

TOWN OF KITTERY, MAINE



**TOWN BUDGET
FISCAL YEAR 2022**

GENERAL AND ENTERPRISE FUNDS

JULY 1, 2021 TO JUNE 30, 2022

TOWN COUNCIL

Jeffrey Thomson, Chair
Judith Spiller, Vice-Chair Pro Tempore
Cyrus Clark
George Dow
Jeffrey Pelletier

Town Manager

Kendra Amaral

Finance Director

Patricia Moore

SUBMITTED MAY 10, 2021

200 Rogers Road
Kittery, ME 03094

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TOWN MANAGER'S BUDGET MESSAGE

The Town of Kittery is slowly emerging from the COVID-19 pandemic that has gripped the nation and world. The past year has been “different” in so many ways. There is no expectation that “normal” will automatically resume once enough people are vaccinated and/or masks and social distancing are no longer required. Kittery is prepared for the shifting and growing needs of our community in this year of a new normal.

The enclosed Fiscal Year 2022 (FY22) 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 prior to the State of Maine's finalization of revenue sharing, and the establishment of rules for the use of the American Rescue Plan Act funds. As always, it 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 these still uncertain times.

The prior year's spending plan focused on achieving a 0% increase in municipal spending and providing core services during the pandemic. The FY22 budget resumes our efforts to look forward and focus on providing a level of service that meet the taxpayers' expectations, post-pandemic.

The FY22 budget anticipates a greater focus on maintenance of outdoor spaces, parks and roads; it anticipates a steady resurgence of the Kittery Community Center as a hub of activity; and it responds to the long-overdue need for a full-time firefighter force to augment the call-firefighters. The budget also continues to advance the town's efforts on sustainability and resiliency, affordable housing, and smart growth.

This time last year, the State was gripped by stay-at-home orders and highly restrictive operational limitations. Now the State has lifted travel restrictions and outdoor mask mandates, allowing for more gatherings and activities. It is still too early to predict how post-pandemic needs, service demands, and business activity will be impacted by the transition.

Kittery's financial position was strong going into the public health crisis and has remained strong throughout. Years of careful planning, budgeting, and conservative financial management has allowed the town to provide core municipal services without a cost increase, and without needing to use the unassigned fund to balance the budget. The unassigned fund balance for the municipal operations grew to \$6.8M or approximately 2.3 months of school and town operations. Standard and Poor's and Moody's recently affirmed the town's financial

management approaches, with Moody's awarding the town a bond rating increase in January of 2021. The Town is now rated at the second highest rating grade for both agencies.

Kittery continues to lose ground on its affordability index. The pandemic, and the remote-working shift resulting from it, drove a number of people to Maine, seeking more space, more leisure activities, and less congestion. The housing market in Kittery is listed as "hot". The Maine Realtors Association is reporting a 16.7% increase in median home sales prices in York County over the prior year. Rental rates range from \$1,100 to \$2,200 per month for 1,200 square feet of living space.

The pandemic had an interesting byproduct of increased demand and use of parks, trails, and other outdoor areas. The interest in Kittery's outdoor areas is not expected to wane post-pandemic; requiring a greater focus on maintenance and management of our outdoor open space.

Kittery ranks 22nd in overall population in the State of Maine and 21st in overall property value. Of communities between 8,300 and 12,500 residents, Kittery ranks last in spending on fire prevention and suppression services and is the only community in this subset that still operates an all-call fire department.

The greatest unknown this coming year is what the post-pandemic economy will look like. The unemployment rate is 2.6% in the Portsmouth/Southern Maine region. Restaurants and popular tourist-based businesses are expressing challenges in hiring seasonal and entry-level employees. Consumers, both local and tourism-based, frequent our local businesses, visit areas like Fort Foster and Pepperrell Cove, and utilize our roads and public safety services. This year will truly be a transitional year.

The Town Council adopted its FY22 budget and annual goals on January 11, 2021. The budget goals were simply put and recognize the transitional nature of the coming year.

Adopt a budget that is progressive, responsible, responsive to community expectations and needs, and visionary – moving the community forward.

Produce a budget that seeks to respond to service expectations of the community, and appropriately addresses unmet needs and revenue changes resulting from COVID-19.

The Town Manager has annual goals that are 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:

- Support long-term planning and growth management objectives including develop zoning amendments to promote the increase in housing stock.
- Develop recommendations and action plans for the reuse or disposition of various town owned or tax-acquired properties
- Develop a sidewalk walk master plan for replacement, enhancement, and ADA compliance
- Support the Council's efforts to implement the Comprehensive Plan 5 Year Action Plan

- Complete contract negotiations in a timely fashion
- Plan for addressing increasing demands for police, fire, public works, and code enforcement

The FY22 budget has been developed to support work on these goals in a cost-conscience manner. Specifically, the FY22 budget includes:

- Funding for four full-time firefighters to augment the call-firefighter response
- Ongoing support for planning assistance to continue developing zoning amendments to promote affordable housing and sustainability in development, and to advance the reuse or disposition of town-owned and tax-acquired properties
- Funding in anticipation of the negotiations for the seven collective bargaining unit contracts
- Debt service for the Rice Library Renovation and Expansion project (first year)
- Additional staff support for outdoor maintenance and operations including parks, fields, and marinas
- Less than 3% increase in tax-levy

BUDGET SUMMARY

The proposed FY22 budget, inclusive of municipal operations and capital spending is increasing \$814,128 or approximately 5.43% over the prior fiscal year. Approximately \$513,134 is offset by non-property tax revenue, resulting in a projected tax levy increase of 2.94% for the municipal operations and capital spending proposed for FY22.

Unlike in prior years, historic trending can help the Town anticipate what is in store for the coming year. The pandemic has created a veritable “asterisk” in the trending data; making the future less predictable for the purpose of forecasting.

The majority of the cost increases are associated with the introduction of four full-time firefighter positions, and the wages and benefit costs that go with those positions and the new debt service on the Library.

There are a number of other contributing factors impacting the budget including:

- 10.75% increase in non-property tax revenue projections
- \$300,000 reduction in Kittery Community Center (KCC) projected revenue to reflect actual post-pandemic activity
- \$175,000 allocation of revenue from the American Rescue Plan Act to offset revenue loss from the KCC
- \$45,000 decrease in Salary Adjustment line reflecting the one-time nature of the hazard pay granted in the prior fiscal year
- \$149,727 increase in medical insurance from rate increases and the addition of full-time positions
- \$214,306 in debt service reflecting the start of debt payments on the Library construction project

- \$252,179 for four full-time firefighters at the Gorges Road Station, Monday – Friday during normal business hours
- \$15,310 in Planning and Development to increase the Assistant Planner hours to support various zoning amendment efforts, support increased software license fees, and the two new electric vehicle leases
- \$78,716 in Public Works to address increasing cost for materials and vendor labor, and the transition of 2 seasonal positions to full-time in the prior year to address labor shortages in parks
- \$71,515 increase in county taxes
- \$133,400 increase in capital to being rebuilding funding to prior levels

Generally, this budget is focused on stable operations in the post-pandemic transition year; with the notable exceptions of the full-time firefighters and Library debt.

I wish to thank our Department Heads, and our Administrative Assistant Suzanne Esposito for their assistance and efforts in developing this budget proposal. Despite the challenges of the past year, our team has demonstrated the ability to adapt to today while preparing for tomorrow.

Sincerely,

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

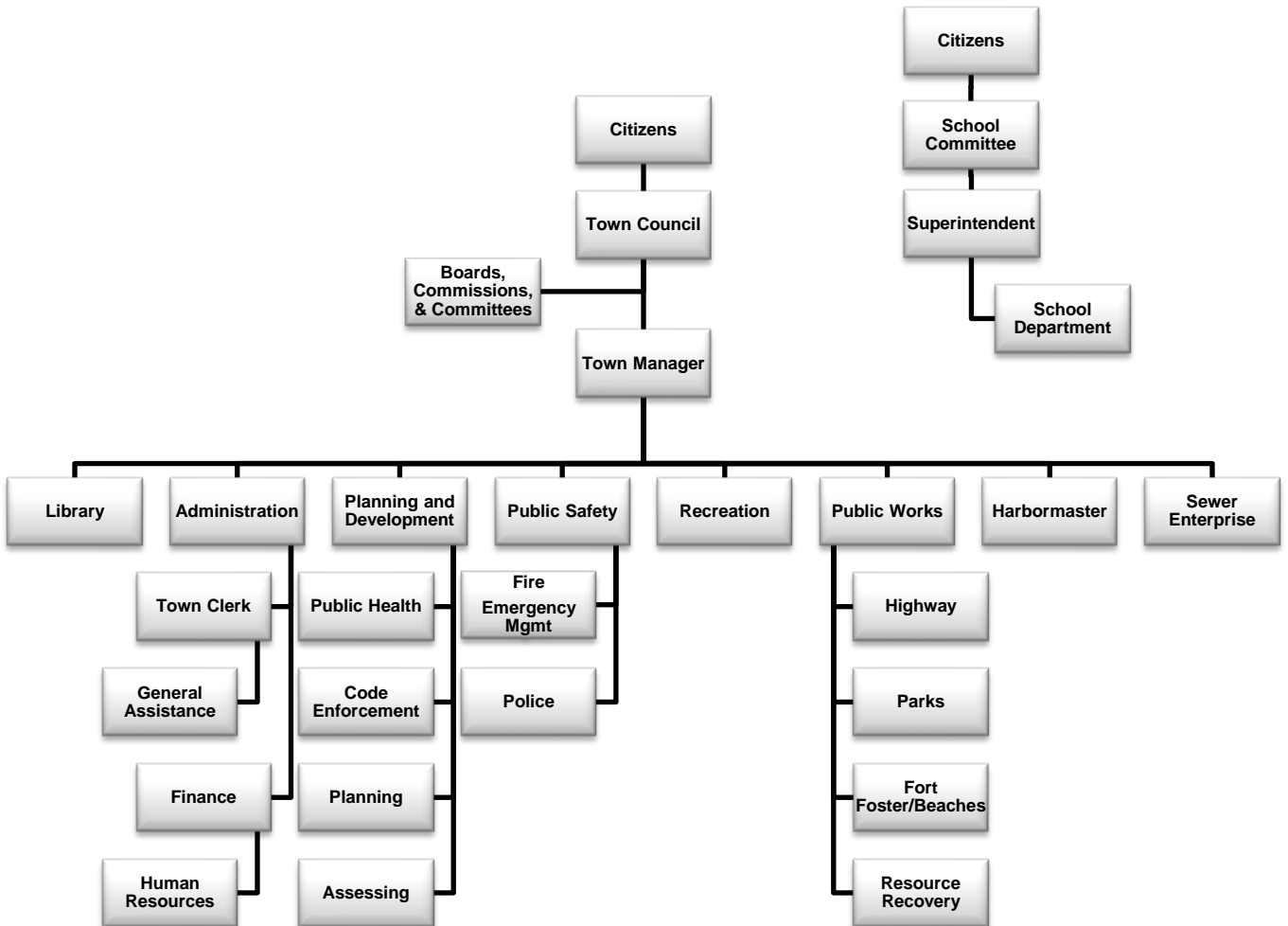
Kendra Amaral
Town Manager

Section I Overview



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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

JUNE

Town Council holds Public Hearing and votes on Municipal Budget
Public Hearing – Town Meeting Articles
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 2019 U.S. Census projection, Kittery has a population of 9,819, and continues to be the 22nd most populated municipality in Maine¹. Kittery 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 5,059 housing units, which are approximately 66% owner occupied. The median household income is estimated at \$78,451. Approximately 6.2% of Kittery's residents have incomes below the poverty level¹. While the median household income has increased approximately \$4,000 over the past year, the percentage of residents with incomes below the poverty level has increased 1.7%.

Kittery is directly adjacent to Portsmouth, New Hampshire, which has a population of over 21,927 people and a median income estimated at \$83,923¹. 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 Valuation², Municipal Budget³ and 2021 Tax Rate⁴

	2019 Population	2021 State Valuation	2021 Municipal Budget	2021 Tax Rate
Wells	10,675	\$ 3,810,950,000	\$14,095,641	\$ 10.48
Kennebunk	11,625	\$ 2,982,600,000	\$14,875,721	\$ 14.15
Old Orchard Beach	9,051	\$ 1,985,350,000	\$15,134,531	\$ 15.42
Kittery	9,819	\$ 2,064,279,273	\$14,995,542	\$ 12.90

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

¹ Source: Population and demographic information from U.S. Census Bureau, ACS Five-Year Population Estimate

² Source: Maine Revenue Service

³ Source: Town Budget Documents

⁴ Source: Town Websites

non-civilian personnel and has approximately \$109M in infrastructure investments that will expand its functional capacity underway.

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 COVID-19 pandemic placed a pause on much of the economic development in Kittery. Like many other communities along Maine's coast, residential interest is surging. Its 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. Prior to the pandemic, development was occurring at a responsible and manageable rate in the commercial and manufacturing sectors.

The available residential housing stock is somewhat competitive. Median list price as of April 2021, was \$429,900, a decrease of 13% over the prior year⁵; however, many homes are selling pre-list which is likely skewing the analysis of actual home sale trends.

Maine Housing has not updated its data for 2020. When it is able to do so, it is expected that Kittery's affordability rate will show steady decline, meaning the town is becoming less affordable for both rentals and purchases.

It is unclear how consumer and employee/employer changes resulting from a year-long international pandemic will change the trajectory of Kittery's evolution and growth. Maine is experiencing a surge of new residents from cities like New York and Boston with office workers exercising their new-found flexibility of remote working/work-from-home arrangements. Whether the surge is a migration or a temporary relocation is still to be seen.

There is both an increased acceptance of public health precautions and an increased interest in "getting out there" after a year of restrictions. The pandemic resulted in many people discovering or rediscovering the amenities and opportunities available in Town. That has the potential to translate into increased need for municipal services, higher demand on public facilities, and increased support of local businesses.

The Fiscal Year 2022 budget is projected to respond to the objectives and needs as understood today. What the prior year has taught us as a society, is that everything can change quickly and significantly.

⁵ Source: Realtor.com

BUDGET OVERVIEW

Revenue	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY22 Proposed	Difference
Taxes						
Property Tax Revenue (Net Abatements)	23,726,909	24,541,734	24,958,297	26,528,537	27,318,329	789,792
PILOTs	1,817	3,286	9,477	3,200	3,200	0
	23,728,726	24,545,020	24,967,774	26,531,737	27,321,529	789,792
Revenue Generating Operations						
Recreation Fees	1,023,622	1,068,298	682,312	850,000	550,000	(300,000)
Solid Waste Fees & Fines	169,866	157,602	126,085	115,000	125,000	10,000
Fort Foster	219,168	237,967	271,048	175,000	240,000	65,000
Harbormaster Fees & Fines	129,135	169,694	142,711	108,600	138,700	30,100
Dispatch	91,350	93,360	122,005	123,360	138,360	15,000
Library Fees & Fines	0	0	9,320	10,000	2,000	(8,000)
	1,633,140	1,726,922	1,353,482	1,381,960	1,194,060	(187,900)
Local Receipts						
Excise (Auto/Boat)	1,985,317	2,036,372	1,998,904	1,620,000	1,840,000	220,000
Code Enforcement Fees	401,461	297,272	331,064	225,000	300,000	75,000
Lien Fees & Penalty Interest	52,549	57,162	38,867	45,000	47,000	2,000
Town Clerk & Registration Fees	55,257	55,617	57,077	49,000	52,000	3,000
Police Department Fees, Fines & Permits	39,376	45,832	72,552	52,530	61,530	9,000
Police Department Reimbursements	27,145	0	0	0	0	0
Planning and Land Use Fees	18,053	29,218	10,604	13,000	9,000	(4,000)
Animal Control	5,875	4,721	3,955	4,000	4,000	0
Other Local Receipts	12,649	10,001	26,487	7,750	6,300	(1,450)
	2,597,682	2,536,195	2,539,511	2,016,280	2,319,830	303,550
State Provided						
State Revenue Sharing	405,567	446,120	648,212	450,000	650,000	200,000
Homestead Reimbursement	206,517	267,578	377,150	300,000	400,000	100,000
General Assistance	35,504	34,348	38,136	45,000	45,000	0
MDOT Highway	11,500	0	23,000	11,500	12,000	500
Other State Provided	3,791	2,476	5,849	2,275	2,000	(275)
School Revenue	1,927,605	2,002,713	1,967,336	2,366,874	2,490,448	123,575
	2,590,484	2,753,235	3,059,683	3,175,649	3,599,448	423,800
Other Revenue						
GMH Housing	266,849	291,699	283,178	286,000	306,000	20,000
Investment Income	40,128	140,768	70,808	45,000	25,000	(20,000)
School Resource Officer	45,000	45,000	47,741	47,741	50,000	2,259
Trust Revenue	37,500	15,000	40,000	25,000	25,000	0
Sewer Department Rental	22,900	22,900	22,900	22,900	22,900	0
Miscellaneous/other	23,927	43,790	57,209	25,655	195,655	170,000
Carry forwards & Supplemental Appr	14,000	253,978	52,100	110,000	35,000	(75,000)
	450,304	813,135	573,935	562,296	659,555	97,259
TOTAL REVENUE	31,000,337	32,374,508	32,494,384	33,667,922	35,094,422	1,426,501
Expenses						
General Government	907,810	928,360	917,966	1,242,733	1,238,035	(4,697)
Shared Expenses	3,200,164	3,308,048	3,468,851	3,800,157	4,199,180	399,023
Planning & Code Enforcement	458,598	493,562	508,924	551,448	567,208	15,760
Public Safety	2,406,905	2,557,598	2,687,672	2,715,118	3,051,227	336,109
Public Works	1,758,354	1,829,662	1,774,225	2,020,492	2,099,208	78,716
Community and Human Services	1,736,499	1,778,273	1,703,621	1,771,615	1,568,397	(203,217)
County Tax	930,931	863,018	894,782	935,000	1,006,515	71,515
Streetlights	127,180	131,070	53,802	55,000	55,000	0
Hydrant Rental	254,179	254,179	254,179	262,000	255,000	(7,000)
Other	315,792	273,205	394,325	186,480	181,000	(5,480)
Education	16,675,009	17,229,230	17,695,885	18,672,378	19,284,752	612,375
Capital Investment	1,509,303	1,703,281	2,188,517	1,455,500	1,588,900	133,400
Overlay	-	-	-	-	-	0
Transfers to Other Funds	74,557	-	-	-	-	0
TOTAL EXPENSES	30,355,283	31,349,487	32,542,750	33,667,920	35,094,422	1,426,503
NET	645,054	1,025,021	(48,365)	2	-	

MIL RATE PROJECTION AND ALLOCATION FY2022

Mil Rate Projection

	FY18	FY19	FY20	FY21	FY22	\$ Change	% Change
Valuation Actual/Projected	1,437,006,766	1,458,091,186	1,478,141,893	2,064,279,273	2,083,631,373	19,552,100	1.32%
Taxes Committed/Projected	23,728,726	24,541,734	25,679,320	26,629,234	27,518,329	889,095	3.46%
Mil Rate	16.51	16.80	17.40	12.90	13.21	0.31	1.76%
OVERLAY	64,990	113,564	135,000	214,712	200,000	(14,711.82)	-10.90%
School Portion of Commitment	14,747,404	15,226,517	15,901,465	16,305,504	16,794,304	488,800	3.00%
Town Portion of Commitment	8,981,322	9,315,217	9,777,855	10,223,033	10,524,025	300,992	2.94%

Mil Rate Projection Allocation

	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	COMMITTED FY21	PROPOSED FY22	\$ Change
Mil Rate	16.51	16.80	17.40	12.90	13.21	\$ 0.31
Municipal	4.51	4.54	5.05	3.69	4.22	\$ 0.53
Capital	1.05	1.17	0.95	0.71	0.51	\$ (0.20)
School	10.26	10.42	10.69	7.90	8.06	\$ 0.16
County	0.65	0.59	0.61	0.45	0.32	\$ (0.13)
Overlay	0.05	0.08	0.09	0.10	0.10	\$ -

Undesignated Fund Balance History

	FY16	FY17	FY18	FY19	FY20
Municipal	5,088,925	5,217,892	5,988,495	6,313,900	6,494,008
School Department	444,846	613,679	751,469	0	313,049
Total	\$5,533,771	\$5,831,571	\$6,739,964	\$6,313,900	\$6,807,057
Budgeted Expenditures	27,342,151	28,863,697	30,533,284	33,592,921	35,094,422
Budgeted Monthly	2,278,513	2,405,308	2,544,440	2,799,410	2,924,535
2.5 Months Budgeted	5,696,281	6,013,270	6,361,101	6,998,525	7,311,338
Actual Months Town & School	2.43	2.42	2.65	2.26	2.33
Town and School Fund Balance as % of Total Budget	20.2%	20.2%	22.1%	18.8%	19.4%

REVENUE SUMMARY

REVENUE SOURCES

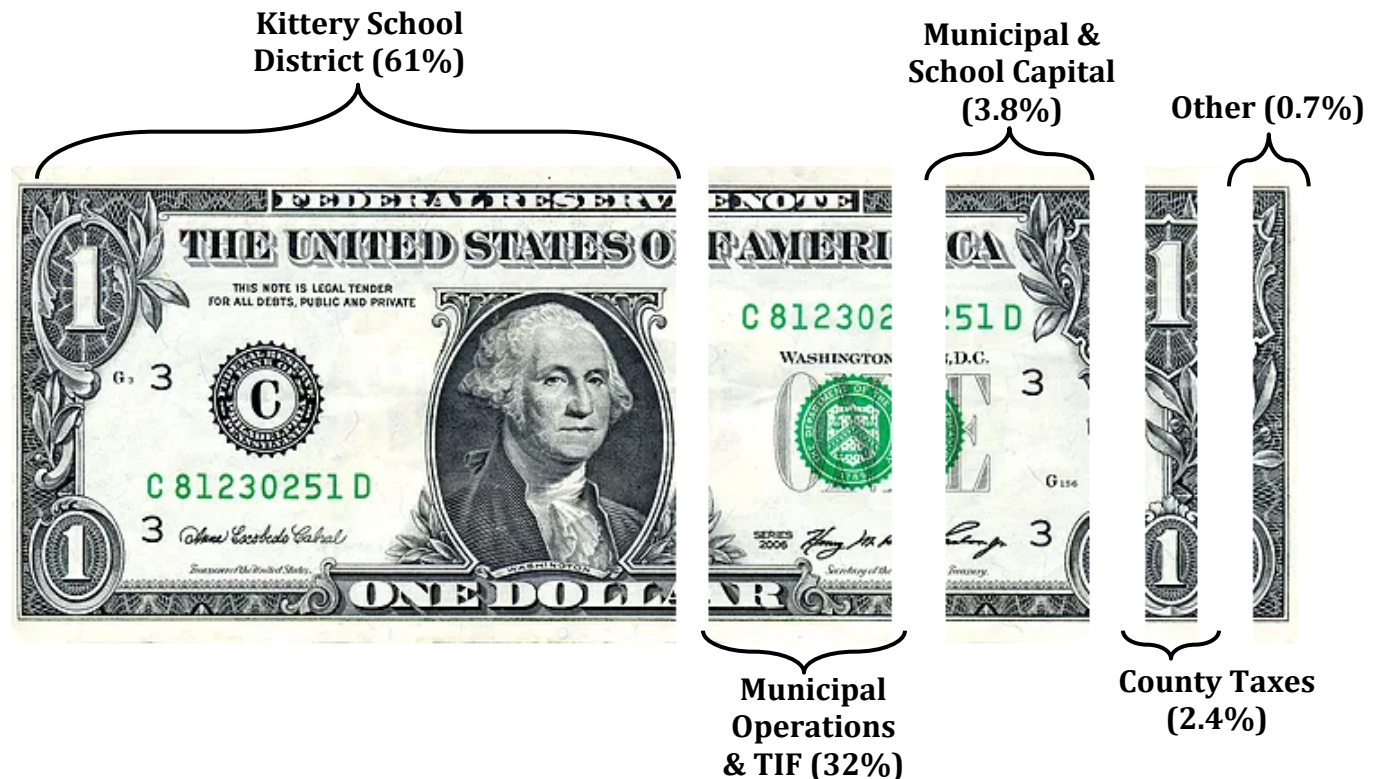
The Town of Kittery's primary revenue source is the local property tax. The property tax supports the municipal, school, capital, and the town's-share of the county operations. Approximately 78% of the annual town and school appropriation is expected to be funded through local property taxes, a 1% decrease from the prior year.

Approximately 33.4% of municipal operations are funded through non-property tax revenue, an increase of 2.4% over the prior fiscal year. Approximately 13% of school operations are funded through non-property tax revenue, consistent with 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. \$0.61 of every dollar paid in property tax supports Kittery's educational programs. The Town operations including public works, public safety, and administration operations require \$0.32 of each property tax dollar and includes the addition of four full-time firefighters and the Library project debt. Municipal operations include: public works, police, administration, planning and code enforcement, fire service, recreation, and other functions.

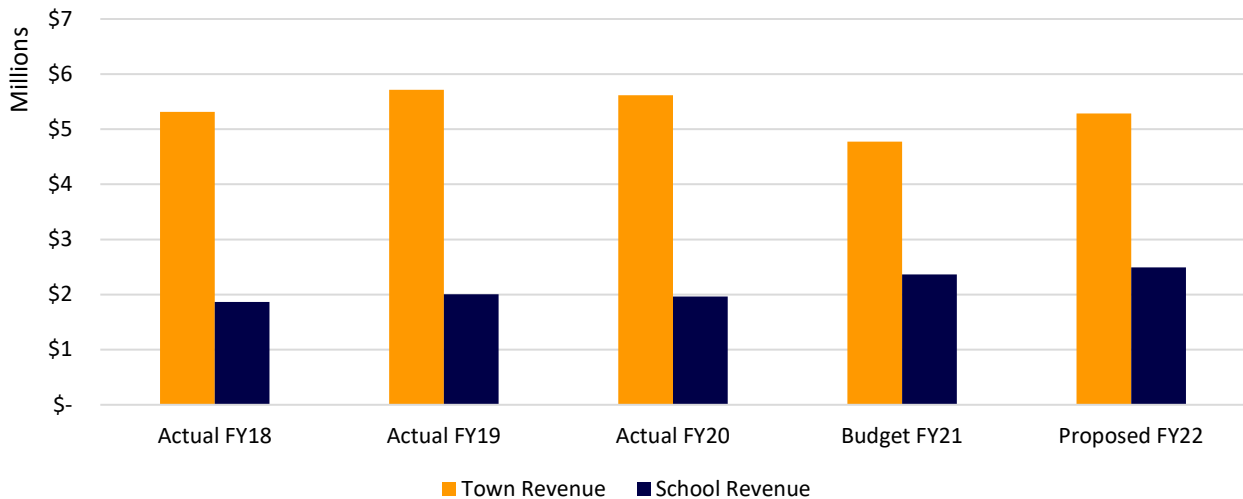
Capital is funded with \$0.038 from every property tax dollar raised, and the county receives \$0.024 of every dollar. The remaining is for ancillary charges such as the overlay.

Tax Dollar Breakdown



Revenue from municipal operations is expected to increase 10.75%, approximately \$513,134 inclusive of \$175,000 in revenue replacement from the American Rescue Plan. Recreation revenue continues to be down from pre-pandemic levels. Maine revenue sharing projections are expected to increase, though the projection is based on the prior year's authorized percentage allocation. As with the prior year, revenue generation is uncertain as the State and community emerge from pandemic restrictions and limitations.

Non-Property Tax Revenue Sources



The KCC, pre-pandemic was generating over \$1M in revenue annually. The prior fiscal year budget anticipated a modest reduction in revenue. Weeks following the adoption of the budget, pandemic restrictions increased causing the closure of the preschool programming, summer camps, and after school program. Actual KCC revenue for FY21 is expected to be below \$300,000.

After a year of crippling restrictions on KCC operations, the expectation is that programming and corresponding revenue will slowly regain its prior levels. The process is expected to take at least two years to recover, as many of the KCC activities are centered around larger gatherings and higher occupancy activities.

The majority of revenue raised from Fort Foster is in the summer months. Fort Foster was a major draw during the pandemic. It served as a safe outdoor activity for residents and visitors otherwise confined to their homes due to the pandemic. It is anticipated that visitation levels will remain high even as pandemic restrictions wane.

Pepperrell Cove generates transient mooring, slip rentals, and hourly dockage fees from boaters visiting Kittery and the area restaurants. Marina activities are allowed to resume full operations in the coming boating season.

Revenue Generating Operations

Revenue Projections	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Projected FY22	Variance
Recreation	\$1,023,622	\$1,068,298	\$682,312	\$850,000*	\$550,000	(\$300,000)
SW Fees & Fines	\$169,866	\$157,602	\$126,085	\$115,000	\$125,000	\$10,000
Fort Foster Fees	\$219,168	\$237,967	\$271,048	\$175,000	\$240,000	\$65,000
Harbormaster Fees	\$129,135	\$169,694	\$142,711	\$108,600	\$138,700	\$30,100
Dispatch Income	\$91,350	\$93,360	\$122,005	\$123,360	\$138,360	\$15,000
Total	\$1,633,140	\$1,726,921	\$1,344,162	\$1,371,960	\$1,192,060	(\$179,900)

* - Actual revenue will be less than \$300,000.

The town will be in the last year of its 3-year dispatch services contract with the Town of Eliot. The agreement has Eliot's fees for service increasing approximately \$15,000 per year. The goal of the agreement was to get Eliot to a rate that is more consistent with the per-person rate Kittery tax-payers pay for dispatch services.

The Resource Recovery Facility's Solid Waste (SW Fees & Fines) revenue is derived primarily from the sale of materials to recycling companies. Household mixed paper, glass, and certain plastics are continuing to see stabilization of the resale markets. The town is not expected to see collected revenue match the height of recyclables revenue from a decade ago. 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.

REVENUE SHARING AND FEDERAL SUPPORT

Approximately 27% 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).

The prior year's budget anticipated a significant reduction in State revenue sharing due to the pandemic. However, actual revenue sharing is tracking consistent with pre-pandemic levels. State revenue sharing projections are difficult to estimate for FY22. The Legislature has recently voted to increase the revenue sharing allocation to 5%. It will not be law unless and until the Governor signs it, which is not guaranteed. Therefore, the FY22 projection is based on current 3.75% state allocation of revenue sharing. If the 5% is approved, Kittery could receive up to an additional \$200,000 or more in funds.

Negotiations on the government housing agreement were completed in 2020. The prior agreement was built on an annual increase based solely on the Consumer Price Index (CPI). Over time, the balance of cost/value became unfavorable to the town as town costs for providing services were naturally higher than CPI. The new agreement resets the base rate to address the historic erosion of cost/value, and ties future year increases to the Employment Cost Index (ECI), which better reflects the inflation experienced annually with providing services. The FY22 annual revenue from this line will be \$306,000, an increase of approximately \$20,000.

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.

New value or growth, resulting from sales, construction on new and renovated units, is expected to add \$18M to the total property value in FY22, consistent with normal annual growth.

Multi-family housing including condominiums, two-families, three-families, and apartments are projected to increase 4.9%, single family home values will increase less than 1%. This group makes up over 62% of the town's property value, resulting in a projected increase of \$10M from single family home values alone. The only categories projected to decrease are residential mixed use and apartments. Vacant land values are also on the decline, likely due to development of the land rather than a loss of value.

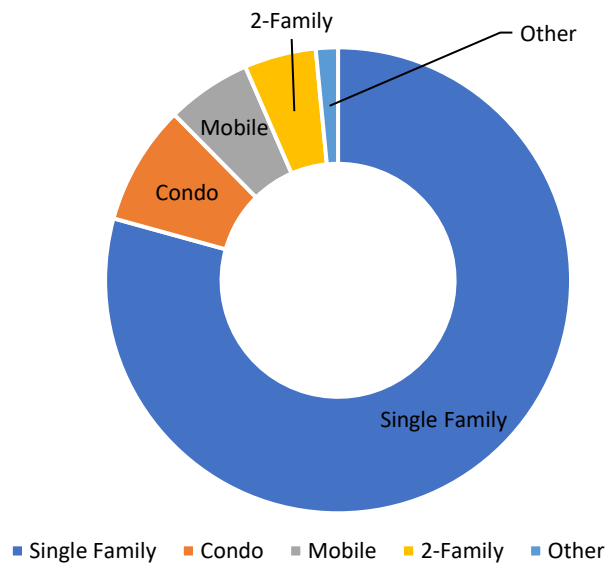
Approximately \$25M in property value will be exempted due to the Homestead Exemption provision of State law. The town's revaluation moves the certified value to 100% meaning the town will receive a better return on the homestead exemption reimbursement from the State. Total Homestead and BETE (personal property for businesses) reimbursement is expected to increase \$100,000 over the prior year.

Referring back to the Comparable Communities chart, it is clear that valuation, not spending, is the driving factor for the tax rate.

Comparable Communities

	State Valuation	Municipal Budget	Tax Rate
Wells FY21	\$ 3,810,950,000	\$14,095,641	\$ 10.48
Kennebunk FY21	\$ 2,982,600,000	\$14,875,721	\$ 14.15
Old Orchard Beach FY21	\$ 1,985,350,000	\$15,134,531	\$ 15.42
Kittery FY22 Proposed	\$ 2,189,362,977	\$15,860,670	\$ 13.20

Residential Property Values as % by Category



The Town Council approved zoning amendments in 2020 to allow and incentivize affordable housing in the C-1 and C-3 zones. The Planning Board is currently reviewing additional zoning amendments that will include the Mixed Use, Business Local and remaining commercial zone in town. The goal is to begin to see higher density housing and mixed-use development in areas that currently have adequate infrastructure (roads, electricity, water, and sewer) to support higher levels of housing in dense development projects.

The Planning Board is also finalizing the full Title 16 recodification, which was delayed by the pandemic, and a review and revision to the Cluster Development code.

The Council is considering a marijuana ordinance that would allow adult use grow, manufacturing, and retail operations in the C-zones. The proposal has been reviewed by the Planning Board and recommended for approval. In a workshop with Council in early 2021, there were a few areas the Council wanted more in-depth study; sending the draft ordinance back to the Planning Board for additional review. The draft ordinance is expected to come out of the Planning Board process and go to the Council in late May/early June.

FY2022 REVENUE DETAIL

	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE
43001 PROPERTY TAX REVENUE	9,143,032	9,294,991	9,777,855	10,223,033	10,524,025	300,992
43003 PROPERTY TAX ABATEMENTS	(17,998)	(101,731)	(16,152)	-	-	-
43004 PAYMENT IN LIEU OF TAXES-PILOT	1,817	3,286	9,477	3,200	3,200	-
43006 HOMESTEAD EXEMPT STATE REIMB	206,517	267,578	377,150	300,000	400,000	100,000
43007 TREE GROWTH REVENUE	2,968	2,772	1,432	2,750	1,300	(1,450)
43031 EXCISE TAX AUTOMOBILE	1,958,762	2,006,973	1,974,662	1,600,000	1,820,000	220,000
43032 EXCISE TAX BOAT	26,555	29,399	24,242	20,000	20,000	-
43109 SIGN PERMITS	3,250	2,925	5,841	2,000	2,000	-
43110 CODE ENFORCEMENT FEES	401,461	297,272	331,064	225,000	300,000	75,000
43113 BOARD OF ASSESSMENT REVIEW	100	-	-	-	-	-
43114 ADDITIONAL LAND USE FEES	4,868	5,010	5,870	3,000	4,000	1,000
43115 PLANNING FEES (SUBDIVISIONS)	13,185	24,208	4,734	10,000	5,000	(5,000)
43120 TOWN CLERK FEES	26,889	26,701	22,015	24,000	24,000	-
43121 WILDLIFE AGENT FEE	1,202	1,218	908	1,200	1,200	-
43122 ANIMAL WELFARE AGENT FEE	1,697	1,570	1,699	1,600	1,600	-
43130 TOWN REGISTRATION FEES	28,368	28,916	35,062	25,000	28,000	3,000
43135 HWY PERMITS & FEES	2,194	530	16,117	-	-	-
43140 SOLID WASTE PERMITS & FEES	90,776	104,108	93,445	70,000	80,000	10,000
43145 SOLID WASTE RECYCLING	79,090	53,494	32,641	45,000	45,000	-
43147 DINGHY FEES	11,735	10,600	10,157	10,000	10,000	-
43148 TRANSIENT SLIP RENTAL	770	4,900	4,022	1,500	7,000	5,500
43149 KPA APPLICATION FEES	700	400	1,505	500	500	-
43150 MOORING FEES	81,042	116,002	97,672	80,000	100,000	20,000
43151 LAUNCH FEE	14,026	16,306	18,749	12,000	14,000	2,000
43152 TRANSIENT MOORING	4,570	6,830	1,505	2,500	4,000	1,500
43153 WAIT LIST FEE	1,566	1,128	811	1,100	800	(300)
43154 HARBOR & WATER USAGE FEE	10,812	9,929	4,941	-	-	-
43156 PIER USAGE FEES	2,440	3,000	2,950	1,000	2,400	1,400
43157 MOORING LATE FEES	1,475	600	400	-	-	-
43160 FORT FOSTER FEES	219,168	237,967	271,048	175,000	240,000	65,000
43165 SPRINKLER PERMITS	1,000	800	100	-	-	-
43210 LIEN FEES	7,353	5,533	6,067	7,000	7,000	-
43220 PENALTY INTEREST	45,196	51,629	32,799	38,000	40,000	2,000
43320 RECREATION FEES	1,023,622	1,068,298	682,312	850,000	550,000	(300,000)
43221 LIBRARY FINES AND FEES	-	-	6,020	10,000	2,000	(8,000)
43222 RENTAL INCOME	-	-	3,300	-	-	-
43310 SALE OF ORDINANCES AND MAPS	-	-	2,413	-	-	-
43330 ANIMAL CONTROL	5,875	4,721	3,955	4,000	4,000	-
43335 POSTAGE	36	-	91	-	-	-
43336 PHOTO COPIES	203	187	299	200	200	-
43349 DEA OVERTIME REIMBURSEMENT	18,042	-	-	-	-	-
43350 OUTSIDE DETAIL REIMBURSEMENT	9,103	-	-	-	-	-
43351 ACCIDENT REPORTS	2,427	3,405	3,585	3,000	3,000	-
43352 PARKING TICKETS	18,250	26,672	46,640	30,000	40,000	10,000
43353 GUN PERMITS	1,085	1,000	537	2,000	1,000	(1,000)
43354 ELIOT DISPATCHING SERVICES	91,350	93,360	122,005	123,360	138,360	15,000
43355 ORDINANCE FINES	350	1,600	425	350	350	-
43356 WITNESS FEES	374	55	35	300	300	-
43358 FALSE ALARMS	890	1,100	1,330	880	880	-
43359 AMBULANCE DISPTACH FEES	16,000	12,000	20,000	16,000	16,000	-

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FY2022 Revenue Detail (cont'd)

	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE
43410 MDOT HWY MAINTENANCE REVENUE	11,500	-	23,000	11,500	12,000	500
43420 STATE REVENUE SHARING	405,567	446,120	648,212	450,000	650,000	200,000
43421 STATE PARK FEE REV SHARING	903	-	2,616	275	2,000	1,725
43443 RESTITUTION INCOME/UNAPPROP	2,888	2,476	3,232	2,000		(2,000)
43470 STATE OF MAINE GENERAL ASSISTA	35,504	34,348	38,136	45,000	45,000	-
43480 MARY SAFFORD WILDES TRUST/WELF	37,500	15,000	40,000	25,000	25,000	-
43510 INTEREST ON INVESTMENTS	40,128	140,768	70,808	45,000	25,000	(20,000)
43511 UNREALIZED GAIN/LOSS INVESTMENT	-	-	62,105		40,000	40,000
43530 MISCELLANEOUS REVENUE/UNAPPO	14,729	18,424	28,849	15,000	185,000	170,000
43540 SEWER DEPT RENT	22,900	22,900	22,900	22,900	22,900	-
43555 SNOWMOBILE/HANDICAP/ELDER	642	616	642	655	655	-
43560 GMH HOUSING	266,849	291,699	283,178	286,000	306,000	20,000
43575 SUP APPRO FROM UNDESIGNATED	-	-		-	-	-
43576 TRANSFER IN FROM OTHER FUNDS	-	243,978	50,000	35,000	35,000	-
43580 USE OF CARRY FORWARDS	-	-	2,100	75,000	-	(75,000)
45007 INTEREST REVENUE	-	-		-	-	-
45020 MMA WKRS COMP DIVIDEND	8,556	24,750	27,718	10,000	10,000	-
45025 SCHOOL RESOURCE OFFICER COMP	45,000	45,000	47,741	47,741	50,000	2,259
TOTAL REVENUE	14,456,856	15,013,321	15,394,971	14,995,544	15,849,670	854,126

EXPENSE SUMMARY

The FY22 annual tax commitment for municipal and school operations is projected to increase from \$26,528,538 to \$27,318,319 or approximately \$789,792 (2.98%). Total spending for municipal operations and capital is increasing \$814,128 (5.43%). Non-tax revenue is projected to cover \$513,134 of the additional costs, approximately 63%; the remainder will be raised through the tax levy. The proposed property tax levy is \$1,045,776 below the LD-1 limit for municipal appropriations.

Municipal operations, exclusive of capital, county taxes, and TIF revenue offsets, are projected to increase 4.9% in the coming year. The increase reflects the addition of four full-time firefighters, the debt service on the Library construction project, anticipated collective bargaining negotiations, increased health and benefit costs, and increased capital reserve funding.

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 60% of the annual budget. At the conclusion of March 2021, ECI was 2.6% meaning employment costs increased 2.6% over the prior year. In the two prior years, the increase was closer to 2.8%. For comparison, the total budgetary increase excluding the “new” services (firefighters and Library debt), is approximately \$260K, or a 1.73% increase on existing services and programs.

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.

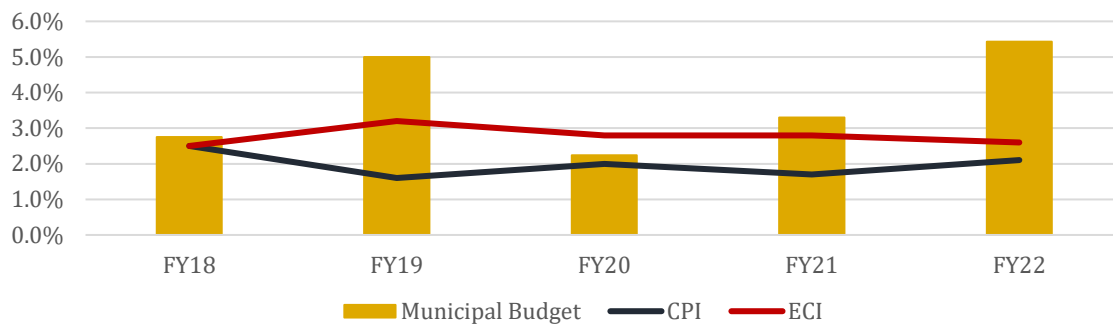
MUNICIPAL COST DRIVERS

The spending plan for the municipal and capital operations has been developed to support the priorities of the town in the coming fiscal year.

Approximately \$8.9M in the \$14.2M operating budget is associated with wages and benefits for active and retired employees. That represents 62.6% of the operating budget. Of that, approximately \$2.27M is dedicated to employer costs such as health and retirement benefits.

The Administration Budget Salary Adjustment line item contains anticipated costs for wage increases associated with the negotiation of the seven collective bargaining agreements. The CBAs cover all full-time staff excepting department heads. Due to COVID-19, the Union agreed to a one-year contract extension which all expire on June 30, 2021.

% Increase Consumer Price Index, Employment Cost Index, and Municipal Operations⁶



Elections are decreasing as is typical in non-gubernatorial or presidential election cycles. The town is anticipating and budgeting for a potential special election associated with a petition article filed in mid-April.

Health insurance rates are increasing on average 5.5% 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 FY22 budget adds a new service, full-time firefighters. The purpose is to improve response capability and response time during weekdays. The need to transition to supporting full-time firefighters has been discussed for a number of years and can no longer be delayed for the safety of the community. The estimated cost of the full-time firefighters is \$242K.

The Planning Department budget includes additional hours for the part-time Assistant/Project Planner. This position was added in FY19 to assist the Planning Department with a number of the town's goals on major land use initiatives including the recodification, affordable housing, short term rentals, and retail marijuana, among others. Additionally, the Planning Department is absorbing increased licensing fees for GIS, the assessing software, and the online permitting software. The budget also includes the \$1,200 for the annual lease costs of the town's first two electric vehicles.

County taxes are going up 7.65%, approximately \$71,515. County taxes are 7.1% of the municipal operating budget. A combination of the town's increased allocation of costs due to the increased valuation, and the annual County budget increase are causing the significant growth in costs. The County assessment represents the town's fourth largest "department".

⁶ Source: Bureau of Labor Standards, Consumer Price Index Northeast Region New England Division, Employment Cost Index, Civilian, 12 months ended Mar 2021. Municipal operations exclude capital, county taxes and TIF revenue offset.

SUMMARY OF FY2022 DEPARTMENT EXPENDITURES

Expense Projections	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	BUDGET FY21	SUBMITTED FY22	\$ Change	% Change
GENERAL GOVERNMENT							
Admin	888,228	913,285	897,490	1,212,633	1,210,085	(2,547)	-0.21%
Council	4,093	5,345	3,581	7,350	7,350	-	0.00%
Elections	15,490	9,730	16,895	22,750	20,600	(2,150)	-9.45%
Total General Government	907,810	928,360	917,966	1,242,733	1,238,035	(4,697)	-0.38%
SHARED EXPENSES							
Retirement	445,145	488,893	533,703	603,611	609,216	5,605	0.93%
FICA	353,549	377,475	404,612	441,891	466,816	24,925	5.64%
Workers Compensation	149,608	186,587	145,342	143,972	148,208	4,236	2.94%
Medical - Active Employees	1,018,100	1,009,078	1,127,592	1,233,556	1,383,280	149,724	12.14%
Dental - Active Employees	10,882	10,520	11,416	13,204	19,536	6,332	47.95%
Property and Casualty Insurance	156,767	166,526	172,645	183,124	185,950	2,827	1.54%
Self Insurance Claims	9,049	2,250	2,050	-	-	-	--
Retired Medical & Dental	159,736	186,408	178,574	226,535	205,816	(20,718)	-9.15%
Misc Employee-related costs	33,323	39,500	65,276	39,733	51,520	11,787	29.67%
Employee Benefits & Insurance	2,336,159	2,467,238	2,641,210	2,885,625	3,070,342	184,717	6.40%
Debt Service	864,005	840,811	827,641	914,532	1,128,838	214,306	23.43%
Total Shared Expenses	3,200,164	3,308,048	3,468,851	3,800,157	4,199,180	399,023	10.50%
PLANNING & CODE ENFORCEMENT							
Planning Board & BOA	8,234	7,612	7,661	10,335	10,785	450	4.35%
Planning & Code Enforcement	449,844	485,458	500,768	540,593	555,903	15,310	2.83%
Misc Exp - Public Health	520	491	494	520	520	-	0.00%
Total Planning & Code Enforcement	458,598	493,562	508,924	551,448	567,208	15,760	2.86%
PUBLIC SAFETY							
Fire	298,052	309,921	322,071	373,312	625,491	252,179	67.55%
Police	2,108,854	2,247,677	2,365,602	2,341,806	2,425,736	83,930	3.58%
Public Safety	2,406,905	2,557,598	2,687,672	2,715,118	3,051,227	336,109	12.38%
PUBLIC WORKS							
Highway	1,073,135	1,069,346	1,018,046	1,114,500	1,134,950	20,450	1.83%
Resource Recovery	447,847	501,275	497,540	571,906	587,607	15,701	2.75%
In Town Parks	114,957	110,167	132,717	164,062	201,767	37,705	22.98%
Fort Foster/Beaches	122,415	148,875	125,923	170,024	174,883	4,859	2.86%
Public Works	1,758,354	1,829,662	1,774,225	2,020,492	2,099,208	78,716	3.90%
COMMUNITY & HUMAN SERVICES							
Library	467,380	478,901	395,715	438,623	418,044	(20,579)	-4.69%
Harbormaster	87,371	100,903	106,217	107,577	116,378	8,801	8.18%
Recreation	1,042,317	1,054,269	1,041,778	1,053,545	864,497	(189,048)	-17.94%
General Assistance	47,976	49,070	49,229	65,000	60,000	(5,000)	-7.69%
Community Agencies	10,865	8,365	11,712	7,900	7,900	-	0.00%
Adult Education	80,590	86,765	98,970	98,970	101,579	2,609	2.64%
Community and Human Services	1,736,499	1,778,273	1,703,621	1,771,615	1,568,397	(203,217)	-11.47%
MISC EXPENSES - OTHER							
County Tax	930,931	863,018	894,782	935,000	1,006,515	71,515	7.65%
Streetlights	127,180	131,070	53,802	55,000	55,000	-	0.00%
Hydrant Rental	254,179	254,179	254,179	262,000	255,000	(7,000)	-2.67%
TIF	167,985	139,334	236,000	27,000	20,000	(7,000)	-25.93%
Other Miscellaneous	147,807	133,871	158,325	159,480	161,000	1,520	0.95%
Miscellaneous Expenses	1,628,083	1,521,473	1,597,089	1,438,480	1,497,515	59,035	4.10%
Total Operating Expenses	12,096,414	12,416,976	12,658,347	13,540,042	14,220,770	680,728	5.03%
	4.4%	2.7%					
CAPITAL IMPROVEMENT PLAN	1,509,303	1,703,281	2,188,517	1,455,500	1,588,900	133,400	9.17%
TOTAL MUNICIPAL EXPENSES	13,605,717	14,120,257	14,846,864	14,995,542	15,809,670	814,128	5.43%

FY22 COSTS BY CATEGORY

FY22 Budget Breakout by Category						
	Personnel	Utilities	Building/ Equip	Other	Total	% of Total
Administration	708,935	26,550	54,000	225,600	1,015,085	7.1%
Council	4,000			3,350	7,350	0.1%
Elections	5,000		1,000	14,600	20,600	0.1%
Planning	359,871	1,500	6,200	199,117	566,688	4.0%
Fire	495,423	36,516	49,819	43,733	625,491	4.4%
Police	2,113,764	46,695	113,000	152,277	2,425,736	17.1%
Harbormaster	79,578	5,250	10,500	21,050	116,378	0.8%
Public Works	1,205,152	43,826	114,050	736,180	2,099,208	14.8%
Recreation	568,475	76,502	34,055	185,465	864,497	6.1%
Miscellaneous	195,520	310,000	65,000	96,000	666,520	4.7%
Health and Retirement	2,269,368				2,269,368	16.0%
FICA	466,816				466,816	3.3%
Workers' Compensation	148,208				148,208	1.0%
Library	287,575	9,300	9,500	111,669	418,044	2.9%
Subtotal	8,907,684	556,139	457,124	1,789,041	11,709,988	
% of Total	62.6%	3.9%	3.2%	12.6%	82.3%	
OTHER						
Property and Casualty		185,950				
General Assistance		60,000				
Community Support		7,900				
County Tax		1,006,515				7.1%
TIF		20,000				0.1%
Adult Education		101,579				
Debt		1,128,838				
Subtotal		2,510,782				17.7%
GRAND TOTAL		\$ 14,220,770				

CAPITAL INVESTMENT PLAN

The FY22-FY26 CIP focuses on rebuilding funding to the pre-COVID-19 projected levels at a pace that is measured and appropriate, given the ongoing pandemic and its economic impact on taxpayers. The proposed funding for capital in FY22 is \$1,588,900, representing an increase of \$133,400 over the previous year's COVID-19 adjusted funding. For comparison, the pre-COVID five-year plan called for \$1,951,167 to be funded in FY22. The funding proposed for FY22 will be supplemented by a request for transfers of approximately \$72,000 from remaining balances in completed project accounts to reserve accounts.

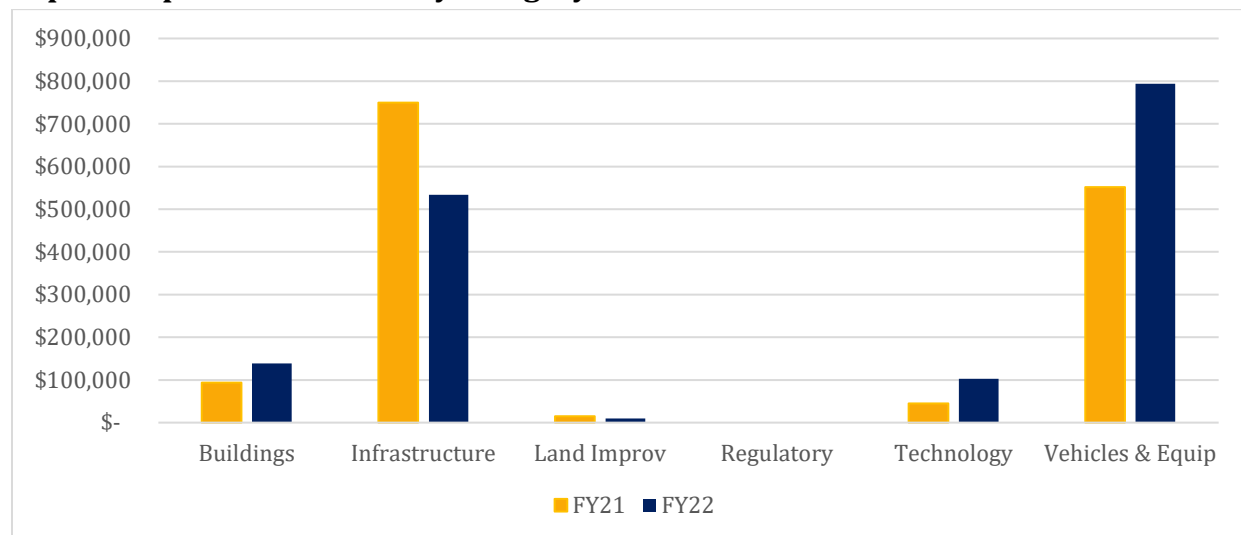
The FY22-FY26 CIP projection reflects a measured approach to reestablishing a stable annual capital budget. The Town will likely draw on existing capital reserve balances to complete projects in the near term as reserve account funding is rebuilt slowly over the next five years. The Town is also actively seeking grants to offset costs and support the capital program.

Funding for Holding Accounts is proposed to increase \$98,000 from the prior fiscal year. The Five-Year Pavement Management Plan includes approximately \$500,000 in road and drainage projects. The town will also conduct its five-year road condition assessment, which will be used to update the Pavement Management Plan. This is the third year the CIP has a detailed Facility Management plan incorporated into it; and serves as the basis for the Municipal Facility Reserve account requests. The priority project is to install a generator at Town Hall to prevent service disruption and loss of productivity during power outages.

The Capital Reserve Accounts are projected to increase \$335,400 in FY22. A number of reserve accounts were not funded in FY21 to accommodate the Council's COVID-19 budget goal. The FY22 plan restores reserve funding for most of the accounts including Schools, KCC, Harbormaster (KPA), and Town Hall Records.

There are no new Capital Projects proposed for FY22. The next possible capital project is projected for FY24 and focuses on rehabilitation of Legion Pond. The project will cost \$262,000 over six years (unadjusted for escalation), and was proposed in response to Council requests to bring the Pond back to a historic condition that supported neighborhood swimming and fishing.

Capital Improvement Costs by Category



REVISED FY22 Capital Improvement Plan

DEPT	Project Name	TYPE	FY22 Plan
DPW	Right of Way Reserve	Infrastructure	\$ 500,000
FD	Fire Apparatus & Vehicle Reserve	Vehicles & Equip	93,000
GG	Open Space Reserve	Land Improv	-
GG	Municipal Facility Reserve	Buildings	35,000
GG	Athletic Field Master Plan	Land Improv	-
AL			\$ 628,000
DPW	DPW Vehicles & Equipment Reserve	Vehicles & Equip	\$ 475,000
DPW	MS4 Compliance Reserve	Infrastructure	25,000
DPW	Parks Reserve	Land Improv	10,000
ED	School Facility Reserve	Buildings	50,000
ED	School Vehicle Reserve	Vehicles & Equip	-
ED	School Equipment Reserve	Vehicles & Equip	20,000
ED	School Technology Reserve	Technology	40,000
FD	Fire Equipment Reserve	Vehicles & Equip	40,400
TM	Municipal Technology Reserve	Technology	63,000
KCC	KCC Vehicle Reserve	Vehicles & Equip	-
KCC	KCC Equipment Reserve	Vehicles & Equip	30,000
KCC	KCC Facility Reserve	Buildings	30,000
KPA	KPA Boat Reserve	Vehicles & Equip	-
KPA	KPA Equipment Reserve	Vehicles & Equip	13,500
KPA	KPA Facility Reserve	Infrastructure	8,500
PD	Police Vehicle Reserve	Vehicles & Equip	112,000
PD	Police Equipment Reserve	Vehicles & Equip	10,000
FD	Fire Facility Reserve	Buildings	23,500
GG	Town Hall Records Preservation	Regulatory	10,000
AL			\$ 960,900
			\$ 1,588,900

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Section II

Department Budgets



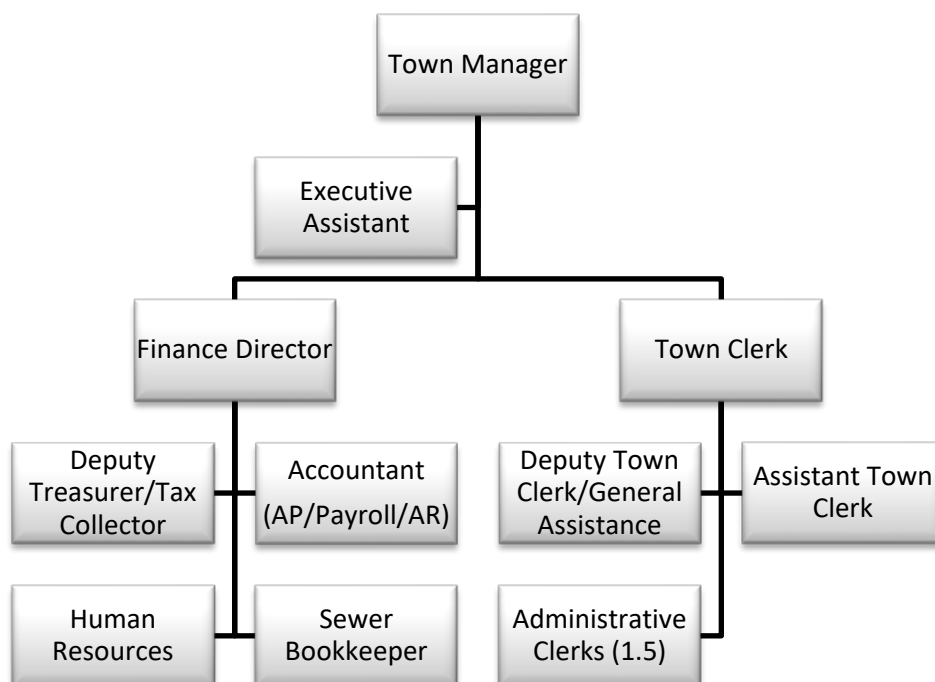
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ADMINISTRATION

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

POSITION	FY21 Budget	FY22 Proposed
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 (reclassified FY19)	1	1
Accountant	1	1
Sewer Bookkeeper (paid for by Sewer Fund)	1	1
Human Resources Generalist	1	1
Town Clerk	1	1
Deputy Town Clerk/General Assistance	1	1
Assistant Town Clerk	1	1
Administrative Clerk	1.5	1.5
Total FTE	11.25	11.25

BUDGET OVERVIEW

The Administration budget is proposed to decrease 0.2%, approximately \$2,547 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.

All seven union contracts are set to expire June 30, 2021. The Salary Adjustment line item is carrying the potential wage, FICA, and retirement contribution increases that will arise from negotiations. This line item tends to fluctuate significantly depending on whether the 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.

The decrease in the Salary Adjustment line item reflects the FY21 Council approved carryforward of \$75,000 for the purpose of granting essential employees (public safety, public works, and sewer staff) with a one-time hazard pay bonus for their dedicated service during the stay-at-home phase of the pandemic.

Funding for Transportation and Education/Meeting expenses are proposed to increase a combined \$5,000. The Town Manager's contract includes a provision that the town pays for attendance at annual professional conferences, particularly ICMA. That provision has not been exercised by the Town Manager over the past five years for various reasons related to scheduling conflicts and prioritizing other needs of the town. There is a growing need for professional development, as Kittery joins other municipalities across the country in reorienting municipal services in a post-COVID-19 world, sorting through new federal programs for infrastructure investments, grappling with the increasing affordable housing challenges, and continuing to address climate change and sea level rise. The additional funding will allow the Town Manager and the Assistant Town Manger/Finance Director to attend appropriate professional development opportunities.

Electricity is decreasing by \$3,000 to reflect actual spending. A capital project to convert Town Hall lighting to LED is in development and is expected to reap additional electricity savings in the coming years.

Other Professional Services is increasing \$6,000 for costs associated with background checks for hiring, General Code updates to the Town Code following ordinance amendments, and the regional Climate Sustainability effort the town is involved in with SMPDC and five other communities in York County.

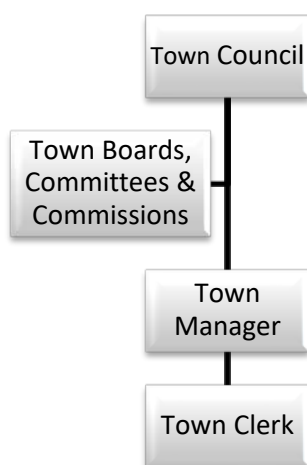
ADMINISTRATION		FY18	FY19	FY20	FY21	FY22		
101110		ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	VARIANCE	%
64011	MANAGER SALARY (75%)	88,973	94,604	103,982	99,996	105,896	5,900	
64014	TOWN CLERK SALARY	70,887	66,021	79,489	79,530	81,717	2,187	
64017	CLERKS SALARIES	236,949	297,916	305,654	305,575	319,904	14,329	
64018	HR MANAGER	53,020	54,794	60,815	61,482	65,498	4,016	
64020	PART TIME SALARIES	30,540	(891)	-	-	-	-	
64026	FINANCE DIRECTOR SALARY	96,873	75,963	89,294	110,381	117,591	7,210	
64027	CUSTODIAN WAGES	4,980	9,081	8,197	14,119	14,329	210	
64030	OVERTIME	3,170	9,696	3,389	4,000	4,000	-	
64033	SICK TIME BUY BACK	1,807	-	-	-	-	-	
64031	SALARY ADJUSTMENT	-	32,000	-	240,000	195,000	(45,000)	
Total Personal Services		587,198	639,183	650,821	915,083	903,935	(11,147)	-1.2%
65010	POSTAGE	10,641	18,745	13,628	13,000	13,000	-	
65020	TELEPHONE & INTERNET	7,347	7,927	7,885	9,000	9,000	-	
65030	TRANSPORTATION	-	400	-	1,500	2,500	1,000	
65040	EDUCATIONAL/MEETING EXPENSES	2,496	2,351	2,548	1,000	5,000	4,000	
65060	PRINTING	4,566	6,979	4,730	7,000	7,000	-	
65080	LEGAL NOTICES/OTHER ADV	1,214	2,521	714	3,000	3,000	-	
65200	ELECTRICITY	12,175	10,068	9,968	15,000	12,000	(3,000)	
65220	WATER	317	238	317	400	400	-	
65230	FUEL OIL	4,514	4,507	3,892	4,200	4,200	-	
65240	DUMPSTERS	587	588	413	625	625	-	
65250	SEWER	240	314	299	325	325	-	
65300	MACHINE & EQUIPMENT MAINT	44,477	23,780	38,670	35,000	35,000	-	
65400	LEGAL SERVICES	60,872	56,919	37,609	60,000	60,000	-	
65410	COMPUTER SERVICES	40,691	59,514	42,814	45,000	45,000	-	
65415	WEB PAGE	7,475	3,275	3,892	3,500	4,000	500	
65430	AUDIT SERVICES	15,500	16,500	17,000	17,500	17,500	-	
65480	OTHER PROFESSIONAL SERVICES	34,759	23,188	25,759	31,500	37,500	6,000	
65500	MAINTENANCE OF BLDG/GROUNDS	10,191	13,321	7,976	16,500	16,500	-	
65980	PROFESSIONAL SERVICES FINANCE	3,219	-	-	-	-	-	
66010	OFFICE SUPPLIES	14,061	7,062	7,649	7,000	7,000	-	
66020	BOOKS/SUBSCRIPTIONS	1,001	337	1,047	1,000	1,100	100	
66025	MAINE MUNICIPAL ASSOC. DUES	12,157	12,451	12,928	13,500	13,500	-	
66030	OTHER SUPPLIES	861	(5,693)	-	-	-	-	
66035	ABSTRACTS & LIENS	7,502	6,162	3,944	9,500	9,500	-	
66040	JANITORIAL SUPPLIES & SERVICES	2,486	1,383	935	2,500	2,500	-	
67510	OFFICE FURNITURE & EQUIPMENT	1,680	1,265	2,050	-	-	-	
Total Expenses		301,030	274,102	246,669	297,550	306,150	8,600	2.9%
TOTAL ADMINISTRATION		888,228	913,285	897,490	1,212,633	1,210,085	(2,547)	-0.2%

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 and perform all duties required of municipal officers under the laws of the State of Maine.

DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY21 Budget	FY22 Proposed
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
Total FTE	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 Council is expected to welcome two new members in June. None of the candidates have served as a municipal official in the past. These members should engage in training through Maine Municipal Association in order to understand their new role and the laws and practices that govern the Council position.

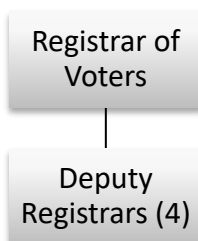
TOWN COUNCIL	FY18	FY19	FY20	FY21	FY22		
101115	ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64001 COUNCIL STIPEND	2,780	4,120	3,440	4,000	4,000	-	
65480 OTHER PROF SERVICES	244	1,225	141	3,000	3,000	-	
66037 COUNCIL EXPENSES	1,069	-		350	350	-	
TOTAL TOWN COUNCIL	4,093	5,345	3,581	7,350	7,350	-	0%

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	FY21 Budget	FY22 Proposed
Registrar (Town Clerk in Administration Budget)	1	1
Deputy Registrars (PT as needed)	4	4
Total FTE	N/A	N/A

BUDGET OVERVIEW AND RECOMMENDATION

The FY22 budget is decreasing \$2,150.

The prior year's budget was developed to accommodate the national election and high voter turnout. Local elections tend to have lower turnout and corresponding lower costs.

FY22 will only have local elections. Offsetting the usual savings expected in a "local election only" cycle is a petition article received in mid-April for a recreational marijuana ordinance. The petition has the potential to trigger a special election in the summer or early fall. A special election will require ballot printing, vote machine configuration (other professional services), absentee ballot mailings, and election workers to administer the special election.

Postage is projected to increase \$100 to reflect the shift in voter preference to absentee balloting during the pandemic. It is believed the preference for absentee ballots will remain high, regardless of the pandemic status.

ELECTIONS	FY18	FY19	FY20	FY21	FY22		
101130	ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64020 PART TIME SALARIES/VOTER REG/ELECTIONS	2,569	3,081	3,059	4,500	5,000	500	
65000 ELECTION EXPENSES	708		189	800	800	-	
65010 POSTAGE	322	24	1,572	2,000	2,100	100	
65060 PRINTING	10,458	3,801	5,229	6,500	6,500	-	
65480 OTHER PROFESSIONAL SERVICES	1,378	2,645	3,230	5,000	5,000	-	
66010 OFFICE SUPPLIES	55	179	140	200	200	-	
67500 CAPITAL OUTLAY ELECTIONS	-		-			-	
67510 OFFICE FURNITURE & EQUIPMENT	-		3,476	3,750	1,000	(2,750)	
TOTAL ELECTIONS	15,490	9,730	16,895	22,750	20,600	(2,150)	-9.5%

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 \$184,717, approximately 6.4%.

The Shared Expenses reflect the additional costs projected for the four full-time firefighters proposed in the Fire Department budget. These costs include FICA, Medical and Dental, and other benefits.

Major Medical insurance is increasing \$149,724, approximately 12%, due to the combination of the additional full-time positions and rate increases from Allegiant Care, the primary insurer. A majority of the employees are enrolled in the family plan which will have a 6% rate increase. Two-person plans are increasing 3%, and single plans are increasing 5%. Some, though not all, of the collective bargaining agreements require a 50/50 cost share of increases over 2% with the employees.

EMPLOYEE BENEFITS & INSURANCE	FY18	FY19	FY20	FY21	FY22		
103000 - 103003	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64050 MAINE STATE RETIREMENT	419,019	466,248	511,034	574,260	578,671	4,410	
64051 ICMA EMPLOYER SHARE	26,126	22,646	22,669	29,351	30,545	1,194	
64060 FICA EMPLOYER SHARE	353,549	377,475	404,612	441,891	466,816	24,925	
64070 WORKERS COMPENSATION	149,608	186,587	145,342	143,972	148,208	4,236	
64090 MAJOR MEDICAL INSURANCE	1,018,100	1,009,078	1,127,592	1,233,556	1,383,280	149,724	12.1%
64091 DENTAL INSURANCE	10,882	10,520	11,416	13,204	19,536	6,332	
64092 DISABILITY INSURANCE	26,011	29,514	32,536	26,419	37,000	10,581	
64090 RETIRED EMPLOYEE MEDICAL/DENTAL	159,736	186,408	178,574	226,535	205,816	(20,718)	
65101 MMA RISK POOL (PROP & CASUALTY)	156,767	166,526	172,645	183,124	185,950	2,827	
68427 SELF INSURANCE CLAIMS	9,049	2,250	2,050	-	-	-	
65115 UNEMPLOYMENT COMPENSATION	78	2,683	23,744	5,000	5,000	-	
65150 MISCELLANEOUS INSURANCE LIFE E	4,572	4,898	6,285	4,994	6,200	1,206	
65210 UNION CENTRAL LIFE INS	2,662	2,405	2,711	3,320	3,320	0	
BENEFITS AND INSURANCE	2,336,159	2,467,238	2,641,210	2,885,625	3,070,342	184,717	6.4%

DEBT SERVICE

BUDGET OVERVIEW

The municipal debt service is projected to increase \$214,306, approximately 23.4% in FY22.

The Rice Library Expansion and Renovation project was approved by the voters for a \$5M bond in November of 2019. The project was scheduled for an August 2020 groundbreaking, however, the pandemic set the start date back to spring 2021, allowing time for the market to settle down. The Town issued the bonds for the project in January 2021 after receiving a Bond Rating increase from Moody's and an affirmation of the bond rate from Standard and Poor's. Debt service on the bond begins in FY22.

The Town also refinanced/refunded debt for the 2010 PW Salt Shed and the Shapleigh School in January 2021. The result was an annual reduction in Town debt service of \$18,500 and \$43,000 for the School Department annually. Total savings from the refinance effort over the duration of the bond is approximately \$700,000.

DEBT SERVICE 101230	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE
68057 RUSTLEWOOD FARM - PRINC	6,127	6,199	6,292	6,407	6,545	138
68065 2006 FIRE STATION BOND	125,000	115,000	115,000	115,000	115,000	-
68066 2010/2021 REFUND DPW BOND PRIN	35,000	35,000	35,000	35,000	16,500	(18,500)
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	11,352	11,463	11,592	11,741	11,910	169
68071 LIBRARY BOND PRINCIPAL	-	-	-	-	240,000	240,000
68257 RUSTLEWOOD FARM INTEREST	4,188	4,116	4,023	3,907	3,771	(136)
68265 2006 FIRE STATION BOND INT	22,100	19,700	17,400	15,100	12,800	(2,300)
68268 2015 CIP BONDS INTEREST	38,250	33,700	29,250	24,750	20,250	(4,500)
68269 KLT BRAVE BOAT HEADWATERS INT	6,738	6,627	6,498	6,349	6,180	(169)
68295 2010/2021 REFUND DPW BOND INT	15,975	15,231	14,312	13,503	5,474	(8,029)
68297 2012 KCC BOND INT	99,275	93,775	88,275	82,775	77,275	(5,500)
68271 LIBRARY BOND INTEREST			-	100,000	113,133	13,133
DEBT & INTEREST	864,005	840,811	827,641	914,532	1,128,838	214,306 23.4%

MISCELLANEOUS EXPENSES

DESCRIPTION

The Miscellaneous Expenses budget contains line items that do not fit neatly into other departmental categories or run across all 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 increase of \$54,035 or approximately 3.6%

General Assistance is projected to decrease slightly. The prior year's budget was increased as a precautionary measure during the pandemic. The utilization of this fund proved to not be as significant as anticipated from the pandemic impacts. This may be a factor of the federal stimulus funds that were made available during the year. The projected spending reflects a conservative expectation that the need may still be elevated over "normal" years, as the federal stimulus programs end.

The annual County Tax assessment is increasing from \$935,000 to \$1,006,515, approximately 7.6%. This reflects a combination of increased County costs and the adjustment of the Town's portion of the county budget resulting from the Town's certified valuation. Each community pays a portion of the County budget based on their property valuation.

Hydrant rental fees from the Kittery Water District are expected to remain flat. The line item has been adjusted to reflect the actual annual invoice.

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

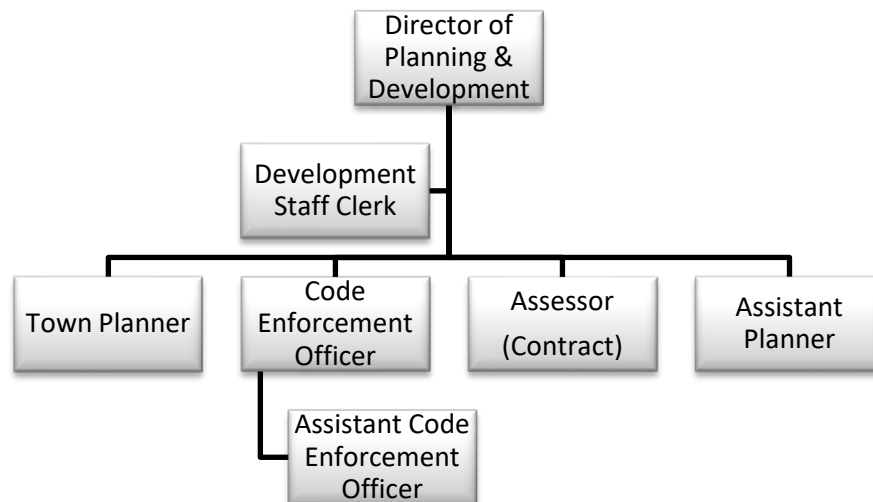
	FY18	FY19	FY20	FY21	FY22		
MISCELLANEOUS	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
101330 STREETLIGHTS							
65200 ELECTRICITY - STREETLIGHTS	112,011	105,931	35,045	45,000	45,000	-	
65300 MACHINE & EQUIPMENT MAINT	14,033	25,139	18,757	10,000	10,000	-	
67500 STREET LIGHT EQUIPMENT	1,136	-	-	-	-	-	
101520 GENERAL ASSISTANCE							
65480 GENERAL ASSISTANCE	47,976	49,070	49,229	65,000	60,000	(5,000)	-7.7%
101530 PUBLIC HEALTH							
64020 PUBLIC HEALTH SALARIES	520	491	494	520	520	-	
101150 COUNTY TAX							
65480 COUNTY TAX	930,931	863,018	894,782	935,000	1,006,515	71,515	7.6%
101750 BANK FEES							
65954 BANK FEES & CHARGES	599	(218)	444	600	500	(100)	
101155 TIF DISTRICTS							
65000 TIF FINANCING PLAN AMOUNT	167,985	139,334	236,000	27,000	20,000	(7,000)	-25.9%
101340 HYDRANTS							
65300 HYDRANT RENT MACHINE & EQUIP M	254,179	254,179	254,179	262,000	255,000	(7,000)	-2.7%
101740 MISCELLANEOUS - GENERAL							
65023 EPA STORMWATER 4 PROGRAM	17,839	19,104	21,094	19,600	20,000	400	
65025 COMPUTER REPAIR/REPLACEMENT	38,300	42,799	66,156	65,000	65,000	-	
65455 MEMORIAL DAY ACTIVITIES	732	1,191	-	700	-	(700)	
65951 SHELLFISH CONSERVATION COMMISS	650	3,500	1,700	-	-	-	
66036 CONSERVATION COMMISSION	165	27	-	-	500	500	
68428 GRANT MATCHING FUNDS	10,000	-	-	-	-	-	
OLD TRANSFERS IN/OUT	13,066	-	-	-	-	-	
68525 MOSQUITO/TICK/WEEDS CONTROL PRGM	37,688	35,194	36,750	38,580	40,000	1,420	
68532 GIS WEB ACCOUNT	2,700	3,600	900	-	-	-	
69200 PSAP PAID TO YORK PD	26,068	28,674	31,281	35,000	35,000	-	
TOTAL MISCELLANEOUS EXPENSES	1,676,579	1,571,034	1,646,812	1,504,000	1,558,035	54,035	3.6%

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	FY21 Budget	FY22 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
Total FTE	5.5	5.5

BUDGET OVERVIEW

The overall projected increase for this department is \$15,310, approximately 2.8%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The contracts that cover the staff in this department expires June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Administration Budget under the Salary Adjustment line item.

The part-time assistant planner position is increasing \$5,970 for additional hours. This position has been highly beneficial to the department, assisting in advancing ordinance amendments on affordable housing, climate adaptation, and general zoning. The additional hours will be needed to support implementation of the Planning Board's and Climate Adaptation Committee's priorities relative to ordinance review and revisions.

Operating expenses are increasing \$1,647 driven primarily by increases in the software license fees for Vision (assessing database), Viewpoint (permitting software), GIS, and the new short-term rental monitoring software.

Other professional services represent the contract Assessor fees. This fiscal year includes the final payment on the property revaluation effort.

The Planning Board and Board of Appeals budget is projected to increase \$450 to cover the added cost of postage and legal advertisements for public hearings.

PLANNING BOARD & BOARD OF APPEALS	FY18	FY19	FY20	FY21	FY22		
101720	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
65010 POSTAGE	102	-	153	250	450	200	
65040 EDUCATIONAL/MEETING EXPENSES	750	495	-	1,000	1,000	-	
65060 PRINTING	-	-	-	250	250	-	
65080 LEGAL NOTICES & OTHER ADVERTIS	326	779	558	1,000	1,250	250	
65480 OTHER PROFESSIONAL SERVICES	2,421	1,320	1,430	2,000	2,000	-	
66010 OFFICE SUPPLIES	72	-	-	150	150	-	
66026 SMPDC MEMBERSHIP	4,562	5,018	5,520	5,685	5,685	-	
TOTAL PLANNING BOARD & BOARD OF APPEALS	8,234	7,612	7,661	10,335	10,785	450	4.4%

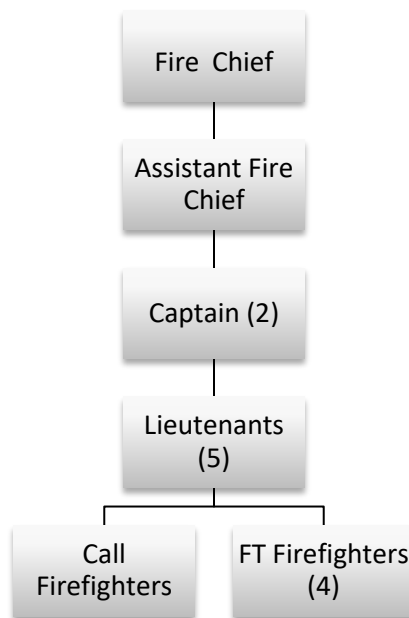
PLANNING & CODE ENFORCEMENT	FY18	FY19	FY20	FY21	FY22		
101721	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64042 DIRECTOR OF PLANNING AND DEVELOPMENT	-	98,964	100,879	100,052	103,238	3,186	
64006 PLANNER SALARY	94,270	62,720	49,544	63,000	64,260	1,260	
64005 CODE ENFORCEMENT SALARIES	63,771	64,339	85,714	70,702	72,119	1,417	
64010 DEVELOPMENT STAFF CLERK	38,362	39,367	35,102	40,126	40,934	808	
64017 ASSISTANT PLANNER	18,311	(763)	25,533	21,000	26,970	5,970	
64018 ASST CODE ENFORCEMENT OFFICER	50,026	50,877	42,778	51,328	52,349	1,022	
64020 SHORELAND RESOURCE OFFICER	18,711	18,162		-	-	-	
64030 OVERTIME	1,469	2,968	250	-	-	-	
Total Personal Services	284,919	336,635	339,799	346,208	359,871	13,663	3.95%
65010 POSTAGE	860	7	1,059	700	1,250	550	
65020 TELEPHONE & INTERNET	1,154	748	1,538	1,400	1,500	100	
65030 TRANSPORTATION	250	329	829	1,800	2,500	700	
65040 EDUCATIONAL/MEETING EXPENSES	605	1,427	2,079	3,000	3,000	-	
65060 PRINTING	368	-	191	650	500	(150)	
65070 MAPS	5,165	4,660	-	-	-	-	
65080 LEGAL NOTICES & OTHER ADVERTIS	300	150	372	-	500	500	
65300 MACHINE & EQUIPMENT MAINT	3,686	3,686	3,686	3,700	3,700	-	
65310 VEHICLE MAINTENANCE	-	-	115	300	500	200	
65311 GAS, GREASE & OIL	406	828	447	600	450	(150)	
65400 LEGAL SERVICES	4,870	6,390	843	7,500	5,000	(2,500)	
65410 COMPUTER SERVICES	8,845	10,130	-	25,635	31,362	5,727	
65411 BOARD OF ASSESSMENT REVIEW	65	192	-	200	200	-	
65423 PERSONAL PROPERTY EVAL. SERVICES	10,000	20,000	6,000	6,000	6,000	-	
65425 VISION INTERNET			8,889		-		
65480 OTHER PROFESSIONAL SERVICES	125,534	98,848	132,729	140,000	135,820	(4,180)	
65521 UNIFORMS	221	220	100	250	250	-	
66010 OFFICE SUPPLIES	1,256	270	878	1,000	850	(150)	
66020 BOOKS/SUBSCRIPTIONS	105	70	441	500	400	(100)	
66030 OTHER SUPPLIES	170	51	25	250	250	-	
66035 ABSTRACTS & LIENS TRANSFERS	1,064	818	726	400	-	(400)	
67510 OFFICE FURNITURE & EQUIPMENT	-	-	21	500	2,000	1,500	
Total Expenses	164,925	148,823	160,969	194,385	196,032	1,647	0.85%
TOTAL PLANNING & CODE ENFORCEMENT	449,844	485,458	500,768	540,593	555,903	15,310	2.83%

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	FY21 Budget	FY22 Proposed
Fire Chief	1	1
Assistant Fire Chief	0	0.5
Full-time Firefighters	0	4
Part-Time Firefighters and Officers	6.4	6.4
Total FTE	7.4	11.9

BUDGET OVERVIEW

The department budget is proposed to increase \$252,179, or approximately 67.6%. After years of discussing the need to transition, this budget begins to implement the transition from

a full call-firefighter department to a hybrid department that includes both full-time and call firefighters.

Kittery ranks 22nd in overall population in the State of Maine and 21st in overall property value. Of communities between 8,300 and 12,500 residents, Kittery ranks last in spending on fire prevention and suppression services and is the only community in this subset that still operates an all-call fire department.

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.

Call firefighters are required to meet all state regulations for safe fire operations. Qualified firefighters must achieve a Firefighter Level 1 status which requires approximately 200 classroom hours and practical training. This can be accomplished by attending the 5-week Firefighter Academy, night classes twice a week, or Saturday classes for 5 months. Firefighters must be well trained and follow federal and state regulations for safety and operations. These time commitments, in addition to responding to calls, has become a significant deterrent for call fire departments like Kittery.

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 is on a steady 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. The lack of availability weekday mornings and afternoons is clearly impacting the town's ability to provide safe and effective fire response.

Average Response by Month, Day of Week, and Time

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

Month	Firefighters per Call			
	2017	2018	2019	2020 ¹
January	13.2	9.3	9.8	9.5
February	12.0	10.2	9.6	7.8
March	11.9	9.9	9.1	10.8
April	12.7	10.7	8.3	10.6
May	11.6	9.1	9.4	10.7
June	11.5	9.5	8.2	9.3
July	11.5	9.6	8.7	8.3
August	9.5	9.5	8.9	8.5
September	9.7	8.2	10.8	7.4
October	10.0	8.9	8.9	8.6
November	9.9	8.4	9.1	10.0
December	10.5	9.0	9.5	9.7

Notes:

1. COVID-19 likely impacted response/availability.

The town has tried a stipend-approach to entice firefighters to remain in town and be available during times of the lowest historic response rates. This approach has prevented a sharper decline in response rates, but it has not resulted in a significant increase in availability.

The FY22 budget includes the wages and benefit costs for four full-time firefighters for the Gorges Road Station, Monday through Friday. The cost of benefits is incorporated in the Shared Services budget. The total anticipated cost of the full-time firefighters, inclusive of benefits, is \$340,000.

The Fire Chief applied for a SAFER federal firefighter grant in 2020 to offset the costs; Kittery was not awarded the grant. The Fire Chief has applied again in 2021. If awarded, the SAFER grant will cover up to 100% of the costs of the full-time firefighters for up to three years.

Wage costs for the Chief reflect the prior year's cost of living increase. On-call firefighter pay is expected to decrease slightly as a result of having full-time firefighters available during weekdays. Call firefighter hourly wages are evaluated and adjusted accordingly to maintain competitiveness and avoid compression of wage rates across different positions and departments.

Propane is used to heat the fire stations. Due to the combined increase in the cost per gallon of propane and the anticipated full-time occupancy of the Gorges Road station with full-time firefighters, this line item is increasing \$2,398.

Machine and equipment maintenance is increasing \$4,000 to cover increasing costs to maintain fire equipment and apparatus. Conversely, none of the fire apparatus are scheduled for tire replacements this year, resulting in a reduction in the Tires and Tubes line item by \$8,000.

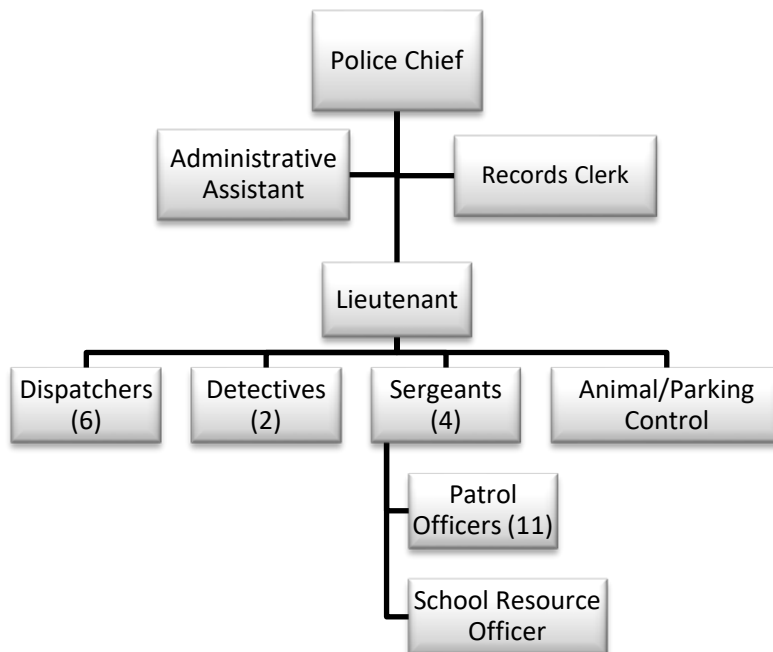
FIRE		FY18	FY19	FY20	FY21	FY22		
101320		ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64003	FIRE CHIEF SALARY	53,635	71,683	90,870	90,125	92,604	2,479	
NEW	FULL TIME FIREFIGHTER SALARIES	-	-	-	-	242,944	242,944	
NEW	FT CALL BACK PAY	-	-	-	-	29,883	29,883	
64020	PART TIME SALARIES	128,632	109,697	119,921	133,925	111,056	(22,869)	
64043	ON-CALL FIREFIGHTING PAY	-	16,320	13,309	16,320	16,728	408	
64095	ACCIDENT & HEALTH	1,938	2,072	2,072	2,072	2,208	136	
Total Personal Services		184,205	199,772	226,172	242,442	495,423	252,981	104.3%
64050	POSTAGE	6	-	36			-	
65020	TELEPHONE & INTERNET	8,630	7,905	7,736	7,728	7,728	-	
65040	EDUCATIONAL/MEETING EXPENSES	1,409	1,726	1,396	2,235	2,235	-	
64045	TRAINING	600	2,070	1,595	4,650	4,650	-	
65046	HEALTH/PHYSICAL	1,200	1,969	1,620	2,618	2,618	-	
65080	LEGAL NOTICES/OTHER ADVERTISE	103	103	-			-	
65200	ELECTRICITY	9,889	8,168	7,727	8,688	8,688	-	
65220	WATER	293	293	293	302	302	-	
65230	FUEL OIL	18,524	16,079	13,492	17,000	19,398	2,398	
65250	SEWER	300	300	500	400	400	-	
65300	MACHINE & EQUIPMENT MAINT	37,337	22,551	21,108	29,829	33,829	4,000	
65302	PROTECTIVE & SAFETY EQUIPMENT	1,958	4,203	1,566	3,660	3,660	-	
65311	GAS, GREASE & OIL	5,710	5,887	6,209	7,185	7,185	-	
65312	TIRES & TUBES	-	4,522	943	8,000	-	(8,000)	
65330	RADIO MAINTENANCE	2,070	4,299	1,476	5,117	5,117	-	
65480	OTHER PROFESSIONAL SERVICES	7,484	7,397	6,724	7,896	7,896	-	
65500	MAINTENANCE OF BLDG/GROUNDS	10,798	17,898	10,899	15,390	15,390	-	
66010	OFFICE SUPPLIES	603	188	407	672	672	-	
66020	BOOKS/SUBSCRIPTIONS/DUES	-	49	80	200	200	-	
66040	JANITORIAL SUPPLIES & SERVICES	531	703	329	600	600	-	
67505	EXTINGUISHER MAINTENANCE	714	265	256	500	500	-	
67515	LANTERNS & BATTERIES	42	240	33	200	200	-	
67520	OPERATING EQUIPMENT	5,645	3,336	11,472	8,000	8,000	-	
NEW	UNIFORMS - FT FIREFIGHTERS	-	-	-	-	800	800	
Total Expenses		113,847	110,149	95,899	130,870	130,068	(802)	-0.6%
TOTAL FIRE		298,052	309,921	322,071	373,312	625,491	252,179	67.6%

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	FY21 Budget	FY22 Proposed
Chief	1	1
Lieutenant	1	1
Sergeants	4	4
Detective	2	2
Patrol Officer	11	11
School Resource Officer	1	1
Lead Dispatcher	1	1
Dispatcher	4.5	4.5
Animal Control Officer	1	1
Administrative Assistant	1	1
Records Clerk	1	1
Total FTE	28.50	28.50

BUDGET OVERVIEW

The overall Police budget is increasing \$83,930, approximately 3.58%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The two union contracts are set to expire June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Administration Budget under the Salary Adjustment line item.

Total personnel expenses are increasing \$57,233 or approximately 2.78%.

Overtime has been adjusted to reflect the impact of wage increases. The Police Department relies heavily on overtime to achieve minimum safe staffing levels. In 2020, the Police Chief applied for two positions through the federal COPS grant. The Town did not receive the grant award. An updated application will be submitted in FY22. The additional positions will add depth to the roster, and in, turn help reduce overtime costs and staff burnout. The additional positions would allow the department to implement focused programs, such as a dedicated traffic officer. The federal program covers 72% of the cost of hiring, wages and benefits for year one of the grant. Funding then reduces gradually for the following two years until year 4 when the town would be responsible for the full cost of the positions. If awarded the grant, the town would utilize Warrant Article 4 to access undesignated funds for the first year's match. Thereafter, the matching funds will be built into future operating budgets through the remaining years of the grant.

The Police Chief is in conversations with neighboring communities to establish a shared Social Worker position to work with Police staff in assisting residents with underlying mental health challenges, and socio-economic limitations that, combined, fuel substance abuse, domestic violence, theft, and other public safety issues.

Non-personnel expenses are increasing \$26,697 or 9.36%.

Animal Control Officer Robert Byrnes retired in the spring of 2021. Officer Walsh transferred into the position, leaving open a Sergeant position. Educational expenses are increasing \$2,000 to support training for the new Animal Control Officer and the new Sergeant, as well as supporting ongoing de-escalation, bias in policing, and safety training.

Printing expenses are increasing \$2,000 for printing of citation books/parking tickets. Parking citations have increased exponentially in the past two years, and the need to replenish the citation books is growing. The new design also includes a general Town Ordinance violation section allowing the citation books to be used by the Harbormaster and the Code Enforcement staff.

Machine and Equipment Maintenance is projected to increase \$4,400 to cover the increase in licensing fees for the Police's incident management software IMC.

Other Professional Services is increasing \$2,500 to cover the cost of hiring a consultant to assist the Police Department with planning for State Accreditation. Only six agencies in the State of

Maine are accredited. Accreditation has been cited as a tool to increase police accountability, improve the professionalism of staff, and reinforce the implementation of best practices for policies and procedures.

Other expense increases are due to the general increase in the cost of supplies and services such as batteries, electronic file storage for court materials, ammunitions for training and qualifications, taser maintenance service, and other supplies.

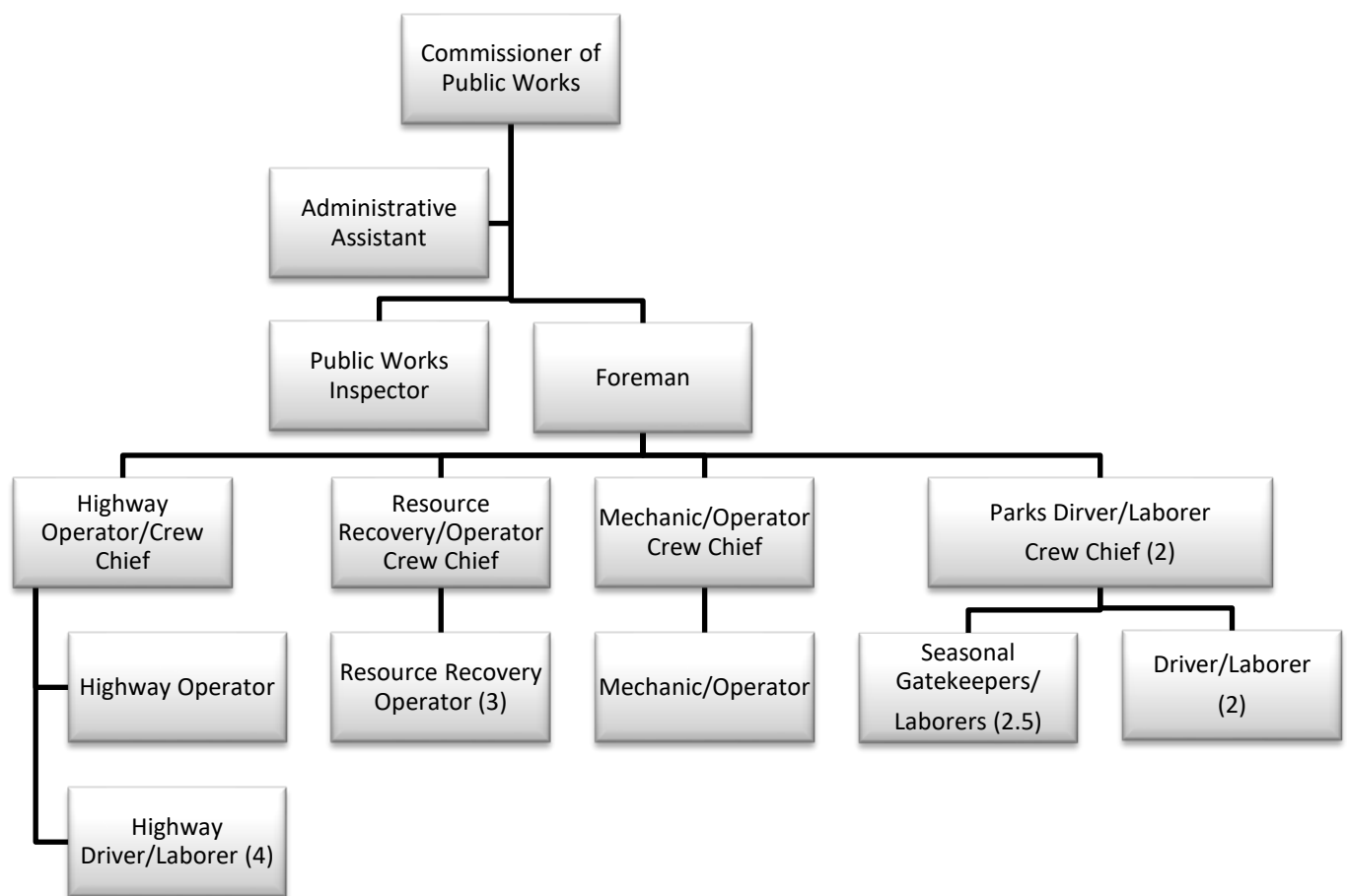
POLICE	FY18	FY19	FY20	FY21	FY22		
101310	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64002 POLICE CHIEF FT SALARY	97,919	72,596	97,940	97,138	99,809	2,671	
64012 SERGEANTS SALARIES	297,641	294,648	308,056	321,381	329,213	7,832	
64013 SCHOOL RESOURCE OFFICER	59,382	60,898	43,506	67,448	68,791	1,343	
64014 DETECTIVES SALARIES	130,681	129,377	139,241	138,153	140,909	2,756	
64015 PATROLMEN SALARIES	658,525	633,433	652,100	685,333	705,120	19,787	
64016 DISPATCHER SALARIES	290,391	318,246	291,370	291,714	296,420	4,706	
64017 ADMINISTRATIVE ASSISTANTS	45,154	46,674	82,049	94,534	95,895	1,361	
64022 ANIMAL CONTROL OFFICER SALARY	30,904	31,856	58,629	67,276	68,939	1,663	
64023 LIEUTENANT SALARY	73,913	75,451	129,988	79,207	83,454	4,247	
64024 NIGHT DIFFERENTIAL	15,352	15,537	15,845	17,500	17,000	(500)	
64034 PHYSICAL FITNESS STIPEND	-	3,000	3,300	4,900	5,700	800	
64027 CUSTODIAN WAGES	13,054	13,204	13,192	15,057	15,433	376	
64030 OVERTIME	173,065	230,258	253,735	175,000	185,000	10,000	
64032 DEA OVERTIME	20,772	6,775	-	-	-	-	
64033 SICK TIME BUY BACK	1,907	-	-	1,890	2,083	193	
64035 OUTSIDE DETAIL	3,565	3,917	-	-	-	-	
64047 OTHER COMPENSATION	-	56,919	-	-	-	-	
Total Personal Services	1,912,225	1,992,788	2,088,950	2,056,531	2,113,764	57,233	2.78%
65010 POSTAGE	553	23	388	530	870	340	
65020 TELEPHONE & INTERNET	20,307	22,132	23,043	24,700	24,700	-	
65030 TRANSPORTATION	2,202	5,776	2,971	2,800	2,800	-	
65040 EDUCATIONAL/MEETING EXPENSES	10,021	19,689	19,238	22,000	24,000	2,000	
65060 PRINTING	851	1,055	978	1,400	3,600	2,200	
65080 LEGAL NOTICES/OTHER ADVERTISE	425	-	254	700	700	-	
65200 ELECTRICITY	16,233	13,424	13,291	15,000	15,000	-	
65220 WATER	423	212	423	545	545	-	
65230 FUEL OIL	6,163	6,605	5,471	5,400	5,400	-	
65240 DUMPSTERS	783	784	671	750	750	-	
65250 SEWER	320	419	399	300	300	-	
65300 MACHINE & EQUIPMENT MAINT	34,273	57,334	71,642	68,100	72,500	4,400	
65310 VEHICLE MAINTENANCE	21,540	22,280	34,093	31,000	31,000	-	
65311 GAS, GREASE, OIL, & TIRES	33,663	35,539	32,092	45,000	45,000	-	
65470 DOG EXPENSE	780	385	-	750	750	-	
65480 OTHER PROFESSIONAL SERVICES	3,935	4,962	2,837	4,200	6,700	2,500	
65500 MAINTENANCE OF BLDG/GROUNDS	2,285	6,652	1,393	5,000	5,000	-	
65521 UNIFORMS	16,335	29,663	25,009	18,500	24,000	5,500	
65523 K-9 EXPENSES	-	-	-	-	-	-	
66010 OFFICE SUPPLIES	2,572	3,404	3,473	4,000	4,000	-	
66020 BOOKS/SUBSCRIPTIONS	2,653	3,289	2,942	4,000	5,000	1,000	
66030 OTHER SUPPLIES	4,560	3,283	5,191	5,100	7,800	2,700	
66032 ARMORY SUPPLIES	7,569	8,203	24,205	17,000	22,357	5,357	
66040 JANITORIAL SUPPLIES & SERVICES	1,660	2,152	1,622	3,000	3,000	-	
67510 OFFICE FURNITURE & EQUIPMENT	833	789	195	1,500	1,500	-	
67517 BULLET PROOF VESTS	5,692	6,837	4,832	4,000	4,700	700	
Total Expenses	196,628	254,889	276,652	285,275	311,972	26,697	9.36%
TOTAL POLICE	2,108,854	2,247,677	2,365,602	2,341,806	2,425,736	83,930	3.58%

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

POSITION	FY21 Budget	FY22 Proposed
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	2	4
Parks Seasonal	4	2.5
Resource Recovery Operators	4	4
Public Works Inspector	1	1
Total FTE	22.0	22.5

BUDGET OVERVIEW

The Public Works budget is projected to increase a combined \$78,716, or 3.9%.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The two union contracts covering Public Works employees are set to expire June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Administration Budget under the Salary Adjustment line item.

Hiring seasonal employees was a challenge prior to the pandemic, due to the low unemployment rate. Coming out of the pandemic the regional unemployment rate is still 2.6%, which is deemed to be effective full employment. DPW had not been fully staffed with seasonal employees last year or for the two years prior to the pandemic.

DPW has experienced a significant impact on productivity due to excessively lean staff. Annual maintenance of roads and stormwater systems fell behind. Ensuring coverage for the Resource Recovery Facility and snow and ice events were challenging during the pandemic as well due to intermittent leave schedules.

To address this, two seasonal parks positions were converted to full-time driver/laborer positions in the Fall of 2020.

Highway

The Highway budget has a \$20,450 increase, approximately 1.8%.

Non-personnel expenses are remaining relatively flat except for a \$5,000 increase in Striping for the increased cost of annual pavement marking management including crosswalks and long-lines. This line item has increased consistently each year to reflect vendor costs.

Parks

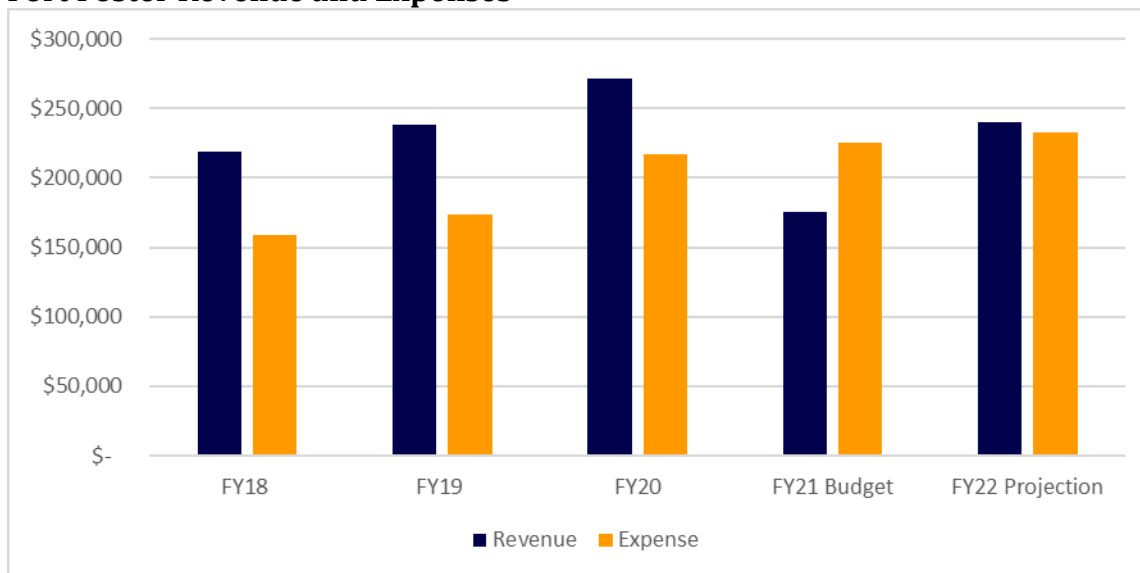
Town Parks is expected to carry the bulk of the department's increase. Parks is increasing \$37,705 approximately 23%.

Of this increase, \$34,405 is related to the conversion of the seasonal staff to full-time. These staff members will help the town keep up on the renovated Emery Field, which should see a significant increase in post-pandemic use and which will have a new playground and courts by the end of the fiscal year. The increases are offset by the elimination of the seasonal part-time salaries.

Other professional services are increasing \$1,200 to cover increasing cost for weed management, which includes alternative treatments to harmful pesticides.

Fort Foster expenses are expected to increase \$4,859, approximately 2.9%. The cost increases are primarily the result of wage adjustments for seasonal employees. Seasonal wages are adjusted annually with the state minimum wage and to avoid compression. The Fort Foster seasonal staff tend to return each year, and DPW is happy to welcome back the long-serving gatehouse staff again this summer.

Fort Foster Revenue and Expenses*



Notes:

* - excludes capital expenditures

- The Town Council increased some Fort Foster fees effective 2019 season.

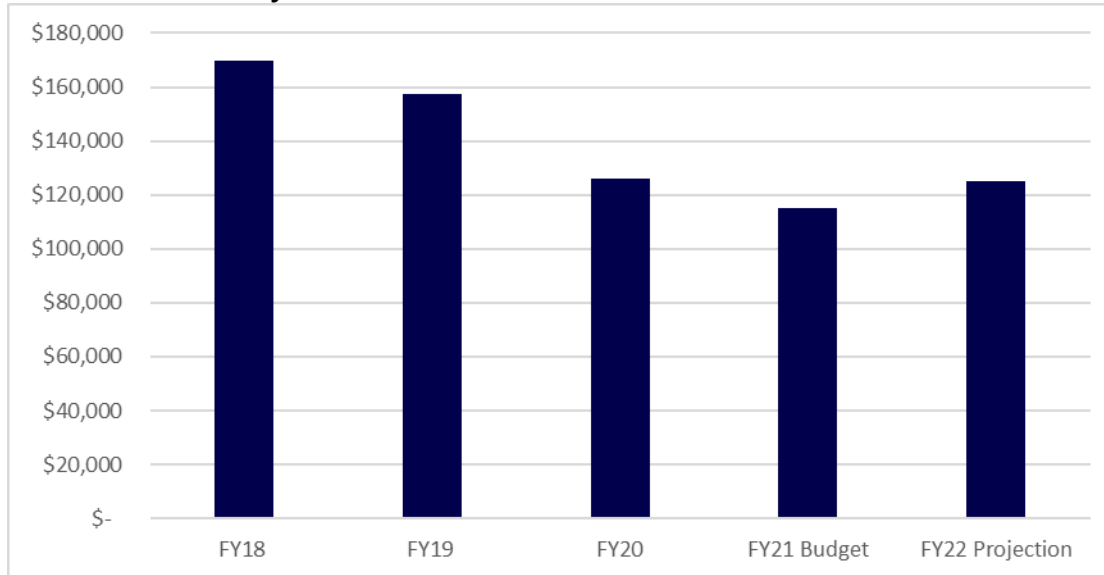
Resource Recovery Facility

The Resource Recovery Facility budget is projected to increase \$15,701, approximately 2.7%.

Funds historically allocated to Plant Equipment Maintenance are being reallocated to the Machine & Equipment Maintenance line item for a net neutral budget impact. This is simply a re-categorization that better suits the cost-types.

Other Professional Services is increasing \$10,000 for annual contractual increases in hauling and disposal costs, and increased waste tonnage during the pandemic.

Resource Recovery Center Revenue



DPW SUMMARY							
SUBMISSION	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
Highway	1,073,135	1,069,346	1,018,046	1,114,500	1,134,950	20,450	1.8%
Resource Recovery	447,847	501,275	497,540	571,906	587,607	15,701	2.7%
Parks	114,957	110,167	132,717	164,062	201,767	37,705	23.0%
Ft. Foster/Beaches	122,415	148,875	125,923	170,024	174,883	4,859	2.9%
	1,758,354	1,829,662	1,774,225	2,020,492	2,099,208	78,716	3.9%

HIGHWAY 101410	FY18 ACTUALS	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
64004 HIGHWAY 35% COMM SALARY	26,958	32,977	34,365	34,094	35,020	926	
64010 FULL TIME SALARIES	455,825	431,293	478,596	512,863	529,033	16,170	
64015 ADMINISTRATIVE ASSISTANT	47,586	49,178	51,753	51,443	48,797	(2,646)	
64020 PART TIME SALARIES	28,512	27,614	5,683	-	-	-	
64029 OVERTIME - SNOW & STORMS	68,891	63,167	57,927	75,000	75,000	-	
64030 OVERTIME	6,781	12,059	8,194	7,200	7,200	-	
Total Personal Services	634,554	616,287	636,518	680,600	695,050	14,450	2.3%
65010 POSTAGE	171	44	113	500	500	-	
65020 TELEPHONE & INTERNET	4,065	4,931	4,239	4,200	4,200	-	
65030 TRANSPORTATION	519	541	560	750	750	-	
65040 EDUCATIONAL/MEETING EXPENSES	1,243	2,395	637	4,000	4,000	-	
65060 PRINTING	544	647	194	600	600	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	770	-	-	1,000	1,000	-	
65200 ELECTRICITY	5,851	4,957	4,557	4,100	4,100	-	
65220 WATER	1,421	1,339	1,339	2,500	2,500	-	
65230 FUEL OIL	6,659	6,674	5,433	7,000	7,000	-	
65250 SEWER	300	375	400	350	350	-	
65300 MACHINE & EQUIPMENT MAINT	13,283	15,509	14,954	18,000	18,000	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	3,650	2,711	3,053	3,000	3,000	-	
65303 FACILITY SAFETY INSPECTION EXP	1,245	1,300	1,490	1,250	1,250	-	
65310 VEHICLE MAINTENANCE	17,082	15,607	22,579	18,000	18,000	-	
65311 GAS, GREASE & OIL	42,684	47,664	40,680	52,000	52,000	-	
65312 TIRES & TUBES	7,916	3,451	6,190	8,000	8,000	-	
65450 TARRING & PATCHING	10,639	18,025	15,566	12,000	12,000	-	
65452 SALT	203,030	186,570	121,899	140,000	140,000	-	
65454 SAND	1,680	-	1,680	2,100	2,100	-	
65456 GRAVEL & FILL	-	2,568	2,942	3,000	3,000	-	
65458 DRAINAGE SUPPLIES	6,639	4,548	4,669	5,000	5,000	-	
65460 SIGNS	9,640	6,976	5,998	10,000	10,000	-	
65462 STRIPING	29,055	32,967	34,223	40,000	45,000	5,000	
65466 SNOW REMOVAL EQUIP/PARTS	18,753	23,906	18,834	18,500	19,000	500	
65480 OTHER PROFESSIONAL SERVICES	13,235	24,454	27,367	30,000	30,000	-	
65500 MAINTENANCE OF BLDG/GROUNDS	6,065	7,811	3,993	6,500	6,500	-	
65521 UNIFORMS	3,600	3,200	3,600	4,400	4,400	-	
65522 C.D.I PROGRAMS	718	252	206	850	850	-	
66009 SHOP SUPPLIES	13,610	17,732	14,859	16,500	17,000	500	
66010 OFFICE SUPPLIES	548	838	686	800	800	-	
66011 HAND TOOLS	1,040	639	632	600	600	-	
66020 BOOKS/SUBSCRIPTIONS	497	585	722	1,000	1,000	-	
66030 OTHER SUPPLIES	128	851	-	400	400	-	
66040 JANITORIAL SUPPLIES & SERVICES	7,371	7,754	11,086	8,500	8,500	-	
67514 PLANT EQUIPMENT	698	1,459	1,419	1,500	1,500	-	
67518 RENTAL EQUIPMENT	699	1,681	2,695	3,000	3,000	-	
67520 OPERATING EQUIPMENT	1,368	779	130	2,000	2,000	-	
67540 IMPROVEMENTS TO BLDGS/GROUND	2,163	1,316	1,905	2,000	2,000	-	
Total Expenses	438,581	453,059	381,528	433,900	439,900	6,000	1.6%
TOTAL HIGHWAY	1,073,135	1,069,346	1,018,046	1,114,500	1,134,950	20,450	2.0%

PARKS	FY18	FY19	FY20	FY21	FY22		
101730	ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64007 PARKS 10% COMM SALARY	7,702	9,422	9,819	9,741	10,006	265	
64010 FULL TIME SALARIES	44,660	46,500	50,859	49,558	131,898	82,340	
64020 PART TIME SALARIES	26,686	14,196	8,573	46,800	-	(46,800)	
64030 OVERTIME	1,129	580	187	1,400	1,000	(400)	
Total Personal Services	80,177	70,698	69,437	107,499	142,904	35,405	32.9%
65040 EDUCATIONAL/MEETING EXPENSES	-	-	-	100	100	-	
65060 PRINTING	-	-	-	100	100	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	-	-	150	150	-	
65200 ELECTRICITY	1,014	957	907	1,538	1,538	-	
65220 WATER	3,283	3,872	4,041	7,400	7,400	-	
65300 MACHINE & EQUIPMENT MAINT	1,443	1,029	1,065	2,000	2,000	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	233	243	258	350	1,050	700	
65303 FACILITY SAFETY INSPECTION EXP	241	121	340	625	625	-	
65310 VEHICLE MAINTENANCE	598	637	948	1,200	1,200	-	
65311 GAS, GREASE & OIL	2,024	2,698	2,499	5,500	5,500	-	
65312 TIRES & TUBES	702	664	-	1,000	1,000	-	
65457 LOAM & SOD	1,852	117	120	3,000	3,000	-	
65480 OTHER PROFESSIONAL SERVICES	21,057	26,972	31,225	30,000	31,200	1,200	
65500 MAINTENANCE OF BLDG/GROUNDS	600	1,062	21,169	1,000	1,000	-	
65521 UNIFORMS	400	400	400	800	1,200	400	
66011 HAND TOOLS	76	120	148	150	150	-	
66030 OTHER SUPPLIES	114	107	161	150	150	-	
66040 JANITORIAL SUPPLIES & SERVICES	-	-	-	500	500	-	
67520 OPERATING EQUIPMENT	1,142	469	-	1,000	1,000	-	
Total Expenses	34,780	39,469	63,279	56,563	58,863	2,300	4.1%
TOTAL PARKS	114,957	110,167	132,717	164,062	201,767	37,705	23.0%

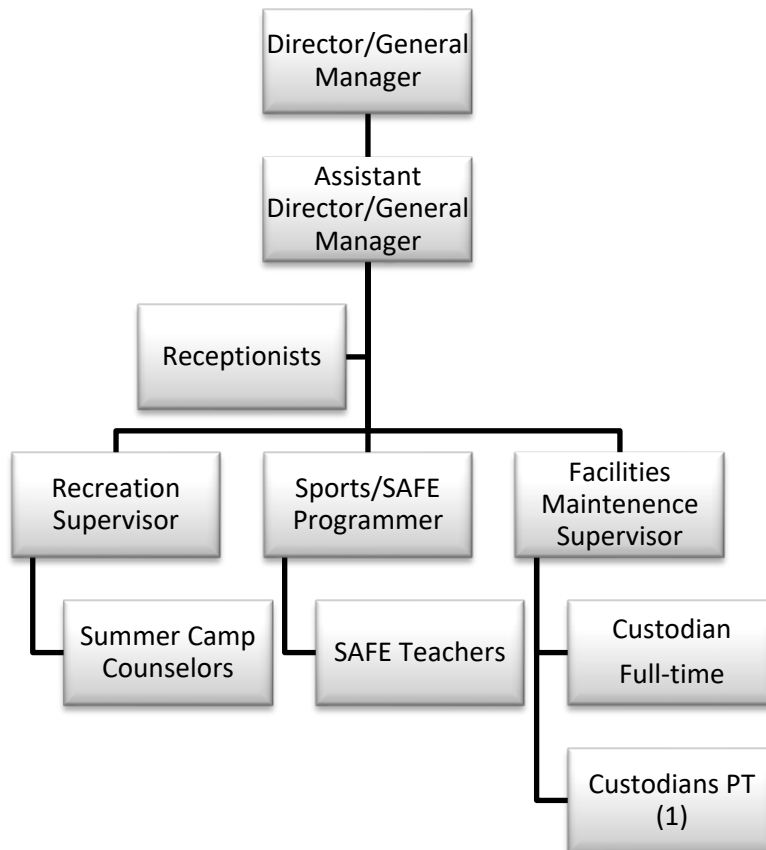
FORT FOSTER AND BEACHES	FY18	FY19	FY20	FY21	FY22		
101735	ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64007 PARKS 15% COMM SALARY	11,553	14,133	14,728	14,611	15,009	398	
64010 FULL TIME SALARIES	48,793	50,492	47,174	51,790	53,561	1,771	
64020 PART TIME SALARIES	42,982	52,474	38,174	62,080	64,626	2,546	
64030 OVERTIME	1,592	11,027	11,185	7,055	7,200	145	
Total Personal Services	104,920	128,126	111,261	135,536	140,395	4,859	3.6%
65020 TELEPHONE & INTERNET	1,344	1,428	1,444	1,400	1,400	-	
65040 EDUCATIONAL/MEETING EXPENSES	-	-	-	100	100	-	
65060 PRINTING	3,406	3,819	2,650	3,500	3,500	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	240	-	200	200	-	
65200 ELECTRICITY	284	308	202	513	513	-	
65220 WATER	-	-	-	600	600	-	
65300 MACHINE & EQUIPMENT MAINT	152	420	55	1,500	1,500	-	
65302 PROTECTIVE & SAFETY EQUIPMENT	626	392	352	600	600	-	
65303 FACILITY SAFETY INSPECTION EXP	419	180	100	625	625	-	
65310 VEHICLE MAINTENANCE	672	-	534	1,200	1,200	-	
65311 GAS, GREASE & OIL	802	793	555	5,500	5,500	-	
65312 TIRES & TUBES	700	-	265	700	700	-	
65480 OTHER PROFESSIONAL SERVICES	1,440	4,573	835	4,000	4,000	-	
65500 MAINTENANCE OF BLDG/GROUNDS	1,837	2,129	830	4,500	4,500	-	
65510 PAINTING	450	217	70	400	400	-	
65521 UNIFORMS	400	391	400	700	700	-	
66011 HAND TOOLS	180	164	140	150	150	-	
66030 OTHER SUPPLIES	135	757	189	900	900	-	
66040 JANITORIAL SUPPLIES & SERVICES	3,449	4,697	5,054	6,000	6,000	-	
67520 OPERATING EQUIPMENT	1,199	40	986	1,200	1,200	-	
67575 SEAPOINT BEACH	-	200	-	200	200	-	
Total Expenses	17,495	20,749	14,662	34,488	34,488	-	0.0%
TOTAL FORT FOSTER AND BEACHES	122,415	148,875	125,923	170,024	174,883	4,859	2.9%

RESOURCE RECOVERY CENTER	FY18	FY19	FY20	FY21	FY22		
101930	ACTUALS	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64009 SOLID WASTE 40% COMM SALARY	30,809	37,688	39,274	38,964	40,023	1,059	
64010 FULL TIME SALARIES	128,209	163,232	163,548	173,637	180,279	6,642	
64012 SHORELAND RESOURCE OFFICER	-	-	-	-		-	
64020 PART TIME SALARIES	16,949	1,073	-	-		-	
64030 OVERTIME	4,824	5,436	12,082	8,500	6,500	(2,000)	
Total Personal Services	180,791	207,428	214,904	221,101	226,802	5,701	2.6%
65020 TELEPHONE & INTERNET	918	823	857	2,000	2,000	-	
65030 TRANSPORTATION	-	-	-	200	200	-	
65040 EDUCATIONAL/MEETING EXPENSES	-	50	500	1,000	1,000	-	
65060 PRINTING	1,717	1,408	2,026	1,500	1,500	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	-	-	-	-		-	
65090 ZERO WASTE PROGRAM EXPENSES	-	660	-	2,500	2,500	-	
65200 ELECTRICITY	14,056	15,100	17,074	11,275	11,275	-	
65220 WATER	641	602	527	950	950	-	
65230 FUEL OIL	1,005	411	-	1,230	1,230	-	
65300 MACHINE & EQUIPMENT MAINT	3,829	3,352	1,904	3,500	10,000	6,500	
65302 PROTECTIVE & SAFETY EQUIPMENT	1,020	1,900	750	1,000	1,000	-	
65303 FACILITY SAFETY INSPECTION EXPENSES	881	80	391	1,250	1,250	-	
65311 GAS, GREASE & OIL	8,558	9,026	7,508	12,000	12,000	-	
65312 TIRES & TUBES	3,023	-	94	3,000	3,000	-	
65480 OTHER PROFESSIONAL SERVICES	218,380	238,316	238,886	270,500	280,500	10,000	
65500 MAINTENANCE OF BLDG/GROUNDS	1,594	2,693	1,453	8,000	8,000	-	
65521 UNIFORMS	2,400	2,400	2,800	2,000	2,000	-	
66009 SHOP SUPPLIES	4,942	3,063	2,989	6,000	6,000	-	
66010 OFFICE SUPPLIES	123	89	155	250	250	-	
66011 HAND TOOLS	-	333	100	200	200	-	
66030 OTHER SUPPLIES	45	139	104	250	250	-	
66040 JANITORIAL SUPPLIES & SERVICES	1,335	1,385	1,514	2,200	2,200	-	
67516 PLANT EQUIPMENT MAINTENANCE	2,592	12,017	3,003	12,500	6,000	(6,500)	
67553 ASPHALT SURFACE MAINTENANCE	-	-	-	7,500	7,500	-	
Total Expenses	267,056	293,847	282,636	350,805	360,805	10,000	2.9%
TOTAL RESOURCE RECOVERY CENTER	447,847	501,275	497,540	571,906	587,607	15,701	2.7%

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	FY21 Budget	FY22 Proposed
Director	1	1
Assistant Director	1	1
Recreation Supervisor	1	1
Sports/SAFE Programmer	1	1
Early Childcare Supervisor	1	0
Assistant Early Childcare Supervisor/Lead Teacher	1	0
Lead Teacher	2	0
Facilities Maintenance Supervisor	1	1
Head Custodian	0	0
FT Custodian	1	1
PT Custodian	1	1
Receptionist	2	2
Preschool Teacher	2	0
SAFE Teacher	2	2
Total FTE	17.0	11.0

BUDGET OVERVIEW

The Kittery Community Center budget is decreasing \$189,048, approximately 22%.

The reduction is a direct result of the closure of the preschool program. The preschool was closed in the summer of 2020 due to the pandemic. Since its closure the KCC Board of Directors has begun reevaluating the Kittery Community Center program goals and how best to achieve them.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The union contracts that cover KCC Staff are set to expire June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Administration Budget under the Salary Adjustment line item.

The KCC remained closed for a good portion of the pandemic, due to limitations on gatherings, sports, and indoor activities. The preschool program and summer camp program were shuttered after adoption of the prior fiscal year's budget, as the Federal and State safety guidelines were too restrictive to operate a meaningful camp safely. In September, many of the rooms in the KCC were converted to classrooms to support Kittery school families with gap childcare while the elementary and middle schools operated in a hybrid learning mode.

The FY22 budget anticipates a return of many of the KCC programs but not all. FY22 is expected to be a transition year for the KCC as it resumes favorite programs and tries out new ones to meet the KCC Board of Directors' goals.

Personnel costs for FY22 are decreasing \$217,728, approximately -38% due to the elimination of the preschool staff wages.

The Summer Camp and SAFE Afterschool programs are being reinstated. Popular athletic programs like pickleball, karate, dance, and basketball will take place in FY22, in accordance with State occupancy and safety guidelines. The Star Theatre will be slower to resume performances and programs due to the continued limitations on occupancy. Conversations are beginning with the School Department on possible use of the KCC for a preschool program, potentially launching in the FY23 or FY24 fiscal years.

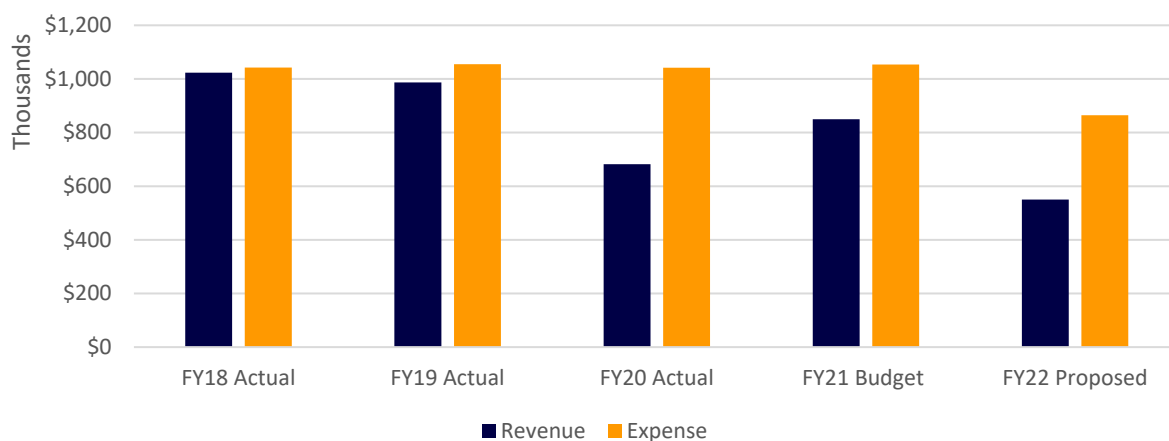
Wages for part-time employees are evaluated and adjusted accordingly to maintain competitiveness. Filling part-time positions is growing increasingly harder as the town competes with other local businesses hiring summer staff. It is unclear how the hiring landscape will look as the State begins to transition out of the pandemic.

Operating expenses are increasing \$28,680, approximately 9.7%. The primary driver is \$37,000 for the Summer Camp expenses. Summer camp activities are resuming their pre-pandemic levels. Occupancy limitations on the buses is also increasing transportation costs as more busses are needed for safe transport on field trips.

Contracted Services is increasing \$14,000 to cover vendor costs for a variety of activities including preventative maintenance contracts (HVAC, Building Systems), maintenance on the Star Theatre lighting grid, and new programs with outside providers. The new programs will be tested and, if successful, can be added to the annual program offerings of the KCC.

There continues to be a heightened need for cleaning as the building welcomes in more visitors and program participants.

Recreation Department Revenues and Expenses*



* - excludes capital expenditures

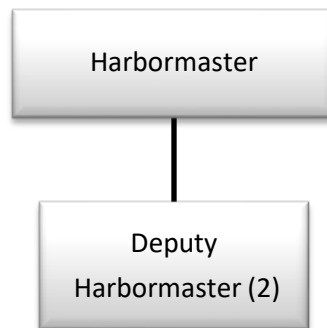
RECREATION							
101830	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
64008 RECREATION DIRECTOR SALARY	80,683	78,364	82,446	81,428	84,281	2,853	
64009 ASST DIRECTOR/GEN MGR	59,345	58,501	60,215	59,627	57,366	(2,261)	
64010 EARLY CHILDHOOD SUPERVISOR	42,075	47,379	42,580	42,920	-	(42,920)	
64012 RECREATION SUPERVISOR	45,805	36,303	46,432	46,049	46,972	924	
64041 FACILITIES MAINT. SUPERVISOR	22,665	52,024	52,641	53,219	54,296	1,077	
64013 ASST EARLY CHILDCARE SUPER	33,766	21,070	25,390	35,313	-	(35,313)	
64014 LEAD TEACHERS	52,340	71,509	63,730	61,235	-	(61,235)	
64015 SAFE/SPORTS COORDINATOR	35,825	36,760	37,771	38,089	38,959	871	
64016 RECEPTIONISTS	49,805	48,621	55,241	63,250	65,200	1,950	
64017 BOOKKEEPER/SECRETARY	20,172	21,586	21,437	22,439	23,790	1,351	
64020 PT SAFE SCHOOL YEAR SALARIES	24,293	24,021	28,977	30,500	35,650	5,150	
64021 SAFE SUMMER SALARIES	29,605	35,593	51,222	13,650	86,000	72,350	
64023 ADVENTURE SUMMER STAFF	10,690	13,875	-	-	-	-	
64024 FT CUSTODIAN	59,588	35,296	34,168	37,467	38,210	743	
64025 PRE-SCHOOL STAFF SALARIES	123,701	134,824	122,291	162,556	-	(162,556)	
64026 INSTRUCTORS STIPENDS	30,865	22,958	3,006			-	
64027 PT CUSTODIAN WAGES	26,759	30,835	32,108	33,711	34,500	789	
64028 THEATRE TECHNICIANS	213	120	100	250	250	-	
64030 OVERTIME	6,941	1,705	2,144	4,500	3,000	(1,500)	
Total Personal Services	755,136	771,343	761,901	786,203	568,475	(217,728)	-38.3%
65010 POSTAGE	1,561	762	1,280	1,215	1,215	-	
65020 TELEPHONE & INTERNET	4,678	3,825	3,825	3,450	3,880	430	
65030 TRANSPORTATION/ADMISSIONS	987	7,257	3,758	12,000	10,000	(2,000)	
65060 PRINTING	8,196	7,800	8,500	8,500	8,500	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	175	-	113	-		-	
65200 ELECTRICITY / UTILITIES	40,195	36,006	33,746	36,000	34,500	(1,500)	
65220 WATER	3,322	3,322	3,329	3,322	3,322	-	
65230 NATURAL GAS	39,187	39,455	30,701	34,000	31,500	(2,500)	
65250 SEWER	2,300	2,938	3,657	3,300	3,300	-	
65300 MACHINE & EQUIPMENT MAINT	3,372	4,363	4,306	4,305	4,305	-	
65310 VEHICLE MAINTENANCE	490	13	13	250	250	-	
65478 PROGRAM SERVICES	7,370	3,806	2,351	2,500	2,500	-	
65480 OTHER PROFESSIONAL SERVICES	625	2,181	1,456	2,500	2,500	-	
65500 MAINTENANCE OF BLDG/GROUNDS	17,597	13,497	18,934	14,500	15,500	1,000	
65521 UNIFORMS	693	537	213	-		-	
65610 SAFE SCHCOOL YEAR PROGRAM EXP	4,389	2,414	1,110	3,500	3,500	-	
65615 SAFE SUMMER PROGRAM EXPENSES	20,105	22,226	35,061	3,000	40,000	37,000	
65620 ADVENTURE ADOLESCENT CAMP	20,947	22,789	-	-		-	
65630 INSTRUCTORS-CONTRACTED	1,449	11,397	30,292	27,000	27,000	-	
65640 SPECIAL EVENTS	7,949	8,657	6,107	13,500	7,000	(6,500)	
65650 SENIOR PROGRAMS	10,947	3,154	5,816	1,500	1,500	-	
65670 TEAM EXPENSE	7,940	8,658	6,257	6,750	6,500	(250)	
65680 PRESCHOOL PROGRAM EXPENSES	10,393	8,552	7,484	8,000	-	(8,000)	
65801 CONTRACTED SERVICES	42,226	44,819	50,932	49,000	63,000	14,000	
65802 ANNEX UTILITIES	2,263	268	982	2,000	2,000	-	
65803 MISCELLANEOUS	7,572	5,165	3,986	5,500	4,000	(1,500)	
66010 OFFICE SUPPLIES	2,569	3,160	2,555	3,000	3,000	-	
66030 OTHER SUPPLIES	4,441	3,170	368	3,000	2,500	(500)	
66031 THEATRE SUPPLIES	468	767	423	750	750	-	
66040 JANITORIAL SUPPLIES & SERVICES	12,775	11,969	12,324	15,000	14,000	(1,000)	
Total Expenses	287,181	282,926	279,877	267,342	296,022	28,680	9.7%
TOTAL RECREATION	1,042,317	1,054,269	1,041,778	1,053,545	864,497	(189,048)	-21.9%

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	FY21 Budget	FY22 Proposed
Harbormaster	1	1
Deputy Harbormaster (seasonal)	0.5	1
Dock Attendant (seasonal)	0.5	0
Total FTE	2.0	2.0

BUDGET OVERVIEW

The Harbormaster budget is projected to increase \$8,801, approximately 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. Anticipated increases in wages expected as part of the annual cost of living adjustments are being accounted for in the Administration Budget under the Salary Adjustment line item.

Total personnel costs are increasing \$7,551 or approximately 10%. 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.

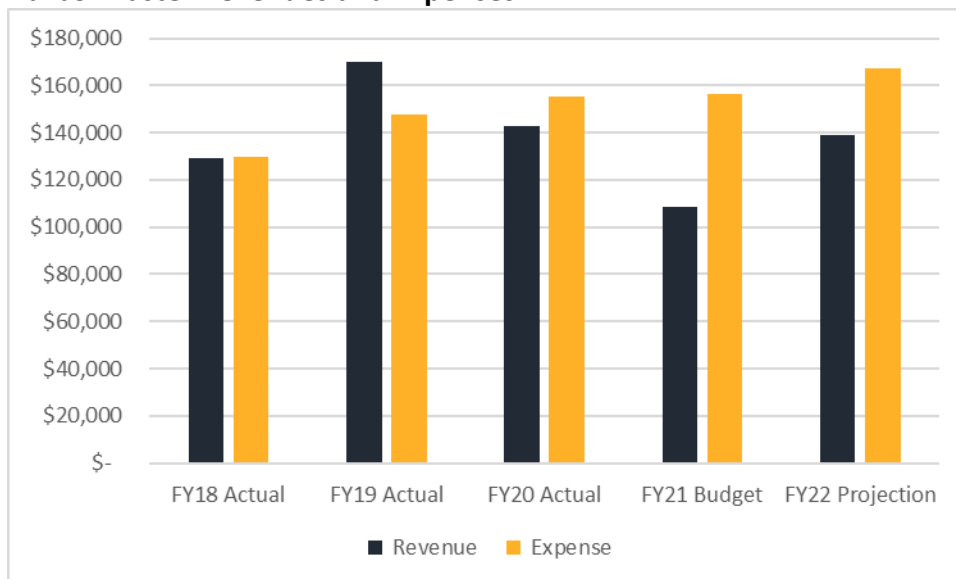
Part-time salaries are increasing to reflect the return of Allen Breton as an Assistant Harbormaster, and to add two additional weeks to both Asst Harbormasters' schedule for the season to assist with the start- and end-of-season activities.

Non-personnel costs are projected to increase \$1,250 or approximately 3.5%.

Vehicle maintenance has been added to the budget to reflect the cost of regular service work on the Harbormaster vehicle including oil changes, tire replacements, and brake replacement.

Other general cost increases reflect the increase in vendor and supplies costs for items such as internet, rigging for the float installation and removal, sticker printing, and State required certification/continuing education classes.

Harbormaster Revenues and Expenses*



Notes:

* - excludes capital expenditures

- the KPA voted to increase mooring fees effective for FY19.

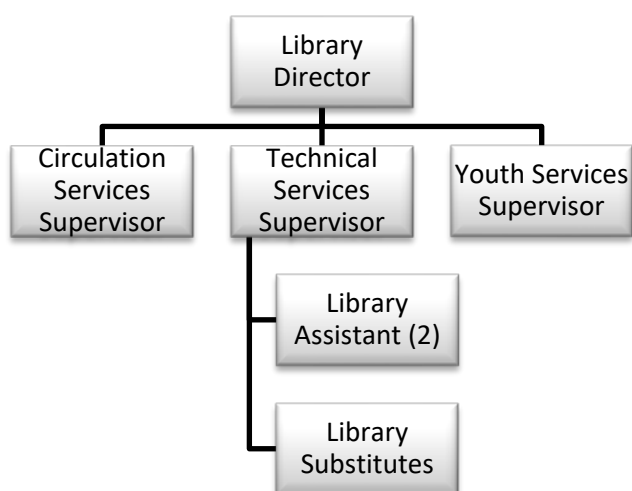
HARBORMASTER - KPA							
101840	FY18	FY19	FY20	FY21	FY22		
	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
64010 HARBOR MASTER FULL TIME SALARIES	47,030	56,416	58,323	57,927	60,536	2,609	
64020 PART TIME SALARIES	9,542	13,017	17,146	14,100	19,042	4,942	
64030 OVERTIME	-	-	-	-	-	-	
Total Personal Services	56,573	69,432	75,469	72,027	79,578	7,551	10.5%
65010 POSTAGE	8	-	124	250	250	-	
65020 TELEPHONE & INTERNET	1,181	1,434	1,756	1,100	1,950	850	
65030 TRANSPORTATION	-	-	219	-	-	-	
65052 PETTY CASH REPLENISHMENT	-	180	(180)	-	-	-	
65080 LEGAL NOTICES/OTHER ADVERTISE	127	-	-	-	-	-	
65200 ELECTRICITY	1,509	2,036	1,764	1,800	1,800	-	
65220 WATER	284	358	169	500	500	-	
65240 DUMPSTERS/TRASH REMOVAL	865	998	701	1,000	1,000	-	
65250 SEWER	-	100	-	-	-	-	
65305 BOAT EQUIPMENT MAINTENANCE	1,314	4,154	2,579	3,000	3,500	500	
65310 VEHICLE MAINTENANCE			3,986		1,500	1,500	
65311 GAS, GREASE & OIL	807	462	950	2,000	1,500	(500)	
65452 SAFETY	473	-		1,000	-	(1,000)	
65460 SIGNS	488	66		-	-	-	
65462 RIGGING	8,784	7,887	10,920	10,000	11,000	1,000	
65463 SANITATION	1,945	1,631	1,302	3,500	2,500	(1,000)	
65469 SECURITY	-	-		-	-	-	
65470 PROFESSIONAL DEVELOPMENT	971	525	600	1,000	1,500	500	
65480 OTHER PROFESSIONAL/CONTRACTED	816	2,157	2,065	2,500	3,000	500	
65500 MAIN BLDG/GROUNDS WHARVES/HARBOR	3,089	8,767	3,377	6,000	5,000	(1,000)	
65521 UNIFORMS	534	241	207	1,000	1,000	-	
65550 PUBLIC OFFICIALS LIABILITY INS	1,530	-		-	-	-	
65551 MARINE OPERATORS LIAB INS	5,785	-		-	-	-	
66010 OFFICE SUPPLIES	130	237	211	400	300	(100)	
66040 JANITORIAL SUPPLIES & SERVICES	161	237	-	500	500	-	
Total Expenses	30,799	31,471	30,748	35,550	36,800	1,250	3.5%
TOTAL HARBORMASTER	87,371	100,903	106,217	107,577	116,378	8,801	8.2%

RICE PUBLIC LIBRARY

MISSION STATEMENT

The mission of the Rice Public Library is to promote literacy and lifelong learning in a welcoming environment. The 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. The Library became a department of the Town effective July 1, 2019.

DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY21 Budget	FY22 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
Total FTE	6.0	6.0

BUDGET OVERVIEW

The budget is projected to decrease \$20,579, approximately 4.7%. This decrease is expected to be temporary due to the Rice Library Building being under construction through March of 2022.

Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The union contract covering Library employees is set to expire June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Administration Budget under the Salary Adjustment line item.

While the Rice Library Building is under construction, the Library Department is operating out of the Taylor Building only. This temporary status reduces the square footage of operation, impacting part-time staff hours, utility costs, and programming costs.

E-book subscription is decreasing by \$2,000 to reflect the actual circulation experienced over the past four years for e-book materials.

Programs for children and teens is reduced by \$4,000 to reflect the temporary reduction in available space to offer programs.

Grounds and building maintenance are decreasing a combined \$9,500 to reflect the single building operation. The Library Construction General Contractor is responsible to maintain the existing Rice Building and perform any necessary snow and ice removal at that site while they occupy it during the construction.

The Library Department is expected to occupy the renovated and expanded Rice Library Building in April of 2022. The Rice Building will effectively add 5,000 square feet of program space to the Library function. The project will make more space available for patrons, including teen/young adult space, meeting/study rooms, and technology hubs for access to computers and the internet.

Though the space is increased, the Town will not be operating two buildings (Taylor Building) in the future, which should offset the added maintenance and utility costs of the expanded Rice Building. The Town does not plan to increase staff, however, the Library does expect to offer more programs for the community in the renovated and expanded Rice Building which will likely increase program costs.

RICE PUBLIC LIBRARY	FY18	FY19	FY20	FY21	FY22		
101810	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
65002 Library Director			80,788	80,126	83,364	3,238	
64010 Library Full Time			191,696	195,233	200,071	4,838	
65003 Library Part Time			8,029	10,140	4,140	(6,000)	
Total Personal Services	299,902	314,368	280,513	285,499	287,575	2,076	0.7%
65010 Postage	2,849	2,250	119	400	600	200	
65020 Telephone	1,165	1,200	1,280	1,200	1,200	-	
65060 Printing Expense	2,054	2,500	-	400	200	(200)	
65200 Electricity (Rice & Taylor)	5,893	7,000	5,063	7,175	\$4,500	(2,675)	
65220 Water	1,733	1,600	293	600	200	(400)	
65230 Heating Expense (Rice & Taylor)	9,183	7,950	7,314	9,500	3,000	(6,500)	
65250 Sewer	-	-	800	1,000	400	(600)	
65338 E-Books CHILD				1,000	1,000	-	
65339 Audiovisual/DVD CHILD/TEEN			-	1,100	1,100	-	
65340 E-Books ADULT	2,151	2,000	3,449	6,000	4,000	(2,000)	
65341 Audiovisual/DVD ADULT	15,915	14,000	11,130	14,420	14,420	-	
65342 Copier Expense	3,037	2,500	3,694	3,400	3,000	(400)	
65431 Professional Dues	1,011	1,000	351	1,000	500	(500)	
65432 Technology	10,344	11,300	11,639	13,000	13,000	-	
65433 Library Programs ADULT	17,198	16,000	9,287	2,480	5,000	2,520	
65434 Library Programs CHILD/TEENS			-	10,000	6,000	(4,000)	
65435 Conferences & Workshops	169	300	199	200	200	-	
65480 Other Professional Svcs (Delivery)	1,408	1,560	-	1,700	2,000	300	
65500 Grounds Maintenance	5,408	6,000	9,623	6,000	3,000	(3,000)	
65505 Building Repairs and Maintenance	13,657	13,000	8,434	13,000	6,500	(6,500)	
65803 Miscellaneous	1,944	1,650	976	1,650	1,250	(400)	
66010 Office Supplies	2,591	2,000	2,549	700	1,000	300	
66012 Library Processing Supplies			-	3,400	3,600	200	
66020 Books, Magazines, Newspapers ADULT	58,410	48,543	37,816	37,249	39,249	2,000	
66021 Books CHILD/TEEN			11	14,550	14,550	-	
67510 Office Equipment/Small Furniture	3,690	2,500	1,175	2,000	1,000	(1,000)	
NA Insurance (Gen'l & Workers' Comp)	7,705	9,000		-		-	
NA Building Cleaning	15,533	15,000		-		-	
NA 401K & Payroll Service Fees	4,783	5,000		-		-	
NA Professional Services (PR)	1,592	1,200		-		-	
NA Bookkeeping, Bank & Audit Charges	8,335	9,500		-		-	
OFFSETTING REVENUE	(30,280)	(20,020)		-		-	
Total Expenses	167,478	164,533	115,202	153,124	130,469	(22,655)	-14.8%
TOTAL LIBRARY	467,380	478,901	395,715	438,623	418,044	(20,579)	-4.7%

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.

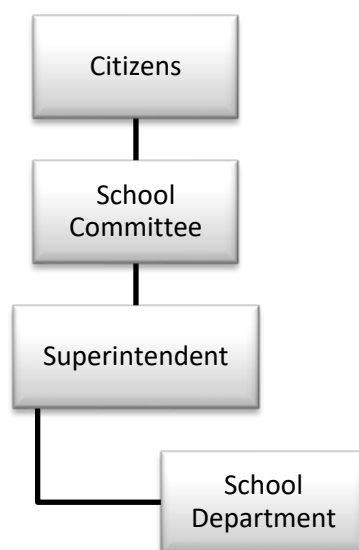
BUDGET OVERVIEW

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

COMMUNITY AGENCIES	FY18	FY19	FY20	FY21	FY22		
101540	ACTUALS	ACTUALS	ACTUALS	BUDGET	PROPOSED	VARIANCE	%
65479 FAIR TIDE	1,600	1,600	1,800	2,000	2,000	-	
65482 AIDS RESPONSE SEACOAST	965	965	965	-		-	
65483 AMERICAN RED CROSS	500	-		-		-	
65487 CARING UNLIMITED	1,000	-	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	1,300	1,400	1,400	1,400	-	
65499 CROSSROADS HOUSE	2,000	2,000	2,000	2,000	2,000	-	
65526 GARDEN CLUB	-	-		-		-	
65528 SO MAINE VETERANS MEMORIAL CEMETERY	1,000	-	200	-		-	
TOTAL COMMUNITY AGENCIES	10,865	8,365	11,712	7,900	7,900	-	0%

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 \$612,375 increase in spending; of which \$205,000 will be funded through use of the unassigned fund balance, and \$488,800 will be funded by the property tax levy. This represents a 3% increase in the property-tax supported funds for the School Department.

SCHOOL DEPARTMENT	FY18 BUDGET	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
REGULAR INSTRUCTION	6,570,215	6,849,500	6,957,318	7,465,221	7,843,384	378,163	
SPECIAL EDUCATION	3,552,580	3,569,011	3,947,542	4,258,384	4,368,790	110,406	
CAREER & TECHNICAL	5,048	5,152	5,000	5,000	6,752	1,752	
OTHER INSTRUCTION	340,080	344,553	340,668	369,797	368,605	(1,192)	
STUDENT & STAFF SUPPORT	1,712,412	1,800,673	1,942,731	1,957,801	2,054,847	97,047	
SYSTEM ADMINISTRATION	536,539	609,767	622,541	699,712	748,915	49,203	
SCHOOL ADMINISTRATION	1,124,149	1,094,450	1,035,314	1,043,010	1,080,585	37,575	
TRANSPORTATION & BUSES	541,769	654,589	609,034	652,500	686,979	34,479	
FACILITIES MAINTENANCE	1,361,914	1,383,566	1,356,587	1,360,981	1,304,898	(56,083)	
DEBT SERVICE & OTHER COMMITMENTS	815,103	802,769	789,150	769,972	720,997	(48,975)	
ALL OTHER EXPENDITURES	115,200	115,200	90,000	90,000	100,000	10,000	
TOTAL SCHOOL EXPENSES	16,675,009	17,229,230	17,695,885	18,672,378	19,284,752	612,375	3.28%
TOTAL SCHOOL REVENUE	1,927,605	2,002,713	1,967,336	2,366,873	2,490,448	123,575	5.22%
TOTAL TAX APPROPRIATION	14,747,404	15,226,517	15,728,549	16,305,504	16,794,304	488,800	3.00%

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 \$2,609, approximately 2.6%.

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	FY18 BUDGET	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET	FY22 BUDGET	VARIANCE	%
State Subsidy	37,865	37,770	41,001	43,798	48,467	4,670	
Carry Forward - Adult Ed	22,944	26,136	24,563	22,432	31,701	9,269	
Enrichment Fees	32,950	27,872	30,203	30,000	15,000	(15,000)	
Local Funds	80,590	86,765	98,970	98,970	101,579	2,609	2.6%
Fees from Other Schools	-	-	500	502	-	(502)	
Donations from Private Sources	2,200	2,200	-	-	-	-	
Private Grants	-	-	2,200	2,900	940	(1,960)	
TOTAL ADULT EDUCATION REVENUE	\$ 176,549	\$ 180,743	\$ 197,437	\$ 198,601	\$ 197,687	\$ (915)	-0.5%
EXPENSES							
Workforce Training							
Salaries - Professionals	1,300	1,300	9,120	9,120	9,348	228	
Salaries - Other	12,000	1,000	1,000	1,000	1,200	200	
FICA - Professionals	99	19	219	219	136	(84)	
FICA - OTHER	918	77	77	77	92	15	
Retirement - Professionals	52	52	2,906	2,906	2,906	-	
Work Comp - Professionals	7	7	39	39	39	-	
Work Comp - Reg EEs	65	5	5	5	5	-	
Contracted Services (ACCPAdvisor)	-	14,888	15,186	15,641	16,111	469	
Supplies - Instructional	100	100	100	100	200	100	
Books - Workforce	100	100	1,000	1,000	1,000	-	
Total Workforce Training	14,641	17,546	29,651	30,107	31,036	929	3.1%
High School Completion							
Salaries - Professionals	7,920	7,920	7,920	7,920	9,990	2,070	
Salaries - Other	9,697	-	-	-	-	-	
FICA - Professionals	115	115	300	300	152	(148)	
FICA - Other Employees	742	-	-	-	-	-	
Retirement - Professionals	314	314	300	329	403	74	
Work Comp - Professionals	43	40	43	43	43	-	
Work Comp -Other	52	-	-	-	-	-	
Contracted Services (ACCPAdvisor)	-	13,097	13,359	13,760	14,172	413	
Instructional Supplies	870	870	870	870	870	-	
Total High School Completion	19,753	22,356	22,792	23,222	25,631	2,409	10.4%
Local Literacy							
Salaries - Professionals	1,000	1,000	2,000	2,000	2,000	-	
FICA - Professionals	15	15	30	153	153	-	
Retirement - Professionals	40	40	80	80	80	-	
Work Comp - Professionals	5	5	10	10	10	-	
Instructional Supplies	-	100	100	100	100	-	
Total Local Literacy	1,060	1,159	2,220	2,343	2,343	-	0.0%
Enrichment							
Salaries - Enrichment	6,000	6,000	6,000	14,700	6,500	(8,200)	
FICA - Enrichment	459	459	459	1,125	497	(627)	
Retirement - Enrichment	-	-	50	50	-	(50)	
Work Comp - Enrichment	33	30	30	74	19	(54)	
Prof Services - Adult Ed	14,000	8,905	8,905	205	205	-	
Total Enrichment	20,492	15,394	15,444	16,153	7,221	(8,932)	-55.3%

	FY18	FY19	FY20	FY21	FY22	VARIANCE	%
<i>Administration</i>	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET		
Asst. Director Salaries	49,437	50,673	51,904	53,461	55,065	1,604	
Clerical Salaries	5,932	6,081	6,203	6,389	6,389	-	
(Assist) Director Health Benefit	8,185	8,716	9,413	10,166	10,979	813	
Dental	-	-	-	-	437	437	
FICA - Admin	717	735	750	775	795	19	
FICA - Clerical	454	465	496	489	489	-	
Retirement - Asst Director	1,963	2,012	2,068	2,224	2,280	56	
Tuition - Admin	1,000	1,000	1,000	1,350	1,350	-	
Work Comp - Admin	267	253	258	258	175	(83)	
Work Comp - Reg EE	11	30	31	31	20	(11)	
EE Train & Develop	200	200	200	200	100	(100)	
Professional Services (Director)	37,265	38,922	39,700	35,709	38,553	2,844	
Copier Service Agreement	165	193	200	200	200	-	
Copier Lease	200	200	200	200	200	-	
Postage	1,350	1,350	1,500	1,500	1,500	-	
Telephone	400	400	400	400	1,000	600	
Online Software Apps	300	300	300	300	300	-	
Advertising	2,500	2,500	4,000	4,200	4,200	-	
Printing	2,332	2,332	850	850	850	-	
Travel - Reg	500	500	500	500	300	(200)	
Travel - Professional Dev	550	550	550	550	350	(200)	
Supplies	700	700	700	700	700	-	
Food- Adult Ed Admin	200	200	200	200	100	(100)	
Tech Supplies	250	250	300	300	300	-	
Supplies - Graduation	225	225	325	325	325	-	
Tech Equipment >\$5K	-	-	-	-	-	-	
Tech Equipment <\$5K	1,000	1,000	1,000	1,000	1,000	-	
Tech Hardware <\$5K	2,000	2,000	2,000	2,000	1,000	(1,000)	
Dues and Fees	2,500	2,500	2,500	2,500	2,500	-	
Total Administration	120,603	124,287	127,548	126,776	131,456	4,680	3.7%
TOTAL ADULT EDUCATION EXPENSES	\$ 176,549	\$ 180,743	\$ 197,655	\$ 198,601	\$ 197,687	\$ (914)	-0.5%

Section III

Sewer Enterprise



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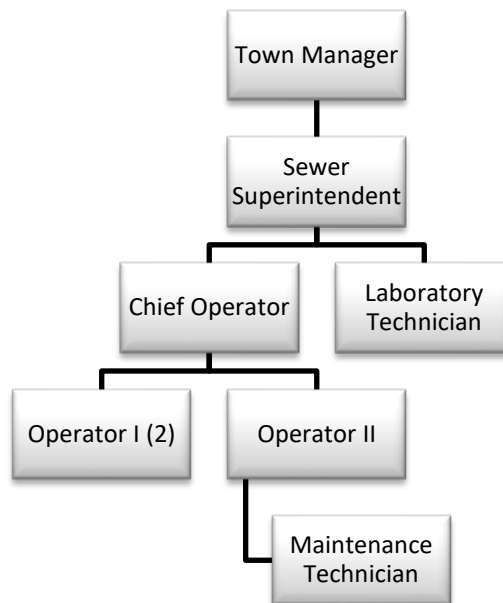
SEWER ENTERPRISE

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	FY21 Budget	FY22 Proposed
Town Manager	0.25	0.25
Superintendent	1	1
Chief Operator	1	1
Operator I	2	2
Operator II	1	1
Laboratory Technician	1	1
Maintenance Technician	1	1
Total FTE	7.25	7.25

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 revenue to meet all of its annual operating expenses and annual debt for a third year in a row. Additionally, the Fund has approximately \$355K in capital reserves, excluding betterment and impact reserves. The Sewer Enterprise has approximately \$855K in reserves from betterment and impact fees and grants.

The Sewer Enterprise is working on building its operating reserve. The Operating Reserve will ensure 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.

The capital reserve is expected to reduce from the prior year to cover approximately \$186,510 in planned capital projects. Sewer is also working on addressing growing depressions in Stevenson Road related to the prior expansion project and the use of clay in the last layer of base below the asphalt. The betterment fund will fund the repair costs.

There are three major development projects planned within the Sewer service area. At least two of them had originally been planned for groundbreaking the prior year, and were delayed due to the pandemic. Additionally, an option to expand sewer service on Route 236 to MacKenzie Lane has been approved by the Town Council. Timing on implementation, if the petitioner chooses to exercise the option, is unknown.

Revenue is projected to remain relatively flat in FY22, increasing just \$13,800, approximately 0.5%, over the prior year. Revenue from the Navy, Navy Housing, and Eliot are decreasing a total of \$43,000, while revenue from septage haulers is increasing \$55,000.

The operating budget is expected to increase \$34,185, approximately 1.4%.

Personnel costs are reducing by \$11,196, approximately -0.9%. Unless otherwise noted, wage costs reflect the prior year's salary adjustments, and projected step and longevity adjustments based on years of service. The union contract for this department is set to expire June 30, 2021. Anticipated increases in wages expected as part of the contract negotiations are being accounted for in the Salary Adjustment line item of this fund.

Workers Compensation insurance is projected to go down to reflect refined allocation calculations and payroll adjustments. Medical insurance is also adjusted to reflect enrollment adjustments.

Chemicals and waste processing services costs are continuing to increase as the new regulations require additional steps and materials to treat the collected wastewater. Sludge management is increasing \$19,000 and Plant Chemicals are increasing \$5,000.

Treatment Plant computer services is increasing \$4,000 to cover the ongoing preventative maintenance of computer systems. The Sewer Enterprise is also seeking to expand its SCADA system to pump stations for improved monitoring and management of the pump operations.

Maintenance of Pump Station #7, which services Eliot, is projected to increase \$4,059, approximately 11.7%. Additional contractor services are needed to maintain the pump, which is showing significant wear and tear.

The Sewer Enterprise budget has been developed to ensure the fund ends the next fiscal year on target or with a small surplus.

	FY18	FY19	FY20	FY21	FY22		
SEWER REVENUE	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROPOSED	VARIANCE	%
43210 SEWER LIEN FEES	-			-	-	-	
43220 PENALTY INTEREST	3,702	3,170	3,479	3,000	3,000	-	
43360 SPECIAL CONTRACT REVENUE	-	3,437	16,335	10,200	12,000	1,800	
45001 REVENUE US NAVY	528,533	579,522	530,032	585,000	550,000	(35,000)	
45002 REVENUE US NAVY HOUSING	91,441	123,450	102,866	123,000	120,000	(3,000)	
45003 REVENUE SEPTAGE	35,023	58,760	152,293	45,000	100,000	55,000	
45004 REVENUE TOWN OF ELIOT	202,933	197,309	205,468	205,000	200,000	(5,000)	
45005 REVENUE NEW SEWER	1,232,751	1,498,541	1,665,711	1,500,000	1,500,000	-	
45006 EXPANSION ASSESSMENT REVENUE	50,535	89,044	91,358	50,000	50,000	-	
45007 SEWER INTEREST REVENUE	20,636	14,587	12,354	12,000	12,000	-	
45008 PERMITS AND MISC SEWER REVENUE	-	-	240	-	-	-	
SEWER REVENUE	2,165,555	2,567,820	2,780,137	2,533,200	2,547,000	13,800	0.5%
EXPENSES	2,409,848	2,679,554	2,325,699	2,486,554	2,520,738	34,185	1.4%
NET	(244,293)	(111,734)	454,438	46,646	26,262		

SEWER ENTERPRISE FUND

	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
602760 GENERAL OPERATIONS							
64011 TOWN MANAGER SALARY	29,578	31,535	34,661	33,891	35,299	1,408	
64012 SUPERINTENDENT SALARY	90,517	150,476	97,941	97,138	99,549	2,411	
64013 OFFICE CLERK SALARY	46,602	35,547	49,137	48,733	49,712	979	
64031 SALARY & POSITION ADJUSTMENT	-	-	-	14,122	17,378	3,256	
64050 MAINE STATE RETIREMENT	46,707	13,090	14,712	15,175	15,835	660	
64051 ICMA EMPLOYER SHARE	1,760	1,862	1,974	2,100	2,211	112	
64060 FICA EMPLOYER SHARE	37,700	15,832	13,010	14,171	14,542	372	
64070 WORKERS COMPENSATION	17,306	19,493	15,433	20,000	14,079	(5,921)	
64090 MAJOR MEDICAL INSURANCE	147,176	149,141	148,202	148,686	135,777	(12,908)	
64091 DENTAL INSURANCE	1,231	1,559	2,433	1,406	1,426	21	
64092 DISABILITY INSURANCE	3,555	-	-	3,927	3,927	-	
65101 MMA RISK POOL	25,226	27,323	29,366	32,316	32,815	499	
65350 INDIRECT COSTS	22,900	22,900	22,900	22,900	22,900	-	
65430 AUDIT SERVICES	3,900	2,300	3,900	4,300	3,900	(400)	
65480 OTHER PROFESSIONAL SERVICES	24,900	-	-	-	-	-	
66035 ABSTRACTS & LIENS - SWR	426	304	190	500	500	-	
68060 DEBT SERVICE (PRINCIPAL & INTEREST)	769,211	769,024	767,504	765,954	764,270	(1,684)	
NEW CAPITAL EXPENSES	-	200,000	-	-	-	-	
TOTAL GENERAL OPERATIONS	1,268,695	1,440,385	1,201,363	1,225,317	1,214,120	(11,196)	-0.9%
602750 TREATMENT PLANT							
64010 TREATMENT PLANT LABOR	153,563	126,124	197,599	138,413	145,280	6,867	
64019 PLANT MAINT LABOR	52,197	48,714	29,320	53,460	56,113	2,652	
64030 OVERTIME	26,353	37,846	33,291	40,000	40,000	-	
65015 CELLULAR PHONE	63	-	-	-	-	-	
65020 TREATMENT PLANT TELEPHONE	3,458	3,300	4,098	3,800	4,000	200	
65040 TREATMENT PLANT EDUCATIONAL/MT	2,662	6,074	1,510	5,000	5,000	-	
64050 MAINE STATE RETIREMENT	-	38,235	35,822	31,760	34,177	2,417	
64051 ICMA EMPLOYER SHARE	-	-	-	-	-	-	
64060 FICA EMPLOYER SHARE	-	27,984	26,584	24,056	25,384	1,328	
65200 TREATMENT PLANT ELECTRICITY	103,505	101,300	84,248	110,000	110,000	-	
65220 TREATMENT PLANT WATER	3,763	6,382	3,357	5,000	5,000	-	
65230 TREATMENT PLANT FUEL (WOOD PELLETS)	9,478	13,749	11,930	16,000	16,000	-	
65310 TREATMENT PLANT MOTOR VEHICLE	28,196	34,615	15,310	48,000	45,000	(3,000)	
65316 TREATMENT PLANT GENERATOR FUEL	291	1,158	-	2,240	2,240	-	
65410 TREATMENT PLANT COMPUTER SERV	3,658	8,363	12,616	12,000	16,000	4,000	
65480 TREATMENT PLANT OTHER PROF/CON	53,356	85,346	57,686	60,000	60,000	-	
65500 TREATMENT PLANT BLDG MAINT	884	1,098	2,024	5,000	5,000	-	
65930 ALARMS	337	689	1,067	2,000	2,000	-	
65955 TREATMENT PLANT SLUDGE MGT	137,061	141,220	150,234	146,000	165,000	19,000	
66010 TREATMENT PLANT OFFICE SUPPLIE	3,066	3,796	4,870	4,000	4,000	-	
66300 TREATMENT PLANT SUPPLIES	29,021	26,538	21,505	32,000	32,000	-	
66340 LABORATORY CHEMICALS/SUPPLIES	11,061	8,957	12,530	16,000	16,000	-	
66400 TREATMENT PLANT REPAIRS/STRUCT	1,364	417	693	2,000	2,500	500	
66410 TREATMENT PLANT REPAIRS/EQUIPM	28,718	21,446	18,767	24,000	24,000	-	
66420 TREATMENT PLANT TOOL/EQUIPMENT	31,863	46,808	12,454	28,000	28,000	-	
66450 TREATMENT PLANT CHEMICALS & MA	93,071	107,900	96,273	106,000	111,000	5,000	
66520 TREATMENT PLANT SAFETY EQUIPME	24,029	12,668	13,669	14,000	14,000	-	
TOTAL TREATMENT PLANT	801,019	910,728	847,458	928,729	967,693	38,964	4.2%

SEWER ENTERPRISE FUND

	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 BUDGET	FY22 PROPOSED	VARIANCE	%
6E+05 SEWER LINES							
65692 SEWER LINES LABOR	21,453	15,789	22,623	17,327	18,187	860	
65480 LINES CONTRACT/PROF SVCS	30,872	40,283	13,415	28,000	26,000	(2,000)	
65691 LINES - SUPPLIES	18,437	5,969	5,898	12,000	12,000	-	
TOTAL SEWER LINES	70,761	62,041	41,937	57,327	56,187	(1,140)	-2.0%
6E+05 PUMP STATIONS (consolidated)							
64010 PUMP STATION LABOR	54,119	51,722	51,891	55,349	58,095	2,746	
65015 PUMP STATION TELEPHONE	379	577	666	600	670	70	
65200 PUMP STATION ELECTRICITY	53,054	54,933	48,243	50,815	50,815	-	
65220 PUMP STATION WATER	925	1,130	1,420	1,200	1,420	220	
65315 PUMP STATION GENERATOR FUEL	491	385	1,829	2,200	2,000	(200)	
65467 PUMP STATION CONTRACTUAL SVCS	45,595	50,238	23,572	45,000	45,000	-	
65930 PUMP STATION ALARM	6,971	7,527	6,273	6,700	6,700	-	
66300 PUMP STATION SUPPLIES	105	220	3,809	5,000	5,000	-	
66320 PUMP STATION PARTS	10,305	17,366	17,607	20,000	20,000	-	
TOTAL PUMP STATIONS (CONSOLIDATED)	171,944	184,099	155,312	186,864	189,700	2,836	1.5%
602715 PUMP STATION 6 - PNSY							
64010 PUMP STATION # 6 LABOR	17,169	19,528	11,713	21,431	22,494	1,063	
65200 PUMP STATION # 6 ELECTRICITY	13,942	15,804	12,830	15,000	15,000	-	
65220 PUMP STATION # 6 WATER	1,058	852	529	1,000	1,000	-	
65315 PUMP STATION GENERATOR FUEL	150	280	-	800	400	(400)	
65480 PUMP STATION # 6 CONTRACTOR SE	7,147	10,517	16,902	8,000	8,000	-	
65930 PUMP STATION # 6 ALARM	337	263	70	300	300	-	
66300 PUMP STATION # 6 SUPPLIES	210	989	864	1,000	1,000	-	
66320 PUMP STATION # 6 PARTS	1,414	5,895	1,554	6,000	6,000	-	
TOTAL PUMP STATION # 6 (PNSY)	41,427	54,128	44,460	53,531	54,194	663	1.2%
602716 PUMP STATION 7 - ELIOT							
64010 PUMP STATION # 7 LABOR	14,810	18,070	20,282	19,830	20,814	984	
65200 PUMP STATION # 7 ELECTRICITY	5,511	5,159	4,425	4,600	4,600	-	
65220 PUMP STATION # 7 WATER	236	177	177	230	230	-	
65315 PUMP STATION GENERATOR FUEL	-	-	-	425	300	(125)	
65480 PUMP STATION # 7 CONTRACTOR SE	25,408	2,220	10,030	6,500	10,000	3,500	
65930 PUMP STATION # 7 ALARM	430	263	-	300	200	(100)	
66300 PUMP STATION # 7 SUPPLIES	-	-	54	400	200	(200)	
66320 PUMP STATION # 7 PARTS	9,607	2,285	202	2,500	2,500	-	
TOTAL PUMP STATION # 7 (ELIOT)	56,002	28,174	35,170	34,785	38,844	4,059	11.7%
TOTAL SEWER ENTERPRISE	2,409,848	2,679,554	2,325,699	2,486,554	2,520,738	34,185	1.4%

Town of Kittery New/Replacement Schedule and Estimated Costs											
Sewer Dept											
Vehicles and Equipment											
Annual Inflation: 3.00%											
						2022	2023	2024	2025	2026	
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	30,000
Septage Building	2020	35,000	Capital	WWTF							
Annual I/I Sewer Lines	Various	20,000	Capital	Collection	Various	Lining of Sewer Lines	21,218	21,855	22,510	23,185	23,881
Pump Station #21 Upgrade	2021	175,000	Impact	Collection		Upgrade PS serving Homestead					
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		3,939			
Computer Lab	2014	1,500	Operating	WWTF	Dell	window 7	1,591				
Computer sca,	2014	1,500	Operating	WWTF	Dell	window 7					
Computer CO	2014	1,500	Operating	WWTF	Dell	window 7		1,639			
Computer sca,	2014	1,500	Operating	WWTF	Dell	window 7					
Computer sup	2014	1,500	Operating	WWTF	Dell	window 7	1,591				
Computer surv	2011	1,500	Operating	WWTF	Thinkcenter	window 7	1,591				
Computer GPS	2012	1,500	Operating	WWTF	Dell	window 7	1,591				
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	44,000				
Onan Gen 1	1998	20,000	Capital	Collection	60 KW	Portable					
Onan Gen 2	1998	25,000	Capital	Collection	60 KW	Portable					
Digester Blr 2	2008	12,000	Capital	WWTF	Tuthill	Tuthill		13,506			
CL2 tank	1993	6,000	Capital	WWTF	Poly	Poly				16,753	
PS#8 VFD 1	2010	5,000	Operating	Collection	panel	panel					
Chem pump 1	2010	3,000	Operating	WWTF	Blue and white	hose pump		3,278			
Chem pump 2	2010	3,000	Operating	WWTF	Blue and white	hose pump		3,278			
Chem pump 3	2010	3,000	Operating	WWTF	Blue and white	hose pump				3,478	
Chem pump 4	2010	3,000	Operating	WWTF	Blue and white	hose pump				3,478	
Bisulfite tank	1993	2,000	Operating	WWTF	Poly	Poly	2,185				
Security Fence	1993	40,000	Capital	WWTF	30 yr	Replace Gate mechanism					
EQ Pump 1	1999	18,000	Capital	WWTF	Flyght	Submersible	10,000				
EQ Pump 2	1999	18,000	Capital	WWTF	Flyght	Submersible		10,000			21,493
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					
Decantors trnk2	2006	14,000	Capital	WWTF	Aqua Aerobic	10 foot Float	14,927				
Hworks Grit Pmp	2017	6,000	Capital	WWTF	Hayward Gordon	Grit Pump Headworks					
Headwks Blr 1	2014	1,500	Operating	WWTF	Roots	RIA 24 2"		1,688			
Headwks Blr 2	2014	1,500	Operating	WWTF	Roots	RIA 24 2"		1,688			
Skid Steer	2010	42,500	Capital	WWTF	Skid Steer	New Holland					
Digester Blr 1	2014	15,000	Capital	WWTF	Roots	Easyair X2				17,389	
Bio Filter media	2017	7,000	Capital	WWTF	replace	media and blower				8,115	
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					39,924
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					
Auma Actuator 2	2012	7,800	Capital	WWTF	Auma	Decantor Valve Tnk 1					
Auma Actuator 3	2012	7,800	Capital	WWTF	Auma	Decantor Valve tnk 2					
Auma Actuator 4	2012	7,800	Capital	WWTF	Auma	Airline Tnk 1					
Auma Actuator 5	2012	7,800	Capital	WWTF	Auma	Airline Tnk 2					
Airation Blw 1	2017	5,000	Capital	WWTF	Roots	Aeration Blowers				5,796	
Airation Blw 2	2017	5,000	Capital	WWTF	Roots	Aeration Blowers				5,796	
Airation Blw 3	2017	5,000	Capital	WWTF	Roots	Aeration Blowers				5,796	
Jet Rodder	2011	43,400	Capital	WWTF	Mongoose	Model- 184		47,424			
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	60,000				
Screw Press	2024	250,000	Capital	WWTF		Screw Press					
TOTAL							186,510	119,660	158,332	119,787	115,298