3,985)</b>	<b>-0.3%</b>

**PLANNING AND DEVELOPMENT**

**MISSION STATEMENT**

The Planning and Development Department works with residents and developers to manage change within the community. Recently reorganized, this department will be assuming a significant leadership role in planning for and implementing the town’s community and economic growth objectives. The department continues to provide oversight of building projects, permitting, valuation and enforcement of land use and health and safety regulations. The department provides professional support to the Planning Board, Board of Appeals, and Board of Assessment Review. The department also assists the Kittery Port Authority.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Director of Planning & Development	1	1
Town Planner	1	1
Project/Assistant Planner	.5	.5
Development Staff Clerk	1	1
Code Enforcement Officer	1	1
Assistant Code Enforcement Officer	1	1
<b>Total FTE</b>	5.5	5.5

**BUDGET OVERVIEW**

The overall projected increase for this department is \$50,411, approximately 8.9%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

The Planning Board and Board of Appeals costs have been incorporated into the Planning Department for efficiency. The prior years' costs for the Planning Board and Board of Appeals have been incorporated as well, to ensure there is the ability to continue to evaluate year-over-year costs.

The Planner position is currently vacant. In consideration of the employment market and the specialized skills and education need for this position, we have increased the wages to ensure our competitiveness.

The Personal Property Evaluation Services are being paused for a year as staff determine how much of this can be accomplished internally. The cost/benefit analysis of outsourcing this work has shown it to be slightly above neutral.

Operating expenses are increasing \$15,650, or approximately 7.59%. The primary driver is in Other Professional Services which includes the Town's contract Assessor. This line also includes funding for hiring professional services to assist the Town with neighborhood master planning and design guide updates. This requires architectural and engineering expertise not available in-house. The additional funding will make it possible to engage professionals capable to doing this specialized work.

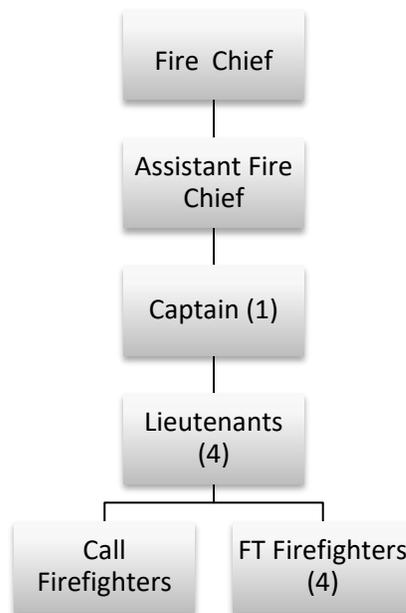
<b>PLANNING &amp; CODE ENFORCEMENT</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101721</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64042 DIRECTOR OF PLANNING AND DEVELOPMENT	98,964	100,879	103,076	103,238	112,875	9,638	
64006 PLANNER SALARY	62,720	49,544	64,431	64,260	75,000	10,740	
64005 CODE ENFORCEMENT SALARIES	64,339	85,714	71,442	72,119	76,595	4,476	
64010 DEVELOPMENT STAFF CLERK	39,367	35,102	41,044	40,934	43,410	2,475	
64017 ASSISTANT PLANNER	(763)	25,533	20,245	26,970	28,822	1,852	
64018 ASST CODE ENFORCEMENT OFFICER	50,877	42,778	52,967	52,349	57,930	5,581	
64020 SHORELAND RESOURCE OFFICER	18,162	-	-	-	-	-	
64030 OVERTIME	2,968	250	93	-	-	-	
<b>Total Personal Services</b>	<b>336,635</b>	<b>339,799</b>	<b>353,298</b>	<b>359,871</b>	<b>394,632</b>	<b>34,762</b>	<b>9.66%</b>
65010 POSTAGE	7	1,212	1,875	1,700	1,550	(150)	
65020 TELEPHONE & INTERNET	748	1,538	1,856	1,500	1,500	-	
65030 TRANSPORTATION	329	829	(51)	600	600	-	
65040 EDUCATIONAL/MEETING EXPENSES	1,922	2,079	1,187	4,000	4,000	-	
65060 PRINTING	-	191	113	750	450	(300)	
65070 MAPS	4,660	-	-	-	-	-	
65080 LEGAL NOTICES & OTHER ADVERTIS	929	930	1,366	1,750	3,000	1,250	
65300 MACHINE & EQUIPMENT MAINT	3,686	3,686	3,667	3,700	3,200	(500)	
65310 VEHICLE MAINTENANCE	-	115	114	500	500	-	
65311 GAS, GREASE & OIL	828	447	420	450	-	(450)	
65314 VEHICLE LEASE	-	-	471	1,900	1,885	(15)	
65400 LEGAL SERVICES	6,390	843	1,359	5,000	4,000	(1,000)	
65410 COMPUTER SERVICES	10,130	-	23,371	31,362	31,676	314	
65411 BOARD OF ASSESSMENT REVIEW	192	-	-	200	200	-	
65423 PERSONAL PROPERTY EVAL. SERVICES	20,000	6,000	1,500	6,000	-	(6,000)	
65425 VISION INTERNET	-	8,889	-	-	-	-	
65480 OTHER PROFESSIONAL SERVICES	100,168	134,159	135,185	137,820	161,000	23,180	
65521 UNIFORMS	220	100	-	250	300	50	
66010 OFFICE SUPPLIES	270	878	202	850	850	-	
66020 BOOKS/SUBSCRIPTIONS	70	441	33	400	500	100	
66026 SMPDC MEMBERSHIP	5,018	5,520	5,685	5,685	5,856	171	
66030 OTHER SUPPLIES	51	25	-	250	250	-	
66035 ABSTRACTS & LIENS TRANSFERS	818	726	-	-	-	-	
67510 OFFICE FURNITURE & EQUIPMENT	-	21	-	2,000	1,000	(1,000)	
<b>Total Expenses</b>	<b>156,435</b>	<b>168,630</b>	<b>178,352</b>	<b>206,667</b>	<b>222,317</b>	<b>15,650</b>	<b>7.57%</b>
<b>TOTAL PLANNING &amp; CODE ENFORCEMENT</b>	<b>493,070</b>	<b>508,429</b>	<b>531,651</b>	<b>566,538</b>	<b>616,949</b>	<b>50,411</b>	<b>8.90%</b>

**FIRE DEPARTMENT**

**MISSION STATEMENT**

The Kittery Fire Department provides services for the preservation and protection of life, property and environment. The department protects the community from the adverse effects of fire, medical emergencies, hazardous material incidents and natural disasters. The department focuses its efforts by providing rapid, professional and humanitarian service, essential in keeping the community healthy and safe.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Fire Chief	1	1
Assistant Fire Chief	0.5	0.5
Full-time Firefighters	4	4*
Part-Time Firefighters and Officers	6.4	6.4
<b>Total FTE</b>	<b>11.9</b>	<b>11.9</b>

\* Alternative budget includes additional full-time Firefighters

**BUDGET OVERVIEW**

The department budget is proposed to increase \$45,224, or approximately 7.2%. After years of discussing the need to transition, the prior year’s budget supported the first four full-time

Firefighters. It is understood this is a starting point and not the conclusion of what needs to be accomplished to ensure Kittery has the public safety response it expects.

Kittery has applied for a SAFER federal Firefighter grant for the addition of 8 full-time Firefighters to the current force; in addition to the existing four Firefighters. The SAFER grant pays for all wages and benefits for 3 years. If awarded this would bring Kittery to a sufficient level of full-time Firefighters to cover weekends, and later into the evening.

The FY23 budget is being proposed with a base funding request for the Fire Department (and Shared Expenses) to support the current staffing levels. A supplemental proposal is also included which would add an additional four full-time Firefighters at a cost of approximately \$375,000. Work is underway to determine the cost/revenue benefit of bringing the ambulance service in-house. The revenue from ambulance transports can be significant, however, the staffing required to ensure at least two ambulances are available at all times is equally costly. The analysis is expected to be complete by the end of the 2022 calendar year.

Kittery’s firefighters are dedicated, well-trained and equipped, and committed to the fire service. In 1975, Kittery had 72 firefighters on the roster. Today, Kittery has a total of 25, however only 15 are qualified, or approximately 60%, based on the State of Maine certification requirements and medical review. Only qualified firefighters may enter any immediately dangerous to life and health atmospheres. Firefighters that are not qualified are still very helpful at fire incidents and on fire scenes, however they are not available resources for all fire calls.

Regardless of qualifications or status, a firefighter must still respond to a call for service to be truly helpful. As discussed in previous years, the availability of call-firefighters continues to decline. The Fire Chief is continuing to track the average firefighter response to calls for service each year. Safe fire response generally requires a minimum of nine firefighters and one Incident Commander, for a total of 10.

**Average Response by Month, Day of Week, and Time**

Day of the Week	12AM - 8AM					8AM - 4PM					4PM - 12AM				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
Sunday	10.0	9.8	8.8	8.2	6.2	11.4	9.9	9.1	9.5	7.7	13.0	10.1	11.8	10.1	8.8
Monday	10.6	8.8	7.8	6.8	6.8	11.2	8.4	7.9	8.9	7.3	14.1	10.0	10.0	10.3	8.8
Tuesday	8.5	8.4	7.4	8.3	7.3	9.8	8.5	9.0	8.8	7.5	14.6	12.3	11.0	11.0	10.0
Wednesday	11.0	8.0	9.1	7.8	6.9	9.6	9.3	8.6	9.5	7.7	12.6	11.4	10.4	9.1	8.8
Thursday	9.0	8.9	8.8	8.5	7.2	9.9	8.1	8.0	8.2	7.0	12.3	11.3	10.7	11.0	10.4
Friday	11.2	7.3	6.9	7.6	6.4	9.2	7.5	7.5	9.0	7.9	11.5	8.9	10.4	8.6	8.0
Saturday	11.5	9.3	9.0	8.1	6.4	9.8	10.0	8.5	9.1	7.7	12.0	10.6	9.3	8.9	6.6

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

Unless otherwise noted, wage costs reflect the prior year’s salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

Wage costs have been adjusted to reflect the greater reliance on the full-time Firefighters to respond to calls of their normal M-F day shift.

The Health/Physical cost increase reflects both the added cost of trying to add both call and full-time Firefighters to the ranks; it also coincides with the vendor price increases. Firefighters (regardless of Call- or FT status) must be evaluated for respiratory and physical health standards to perform their work.

Utility and fuel lines are increasing with the increased costs of electricity, propane used to heat the Fire Stations, and fuel needed for apparatus.

<b>FIRE</b>		<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101320</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64003	FIRE CHIEF SALARY	71,683	90,870	92,854	92,604	107,435	14,831	
64044	FULL TIME FIREFIGHTER SALARIES	-	-	-	242,944	256,037	13,093	
64045	OVERTIME FT FIREFIGHTER (formerly	-	-	-	29,883	55,000	25,117	
64020	PART TIME SALARIES	109,697	119,921	131,218	111,056	102,493	(8,563)	
64043	ON-CALL FIREFIGHTING PAY	16,320	13,309	12,447	16,728	2,720	(14,008)	
64095	ACCIDENT & HEALTH	2,072	2,072	2,072	2,208	1,766	(442)	
<b>Total Personal Services</b>		<b>199,772</b>	<b>226,172</b>	<b>238,591</b>	<b>495,423</b>	<b>525,451</b>	<b>30,028</b>	<b>6.1%</b>
64050	POSTAGE	-	36	19			-	
65020	TELEPHONE & INTERNET	7,905	7,736	7,664	7,728	8,374	646	
65040	EDUCATIONAL/MEETING EXPENSES	1,726	1,396	2,431	2,235	2,235	-	
64045	TRAINING	2,070	1,595	2,953	4,650	4,650	-	
65046	HEALTH/PHYSICAL	1,969	1,620	1,596	2,618	7,600	4,982	
65080	LEGAL NOTICES/OTHER ADVERTISE	103	-	-	-	-	-	
65200	ELECTRICITY	8,168	7,727	7,900	8,688	9,731	1,043	
65220	WATER	293	293	293	302	312	10	
65230	FUEL OIL	16,079	13,492	12,458	19,398	22,570	3,172	
65250	SEWER	300	500	407	400	400	-	
65300	MACHINE & EQUIPMENT MAINT	22,551	21,108	37,124	33,829	35,419	1,590	
65302	PROTECTIVE & SAFETY EQUIPMENT	4,203	1,566	4,188	3,660	3,660	-	
65311	GAS, GREASE & OIL	5,887	6,209	7,121	7,185	8,388	1,203	
65312	TIRES & TUBES	4,522	943	6,392	-	-	-	
65330	RADIO MAINTENANCE	4,299	1,476	1,737	5,117	2,867	(2,250)	
65480	OTHER PROFESSIONAL SERVICES	7,397	6,724	6,350	7,896	7,896	-	
65500	MAINTENANCE OF BLDG/GROUNDS	17,898	10,899	8,185	15,390	15,390	-	
65521	UNIFORMS - FT FIREFIGHTERS	-	-	-	800	5,600	4,800	
66010	OFFICE SUPPLIES	188	407	-	672	672	-	
66020	BOOKS/SUBSCRIPTIONS/DUES	49	80	-	200	200	-	
66040	JANITORIAL SUPPLIES & SERVICES	703	329	447	600	600	-	
67505	EXTINGUISHER MAINTENANCE	265	256	318	500	500	-	
67515	LANTERNS & BATTERIES	240	33	301	200	200	-	
67520	OPERATING EQUIPMENT	3,336	11,472	6,436	8,000	8,000	-	
<b>Total Expenses</b>		<b>110,149</b>	<b>95,899</b>	<b>114,320</b>	<b>130,068</b>	<b>145,264</b>	<b>15,196</b>	<b>11.7%</b>
<b>TOTAL FIRE</b>		<b>309,921</b>	<b>322,071</b>	<b>352,911</b>	<b>625,491</b>	<b>670,715</b>	<b>45,224</b>	<b>7.2%</b>

**OPTION: ADD FOUR FULL-TIME FIREFIGHTERS**

If the Town does not receive the SAFER grant which would add 8 more full-time Firefighters at no cost for the next three years; then the Council is being asked to consider an alternative ramp up on staffing support for the Fire Department.

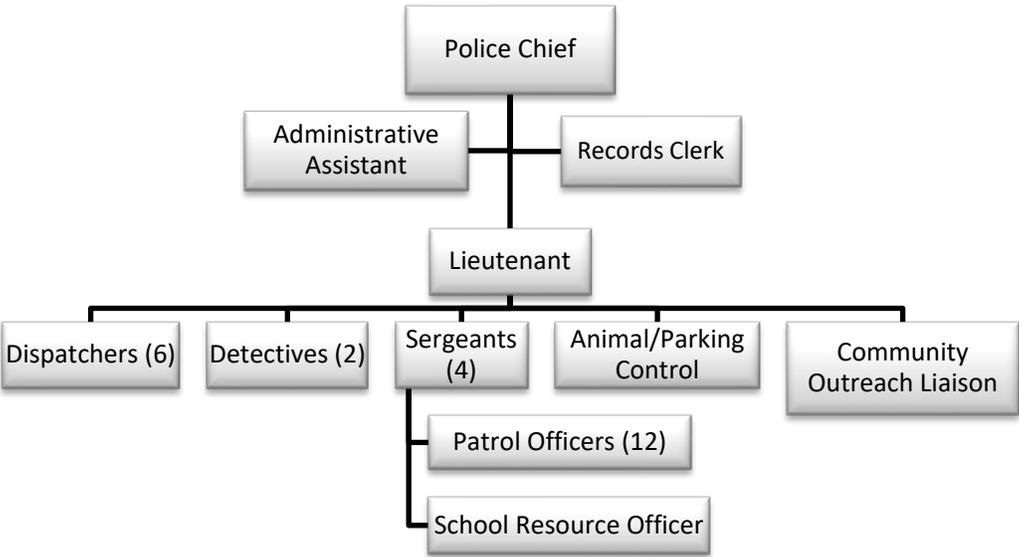
<b>ADD FOUR FULL-TIME FIREFIGHTERS</b>		<b>OPTION ADD TO FY23</b>
101320-64044	FULL TIME FIREFIGHTER SALARIES	251,763
101320-65521	UNIFORMS - FT FIREFIGHTERS	3,600
101320 MISC	PHYSICALS/TRAINING/ETC	10,000
103000-64060	FICA	18,882
103002-64050	MAINE STATE RETIREMENT	25,680
103001-64090	MAJOR MEDICAL INSURANCE	90,468
103001-64091	DENTAL INSURANCE	5,540
<b>TOTAL ADDITION</b>		<b>405,933</b>
APPROXIMATE IMPACT ON TAX RATE		\$ 0.19

**POLICE DEPARTMENT**

**MISSION STATEMENT**

The Kittery Police Department works in partnership with the community to enforce the law, preserve the peace and protect the rights, lives and property of all people. As guardians of the community, the department strives to ensure a high quality of life in a respectful, fair and compassionate manner.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Chief	1	1
Lieutenant	1	1
Sergeants	4	4
Detective	2	2
Patrol Officer	11	12
School Resource Officer	1	1
Lead Dispatcher	1	1
Dispatcher	4.5	4.5
Animal Control Officer	1	1
Administrative Assistant	1	1
Community Outreach Liaison (contracted)	0	0.3
Records Clerk	1	1
<b>Total FTE</b>	<b>28.50</b>	<b>29.80</b>

**BUDGET OVERVIEW**

The overall Police budget is increasing \$223,000, approximately 8.84%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

Total personnel expenses are increasing \$195,448 or approximately 8.97%. This includes the addition of a Police Officer made through a year-end-transfer at the commencement of the prior fiscal year. This also includes wage adjustments made to address competitiveness of wages for Police Officers, and to cover negotiated benefits as part of the most recent collective bargaining efforts.

Overtime has been adjusted to reflect the impact of wage increases. The Police Department continues to rely heavily on overtime to cover shifts. The Town Council added an Officer to the budget in FY22 through the use of a year-end transfer. The full benefit of the additional Officer has not yet been realized. The Police Department was fully staffed for a brief period in the prior year, but that was disrupted when an Officer chose to move north for a new opportunity and more affordable housing options.

Non-personnel expenses are increasing \$27,552 or 8.02%.

The Town launched its collaboration with York and Eliot to hire a shared Community Outreach Liaison (COL). This program embeds a social services liaison in the departments to provide follow-up contact, outreach and referral services to victims and families. The COL works to understand and help address root-cause issues such as mental health, substance abuse, and socio-economic challenges that can lead to domestic abuse, crime, and other public safety issues. The position is housed in York County Community Action and funded by the three communities equally. The annual cost for Kittery's share is \$28,000.

Telephone and internet services is increasing to cover the incorporation of body worn cameras (Body Cams) for Officers. The program will equip each Officer with a cell phone-based system that is worn on their uniform or vest and records their interactions with the public. The benefit of this approach to body cams is it accomplishes all of the same functions as traditional systems, without the extremely high cost of software and data storage that has plagued these programs.

Machine and Equipment Maintenance is projected to increase \$10,500 to cover the increased cost of licensing and policy maintenance systems used by the Police Department. These systems are critical to the department obtaining and maintaining Maine Law Enforcement Accreditation (MLEAP) designation. The Town began working to achieve MLEAP in the prior year.

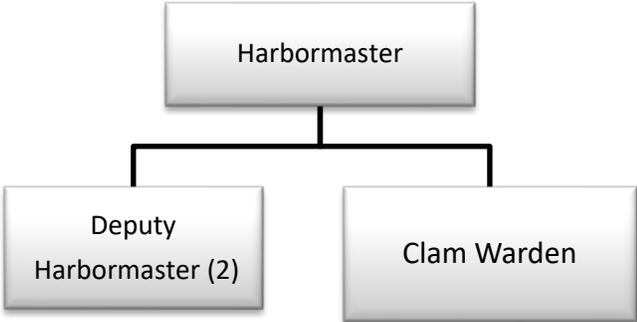
<b>POLICE</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101310</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64002 POLICE CHIEF FT SALARY	72,596	97,940	101,639	99,809	107,435	7,626	
64012 SERGEANTS SALARIES	294,648	308,056	312,774	329,213	356,618	27,405	
64013 SCHOOL RESOURCE OFFICER	60,898	43,506	60,445	68,791	71,959	3,169	
64014 DETECTIVES SALARIES	129,377	139,241	138,234	140,909	154,296	13,386	
64015 PATROLMEN SALARIES	633,433	652,100	715,313	767,358	838,111	70,753	
64016 DISPATCHER SALARIES	318,246	291,370	292,112	296,420	329,385	32,965	
64017 ADMINISTRATIVE ASSISTANTS	46,674	82,049	96,523	95,895	101,473	5,579	
64022 ANIMAL CONTROL OFFICER SALARY	31,856	58,629	66,260	68,939	76,990	8,051	
64023 LIEUTENANT SALARY	75,451	129,988	81,620	83,454	89,830	6,377	
64024 NIGHT DIFFERENTIAL	15,537	15,845	15,605	17,000	15,500	(1,500)	
64034 PHYSICAL FITNESS STIPEND	3,000	3,300	1,500	5,700	14,700	9,000	
64027 CUSTODIAN WAGES	13,204	13,192	13,667	15,433	16,455	1,023	
64030 OVERTIME	230,258	253,735	222,919	188,710	200,000	11,290	
64032 DEA OVERTIME	6,775	-	-	-	-	-	
64033 SICK TIME BUY BACK	-	-	-	2,083	2,408	325	
64035 OUTSIDE DETAIL	3,917	-	-	-	-	-	
64047 OTHER COMPENSATION	56,919	-	-	-	-	-	
<b>Total Personal Services</b>	<b>1,992,788</b>	<b>2,088,950</b>	<b>2,118,611</b>	<b>2,179,712</b>	<b>2,375,160</b>	<b>195,448</b>	<b>8.97%</b>
65010 POSTAGE	23	388	931	870	870	-	
65020 TELEPHONE & INTERNET	22,132	23,043	24,880	24,700	30,000	5,300	
65030 TRANSPORTATION	5,776	2,971	2,800	2,800	2,800	-	
65040 EDUCATIONAL/MEETING EXPENSES	19,689	19,238	17,635	26,500	26,500	-	
65060 PRINTING	1,055	978	8,926	3,650	4,450	800	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	254	541	1,010	850	(160)	
65200 ELECTRICITY	13,424	13,291	13,579	15,000	15,000	-	
65220 WATER	212	423	423	545	545	-	
65230 FUEL OIL	6,605	5,471	5,449	5,400	5,500	100	
65240 DUMPSTERS	784	671	844	750	970	220	
65250 SEWER	419	399	399	300	400	100	
65300 MACHINE & EQUIPMENT MAINT	57,334	71,642	66,131	72,500	83,000	10,500	
65310 VEHICLE MAINTENANCE	22,280	34,093	22,192	31,000	31,000	-	
65311 GAS, GREASE, OIL, & TIRES	35,539	32,092	29,692	45,000	48,125	3,125	
65470 DOG EXPENSE	385	-	85	750	750	-	
65480 OTHER PROFESSIONAL SERVICES	4,962	2,837	1,204	7,725	3,000	(4,725)	
65500 MAINTENANCE OF BLDG/GROUNDS	6,652	1,393	2,129	5,000	5,000	-	
65521 UNIFORMS	29,663	25,009	20,898	27,060	27,000	(60)	
65693 SOCIAL SERVICES PARTNER	-	-	-	20,000	28,000	8,000	
66010 OFFICE SUPPLIES	3,404	3,473	3,167	4,000	4,000	-	
66020 BOOKS/SUBSCRIPTIONS	3,289	2,942	2,964	5,080	5,715	635	
66030 OTHER SUPPLIES	3,283	5,191	3,285	7,800	7,800	-	
66032 ARMORY SUPPLIES	8,203	24,205	17,307	25,684	30,000	4,316	
66040 JANITORIAL SUPPLIES & SERVICES	2,152	1,622	2,411	3,000	3,000	-	
67510 OFFICE FURNITURE & EQUIPMENT	789	195	1,455	1,500	1,500	-	
67517 BULLET PROOF VESTS	6,837	4,832	581	5,875	5,276	(599)	
<b>Total Expenses</b>	<b>254,889</b>	<b>276,652</b>	<b>249,908</b>	<b>343,499</b>	<b>371,051</b>	<b>27,552</b>	<b>8.02%</b>
<b>TOTAL POLICE</b>	<b>2,247,677</b>	<b>2,365,602</b>	<b>2,368,520</b>	<b>2,523,211</b>	<b>2,746,211</b>	<b>223,000</b>	<b>8.84%</b>

**HARBORMASTER**

**MISSION STATEMENT**

The Harbormaster is responsible for maintenance and development of the port, harbor and navigable tidal waters within the jurisdiction of the town’s Port Authority. The Kittery Port Authority establishes the rules and regulations for the jurisdictional tidal waters, and the fees and fines collected by the town.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Harbormaster	1	1
Deputy Harbormaster (seasonal)	0.5	1
Clam Warden	0	0.5
Dock Attendant (seasonal)	0.5	0.5
<b>Total FTE</b>	<b>2.0</b>	<b>3.0</b>

**BUDGET OVERVIEW**

The Harbormaster budget is projected to increase \$14,382, approximately 12.4%.

Unless otherwise noted, wage costs reflect the prior year’s salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

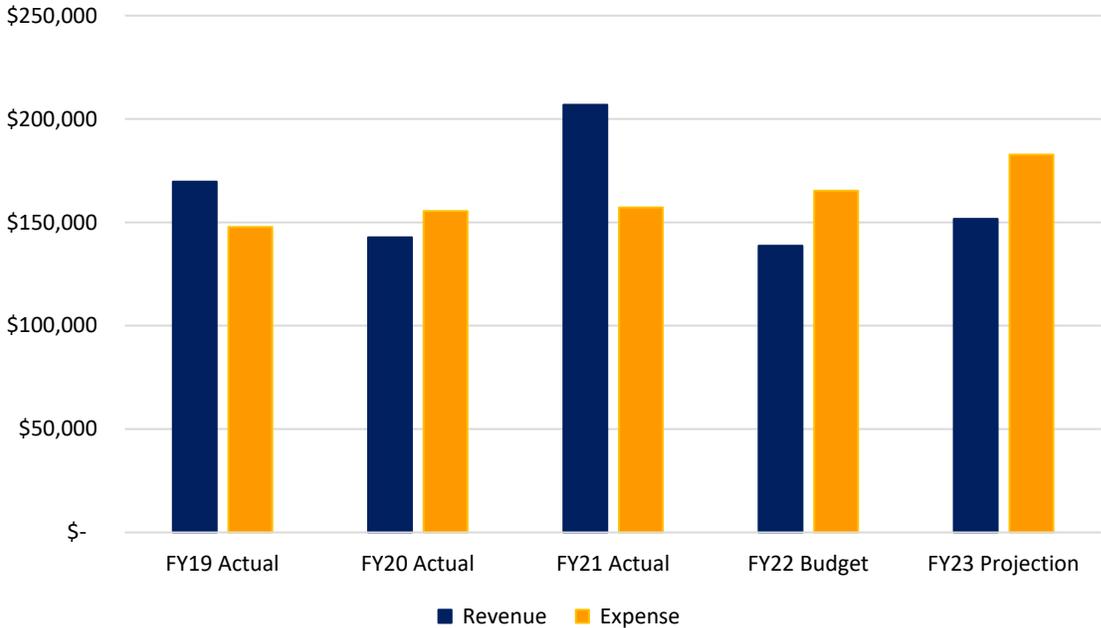
Total personnel costs are increasing \$12,551 or approximately 15.8%. Personnel are important during the boating season; they ensure the safety of boaters and visitors to the facilities, and

collect revenue for use of the piers, floats, and boat launches. The staff also help enforce parking regulations at Pepperrell Cove during the busy season. This year, the Clam Warden stipend has been added to the budget.

Of the Part Time Salaries increase, \$4,000 is for the Clam Warden stipend. Kittery’s clam flats have been closed since at least 2016 due to water quality issues. Despite it being closed, the Town continued to pay a stipend for a Clam Warden to enforce the flats closures. The stipend was carried in the Miscellaneous Budget. The Clam Warden duties were incorporated into the Harbormaster role in 2021 and the stipend was eliminated. In 2022, the State lifted the clamming restriction on Braveboat Harbor, meaning Kittery will begin to issue clamming permits and oversee compliance with state and local clamming regulations. Deputy Harbormaster Chuck Moran has agreed to assume the Clam Warden duties in addition to his Deputy HM duties.

Non-personnel costs are projected to increase \$1,831 or approximately 5.0%. The costs increase reflect increases costs for fuel, supplies and materials. The rigging costs have increased and include the setting additional navigational buoys.

**Harbormaster Revenues and Expenses\***



Notes:  
\* - Excludes capital expenditures  
- The KPA voted to increase mooring fees effective for FY19.

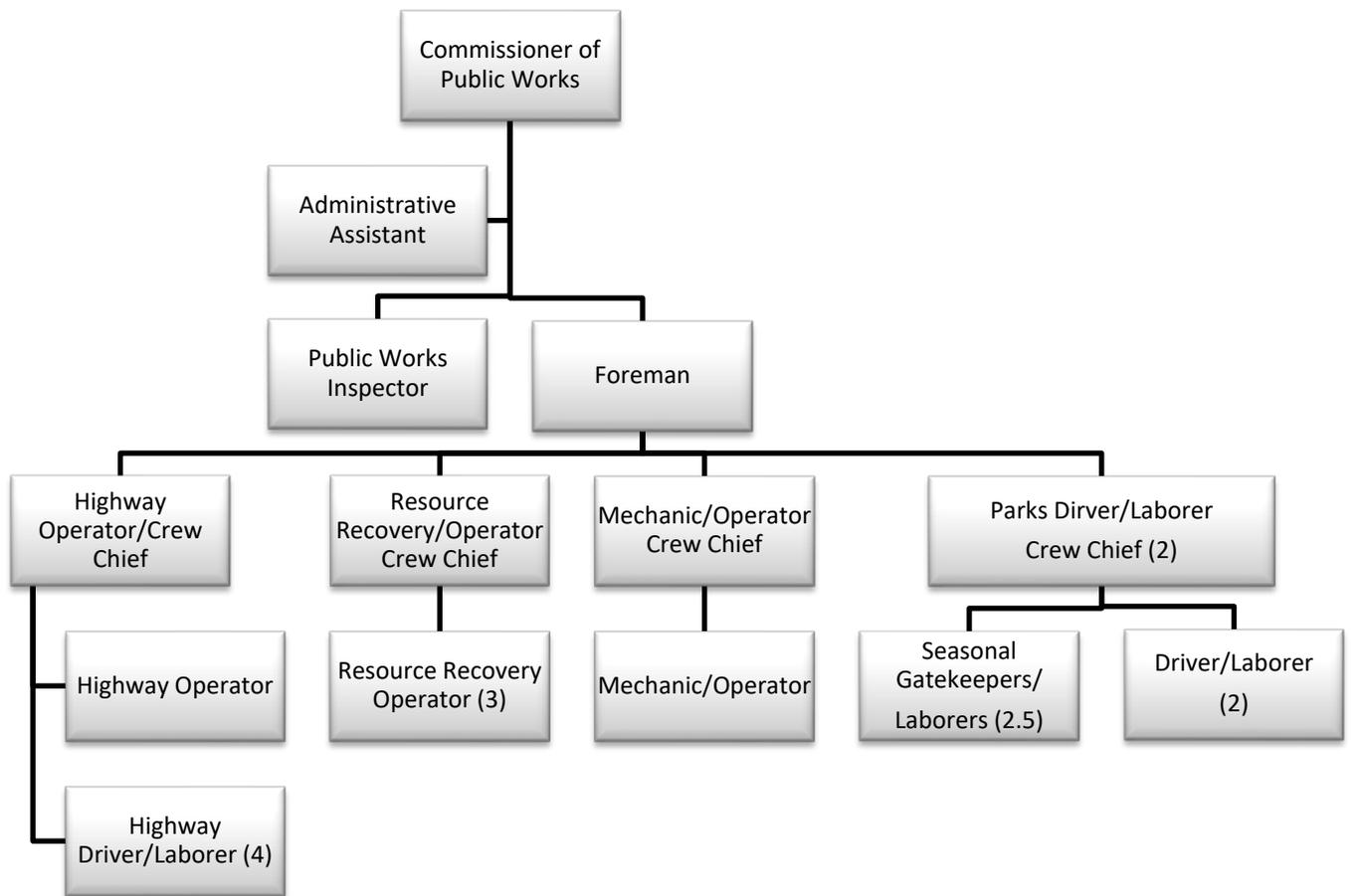
<b>HARBORMASTER 101840</b>	<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY23 PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64010 HARBOR MASTER FULL TIME SALARIES	56,416	58,323	60,396	60,536	65,162	4,626	
64020 PART TIME SALARIES	13,017	17,146	20,432	19,042	26,967	7,925	
<b>Total Personal Services</b>	<b>69,432</b>	<b>75,469</b>	<b>80,829</b>	<b>79,578</b>	<b>92,129</b>	<b>12,551</b>	<b>15.8%</b>
65010 POSTAGE	-	124	342	250	250	-	
65020 TELEPHONE & INTERNET	1,434	1,756	1,807	1,950	2,000	50	
65030 TRANSPORTATION	-	219		-	-	-	
65052 PETTY CASH REPLENISHMENT	180	(180)			-	-	
65200 ELECTRICITY	2,036	1,764	1,793	1,800	2,016	216	
65220 WATER	358	169	168	500	515	15	
65240 DUMPSTERS/TRASH REMOVAL	998	701	872	1,000	1,000	-	
65250 SEWER	100	-			-	-	
65305 BOAT EQUIPMENT MAINTENANCE	4,154	2,579	3,724	3,500	3,500	-	
65310 VEHICLE MAINTENANCE		3,986		1,500	1,000	(500)	
65311 GAS, GREASE & OIL	462	950	1,052	1,500	2,250	750	
65452 SAFETY	-		454	-	-	-	
65460 SIGNS	66		350	-	-	-	
65462 RIGGING	7,887	10,920	6,830	11,000	12,000	1,000	
65463 SANITATION	1,631	1,302	1,322	2,500	2,000	(500)	
65469 SECURITY	-			-	-	-	
65470 PROFESSIONAL DEVELOPMENT	525	600	172	1,500	1,500	-	
65480 OTHER PROFESSIONAL/CONTRACTED	2,157	2,065	2,764	3,000	3,000	-	
65500 MAIN BLDG/GROUNDS WHARVES/HARBOR	8,767	3,377	4,981	5,000	5,500	500	
65521 UNIFORMS	241	207	353	1,000	1,300	300	
66010 OFFICE SUPPLIES	237	211	314	300	300	-	
66040 JANITORIAL SUPPLIES & SERVICES	237	-	166	500	500	-	
<b>Total Expenses</b>	<b>31,471</b>	<b>30,748</b>	<b>27,464</b>	<b>36,800</b>	<b>38,631</b>	<b>1,831</b>	<b>5.0%</b>
<b>TOTAL HARBORMASTER</b>	<b>100,903</b>	<b>106,217</b>	<b>108,292</b>	<b>116,378</b>	<b>130,760</b>	<b>14,382</b>	<b>12.4%</b>

**PUBLIC WORKS**

**MISSION STATEMENT**

The Department of Public Works endeavors to maintain the town’s roadways and drainage infrastructure to enable safe and convenient travel within town; to maintain the town’s parks and open spaces for the enjoyment of residents and visitors; and to maintain an efficient means of meeting town waste disposal and recovery needs.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

<b>POSITION</b>	<b>FY22 Budget</b>	<b>FY23 Proposed</b>
Commissioner of Public Works	1	1
Administrative Assistant	1	1
Foreman	1	1
Mechanic/Operator	2	2
Highway Equipment Operator	2	2
Highway Driver/Laborer II	4	4
Parks Driver/Laborer II	4	4
Parks Seasonal	2.5	2.5
Resource Recovery Operators	4	4
Public Works Inspector	1	1
<b>Total FTE</b>	<b>22.5</b>	<b>22.5</b>

**BUDGET OVERVIEW**

The Public Works budget is projected to increase a combined \$176,591, or 8.2%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

**Highway**

The Highway budget has a \$32,113 increase, approximately 2.7%.

Non-personnel expense increases are driven primarily by the inflation pressure on the cost of materials and services. Current wholesale prices for gas and diesel are on the rise consistent with retail cost increases residents are seeing at the pump. Gas, Grease & Oil is increased to reflect the higher prices for these consumables.

Salt is increased \$20,000 to reflect the higher cost of materials. The Town purchases directly from the salt supplier rather than participating in a purchasing consortium in order to take advantage of cost savings. This approach achieves a lower price for Kittery, due to the Town's direct proximity to the suppliers. Communities that participate in the consortium pay a blended rate to reflect their various distance from the supplier. Winters are generally unpredictable. Ice events are increasing, while plowable events are decreasing. Ice events come from thaw/freeze that happens with "warmer" winter days, winter rains, and low accumulation snow and sleet events.

Improvements to Buildings and Grounds is decreasing over the prior year by \$37,000. This line received a year-end-transfer of \$40,000 to cover the cost of new landscaping at the Memorial Circle traffic islands. Due to a multitude of issues this project has not been designed yet. A

carryforward will be requested to bring this funding forward to FY23 so the project may be completed.

**Parks**

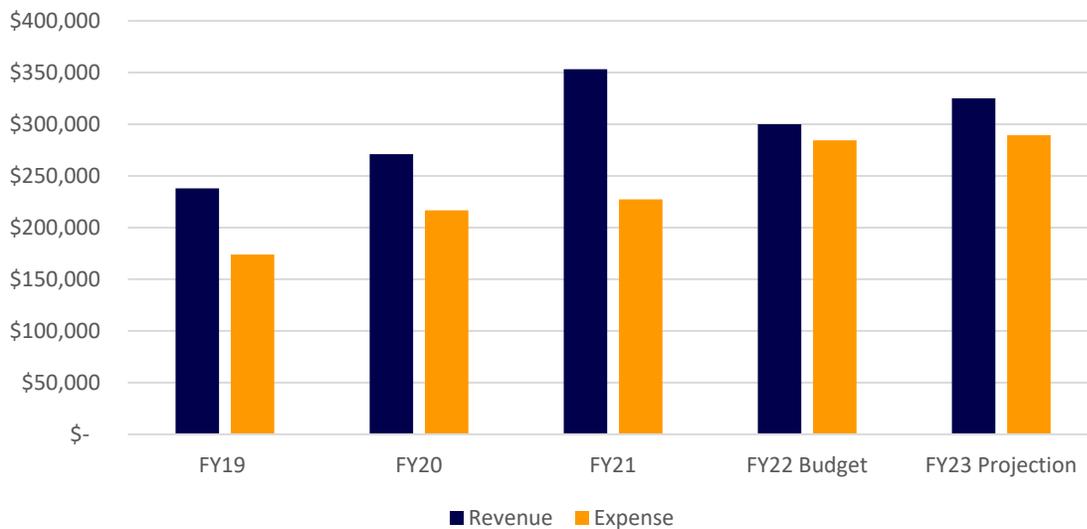
In Town Parks is projected to increase \$51,276 or approximately 25.4%. Town Parks personnel increases make up the majority of this increase. Transfers within the DPW divisions has resulted in employees with higher longevity benefits going to In Town Parks from Fort Foster, and Resource Recovery Facility.

Non-personnel expenses are increasing \$19,485 or 33.1%.

Other professional services are increasing \$13,800 to cover increasing vendor costs for field maintenance such as weed treatment, geese deterrent, etc.

Fort Foster expenses are expected to decrease \$5,514, approximately 2.8%. Seasonal staff wages are increasing to be competitive with other entry-level/labor positions in the private sector. Without seasonal staff, Fort Foster cannot operate its gate or keep up with maintenance of the grounds, restrooms, and other areas enjoyed throughout the summer. Offsetting the wage increases is a decrease in expenses of \$19,900 in Other Supplies. This line item was increased in the prior year to cover the cost of replacing the Fort Foster signs. That project is complete.

**Fort Foster Revenue and Expenses\***



**Notes:**

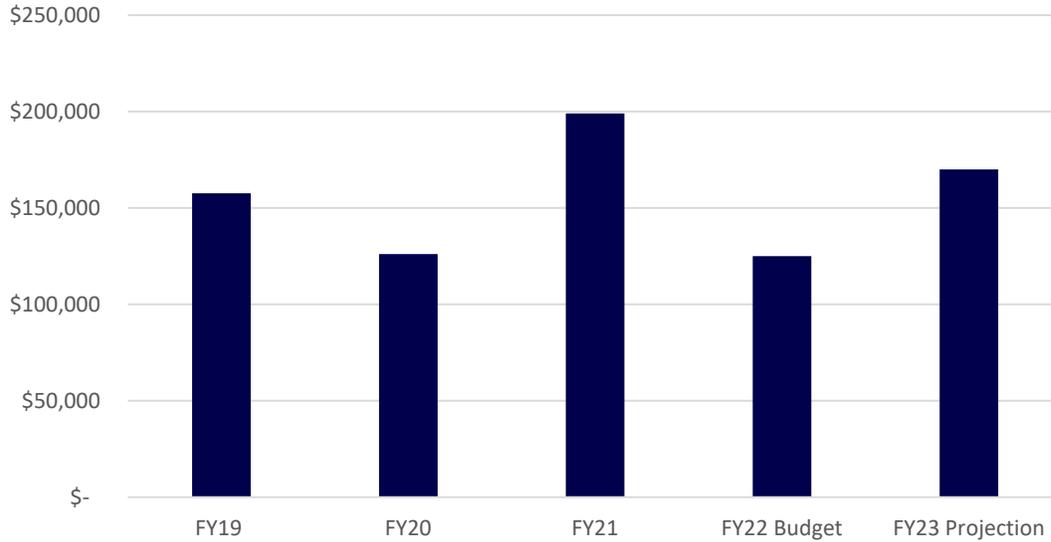
- \* - Excludes capital expenditures, includes employee benefits (Share Expenses Budget)
- The Town Council increased some Fort Foster fees effective 2019 season
- COVID-19 pandemic impacted gate operations, required all entrants to have a pass purchased in advance via credit card

**Resource Recovery Facility**

The Resource Recovery Facility budget is projected to increase \$98,716, approximately 16.8%.

The most significant increase is in Other Professional Services which reflects the increased cost of waste disposal transportation and tipping. The Town’s waste disposal contracts have annual escalation costs tied to inflation. Additionally, the budget reflects the lease terms for the new dumpsters approved by Council in the prior year. Finally, the budget increase includes additional testing activities associated with the discovery of PFAS in the leachate from the closed landfill.

**Resource Recovery Center Revenue**



<b>DPW SUMMARY</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>SUBMISSION</b>	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
Highway	1,069,346	1,018,046	1,047,849	1,174,950	1,207,063	32,113	2.7%
Resource Recovery	501,275	497,540	561,665	587,607	686,323	98,716	16.8%
Parks	110,167	132,717	177,578	201,767	253,043	51,276	25.4%
Ft. Foster/Beaches	148,875	125,923	137,326	194,883	189,369	(5,514)	-2.8%
	<b>1,829,662</b>	<b>1,774,225</b>	<b>1,924,417</b>	<b>2,159,208</b>	<b>2,335,799</b>	<b>176,591</b>	<b>8.2%</b>

<b>HIGHWAY 101410</b>	<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY23 PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64004 HIGHWAY 35% COMM SALARY	32,977	34,365	35,497	35,020	38,973	3,953	
64010 FULL TIME SALARIES	431,293	478,596	491,027	529,033	543,165	14,131	
64015 ADMINISTRATIVE ASSISTANT	49,178	51,753	55,882	48,797	48,900	103	
64020 PART TIME SALARIES	27,614	5,683	-	-	-	-	
64029 OVERTIME - SNOW & STORMS	63,167	57,927	38,597	75,000	75,000	-	
64030 OVERTIME	12,059	8,194	14,658	7,200	8,000	800	
<b>Total Personal Services</b>	<b>616,287</b>	<b>636,518</b>	<b>635,661</b>	<b>695,050</b>	<b>714,038</b>	<b>18,988</b>	<b>2.7%</b>
65010 POSTAGE	44	113	194	500	500	-	
65020 TELEPHONE & INTERNET	4,931	4,239	5,284	4,200	4,200	-	
65030 TRANSPORTATION	541	560	13	750	750	-	
65040 EDUCATIONAL/MEETING EXPENSES	2,395	637	252	4,000	4,000	-	
65060 PRINTING	647	194	496	600	600	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	-	1,036	1,000	1,000	-	
65200 ELECTRICITY	4,957	4,557	4,579	4,100	4,600	500	
65220 WATER	1,339	1,339	1,339	2,500	2,500	-	
65230 FUEL OIL	6,674	5,433	8,090	7,000	7,000	-	
65250 SEWER	375	400	400	350	400	50	
65300 MACHINE & EQUIPMENT MAINT	15,509	14,954	9,573	18,000	18,000	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	2,711	3,053	3,067	3,000	3,000	-	
65303 FACILITY SAFETY INSPECTION EXP	1,300	1,490	1,555	1,250	1,250	-	
65310 VEHICLE MAINTENANCE	15,607	22,579	22,863	18,000	20,000	2,000	
65311 GAS, GREASE & OIL	47,664	40,680	35,073	52,000	64,875	12,875	
65312 TIRES & TUBES	3,451	6,190	6,703	8,000	8,000	-	
65450 TARRING & PATCHING	18,025	15,566	23,787	12,000	12,000	-	
65452 SALT	186,570	121,899	114,685	140,000	160,000	20,000	
65454 SAND	-	1,680	439	2,100	2,100	-	
65456 GRAVEL & FILL	2,568	2,942	2,875	3,000	3,000	-	
65458 DRAINAGE SUPPLIES	4,548	4,669	4,720	5,000	5,000	-	
65460 SIGNS	6,976	5,998	7,925	10,000	10,000	-	
65462 STRIPING	32,967	34,223	42,099	45,000	54,000	9,000	
65466 SNOW REMOVAL EQUIP/PARTS	23,906	18,834	23,765	19,000	22,000	3,000	
65480 OTHER PROFESSIONAL SERVICES	24,454	27,367	33,250	30,000	30,000	-	
65500 MAINTENANCE OF BLDG/GROUNDS	7,811	3,993	12,637	6,500	6,500	-	
65521 UNIFORMS	3,200	3,600	5,122	4,400	4,400	-	
65522 C.D.L PROGRAMS	252	206	868	850	850	-	
66009 SHOP SUPPLIES	17,732	14,859	19,154	17,000	19,000	2,000	
66010 OFFICE SUPPLIES	838	686	854	800	1,000	200	
66011 HAND TOOLS	639	632	1,010	600	600	-	
66020 BOOKS/SUBSCRIPTIONS	585	722	1,245	1,000	1,500	500	
66030 OTHER SUPPLIES	851	-	193	400	400	-	
66040 JANITORIAL SUPPLIES & SERVICES	7,754	11,086	4,744	8,500	8,500	-	
67514 PLANT EQUIPMENT	1,459	1,419	1,425	1,500	1,500	-	
67518 RENTAL EQUIPMENT	1,681	2,695	6,439	3,000	3,000	-	
67520 OPERATING EQUIPMENT	779	130	2,019	2,000	2,000	-	
67540 IMPROVEMENTS TO BLDGS/GROUNDS	1,316	1,905	2,414	42,000	5,000	(37,000)	
<b>Total Expenses</b>	<b>453,059</b>	<b>381,528</b>	<b>412,188</b>	<b>479,900</b>	<b>493,025</b>	<b>13,125</b>	<b>2.7%</b>
<b>TOTAL HIGHWAY</b>	<b>1,069,346</b>	<b>1,018,046</b>	<b>1,047,849</b>	<b>1,174,950</b>	<b>1,207,063</b>	<b>32,113</b>	<b>2.7%</b>

<b>PARKS</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>VARIANCE</b>	<b>%</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>		
<b>101730</b>							
64007 PARKS 10% COMM SALARY	9,422	9,819	10,142	10,006	11,135	1,129	
64010 FULL TIME SALARIES	46,500	50,859	90,654	131,898	161,960	30,062	
64020 PART TIME SALARIES	14,196	8,573	11,600	-	-	-	
64030 OVERTIME	580	187	45	1,000	1,600	600	
<b>Total Personal Services</b>	<b>70,698</b>	<b>69,437</b>	<b>112,441</b>	<b>142,904</b>	<b>174,695</b>	<b>31,791</b>	<b>22.2%</b>
65040 EDUCATIONAL/MEETING EXPENSES	-	-	-	100	100	-	
65060 PRINTING	-	-	-	100	100	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	-	-	150	150	-	
65200 ELECTRICITY	957	907	1,082	1,538	1,723	185	
65220 WATER	3,872	4,041	4,222	7,400	7,600	200	
65300 MACHINE & EQUIPMENT MAINT	1,029	1,065	1,758	2,000	2,000	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	243	258	908	1,050	1,050	-	
65303 FACILITY SAFETY INSPECTION EXP	121	340	1,153	625	625	-	
65310 VEHICLE MAINTENANCE	637	948	1,100	1,200	2,400	1,200	
65311 GAS, GREASE & OIL	2,698	2,499	1,855	5,500	9,100	3,600	
65312 TIRES & TUBES	664	-	1,156	1,000	1,000	-	
65457 LOAM & SOD	117	120	1,313	3,000	3,500	500	
65480 OTHER PROFESSIONAL SERVICES	26,972	31,225	47,236	31,200	45,000	13,800	
65500 MAINTENANCE OF BLDG/GROUNDS	1,062	21,169	406	1,000	1,000	-	
65521 UNIFORMS	400	400	2,284	1,200	1,200	-	
66011 HAND TOOLS	120	148	77	150	150	-	
66030 OTHER SUPPLIES	107	161	42	150	150	-	
66040 JANITORIAL SUPPLIES & SERVICES	-	-	-	500	500	-	
67520 OPERATING EQUIPMENT	469	-	543	1,000	1,000	-	
<b>Total Expenses</b>	<b>39,469</b>	<b>63,279</b>	<b>65,137</b>	<b>58,863</b>	<b>78,348</b>	<b>19,485</b>	<b>33.1%</b>
<b>TOTAL PARKS</b>	<b>110,167</b>	<b>132,717</b>	<b>177,578</b>	<b>201,767</b>	<b>253,043</b>	<b>51,276</b>	<b>25.4%</b>

<b>FORT FOSTER AND BEACHES</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101735</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64007 PARKS 15% COMM SALARY	14,133	14,728	15,213	15,009	16,703	1,694	
64010 FULL TIME SALARIES	50,492	47,174	54,796	53,561	46,617	(6,944)	
64020 PART TIME SALARIES	52,474	38,174	48,540	64,626	78,500	13,874	
64030 OVERTIME	11,027	11,185	5,867	7,200	8,000	800	
<b>Total Personal Services</b>	<b>128,126</b>	<b>111,261</b>	<b>124,416</b>	<b>140,395</b>	<b>149,819</b>	<b>9,424</b>	<b>6.7%</b>
65020 TELEPHONE & INTERNET	1,428	1,444	1,632	1,400	1,400	-	
65040 EDUCATIONAL/MEETING EXPENSES	-	-	-	100	100	-	
65060 PRINTING	3,819	2,650	959	3,500	3,500	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	240	-	-	200	200	-	
65200 ELECTRICITY	308	202	236	513	575	62	
65220 WATER	-	-	-	600	600	-	
65300 MACHINE & EQUIPMENT MAINT	420	55	243	1,500	1,500	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	392	352	536	600	600	-	
65303 FACILITY SAFETY INSPECTION EXP	180	100	775	625	625	-	
65310 VEHICLE MAINTENANCE	-	534	818	1,200	2,400	1,200	
65311 GAS, GREASE & OIL	793	555	353	5,500	9,100	3,600	
65312 TIRES & TUBES	-	265	471	700	700	-	
65480 OTHER PROFESSIONAL SERVICES	4,573	835	-	4,000	4,000	-	
65500 MAINTENANCE OF BLDG/GROUNDS	2,129	830	2,644	4,500	4,500	-	
65510 PAINTING	217	70	401	400	400	-	
65521 UNIFORMS	391	400	628	700	800	100	
66011 HAND TOOLS	164	140	157	150	150	-	
66030 OTHER SUPPLIES	757	189	828	20,900	1,000	(19,900)	
66040 JANITORIAL SUPPLIES & SERVICES	4,697	5,054	1,011	6,000	6,000	-	
67520 OPERATING EQUIPMENT	40	986	1,218	1,200	1,200	-	
67575 SEAPOINT BEACH	200	-	-	200	200	-	
<b>Total Expenses</b>	<b>20,749</b>	<b>14,662</b>	<b>12,910</b>	<b>54,488</b>	<b>39,550</b>	<b>(14,938)</b>	<b>-27.4%</b>
<b>TOTAL FORT FOSTER AND BEACHES</b>	<b>148,875</b>	<b>125,923</b>	<b>137,326</b>	<b>194,883</b>	<b>189,369</b>	<b>(5,514)</b>	<b>-2.8%</b>

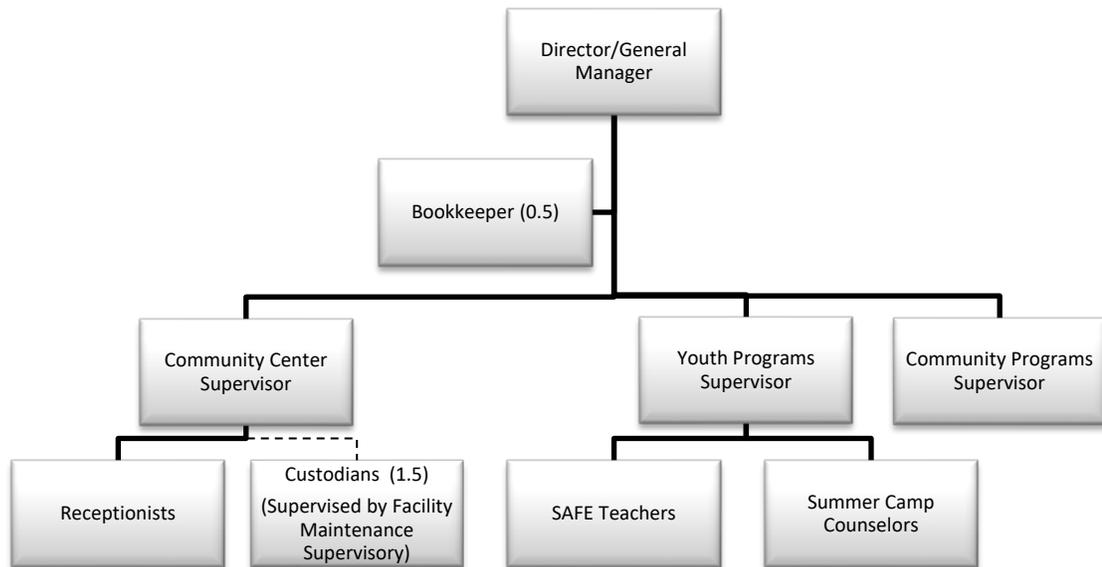
<b>RESOURCE RECOVERY CENTER</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>VARIANCE</b>	<b>%</b>
<b>101930</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>		
64009 SOLID WASTE 40% COMM SALARY	37,688	39,274	40,569	40,023	44,540	4,517	
64010 FULL TIME SALARIES	163,232	163,548	172,597	180,279	187,728	7,449	
64020 PART TIME SALARIES	1,073	-	-	-	-	-	
64030 OVERTIME	5,436	12,082	7,346	6,500	11,500	5,000	
<b>Total Personal Services</b>	<b>207,428</b>	<b>214,904</b>	<b>220,512</b>	<b>226,802</b>	<b>243,768</b>	<b>16,966</b>	<b>7.5%</b>
65020 TELEPHONE & INTERNET	823	857	909	2,000	2,000	-	
65030 TRANSPORTATION	-	-	-	200	200	-	
65040 EDUCATIONAL/MEETING EXPENSES	50	500	-	1,000	1,000	-	
65060 PRINTING	1,408	2,026	2,140	1,500	2,000	500	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	-	-	-	-	-	
65090 ZERO WASTE PROGRAM EXPENSES	660	-	-	2,500	2,500	-	
65200 ELECTRICITY	15,100	17,074	16,208	11,275	12,700	1,425	
65220 WATER	602	527	527	950	1,000	50	
65230 FUEL OIL	411	-	-	1,230	1,230	-	
65300 MACHINE & EQUIPMENT MAINT	3,352	1,904	10,445	10,000	10,000	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	1,900	750	1,150	1,000	1,000	-	
65303 FACILITY SAFETY INSPECTION EXPENSES	80	391	1,759	1,250	1,250	-	
65311 GAS, GREASE & OIL	9,026	7,508	5,132	12,000	16,275	4,275	
65312 TIRES & TUBES	-	94	1,094	3,000	3,000	-	
65480 OTHER PROFESSIONAL SERVICES	238,316	238,886	281,281	280,500	336,000	55,500	
65500 MAINTENANCE OF BLDG/GROUNDS	2,693	1,453	8,526	8,000	8,000	-	
65521 UNIFORMS	2,400	2,800	3,312	2,000	2,000	-	
66009 SHOP SUPPLIES	3,063	2,989	3,648	6,000	6,000	-	
66010 OFFICE SUPPLIES	89	155	145	250	250	-	
66011 HAND TOOLS	333	100	334	200	200	-	
66030 OTHER SUPPLIES	139	104	42	250	250	-	
66040 JANITORIAL SUPPLIES & SERVICES	1,385	1,514	1,512	2,200	2,200	-	
67516 PLANT EQUIPMENT MAINTENANCE	12,017	3,003	2,990	6,000	26,000	20,000	
67553 ASPHALT SURFACE MAINTENANCE	-	-	-	7,500	7,500	-	
<b>Total Expenses</b>	<b>293,847</b>	<b>282,636</b>	<b>341,152</b>	<b>360,805</b>	<b>442,555</b>	<b>81,750</b>	<b>22.7%</b>
<b>TOTAL RESOURCE RECOVERY CENTER</b>	<b>501,275</b>	<b>497,540</b>	<b>561,665</b>	<b>587,607</b>	<b>686,323</b>	<b>98,716</b>	<b>16.8%</b>

**KITTERY COMMUNITY CENTER**

**MISSION STATEMENT**

The Kittery Community Center provides recreation activities and services that contribute to the physical, emotional and social well-being of Kittery citizens. Through this mission, it provides athletic, educational, and cultural experiences for all ages that assist in contributing to a full and meaningful way of life.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Director	1	1
Community Center Supervisor (formerly Assistant Director)	1	1
Community Programs Supervisor (formerly Recreation Supervisor)	1	1
Youth Programs Supervisor (formerly Sports/SAFE Programmer)	1	1
Facilities Maintenance Supervisor (moved to Admin Budget)	1	0
FT Custodian	1	1
PT Custodian	1	1
Receptionists	2	2
Bookkeeper	0.5	0.5
SAFE Teachers	2	2
<b>Total FTE</b>	<b>11.5</b>	<b>10.5</b>

**BUDGET OVERVIEW**

The Kittery Community Center budget is increasing \$25,528, approximately 3.0%.

The KCC is still building back from two years of pandemic-related uncertainty and restrictions. Programs are filling up again, and demand for rental space is growing. The Town is in discussions with regional partners to relaunch an outdoor preschool program. Art installations, theater performances, and youth and community programs are growing to reflect demand.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

Personnel costs for FY23 are increasing \$7,809, approximately 1.4%.

Through contract negotiations, the Kittery Community Center staff were restructured to better serve the community and allow staff to excel in their roles. The reorganization resulted in moving from a Director/Assistant Director model to a Director/Supervisors model, where each supervisor has a specific focus.

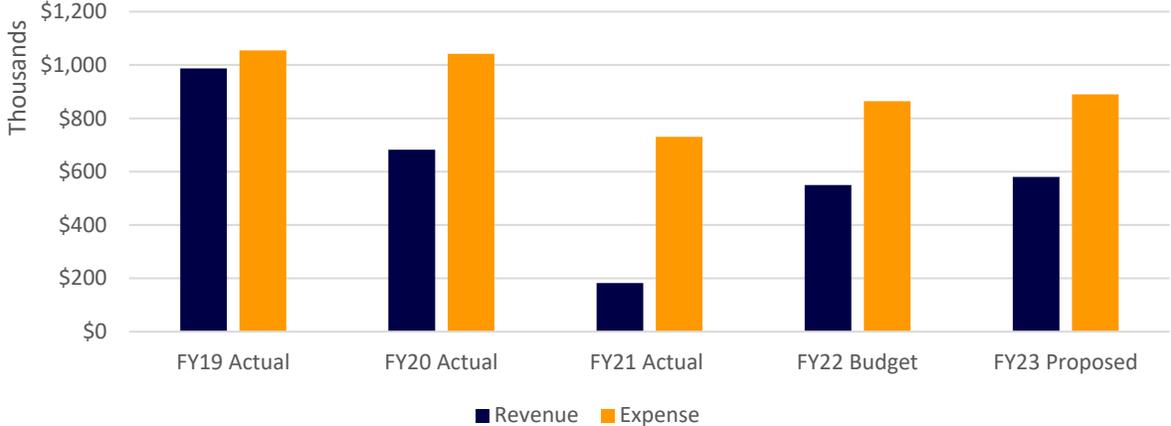
The Youth Programs Supervisor is responsible for development of youth-focused programs and activities including SAFE, Summer Camp, youth sports, and vacation camps, etc. The Community Programs Supervisor will be developing programs for the broader community, seniors, special events, and classes. This role also oversees the KCC's marketing efforts, including development of the brochure and management of the social media outreach. The Community Center Supervisor is charged with overseeing the use of the building, managing rentals for the Theatre and other spaces, overseeing the receptionists, setup and breakdown of rooms and spaces for events and programs, and overall building operations. This organizational structure was developed in collaboration with the staff.

The Facility Maintenance Supervisor was moved to the Administration Department (see Admin narrative).

Wages for part-time employees are evaluated and adjusted accordingly to maintain competitiveness. Filling part-time positions is growing increasingly difficult as the town competes with other local businesses hiring summer staff.

Operating expenses are increasing \$17,720, approximately 6.0%. The largest increase is in electricity and utilities, though all the cost increases are directly tied to inflationary pressure on the cost of materials, supplies, and vendor costs.

**Recreation Department Revenues and Expenses\***



\* - Excludes capital expenditures

1. Closed KCC in March of 2020 due to pandemic; full programming did not resume until late FY21.

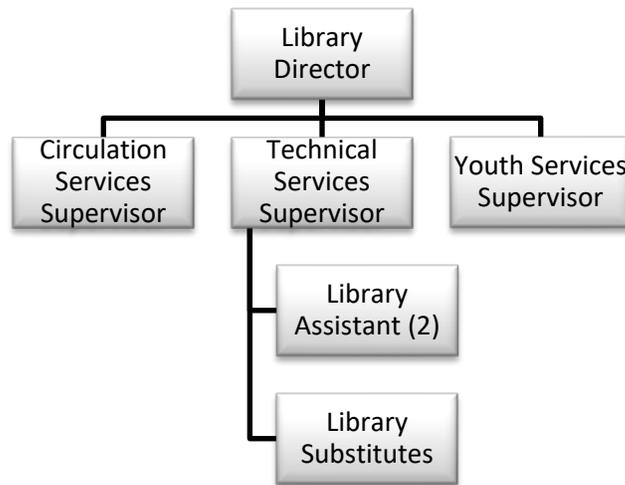
<b>RECREATION</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101830</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
64008 RECREATION DIRECTOR SALARY	78,364	82,446	85,118	84,281	90,720	6,440	
64009 ASST DIRECTOR/GEN MGR	58,501	60,215	42,057	57,366	-	(57,366)	
64038 COMMUNITY CENTER SUPERVISOR	-	-	-	-	51,418	51,418	
64010 EARLY CHILDHOOD SUPERVISOR	47,379	42,580	2,446	-	-	-	
64012 COMMUNITY PROGRAM SUPERVISOR	36,303	46,432	47,094	46,972	52,268	5,296	
64041 FACILITIES MAINT. SUPERVISOR	52,024	52,641	55,029	54,296	-	(54,296)	
64013 ASST EARLY CHILDCARE SUPER	21,070	25,390	-	-	-	-	
64014 LEAD TEACHERS	71,509	63,730	1,627	-	-	-	
64015 YOUTH PROGRAMS SUPERVISOR	36,760	37,771	38,946	38,959	53,474	14,515	
64016 RECEPTIONISTS	48,621	55,241	46,287	65,200	70,125	4,925	
64017 BOOKKEEPER/SECRETARY	21,586	21,437	27,476	23,790	24,808	1,018	
64020 PT SAFE SCHOOL YEAR SALARIES	24,021	28,977	72,565	35,650	55,522	19,872	
64021 SAFE SUMMER SALARIES	35,593	51,222	15,261	86,000	88,838	2,838	
64023 ADVENTURE SUMMER STAFF	13,875	-	-	-	-	-	
64024 FT CUSTODIAN	35,296	34,168	38,412	38,210	41,339	3,129	
64025 PRE-SCHOOL STAFF SALARIES	134,824	122,291	568	-	-	-	
64026 INSTRUCTORS STIPENDS	22,958	3,006	975	-	7,200	7,200	
64027 PT CUSTODIAN WAGES	30,835	32,108	30,778	34,500	37,321	2,821	
64028 THEATRE TECHNICIANS	120	100	-	250	250	-	
64030 OVERTIME	1,705	2,144	1,687	3,000	3,000	-	
<b>Total Personal Services</b>	<b>771,343</b>	<b>761,901</b>	<b>506,324</b>	<b>568,475</b>	<b>576,283</b>	<b>7,809</b>	<b>1.4%</b>
65010 POSTAGE	762	1,280	375	1,215	1,325	110	
65020 TELEPHONE & INTERNET	3,825	3,825	4,024	3,880	3,860	(20)	
65030 TRANSPORTATION/ADMISSIONS	7,257	3,758	2,481	10,000	10,000	-	
65060 PRINTING	7,800	8,500	6,615	8,500	9,400	900	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	113	-	-	-	-	
65200 ELECTRICITY / UTILITIES	36,006	33,746	27,385	34,500	40,880	6,380	
65220 WATER	3,322	3,329	3,185	3,322	3,422	100	
65230 NATURAL GAS	39,455	30,701	31,365	31,500	32,000	500	
65250 SEWER	2,938	3,657	1,310	3,300	3,300	-	
65300 MACHINE & EQUIPMENT MAINT	4,363	4,306	3,749	4,305	4,305	-	
65310 VEHICLE MAINTENANCE	13	13	(11)	250	250	-	
65478 PROGRAM SERVICES	3,806	2,351	2,474	2,500	2,500	-	
65480 OTHER PROFESSIONAL SERVICES	2,181	1,456	2,642	2,500	2,000	(500)	
65500 MAINTENANCE OF BLDG/GROUNDS	13,497	18,934	27,202	15,500	18,000	2,500	
65521 UNIFORMS	537	213	226	-	-	-	
65610 SAFE SCHCOOL YEAR PROGRAM EXP	2,414	1,110	10,835	3,500	3,500	-	
65615 SAFE SUMMER PROGRAM EXPENSES	22,226	35,061	3,084	40,000	42,000	2,000	
65620 ADVENTURE ADOLESCENT CAMP	22,789	-	-	-	-	-	
65630 INSTRUCTORS-CONTRACTED	11,397	30,292	18,246	27,000	30,000	3,000	
65640 SPECIAL EVENTS	8,657	6,107	7,027	7,000	7,000	-	
65650 SENIOR PROGRAMS	3,154	5,816	-	1,500	2,000	500	
65670 TEAM EXPENSE	8,658	6,257	2,908	6,500	6,500	-	
65680 PRESCHOOL PROGRAM EXPENSES	8,552	7,484	447	-	-	-	
65801 CONTRACTED SERVICES	44,819	50,932	55,263	63,000	67,500	4,500	
65802 ANNEX UTILITIES	268	982	-	2,000	2,000	-	
65803 MISCELLANEOUS	5,165	3,986	3,213	4,000	3,500	(500)	
66010 OFFICE SUPPLIES	3,160	2,555	2,078	3,000	3,000	-	
66030 OTHER SUPPLIES	3,170	368	1,117	2,500	2,000	(500)	
66031 THEATRE SUPPLIES	767	423	-	750	750	-	
66040 JANITORIAL SUPPLIES & SERVICES	11,969	12,324	7,338	14,000	12,750	(1,250)	
<b>Total Expenses</b>	<b>282,926</b>	<b>279,877</b>	<b>224,575</b>	<b>296,022</b>	<b>313,742</b>	<b>17,720</b>	<b>6.0%</b>
<b>TOTAL RECREATION</b>	<b>1,054,269</b>	<b>1,041,778</b>	<b>730,900</b>	<b>864,497</b>	<b>890,025</b>	<b>25,528</b>	<b>3.0%</b>

**RICE PUBLIC LIBRARY**

**MISSION STATEMENT**

The mission of the Rice Public Library is to promote literacy and lifelong learning in a welcoming environment. The Rice Public Library provides patrons access to local, national and global resources. It offers a collection that reflects the varied interests of the community through its collection of print, electronic, digital and emerging media and addresses the cultural interests of the community.

**DEPARTMENT ORGANIZATION**



**PERSONNEL SUMMARY**

POSITION	FY22 Budget	FY23 Proposed
Library Director	1	1
Circulation Services Supervisor	1	1
Youth Librarian Supervisor	1	1
Technical Services Supervisor	1	1
Cataloguing Assistant/Custodian	1	1
Library Services Assistant	1	1
Substitutes (PT)	Varies	Varies
<b>Total FTE</b>	6.0	6.0

**BUDGET OVERVIEW**

The budget is projected to increase \$66,887, approximately 16.0%. The Library budget decreased in the prior year, reflecting the anticipated costs of the Library operation while the Rice Library Building was under construction. It was noted at the time that the decrease was temporary and reflected the Town’s annual “zero-based budgeting” approach to operations.

This year will be a transition year, as the Library settles into its newly renovated and expanded Rice Library building. The facility will make library services more effective and comfortable for patrons and more efficient for staff. It is also likely to cost more for heating/cooling systems, lighting, and technology. The transition year will provide invaluable information about how these will blend and ultimately impact the annual operating budget.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

Wages are increasing \$24,340 or approximately 8.5%. In addition to cost-of-living, merit, and longevity increases, the increase includes wage adjustments made to a full-time position (union) and part-time positions to be more competitive in the labor market.

Operating expenses are projected to increase \$42,547, approximately 32.6%. This reflects the budget anticipated for operation of the new facility and the costs of resuming the robust programming conducted prior to the construction project.

Building utilities including electricity, heat, water and sewer are expected to increase approximately \$10,100 combined.

The operating budget also anticipates an increase in patron demand, common with the opening of new/expanded library facilities. The increased demand translates to demand for lending of more materials and more programs. Total cost increase for programs, books, and other library materials and supplies is \$29,247.

<b>RICE PUBLIC LIBRARY</b>		<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101810</b>		<b>BUDGET</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
65002 LIBRARY DIRECTOR		-	80,788	82,561	83,364	90,324	6,960	
64010 LIBRARY FULL TIME		-	191,696	200,559	200,071	215,891	15,820	
65003 LIBRARY PART TIME		-	8,029	4,987	4,140	5,700	1,560	
<b>Total Personal Services</b>		<b>314,368</b>	<b>280,513</b>	<b>288,107</b>	<b>287,575</b>	<b>311,915</b>	<b>24,340</b>	<b>8.5%</b>
65010 POSTAGE		2,250	119	643	600	600	-	
65020 TELEPHONE		1,200	1,280	1,618	1,200	1,200	-	
65060 PRINTING		2,500	-	-	200	400	200	
65200 ELECTRICITY		7,000	5,063	5,449	4,500	7,500	3,000	12%
65220 WATER		1,600	293	293	200	400	200	3%
65230 HEATING		7,950	7,314	6,617	3,000	9,500	6,500	
65250 SEWER		-	800	800	400	800	400	
65338 E-BOOKS CHILD		-	-	249	1,000	1,000	-	
65339 AUDIOVISUAL CHILD/TEEN		-	-	1,051	1,100	1,100	-	
65340 E-BOOKS ADULT		2,000	3,449	6,037	4,000	4,000	-	
65341 AUDIOVISUAL ADULT		14,000	11,130	14,548	14,420	14,420	-	
65342 COPIER		2,500	3,694	3,525	3,000	3,000	-	
65431 PROFESSIONAL DUES		1,000	351	111	500	500	-	
65432 TECHNOLOGY		11,300	11,639	12,819	13,000	15,000	2,000	
65433 PROGRAMS - ADULT		16,000	9,287	2,798	5,000	16,000	11,000	
65434 PROGRAMS- CHILD/TEEN		-	-	8,516	6,000	9,000	3,000	
65435 CONFERENCES & WORKSHOPS		300	199	102	200	200	-	
65480 OTHER PROFESSIONAL (DELIVERY)		1,560	-	2,049	2,000	2,000	-	
65500 GROUNDS MAINTENANCE		6,000	9,623	11,217	3,000	5,000	2,000	
65505 BUILDING REPAIRS/MAINTENENACE		13,000	8,434	8,029	6,500	6,500	-	
65803 MISCELLANEOUS		1,650	976	1,088	1,250	1,250	-	
66010 OFFICE SUPPLIES		2,000	2,549	926	1,000	2,000	1,000	
66012 LIB PROCESSING SUPPLIES		-	-	3,392	3,600	3,600	-	
66020 BOOKS/MAGS/NEWS ADULT		48,543	37,816	37,463	39,249	48,523	9,274	
66021 BOOKS CHILD/TEEN		-	11	15,236	14,550	18,523	3,973	
67510 OFFICE EQUIPMENT/FURNITURE		2,500	1,175	1,991	1,000	1,000	-	
NA Insurance (Gen'l & Workers' Comp)		9,000	-	-	-	-	-	
NA Building Cleaning		15,000	-	-	-	-	-	
NA 401K & Payroll Service Fees		5,000	-	-	-	-	-	
NA Professional Services (PR)		1,200	-	-	-	-	-	
NA Bookkeeping, Bank & Audit Charges		9,500	-	-	-	-	-	
OFFSETTING REVENUE		(20,020)	-	-	-	-	-	
<b>Total Expenses</b>		<b>164,533</b>	<b>115,202</b>	<b>146,564</b>	<b>130,469</b>	<b>173,016</b>	<b>42,547</b>	<b>32.6%</b>
<b>TOTAL LIBRARY</b>		<b>478,901</b>	<b>395,715</b>	<b>434,671</b>	<b>418,044</b>	<b>484,931</b>	<b>66,887</b>	<b>16.0%</b>

**COMMUNITY AGENCIES**

**MISSION STATEMENT**

Through Community Agencies, the Town seeks to provide funding to non-profit agencies that provide support services for the residents of Kittery.

**BUDGET OVERVIEW**

The projected budget is unchanged from the prior year and remains focused on those agencies that directly help Kittery residents with essential needs such as housing, food, transportation, and case work.

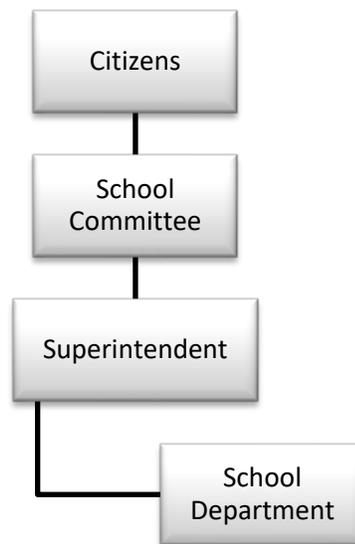
<b>COMMUNITY AGENCIES</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>		
<b>101540</b>	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
65479 FAIR TIDE	1,600	1,800	2,000	2,000	2,000	-	
65482 AIDS RESPONSE SEACOAST	965	965	-	-	-	-	
65487 CARING UNLIMITED	-	2,847	-	-	-	-	
65492 YORK COUNTY COMMUNITY ACTION	2,500	2,500	2,500	2,500	2,500	-	
65497 SO MAINE AREA AGENCY ON AGING	1,300	1,400	1,400	1,400	1,400	-	
65499 CROSSROADS HOUSE	2,000	2,000	2,000	2,000	2,000	-	
65528 SO MAINE VETERANS MEMORIAL CEMETERY	-	200	-	-	-	-	
<b>TOTAL COMMUNITY AGENCIES</b>	<b>8,365</b>	<b>11,712</b>	<b>7,900</b>	<b>7,900</b>	<b>7,900</b>	-	<b>0%</b>

---

## SCHOOL DEPARTMENT

---

The Kittery School Department is organized under the authority of the elected School Committee, who relies upon the Superintendent to manage the day-to-day operations of the department.



In contrast to other Town Department budgets that are submitted for final approval by Town Council, the School Department's annual budget is subject to a three-step process: 1) the School Committee must vote on its recommended budget, 2) the Town Council must vote to place the School Committee's submittal on the Town Meeting warrant, and 3) the final approval of the budget is subject to direct vote at the June Town Meeting Secret Ballot.

### **BUDGET OVERVIEW**

The School Department has proposed a \$695,870 increase in spending and a \$21,511 reduction in non-tax revenue. The combined impact is a \$717,381, approximately 4.27% increase in the property-tax supported funds for the School Department.

<b>SCHOOL DEPARTMENT</b>	<b>FY19 BUDGET</b>	<b>FY20 BUDGET</b>	<b>FY21 BUDGET</b>	<b>FY22 BUDGET</b>	<b>FY23 PROPOSED</b>	<b>VARIANCE</b>	<b>%</b>
REGULAR INSTRUCTION	6,849,500	6,957,318	7,465,221	7,843,384	7,992,346	148,962	
SPECIAL EDUCATION	3,569,011	3,947,542	4,258,384	4,368,790	4,392,472	23,682	
CAREER & TECHNICAL	5,152	5,000	5,000	6,752	6,752	-	
OTHER INSTRUCTION	344,553	340,668	369,797	368,605	366,157	(2,448)	
STUDENT & STAFF SUPPORT	1,800,673	1,942,731	1,957,801	2,054,847	2,212,623	157,776	
SYSTEM ADMINISTRATION	609,767	622,541	699,712	748,915	832,571	83,656	
SCHOOL ADMINISTRATION	1,094,450	1,035,314	1,043,010	1,080,585	1,112,698	32,113	
TRANSPORTATION & BUSES	654,589	609,034	652,500	686,979	715,541	28,562	
FACILITIES MAINTENANCE	1,383,566	1,356,587	1,360,981	1,304,898	1,411,669	106,771	
DEBT SERVICE & OTHER COMMITMENTS	802,769	789,150	769,972	720,997	697,793	(23,204)	
ALL OTHER EXPENDITURES	115,200	90,000	90,000	100,000	240,000	140,000	
<b>TOTAL SCHOOL EXPENSES</b>	<b>17,229,230</b>	<b>17,695,885</b>	<b>18,672,378</b>	<b>19,284,752</b>	<b>19,980,622</b>	<b>695,870</b>	<b>3.61%</b>
<b>TOTAL SCHOOL REVENUE</b>	<b>2,002,713</b>	<b>1,967,336</b>	<b>2,366,873</b>	<b>2,490,448</b>	<b>2,468,937</b>	<b>(21,511)</b>	<b>-0.86%</b>
<b>TOTAL TAX APPROPRIATION</b>	<b>15,226,517</b>	<b>15,728,549</b>	<b>16,305,504</b>	<b>16,794,304</b>	<b>17,511,685</b>	<b>717,381</b>	<b>4.27%</b>

---

**ADULT EDUCATION**

---

**BUDGET OVERVIEW**

Adult Education refers to an education program primarily operated for individuals beyond the compulsory school age. It is administered by school administrative units, through a career-pathways and service system, that includes intake, assessment, advising, instruction and individual learning plans; is guided by data management and analysis, annual monitoring and annual professional development plans; uses appropriately certified staff; is designed to meet identified local needs; makes use of partnerships and alignment with workforce development, postsecondary institutions and support services; and offers at least 3 of the following:

- A. Basic literacy instruction or instruction in English as a Second Language
- B. High school completion courses
- C. College transition courses
- D. Enrichment courses
- E. Adult workforce training and retraining
- F. Adult career and technical education

**BUDGET HIGHLIGHTS**

The town's projected contribution to this function is projected to increase \$3,921, approximately 3.9%.

The overall costs for Adult Education are remaining flat compared to the prior year, however the various revenue sources are fluctuating. State and Town revenue is expected to increase to offset the reduction of revenue from enrichment programs and grants.

## ADULT EDUCATION

REVENUE	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET	FY22 BUDGET	FY23 BUDGET	VARIANCE	%
State Subsidy	37,770	41,001	43,798	48,467	41,040	(7,427)	
Carry Forward - Adult Ed	26,136	24,563	22,432	31,701	39,904	8,203	
Enrichment Fees	27,872	30,203	30,000	15,000	15,500	500	
<b>Local Funds</b>	<b>86,765</b>	<b>98,970</b>	<b>98,970</b>	<b>101,579</b>	<b>105,500</b>	<b>3,921</b>	<b>3.9%</b>
Workforce Fees					1,000		
Fees from Other Schools	-	500	502	-	-	-	
Donations from Private Sources	2,200	-	-	-	-	-	
Private Grants	-	2,200	2,900	940	1,000	60	
<b>TOTAL ADULT EDUCATION REVENUE</b>	<b>\$ 180,743</b>	<b>\$ 197,437</b>	<b>\$ 198,601</b>	<b>\$ 197,687</b>	<b>\$ 203,945</b>	<b>\$ 5,258</b>	<b>2.7%</b>
<b>EXPENSES</b>							
<b>Workforce Training</b>							
Salaries - Professionals	1,300	9,120	9,120	9,348	9,950	602	
Salaries - Other	1,000	1,000	1,000	1,200	1,200	-	
FICA - Professionals	19	219	219	136	144	9	
FICA - OTHER	77	77	77	92	92	-	
Retirement - Professionals	52	2,906	2,906	2,906	2,906	-	
Work Comp - Professionals	7	39	39	39	39	-	
Work Comp - Reg EEs	5	5	5	5	5	-	
Contracted Services (ACCPAdvisor)	14,888	15,186	15,641	16,111	16,111	-	
Supplies - Instructional	100	100	100	200	1,200	1,000	
Books - Workforce	100	1,000	1,000	1,000	1,000	-	
<b>Total Workforce Training</b>	<b>17,546</b>	<b>29,651</b>	<b>30,107</b>	<b>31,036</b>	<b>32,646</b>	<b>1,611</b>	<b>5.2%</b>
<b>High School Completion</b>							
Salaries - Professionals	7,920	7,920	7,920	9,990	9,990	-	
Salaries - Other	-	-	-	-	-	-	
FICA - Professionals	115	300	300	152	152	-	
FICA - Other Employees	-	-	-	-	-	-	
Retirement - Professionals	314	300	329	403	403	-	
Work Comp - Professionals	40	43	43	43	43	-	
Work Comp -Other	-	-	-	-	-	-	
Contracted Services (ACCPAdvisor)	13,097	13,359	13,760	14,172	14,172	-	
Instructional Supplies	870	870	870	870	870	-	
<b>Total High School Completion</b>	<b>22,356</b>	<b>22,792</b>	<b>23,222</b>	<b>25,631</b>	<b>25,631</b>	<b>-</b>	<b>0.0%</b>
<b>Local Literacy</b>							
Salaries - Professionals	1,000	2,000	2,000	2,000	2,000	-	
FICA - Professionals	15	30	153	153	153	-	
Retirement - Professionals	40	80	80	80	80	-	
Work Comp - Professionals	5	10	10	10	10	-	
Instructional Supplies	100	100	100	100	100	-	
<b>Total Local Literacy</b>	<b>1,159</b>	<b>2,220</b>	<b>2,343</b>	<b>2,343</b>	<b>2,343</b>	<b>-</b>	<b>0.0%</b>
<b>Enrichment</b>							
Salaries - Enrichment	6,000	6,000	14,700	6,500	7,000	500	
FICA - Enrichment	459	459	1,125	497	536	38	
Retirement - Enrichment	-	50	50	-	-	-	
Work Comp - Enrichment	30	30	74	19	20	1	
Prof Services - Adult Ed	8,905	8,905	205	205	205	-	
<b>Total Enrichment</b>	<b>15,394</b>	<b>15,444</b>	<b>16,153</b>	<b>7,221</b>	<b>7,761</b>	<b>539</b>	<b>7.5%</b>

<i>Administration</i>	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET	FY22 BUDGET	FY23 BUDGET	VARIANCE	%
Asst. Director Salaries	50,673	51,904	53,461	55,867	57,543	1,676	
Clerical Salaries	6,081	6,203	6,389	6,389	6,580	192	
(Assist) Director Health Benefit	8,716	9,413	10,166	10,979	10,979	-	
Dental	-	-	-	437	437	-	
FICA - Admin	735	750	775	795	818	24	
FICA - Clerical	465	496	489	489	503	15	
Retirement - Asst Director	2,012	2,068	2,224	2,280	2,280	-	
Tuition - Admin	1,000	1,000	1,350	1,350	1,350	-	
Work Comp - Admin	253	258	258	175	175	-	
Work Comp - Reg EE	30	31	31	20	20	-	
EE Train & Develop	200	200	200	100	100	-	
Professional Services (Director)	38,922	39,700	35,709	38,553	38,553	-	
Copier Service Agreement	193	200	200	200	200	-	
Copier Lease	200	200	200	200	200	-	
Postage	1,350	1,500	1,500	1,500	1,500	-	
Telephone	400	400	400	1,000	400	(600)	
Online Software Apps	300	300	300	300	300	-	
Advertising	2,500	4,000	4,200	4,200	4,200	-	
Printing	2,332	850	850	850	850	-	
Travel - Reg	500	500	500	300	300	-	
Travel - Professional Dev	550	550	550	350	350	-	
Supplies	700	700	700	700	700	-	
Food- Adult Ed Admin	200	200	200	100	100	-	
Tech Supplies	250	300	300	300	1,300	1,000	
Supplies - Graduation	225	325	325	325	325	-	
Tech Equipment >\$5K	-	-	-	-	-	-	
Tech Equipment <\$5K	1,000	1,000	1,000	1,000	2,000	1,000	
Tech Hardware <\$5K	2,000	2,000	2,000	1,000	1,000	-	
Dues and Fees	2,500	2,500	2,500	2,500	2,500	-	
<b>Total Administration</b>	<b>124,287</b>	<b>127,548</b>	<b>126,776</b>	<b>131,456</b>	<b>135,564</b>	<b>3,306</b>	<b>2.5%</b>
<b>TOTAL ADULT EDUCATION EXPENSES</b>	<b>\$ 180,743</b>	<b>\$ 197,655</b>	<b>\$ 198,601</b>	<b>\$ 197,687</b>	<b>\$ 203,945</b>	<b>\$ 5,456</b>	<b>2.8%</b>

# Section III Sewer Enterprise



This page left intentionally blank

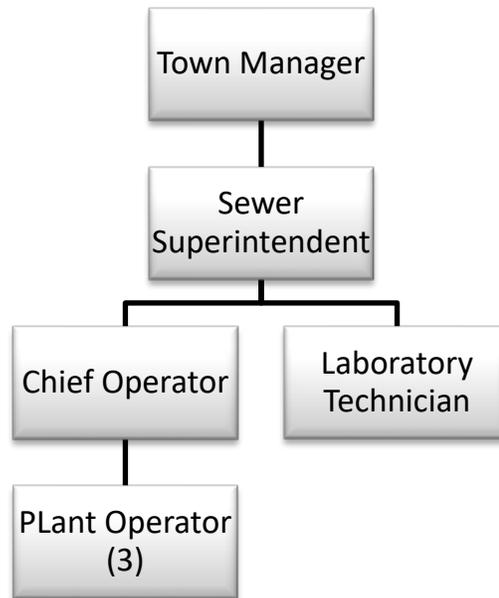
## SEWER ENTERPRISE

### MISSION STATEMENT

The Kittery Wastewater Treatment operation was created as an enterprise fund in 1969. Known as the Sewer Department, their mission is to protect the local environment through the collection and treatment of wastewater.

An enterprise fund is separate from the town's General Fund in that its expenses are not borne by the taxpayers; but rather by a proportional fee charged to those who are connected to the sewer line. The fund is designed to support the sewer operation, with the revenues directly applied to department expenses.

### DEPARTMENT ORGANIZATION



### PERSONNEL SUMMARY

POSITION	FY22 Budget	FY23 Proposed
Town Manager	0.25	0.25
Superintendent	1	1
Chief Operator	1	1
Plant Operator (formerly Operator I & II, Maint Tech)	3	3
Laboratory Technician	1	1
<b>Total FTE</b>	<b>7.25</b>	<b>7.25</b>

### BUDGET OVERVIEW

Beginning in FY19, the town embarked on a five-year plan designed to ensure revenues meet annual operating and capital needs, and began an effort to reestablish an appropriate reserve balance for the fund. The plan also included paying down a deficit balance resulting from the general fund providing significant cash flow for the enterprise.

The Sewer Enterprise Fund is projected to raise \$2.6M in revenue to meet all of its annual operating expenses and annual debt. This is expected to be \$53,229 less than projected operating costs; however, building activity within the sewer service area will likely offset that. This is a marginal projected operating deficit, with revenue being forecasted using the pandemic-level flows and revenue. The Fund has reserves to cover an operating deficit if it ultimately materializes.

The Fund has approximately \$1.1M in capital reserves, including approximately \$296,783 in general capital reserves, and approximately \$812,526 in betterment and impact fees.

The Sewer Enterprise continues to work on building its operating reserve. The operating reserve is the result of revenue exceeding expenses year over year. The reserve ensures stable operations of the utility if there is a significant unexpected operating expense, operating loss, or revenue shortage. It will take several years to build a healthy reserve fund. The operating reserve fund goal is 2.5 months of annual expenses, consistent with the Town's unassigned fund policy.

Construction of the previously-permitted residential and mixed-use projects are expected to increase revenue \$30,000 once fully built out. The Town Council approved the extension of the sewer main up Route 236 to Mackenzie Lane. The expansion will be paid for by the applicant, and will eventually add more homes and businesses to the sewer service in this area.

Conversely, recent slowdown/shut down of manufacturing activities on Route 1 are reducing sewer flow equating to approximately \$55,000 in revenue. The town is unable to discern whether the manufacturing activities will resume in the coming year.

Revenue is projected to increase \$58,500, approximately 2.0%, over the prior year. Revenue from the Navy, Navy Housing, and the Town of Eliot are decreasing a total of \$65,000, while revenue from septage haulers is increasing \$50,000. This is the second year in which revenue from the two primary customers (Navy and Eliot) is expected to decrease. Conservation and reductions of inflow and infiltration on their respective sides of the sewer mains are reducing their overall flows.

The most pressing concern for the fund is the increase in sewer debt service in FY25. The debt for the 2016 sewer main expansion was structured to balloon eight years following its issuance, on the expectation that development of the land between Route 236 and Dennett Road will be built out and add new revenue to offset the debt service. To date, only one development has been permitted for that area, now called the Mixed-Use Neighborhood zone. Another project is currently undergoing a master plan review process at the Planning Board; however, gauging that resident sentiment about development in this area has shifted negatively, the change to development will likely be impacted. If development along the sewer main cannot offset the increase in debt, a general sewer rate increase will be required in the near future.

The operating budget is expected to increase \$137,990, approximately 6.2%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The wages shown in FY22 did not reflect the cost of living or merit increases issued for that fiscal year. At the conclusion of negotiations, the Council approved a 3.0% cost of living increase for FY22 and a 3% in FY23. The FY23 wages reflect the result of two years of cost of living and merit increases, and accordingly result in an overstated increase in annual wages.

Personnel costs are increasing by \$46,654, approximately 8.6%. Through collective bargaining, the town and unit restructured the wage schedules for the sewer staff collapsing the Plant Operators and Maintenance Techs into one position and increasing the base wage to address a lack of competitiveness.

The cost of outside contractors for plumbing, electrical, and other repair services is increasing across the board. Total anticipated increase in costs for Other Professional Services is \$10,000. Sludge disposal costs are on the rise and expected to get worse in the coming years. Sludge is projected to cost \$230,000 in FY23, an increase of \$65,000. Chemicals and waste processing services costs are continuing to increase as the new regulations require additional steps and materials to treat the collected wastewater. Plant Chemicals are increasing \$14,000.

The expansion of the SCADA system is still in the design phases, with an anticipated implementation of winter 2022. Expansion of SCADA will improve access to real-time data and information on pump station flows and operations, and reduce the number of callbacks for staff afterhours.

	FY19	FY20	FY21	FY22	FY23		
SEWER REVENUE	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
43210 SEWER LIEN FEES			-	-	-	-	
43220 PENALTY INTEREST	3,170	3,479	3,545	3,000	3,000	-	
43360 SPECIAL CONTRACT REVENUE	3,437	16,335	13,963	12,000	15,000	3,000	
45001 REVENUE US NAVY	579,522	530,032	496,905	550,000	500,000	(50,000)	
45002 REVENUE US NAVY HOUSING	123,450	102,866	132,221	120,000	105,000	(15,000)	
45003 REVENUE SEPTAGE	58,760	152,293	275,515	100,000	150,000	50,000	
45004 REVENUE TOWN OF ELIOT	197,309	205,468	204,841	200,000	200,000	-	
45005 REVENUE NEW SEWER	1,498,541	1,665,711	1,651,421	1,500,000	1,500,000	-	
45006 EXPANSION ASSESSMENT REVENUE	89,044	91,358	142,839	50,000	125,000	75,000	
45007 SEWER INTEREST REVENUE	14,587	12,354	13,346	12,000	7,500	(4,500)	
45008 PERMITS AND MISC SEWER REVENUE	-	240	-	-	-	-	
<b>SEWER REVENUE</b>	<b>2,567,820</b>	<b>2,780,137</b>	<b>2,934,596</b>	<b>2,547,000</b>	<b>2,605,500</b>	<b>58,500</b>	<b>2.0%</b>
<b>EXPENSES</b>	<b>2,679,554</b>	<b>2,325,699</b>	<b>2,240,535</b>	<b>2,520,739</b>	<b>2,658,729</b>	<b>137,990</b>	<b>6.2%</b>
<b>NET</b>	<b>(111,734)</b>	<b>454,438</b>	<b>694,060</b>	<b>26,261</b>	<b>(53,229)</b>		

SEWER ENTERPRISE FUND	FY19 ACTUAL	FY20 ACTUAL	FY21 ACTUAL	FY22 BUDGET	FY23 PROPOSED	VARIANCE	%
<b>602760 GENERAL OPERATIONS</b>							
64011 TOWN MANAGER SALARY	31,535	34,661	35,659	35,299	38,400	3,101	
64012 SUPERINTENDENT SALARY	150,476	97,941	101,171	99,549	107,897	8,348	
64013 OFFICE CLERK SALARY	35,547	49,137	49,845	49,712	52,922	3,210	
64031 SALARY & POSITION ADJUSTMENT	-	-	-	17,378	-	(17,378)	
64050 MAINE STATE RETIREMENT	13,090	14,712	15,152	15,835	16,404	569	
64051 ICMA EMPLOYER SHARE	1,862	1,974	2,062	2,211	2,241	30	
64060 FICA EMPLOYER SHARE	15,832	13,010	12,941	14,542	15,003	461	
64070 WORKERS COMPENSATION	19,493	15,433	11,110	14,079	11,813	(2,266)	
64090 MAJOR MEDICAL INSURANCE	149,141	148,202	129,108	135,777	125,977	(9,801)	
64091 DENTAL INSURANCE	1,559	2,433	2,433	1,426	1,500	74	
64092 DISABILTY INSURANCE	-	-	-	3,927	11,813	7,885	
65101 MMA RISK POOL	27,323	29,366	30,283	32,815	33,565	750	
65350 INDIRECT COSTS	22,900	22,900	22,900	22,900	25,000	2,100	
65430 AUDIT SERVICES	2,300	3,900	4,050	3,900	3,900	-	
65480 OTHER PROFESSIONAL SERVICES	-	-	-	-	-	-	
66035 ABSTRACTS & LIENS - SWR	304	190	152	500	500	-	
68060 DEBT SERVICE (PRINCIPAL & INTEREST)	769,024	767,504	765,954	764,270	763,738	(532)	
NEW CAPITAL EXPENSES	200,000	-	-	-	-	-	
<b>TOTAL GENERAL OPERATIONS</b>	<b>1,440,385</b>	<b>1,201,363</b>	<b>1,182,820</b>	<b>1,214,121</b>	<b>1,210,671</b>	<b>(3,450)</b>	<b>-0.3%</b>
<b>602750 TREATMENT PLANT</b>							
64010 TREATMENT PLANT LABOR	126,124	197,599	157,473	145,280	159,465	14,185	
64019 PLANT MAINT LABOR	48,714	29,320	49,213	56,113	61,591	5,478	
64030 OVERTIME	37,846	33,291	21,212	40,000	40,000	-	
65015 CELLULAR PHONE	-	-	-	-	-	-	
65020 TREATMENT PLANT TELEPHONE	3,300	4,098	4,027	4,000	4,400	400	
65040 TREATMENT PLANT EDUCATIONAL/MT	6,074	1,510	3,810	5,000	5,000	-	
64050 MAINE STATE RETIREMENT	38,235	35,822	32,661	34,176	35,937	1,761	
64051 ICMA EMPLOYER SHARE	-	-	-	-	-	-	
64060 FICA EMPLOYER SHARE	27,984	26,584	24,088	25,384	26,953	1,569	
65200 TREATMENT PLANT ELECTRICITY	101,300	84,248	97,488	110,000	110,000	-	
65220 TREATMENT PLANT WATER	6,382	3,357	3,638	5,000	5,000	-	
65230 TREATMENT PLANT FUEL (WOOD PELLETS)	13,749	11,930	11,092	16,000	16,000	-	
65310 TREATMENT PLANT MOTOR VEHICLE	34,615	15,310	11,731	45,000	45,000	-	
65316 TREATMENT PLANT GENERATOR FUEL	1,158	-	786	2,240	2,400	160	
65410 TREATMENT PLANT COMPUTER SERV	8,363	12,616	9,983	16,000	16,000	-	
65480 TREATMENT PLANT OTHER PROF/CON	85,346	57,686	56,949	60,000	70,000	10,000	
65500 TREATMENT PLANT BLDG MAINT	1,098	2,024	2,435	5,000	5,000	-	
65930 ALARMS	689	1,067	108	2,000	2,000	-	
65955 TREATMENT PLANT SLUDGE MGT	141,220	150,234	147,589	165,000	230,000	65,000	
66010 TREATMENT PLANT OFFICE SUPPLIE	3,796	4,870	3,361	4,000	5,000	1,000	
66300 TREATMENT PLANT SUPPLIES	26,538	21,505	7,015	32,000	32,000	-	
66340 LABORATORY CHEMICALS/SUPPLIES	8,957	12,530	13,386	16,000	18,000	2,000	
66400 TREATMENT PLANT REPAIRS/STRUCT	417	693	1,085	2,500	5,000	2,500	
66410 TREATMENT PLANT REPAIRS/EQUIPM	21,446	18,767	17,052	24,000	28,000	4,000	
66420 TREATMENT PLANT TOOL/EQUIPMENT	46,808	12,454	7,835	28,000	28,000	-	
66450 TREATMENT PLANT CHEMICALS & MA	107,900	96,273	123,732	111,000	125,000	14,000	
66520 TREATMENT PLANT SAFETY EQUIPME	12,668	13,669	8,236	14,000	14,000	-	
<b>TOTAL TREATMENT PLANT</b>	<b>910,728</b>	<b>847,458</b>	<b>815,983</b>	<b>967,693</b>	<b>1,089,746</b>	<b>122,053</b>	<b>12.6%</b>

SEWER ENTERPRISE FUND	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	FY22 PROPOSED	VARIANCE	%
<b>602702 SEWER LINES</b>							
65692 SEWER LINES LABOR	15,789	22,623	20,042	18,187	19,962	1,775	
65480 LINES CONTRACT/PROF SVCS	40,283	13,415	6,333	26,000	26,000	-	
65691 LINES - SUPPLIES	5,969	5,898	3,999	12,000	14,000	2,000	
<b>TOTAL SEWER LINES</b>	<b>62,041</b>	<b>41,937</b>	<b>30,374</b>	<b>56,187</b>	<b>59,962</b>	<b>3,775</b>	<b>6.7%</b>
<b>6E+05 PUMP STATIONS (consolidated)</b>							
64010 PUMP STATION LABOR	51,722	51,891	45,895	58,095	63,767	5,672	
65015 PUMP STATION TELEPHONE	577	666	712	670	780	110	
65200 PUMP STATION ELECTRICITY	54,933	48,243	45,594	50,815	50,815	-	
65220 PUMP STATION WATER	1,130	1,420	1,156	1,420	1,420	-	
65315 PUMP STATION GENERATOR FUEL	385	1,829	606	2,000	2,000	-	
65467 PUMP STATION CONTRACTUAL SVCS	50,238	23,572	24,360	45,000	45,000	-	
65930 PUMP STATION ALARM	7,527	6,273	6,637	6,700	6,700	-	
66300 PUMP STATION SUPPLIES	220	3,809	1,645	5,000	6,000	1,000	
66320 PUMP STATION PARTS	17,366	17,607	13,396	20,000	22,000	2,000	
<b>TOTAL PUMP STATIONS (CONSOLIDATED)</b>	<b>184,099</b>	<b>155,312</b>	<b>140,002</b>	<b>189,700</b>	<b>198,482</b>	<b>8,782</b>	<b>4.6%</b>
<b>602715 PUMP STATION 6 - PNSY</b>							
64010 PUMP STATION # 6 LABOR	19,528	11,713	12,694	22,494	24,691	2,197	
65200 PUMP STATION # 6 ELECTRICITY	15,804	12,830	8,575	15,000	15,000	-	
65220 PUMP STATION # 6 WATER	852	529	1,058	1,000	1,100	100	
65315 PUMP STATION GENERATOR FUEL	280	-	166	400	400	-	
65480 PUMP STATION # 6 CONTRACTOR SE	10,517	16,902	8,845	8,000	10,000	2,000	
65930 PUMP STATION # 6 ALARM	263	70	183	300	300	-	
66300 PUMP STATION # 6 SUPPLIES	989	864	235	1,000	1,000	-	
66320 PUMP STATION # 6 PARTS	5,895	1,554	2,888	6,000	6,000	-	
<b>TOTAL PUMP STATION # 6 (PNSY)</b>	<b>54,128</b>	<b>44,460</b>	<b>34,644</b>	<b>54,194</b>	<b>58,491</b>	<b>4,297</b>	<b>7.9%</b>
<b>602716 PUMP STATION 7 - ELIOT</b>							
64010 PUMP STATION # 7 LABOR	18,070	20,282	18,219	20,814	22,846	2,032	
65200 PUMP STATION # 7 ELECTRICITY	5,159	4,425	5,090	4,600	5,090	490	
65220 PUMP STATION # 7 WATER	177	177	236	230	240	10	
65315 PUMP STATION GENERATOR FUEL	-	-	860	300	300	-	
65480 PUMP STATION # 7 CONTRACTOR SE	2,220	10,030	12,267	10,000	10,000	-	
65930 PUMP STATION # 7 ALARM	263	-	-	200	200	-	
66300 PUMP STATION # 7 SUPPLIES	-	54	-	200	200	-	
66320 PUMP STATION # 7 PARTS	2,285	202	40	2,500	2,500	-	
<b>TOTAL PUMP STATION # 7 (ELIOT)</b>	<b>28,174</b>	<b>35,170</b>	<b>36,712</b>	<b>38,844</b>	<b>41,376</b>	<b>2,532</b>	<b>6.5%</b>
<b>TOTAL SEWER ENTERPRISE</b>	<b>2,679,554</b>	<b>2,325,699</b>	<b>2,240,535</b>	<b>2,520,739</b>	<b>2,658,729</b>	<b>137,990</b>	<b>5.5%</b>

Town of Kittery New/Replacement Schedule and Estimated Costs						2023	2024	2025	2026	2027	
Sewer Dept											
Vehicles and Equipment											
		Annual Inflatn	4.50%								
Pump Station #13 Gen	2019	90,000	Capital	Collection	Kohler	100 KW					
Truck 452	2011	95,000	Capital	WWTF	Ford	F-550 Dump		75,000			
Truck 451	2019	63,000	Capital	WWTF	Ford	F-550 Utility					
Truck	2020	42,000	Capital	WWTF	Ford F-250						
SCADA	2020	90,000	Capital	Collection			30,000	30,000	30,000	30,000	
Septage Building	2020	35,000	Capital	WWTF							
Annual I/ Sewer Lines	Various	20,000	Capital	Collection	Various	Lining of Sewer Lines	22,823	23,850	24,924	26,045	
Pump Station #21 Upgrade	2021	175,000	Impact	Collection		Upgrade PS serving Homestead				27,217	
PS #8 Line Correction	2022	100,000	Capital	Collection		Camera line under wetlands					
Tank #1 Diff	2019	33,436	Capital	WWTF	Aqua Aerobic	Aeration diffusers					
PS # 7 controls	2019	10,000	Capital	Eliot Specific	Upgrade	Panel					
Quansit bldgt	2004	3,500	Operating	WWTF	15 yr	Quansit bldgt		4,174			
Computer Lab	2014	1,500	Operating	WWTF	Dell	window 7					
Computer sca,	2014	1,500	Operating	WWTF	Dell	window 7					
Computer CO	2014	1,500	Operating	WWTF	Dell	window 7					
Computer sca,	2014	1,500	Operating	WWTF	Dell	window 7	1,712				
Computer sup	2014	1,500	Operating	WWTF	Dell	window 7					
Computer surv	2011	1,500	Operating	WWTF	Thinkcenter	window 7					
Computer GPS	2012	1,500	Operating	WWTF	Dell	window 7					
Lap top 1	2019	500	Operating	WWTF	Dell	window 7					
Tim's Laptop	2020	1,230	Operating	WWTF	Dell	window 7					
Magnum Gen	2012	35,000	Capital	Collection	100 KW	Portable					
Plant Panel	1993	42,000	Capital	WWTF	panel	Aqua Aerobic					
Onan Gen 1	1998	20,000	Capital	Collection	60 KW	Portable				27,217	
Onan Gen 2	1998	25,000	Capital	Collection	60 KW	Portable					
Digester Blr 2	2008	12,000	Capital	WWTF	Tuthill			14,310			
CL2 tank	1993	6,000	Capital	WWTF	Poly	Poly			16,753		
PS#8 VFD 1	2010	5,000	Operating	Collection	panel						
Chem pump 1	2010	3,000	Operating	WWTF	Blue and white	hose pump	3,423				
Chem pump 2	2010	3,000	Operating	WWTF	Blue and white	hose pump	3,423				
Chem pump 3	2010	3,000	Operating	WWTF	Blue and white	hose pump		3,739			
Chem pump 4	2010	3,000	Operating	WWTF	Blue and white	hose pump		3,739			
Bisulfite tank	1993	2,000	Operating	WWTF	Poly		2,282				
Security Fence	1993	40,000	Capital	WWTF	30 yr	Replace Gate mechanism					
EQ Pump 1	1999	18,000	Capital	WWTF	Flyght	Submersible					
EQ Pump 2	1999	18,000	Capital	WWTF	Flyght	Submersible	10,000			23,441	
EQ pump 3	1999	18,000	Capital	WWTF	Flyght	Submersible		10,000			
Headworks Roof	1993	15,000	Capital	WWTF	30 yr						
Chem/Blower Room roof	1993	15,000	Capital	WWTF	30 yr						
Decantors trnk1	2006	14,000	Capital	WWTF	Aqua Aerobic	10 foot Float				19,052	
Decantors trnk2	2006	14,000	Capital	WWTF	Aqua Aerobic	10 foot Float					
Hworks Grt Pmp	2017	6,000	Capital	WWTF	Hayward Gordan	Grit Pump Headworks					
Headwks Blr 1	2014	1,500	Operating	WWTF	Roots	RIA 24 2"		1,789			
Headwks Blr 2	2014	1,500	Operating	WWTF	Roots	RIA 24 2"		1,789			
Skid Steer	2010	42,500	Capital	WWTF	Skid Steer	New Holland					
Digester Blr 1	2014	15,000	Capital	WWTF	Roots	Easyair X2			18,693		
Bio Filter media	2017	7,000	Capital	WWTF	replace	media and blower			8,723		
Lakeside HDW	2008	47,000	Capital	WWTF	Lakeside	Rotating Bar screen					
Pellet Boiler plt	2008	44,000	Capital	WWTF	Okefen	Maine Energy system					
Pellet Boiler Cen	2008	44,000	Capital	WWTF	Okefen	Maine Energy system					
Tank #2 Diff	2016	33,436	Capital	WWTF	Aqua Aerobic	Aeration diffusers				43,542	
PS# 7 Generator	2007	70,000	Capital	Eliot Specific	PS # 7	Kohler					
New Holland	2011	42,675	Capital	WWTF	New Holland	I-225					
Auma Actuator 1	2012	7,800	Capital	WWTF	Auma	Influent valve				10,615	
Auma Actuator 2	2012	7,800	Capital	WWTF	Auma	Decantor Valve Tnk 1				10,615	
Auma Actuator 3	2012	7,800	Capital	WWTF	Auma	Decantor Valve tnk 2				10,615	
Auma Actuator 4	2012	7,800	Capital	WWTF	Auma	Airline Tnk 1				10,615	
Auma Actuator 5	2012	7,800	Capital	WWTF	Auma	Airline Tnk 2				10,615	
Airation Blw 1	2017	5,000	Capital	WWTF	Roots	Aeration Blowers		6,231			
Airation Blw 2	2017	5,000	Capital	WWTF	Roots	Aeration Blowers		6,231			
Airation Blw 3	2017	5,000	Capital	WWTF	Roots	Aeration Blowers		6,231			
Jet Rodder	2011	43,400	Capital	WWTF	Mongoose	Model- 184	49,527				
Septage Pumps	2015	63,000	Capital	WWTF	Septic Rec	Wemco					
Plant/ PS Electric VFDs	2015	367,000	Capital	WWTF	Plant/Pump sta	VFD install					
PS #9 Generator	1993	100,000	Capital	Collection	PS # 9	Cat					
PS# 6 Generator	1993	70,000	Capital	Collection	PS # 6	Cat					
PS # 21 Generator	2014	70,000	Capital	Collection	PS # 21	CAT					
Plant Generator	2014	250,000	Capital	WWTF	Main Plant	CAT					
PS # 22 Generator	2014	100,000	Capital	Collection	PS # 22	Kohler					
PS # 23 Generator	2014	70,000	Capital	Collection	PS # 23	Kohler					
PS # 24 Generator	2014	70,000	Capital	Collection	PS # 24	Kohler					
JD Loader	1996	25,000	Capital	WWTF	Bucket Loader	John Deere 544 E					
Garage Roof	2014	25,000	Capital	WWTF	30 yr	Garage Roof					
Ash Shed Roof	2010	10,000	Capital	WWTF	30 yr	Ash Shed Roof					
Office/ Lab Roof	2011	24,800	Capital	WWTF	20 yr	Office/ Lab Roof					
Plant Windows	2015	37,000	Capital	WWTF	30 yr	Plant Windows					
Gen Barn	2010	10,000	Capital	WWTF	30 yr	Gen Barn					
Paving at Main Plant	2015	31,900	Capital	WWTF	20 yr	Paving at Main Plant					
CMOM Program			Capital	Collection		O&M / Asset Mgnt.					
GIS System						Asset Mgnt.					
PS 11 New Panel & VFD's			Capital	Collection	15 yr						
Engineering For Nitrogen	Removal	Upgrade vs	New	Process		B & C					
Screw Press	2024	250,000	Capital	WWTF		Screw Press					
<b>TOTAL</b>							<b>123,191</b>	<b>160,912</b>	<b>125,262</b>	<b>123,028</b>	<b>156,560</b>