

TOWN OF KITTERY, MAINE



TOWN BUDGET FISCAL YEAR 2017

GENERAL AND ENTERPRISE FUNDS

JULY 1, 2016 TO JUNE 30, 2017

TOWN COUNCIL

Gary Beers, Chair

Charles Denault, Vice-Chair

Frank L. Dennett

Kenneth Lemont

Judith Spiller

Jeffrey Thomson

Russell White

Former Town Manager/Interim Town Manager

Nancy Colbert Puff / Carol M. Granfield

Finance Director

Cindy L. Saklad

ADOPTED JUNE 13, 2016

200 ROGERS ROAD
KITTERY, ME 03904

Organization Chart

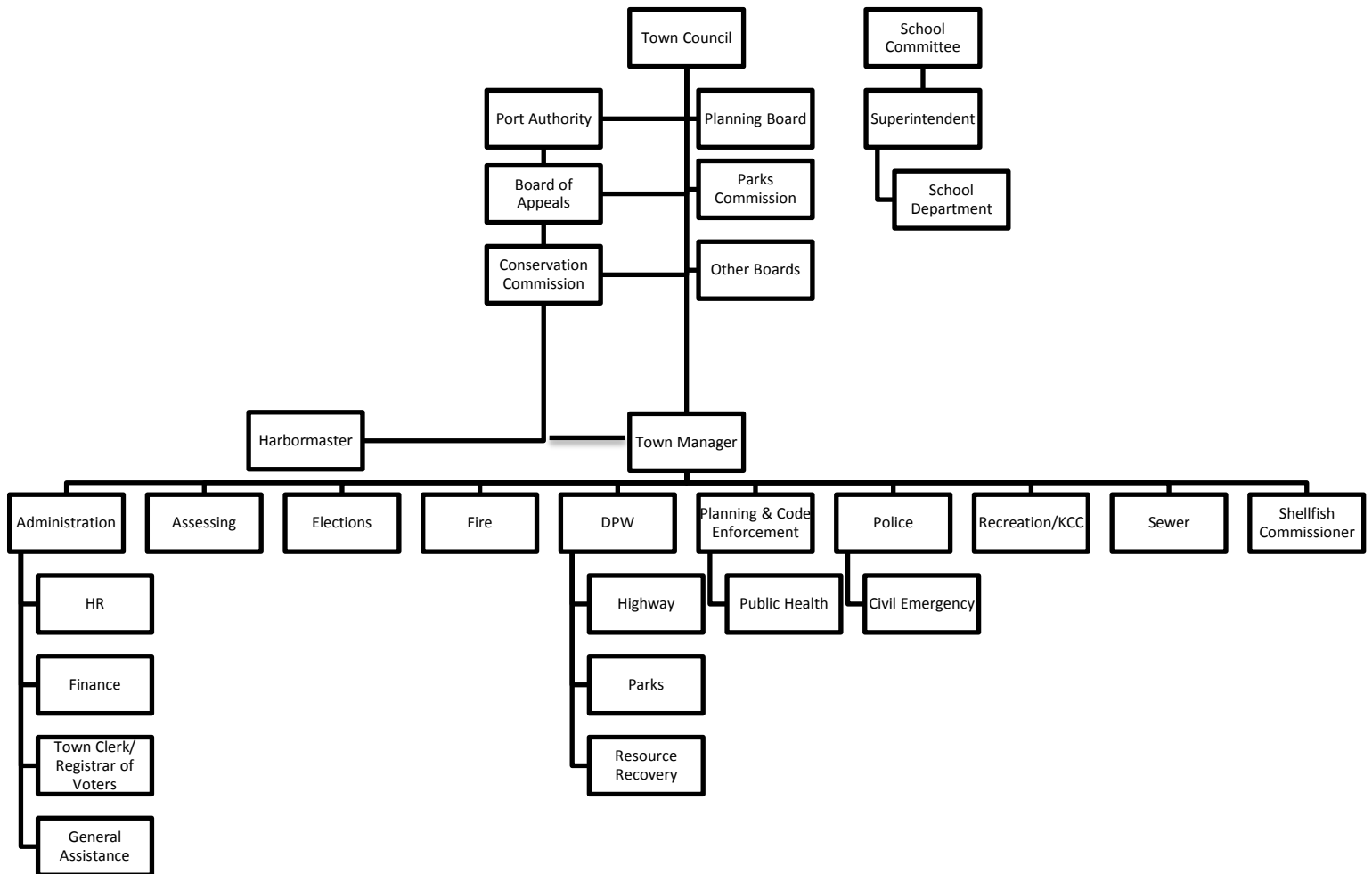


Table of Contents

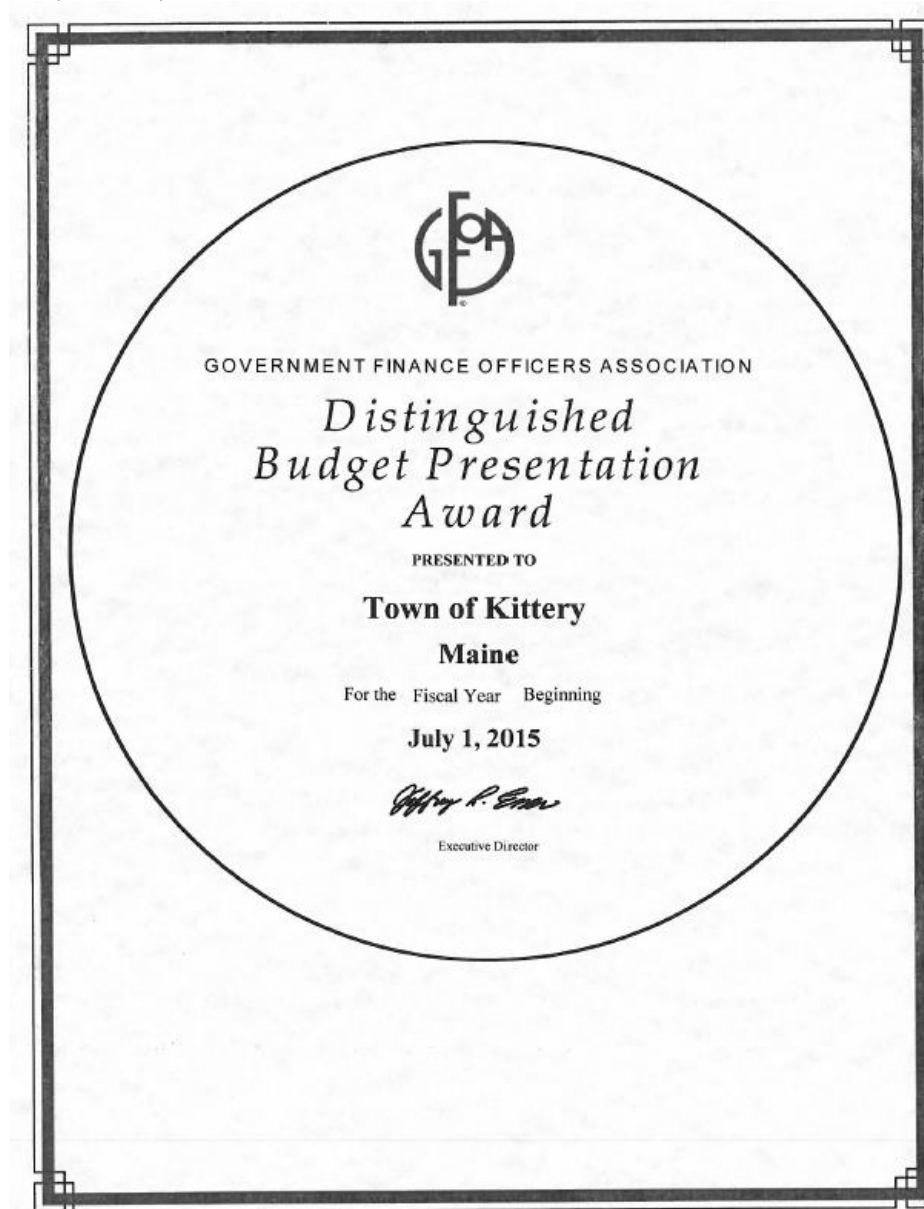
Town Manager's Budget Message	5
Guide to the Budget Process/Budget Calendar	11
Community Profile.....	12
Revenue Summary.....	13
Expense Summary.....	25
Capital Improvement Plan (CIP)	28
Debt.....	30
Administration	33
Assessing.....	38
Debt and Interest	41
Elections	42
Rice Public Library.....	44
Community Agencies.....	49
Town Council	50
Fire Department	53
Department of Public Works – Highway Division.....	58
Miscellaneous Expenses	61
Planning Board & Board of Appeals.....	63
Department of Public Works – Parks Division.....	65
Planning, Code Enforcement & Public Health	70
Police Department & Civil Emergency Preparedness.....	75
Port Authority.....	83
Kittery Community Center (KCC)/ Recreation Department.....	88
Department of Public Works - Solid Waste/ Resource Recovery Center	94
School Department	97
Adult Education	98
Sewer Enterprise Fund.....	101

TOWN MANAGER'S BUDGET MESSAGE

BUDGET SUMMARY

This budget document has been prepared by the former Town Manager, current Interim Town Manager and Finance Director to communicate the Town's efforts to provide a balanced budget addressing the needs of the community with a cost effective approach while maintaining the current outstanding municipal services. The contributions made by Town Department Heads added valuable insight and are greatly appreciated.

This is the third year the budget attempts to conform with best practices for budgeting established by the Government Finance Officials Association (GFOA <http://www.gfoa.org/budgetaward>). The FY 2016 budget document won the Distinguished Budget Presentation Award from the GFOA, the first in Kittery's history.



Kittery is fortunate to have a cadre of experienced Department Heads, who, alongside its Finance Director, positioned the town to receive a bond rating from Standard and Poor's of AA+¹. Just one level short of their highest rating of AAA, Kittery shares this financial rating with communities such as York and Cape Elizabeth. This rating was re-affirmed as the Town issued \$3.079 million of general obligation municipal bonds to the market in September of 2015.²

There are several key items to note about this FY 2017 Budget Proposal:

- The School Department's expenses have increased 2.18% from 2016, but its tax appropriation request is increased by 2.91%; this year the School Department has increased both its expenditures and revenues to accommodate a transfer of special education reserve funding from a reserve account to the operating budget in the event of unexpected out-of-district tuitions (the School Committee hosted a workshop Feb. 9th on this topic with Bill Stockmeyer, finance counsel, and was attended by Town Council);
- The Capital Improvement Program (CIP) funding request, \$1.2 million;
- Personnel wage increases for 6 of the 7 bargaining units are set at 2.25% for FY 2017;³
- Non-union, Department Head increases are recommended based in part upon performance evaluations; for FY 2017 they range from 2.25% to 2.75%.
- Several department heads have requested staffing changes within their respective departments. The budget, as presented, does not include these increases in personnel staffing. An overall staffing needs analysis should take place during the year in order to evaluate possible alternatives before changes are made from part time to full time positions, or new positions are added.
- Personnel benefits (including health insurance, workers compensation insurance and retirement) are increased by 6%, the settled bargaining unit contracts call for employees to share (50/50) in insurance premium increases of over 2%; Northern New England Benefit Trust (NNEBT) insurance premiums increases range from 1.58% to 4.91%, depending upon the coverage, for 2017. Currently, only one plan is offered by NNEBT, which is associated with the Teamsters Union.
- Property valuation growth (and associated tax rate projections) is conservatively projected with approximately \$21.8 million added to the base.

BUDGET GOALS

On December 14, 2015, the Town Council held a workshop with the School Committee to discuss guidelines in planning for the FY 2017 budget. During this session, the Council agreed upon the following guidance statement to direct all Town Departments:

“Every year the Town plans to provide and improve municipal and school services through the preparation of an annual budget that addresses the community's basic needs and proposes initiatives to improve the quality of life for its residents. The budget must respond to expected and unexpected changes in revenues, while seeking to maintain financial stability.

¹ As of March 7, 2014

² As of August 27, 2015

³ As of May 9, 2016, the contract for the Police Supervisors unit is pending

Town Council's guideline and direction at the start of the budget process has consistently sought to produce a structurally balanced budget that funds necessary expenditures to operate with recurring revenues with a degree of predictability. Inherent in this approach is an objective of maintaining a stable tax rate, where the impact of increased taxation is comparable to larger economic indicators such as those associated with the cost of goods and services (e.g. CPI). Use of non-recurring revenue should be appropriated judiciously, for non-recurring expenses or reserves whenever possible. The capital improvement program (CIP), is a key component of the Town's operational budget, as it plans to fund non-recurring asset improvements and replacement of rolling stock primarily through the use of recurring revenue, in order to promote financial sustainability.

Accordingly, we recommend Town Departments build their budgets keeping these stated objectives in mind."

UNASSIGNED FUND BALANCE AND FINANCIAL POLICIES

At the end of FY 2015, the Town's unassigned fund balance was \$4,226,375, a decrease of \$118,828 from the previous year. The Town's policy is to maintain an amount in unassigned fund balance to sustain 2 to 2.5 months of governmental operations.⁴ For fiscal 2015, this amount was below the policy recommendation. However, it is important to note that the Town maintains adequate reserves in its capital and program reserves, and the School Department maintains its own reserves as well. The School's balance sheet at the end of fiscal 2015 showed an unassigned fund balance of \$315,748, a decrease of \$477,146.

The Town's bond advisor states two additional targets are examined when ratings agencies measure the financial health of communities: (1) the % of unassigned fund balanced compared with budgeted expenditures, and (2) the general fund balance measured against the same. He observes that AA rated communities generally have a minimum of 12% of budgeted expenditures in unassigned fund balance and that the general fund contains 26% of budgeted expenditures. Using these barometers, Kittery has an adequate balance in its unassigned funds, and is 4-5% over these targets for its general fund at the close of fiscal 2015.

⁴ The Town Manager Policy #4, adopted in July 2007, aims for undesignated fund balance "in an amount equal to 12% (NOTE: at least 1/12th or 8.34%) of the Town's General Fund Budget, i.e., an amount equal to 2.5 month(s) or (sic) operating expenses from the then current operating budget, whichever is higher." GFOA's minimum recommendation is 2 months of operating expenses (<http://www.gfoa.org/appropriate-level-unrestricted-fund-balance-general-fund>)

Section 14.03.4 of the Charter, entitled Town Meeting Eligibility, references a criteria for "cash" funding consideration on a ballot "as long as that expenditure does not cause the unencumbered surplus to fall below an amount equal to the equivalent of 2 ½ months of current year operating budget, per item, project, or an aggregate of same."

Table 1: Unassigned Fund Balances, FY 2011-2015

Target*	Unassigned Fund Balance	FY11	FY12	FY13	FY14	FY15
	Town*	4,344,502.00	4,317,992.00	4,157,238.00	4,345,203.00	4,226,375.00
	School**	286,671.00	683,602.00	579,247.00	792,894.00	315,748.00
	Totals	4,631,173.00	5,001,594.00	4,736,485.00	5,138,097.00	4,542,123.00
	*Source Town Audits	170,979.00	(26,510.00)	(160,754.00)	187,965.00	(118,828.00)
	** Schools Audit					
	Budgeted Expenditures	23,841,309.00	23,123,427.00	26,069,718.00	26,538,105.00	27,141,118.00
	Budget Monthly	1,986,775.75	1,926,952.25	2,172,476.50	2,211,508.75	2,261,759.83
	2.5 months budgeted expenditures	4,966,939.38	4,817,380.63	5,431,191.25	5,528,771.88	5,654,399.58
	Actual Months	2.19	2.24	1.91	1.96	1.87
	Actual Months with School Unassigned	2.33	2.60	2.18	2.32	2.01
	% Unassigned Fund Balance Both	19%	22%	18%	19%	17%
12%	% Unassigned Fund Balance Town Only	18%	19%	16%	16%	16%
	Fund Balance - Total	10,402,785.00	10,355,152.00	10,089,520.00	10,444,403.00	11,167,832.00
	General Fund Balance*	5,325,542.00	5,288,265.00	5,574,528.00	7,687,887.00	8,495,746.00
26%	% of Budgeted Expenditures	22%	23%	21%	29%	31%

PROPOSED FY 2017 BUDGET - SUMMARY

	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference	% of Total
GENERAL GOVERNMENT							
Administration	\$ 916,382	\$ 925,935	\$ 971,168	\$ 1,005,414	\$ 34,246	3.5%	7.9%
Assessing	\$ 167,347	\$ 174,583	\$ 182,306	\$ 129,564	\$ (52,742)	-28.9%	1.0%
					\$ -	#DIV/0!	0.0%
Council	\$ 7,392	\$ 5,924	\$ 7,656	\$ 7,656	\$ -	0.0%	0.1%
Debt & Interest	\$ 681,038	\$ 670,272	\$ 663,377	\$ 906,401	\$ 243,024	36.6%	7.1%
Elections	\$ 6,579	\$ 8,759	\$ 10,438	\$ 13,603	\$ 3,165	30.3%	0.1%
Other Insurances	\$ 266,035	\$ 230,208	\$ 300,058	\$ 288,935	\$ (11,123)	-3.7%	2.3%
Planning Board	\$ 14,806	\$ 10,072	\$ 15,575	\$ 15,704	\$ 129	0.8%	0.1%
Planning & Code Enforcement	\$ 357,117	\$ 340,623	\$ 369,607	\$ 408,922	\$ 39,315	10.6%	3.2%
SUB-TOTAL GEN GOVERNMENT	\$ 2,416,696	\$ 2,366,376	\$ 2,520,185	\$ 2,776,199	\$ 256,014	10.2%	21.7%
PUBLIC WORKS							
Highway	\$ 1,136,849	\$ 1,195,668	\$ 1,182,915	\$ 1,226,756	\$ 43,841	3.7%	9.6%
Solid Waste	\$ 571,413	\$ 545,790	\$ 674,133	\$ 629,926	\$ (44,207)	-6.6%	4.9%
SUB-TOTAL PUBLIC WORKS	\$ 1,708,262	\$ 1,741,459	\$ 1,857,048	\$ 1,856,682	\$ (366)	0.0%	14.5%
PUBLIC SAFETY							
Civil Emergency Preparedness	\$ 1,575	\$ 262	\$ 1,500	\$ 500	\$ (1,000)	-66.7%	0.0%
Hydrant Rentals	\$ 215,288	\$ 215,979	\$ 221,780	\$ 246,776	\$ 24,996	11.3%	1.9%
Street Lights	\$ 109,026	\$ 126,071	\$ 113,600	\$ 119,000	\$ 5,400	4.8%	0.9%
Fire	\$ 260,231	\$ 287,359	\$ 313,624	\$ 326,273	\$ 12,648	4.0%	2.6%
Police	\$ 2,641,498	\$ 2,692,903	\$ 2,746,960	\$ 2,864,681	\$ 117,721	4.3%	22.4%
SUB-TOTAL PUBLIC SAFETY	\$ 3,227,618	\$ 3,322,574	\$ 3,397,464	\$ 3,557,229	\$ 159,765	4.7%	27.8%
LEISURE TIME ACTIVITIES							
Library	\$ 434,400	\$ 440,916	\$ 448,412	\$ 457,380	\$ 8,968	2.0%	3.6%
Parks	\$ 303,401	\$ 282,364	\$ 320,112	\$ 321,505	\$ 1,393	0.4%	2.5%
Port Authority	\$ 111,482	\$ 115,343	\$ 118,800	\$ 126,976	\$ 8,176	6.9%	1.0%
Kittery Community Center	\$ 1,160,204	\$ 1,154,793	\$ 1,233,819	\$ 1,264,531	\$ 30,712	2.5%	9.9%
SUB-TOTAL LEISURE TIME ACTIVITIES	\$ 2,009,487	\$ 1,993,416	\$ 2,121,143	\$ 2,170,392	\$ 49,249	2.3%	17.0%
COMMUNITY SERVICE							
Public Health	\$ 592	\$ 586	\$ 603	\$ 591	\$ (12)	-2.0%	0.0%
Welfare	\$ 135,783	\$ 59,476	\$ 40,000	\$ 40,000	\$ -	0.0%	0.3%
Community Agencies	\$ 12,275	\$ 13,830	\$ 13,830	\$ 11,765	\$ (2,065)	-14.9%	0.1%
SUB-TOTAL COMMUNITY SERVICE	\$ 148,650	\$ 73,892	\$ 54,433	\$ 52,356	\$ (2,077)	-3.8%	0.4%
OTHER							
Misc.	\$ 196,348	\$ 314,881	\$ 169,326	\$ 170,176	\$ 850	0.5%	1.3%
County Tax	\$ 902,996	\$ 908,475	\$ 912,385	\$ 909,420	\$ (2,965)	-0.3%	7.1%
SUB-TOTAL OTHER	\$ 1,099,343	\$ 1,223,356	\$ 1,081,711	\$ 1,079,596	\$ (2,115)	-0.2%	8.4%
CIP	\$ 1,208,976	\$ 1,208,975	\$ 1,159,492	\$ 1,208,975	\$ 49,483	4.3%	9.5%
Adult Education	\$ 69,835	\$ 69,835	\$ 69,836	\$ 92,059	\$ 22,223	31.8%	0.7%
ALL MUNICIPAL	\$ 11,888,868	\$ 11,999,883	\$ 12,261,313	\$ 12,793,488	\$ 532,176	4.3%	100.0%
SCHOOLS	\$ 14,709,021	\$ 14,961,185	\$ 15,461,359	\$ 15,797,843	\$ 336,484	2.2%	
GRAND TOTAL	\$ 26,597,889	\$ 26,961,068	\$ 27,722,671	\$ 28,591,331	\$ 868,660	3.1%	

	FY 2014 Approved	FY 2015 Approved	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
TOTAL MUNICIPAL	\$ 11,888,870	\$ 12,033,102	\$ 12,261,309	\$ 12,793,488	\$ 532,176	4.3%
TOTAL SCHOOLS	\$ 14,709,021	\$ 14,961,185	\$ 15,461,359	\$ 15,797,843	\$ 336,484	2.2%
GRAND TOTAL	\$ 26,597,891	\$ 26,994,287	\$ 27,722,668	\$ 28,591,331	\$ 868,660	3.1%
MUNICIPAL NON-TAX REVENUES	\$ 4,102,534	\$ 4,115,708	\$ 4,154,768	\$ 4,451,353	\$ 296,585	7.1%
SCHOOL NON-TAX REVENUES	\$ 1,223,864	\$ 1,147,024	\$ 1,406,785	\$ 1,334,805	\$ 328,020	-5.1%
TOTAL REVENUE	\$ 5,326,398	\$ 5,262,732	\$ 5,561,553	\$ 5,786,157	\$ 624,605	3.8%
PROPERTY TAX LEVY	\$ 21,127,001	\$ 21,731,555	\$ 22,161,115	\$ 22,805,175	\$ 652,580	2.9%
PLUS OVERLAY	\$ 150,232	\$ 143,248	\$ 131,928	\$ 145,000	\$ 16,702	12.7%
MILL RATE	15.22	15.52	15.67	15.89	0.22	1.4%
TOTAL VALUATION BASE	\$ 1,397,155,200	\$ 1,409,812,100	\$ 1,422,425,947	\$ 1,444,244,747	\$ 21,218,800	1.51%

Estimated Tax Rate Breakdown				\$ 15.89		
Municipal				\$ 7,432,717	\$ 5.15	32%
Schools				\$ 14,463,038	\$ 10.01	63%
County Tax				\$ 909,420	\$ 0.63	4%
Overlay				\$ 145,000	\$ 0.10	1%
				\$ 22,950,175		

GUIDE TO THE BUDGET PROCESS/BUDGET CALENDAR

October 15, 2015	CIP Committee kick-off meeting
November 20, 2015	CIP Requests to Manager
December 14, 2014	Budget Workshop with Council & School Committee
December 16, 2015	Presentations by Departments to CIP Committee
January 4, 2016	Town Council Goal Setting Workshop
January 7, 2016	Presentations by Departments to CIP Committee
February 22 & 29, 2016	CIP Workshops with Town Council; Council Adopts CIP
March 15-30, 2016	School Committee Votes on Budget to Forward to Council
April 1, 2016	School Budget Due to Town Manager
April 11, 2016	School Department Presents Budget Request to Council
April 11, 2016	Council Vote on Warrant Articles for Town Meeting Ballot; Council take preliminary vote on School Budget and votes to schedule a public hearing for its final approval, and to schedule the Budget Validation Referendum for June 14, 2016
May 9, 2016	Town Manager Presents Budget Proposal to Council
TBD	Council Budget Workshop w/Departments
May 9, 2015	School Budget Validation Referendum Public Hearing
May 16, 2015	Absentee ballots are available
May 23, 2015	Town Meeting public hearing
June 13, 2016	Public Hearing on FY 2017 Budget; Public Hearing on Town Meeting Articles
June 14, 2016	Town Election
June 27, 2016	Council Votes on FY 2017 Budget

The School Budget process and calendar reflects a timeframe necessary to deliver the budget to the voters via a June ballot.

According to Kittery Town Charter Section 6.02, the Town Manager must submit the proposed budget to the Town Council at least 45 days before the beginning of the next fiscal year, and the Council, per Section 6.06 must advertise, hold a public hearing, and adopt the budget prior to July 1st. The Council may, by resolution, extend this deadline by one month.

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.

According to the 2010 Census, Kittery has a population of 9,490, making it the 23rd most populated municipality in Maine⁵. Kittery is located within York County, which is home to an estimated 15% of the State's entire population.

Kittery residents live in 4,942 housing units, which are approximately 66% owner occupied. The median household income is \$53,420, and over 93% of the population has achieved a high school degree or higher level of education.

This budget compares Kittery to its neighbors in several respects – these communities and their respective populations are featured below.

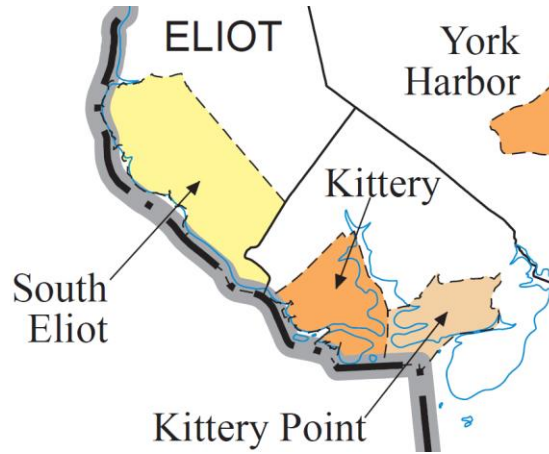


Table 2: Population & Mean HH Income, Kittery and Neighboring Communities, 2016

Community	Population	Mean HH Income	Avg. SF Home Valuation
Ogunquit	992	\$ 95,515	n/a
Eliot	6,254	\$ 91,698	\$ 328,652
So. Berwick	6,819	\$ 84,222	\$ 246,283
Kittery	9,644	\$ 78,606	\$ 321,991
Wells	10,349	\$ 80,978	\$ 387,987
Kennebunk	11,449	\$ 93,323	\$ 335,975
York	13,282	\$ 105,506	\$ 405,406

Source: Census 2010 and 2009-2013 American Community Survey 5-Year Estimates, Income in the Past 12 Months (In 2013 Inflation-Adjusted Dollars), & Kittery Assessor

⁵ Out of 533 total

REVENUE SUMMARY

Kittery's revenues are largely dependent on its property taxes which represent approximately 80% of overall revenues, and when combined with excise taxes, form 86% of total revenues. This total is slightly higher than compared to the statewide average, which was 83.5% in 2012.

Table 3: FY 2017 Projected Non-Tax Revenues

Acct #		FY '14 Actual	FY 15 Actual	FY 16 Approved	FY 17 Projected	Difference	
43031	Motor vehicle	1,512,062	1,614,001	1,646,281	1,630,141	(16,140)	-1.0%
43032	Boat	26,460	26,466	28,000	27,233	(767)	-2.7%
	SUB-TOTAL EXCISE TAX	\$ 1,538,522	\$ 1,640,466	\$ 1,674,281	\$ 1,657,374	\$ (16,907)	-1.0%
43109	Sign Permits	2,725	2,625	2,200	2,413	213	9.7%
43110	Code Enforcement Fees	176,389	196,962	175,000	200,000	25,000	14.3%
43113	BOA Review	500	400	400	400	-	0.0%
43114	Additional Land Use Fees	4,485	4,288	4,500	4,394	(106)	-2.4%
43115	Planning Fees	10,590	15,632	11,000	13,316	2,316	21.1%
43120	Town Clerk Fees	20,427	23,627	19,500	21,564	2,064	10.6%
43121	Wildlife Agent Fee	1,305	1,208	1,000	1,104	104	10.4%
43122	Animal Welfare Agent Fee	1,611	1,675	1,500	1,588	88	5.8%
43130	Town Registration Fees	27,480	27,169	26,500	26,835	335	1.3%
43140	Solid Waste Permits & Fees	85,271	56,431	88,850	72,640	(16,210)	-18.2%
43145	Solid Waste Recycling Fees	97,315	113,035	102,000	132,515	30,515	29.9%
43146	Solid Waste Recycling Expense	-	-	(1,000)	(500)	500	-50.0%
43147	Dinghy Fees	7,155	8,145	7,000	8,000	1,000	14.3%
43148	Transient Slip Rental	1,000	95	2,000	1,500	(500)	-25.0%
43149	KPA Application Fees	900	510	900	1,000	100	11.1%
43150	Mooring Fees and Others	85,247	87,279	90,000	90,000	-	0.0%
43151	Launch Fees	12,515	10,399	10,000	12,500	2,500	25.0%
43152	Transient Mooring	905	6,153	1,500	7,500	6,000	400.0%
43153	Wait List Fees	1,048	1,390	1,000	1,400	400	40.0%
43154	Harbor & Water Usage Fees	11,130	11,868	9,000	15,000	6,000	66.7%
43155	Clam License Fees	-	-	-	-	-	0.0%
43160	Fort Foster Fees	178,557	172,997	180,000	176,499	(3,501)	-1.9%
43165	Sprinkler Permits	200	200	300	250	(50)	-16.7%
43190	Misc. License & Fees	-	-	-	-	-	0.0%
43210	Lien Filing & Discharge Fees	31,538	47,825	35,000	57,567	22,567	64.5%
43220	Penalty	35,530	34,225	35,000	34,612	(388)	-1.1%
43310	Sale of Ordinances, Maps	-	-	-	-	-	0.0%
43335	Postage	56	169	50	109	59	118.8%
43336	Photo Copies	499	274	500	387	(113)	-22.6%
43350	Outside Detail	31,319	22,917	12,000	17,459	5,459	45.5%
43349	DEA Reimbursement	-	21,053	15,000	18,026	3,026	20.2%
43351	Accident Reports	2,676	3,377	2,890	3,134	244	8.4%
43353	Gun Permits	1,994	2,028	1,850	1,939	89	4.8%
43356	Witness Fees	1,676	271	1,500	886	(614)	-41.0%
43359	Ambulance Dispatch Fees	16,000	16,000	16,000	16,000	-	0.0%
43354	Eliot Dispatching Services Fee	60,000	70,000	80,000	90,000	10,000	12.5%
	SUB-TOTAL FEES & PERMITS	\$ 908,043	\$ 960,225	\$ 932,940	\$ 1,030,035	\$ 97,095	10.4%
43330	Animal Control	6,650	6,808	6,500	6,654	154	2.4%
43352	Parking Tickets	11,795	8,895	12,000	10,448	(1,553)	-12.9%
43355	Ordinance Fines	470	300	500	400	(100)	-20.0%
43358	False Alarms	1,135	1,220	1,000	1,110	110	11.0%
	SUB-TOTAL FINES	\$ 20,050	\$ 17,223	\$ 20,000	\$ 18,612	\$ (1,389)	-6.9%

Acct #		FY '14 Actual	FY 15 Actual	FY 16 Approved	FY 17 Projected	Difference	
33445	School Dept.		-			-	
43320	Rec/KCC Revenue	732,067	734,361	750,000	750,000	-	0.0%
43540	Sewer Dept.	22,900	22,900	22,900	22,900	-	0.0%
	SUB-TOTAL FACILITY RENTALS	\$ 754,967	\$ 757,261	\$ 772,900	\$ 772,900	\$ -	0.0%
43510	Investment Interest	29,376	33,737	27,000	30,369	3,369	12.5%
45007	Interest	3,621	2,643	3,600	3,122	(478)	-13.3%
	SUB-TOTAL INTEREST	\$ 32,997	\$ 36,381	\$ 30,600	\$ 33,490	\$ 2,890	9.4%
43420	State Revenue Sharing	412,498	364,291	378,030	393,604	15,574	4.1%
43006	Homestead Exemption	127,335	128,587	125,000	126,794	1,794	1.4%
43421	State Park Revenue Sharing	347	542	-	271	271	0.0%
43410	MDOT Highway Maintenance Revenue	-	-	-	11,500	11,500	0.0%
43470	Maine General Assistance	74,270	30,200	35,000	32,600	(2,400)	-6.9%
	SUB-TOTAL STATE FUNDS	\$ 614,451	\$ 523,620	\$ 538,030	\$ 564,768	\$ 26,738	5.0%
43443	Restitution Income	1,908	5,212	2,000	3,606	1,606	80.3%
43007	Tree Growth Revenue	864	16,154	-	3,000	3,000	0.0%
43480	Mary Saffords Wildes Trust	25,000	30,000	30,000	30,000	-	0.0%
43530	Misc. Revenue	44,071	119,849	10,000	11,406	1,406	14.1%
43560	GMH Housing - Dedicated Reserve	275,005	283,951	267,800	275,875	8,075	3.0%
43555	Snowmobile/HC/Elderly	682	609	700	655	(45)	-6.5%
45015	FEMA	-	-	-	-	-	0.0%
45020	Workman's Comp. Dividend	1,769	13,263	6,000	9,631	3,631	60.5%
45025	School Dept. SRO Contribution	40,000	40,000	40,000	40,000	-	0.0%
45030	Police Special Revenue #712	-	-	-	-	-	0.0%
45035	Recreation Special Revenue #275	-	-	-	-	-	0.0%
73446	Adult Ed. Subsidy.	-	-	-	-	-	0.0%
	SUB-TOTAL OTHER	\$ 391,772	\$ 509,038	\$ 356,500	\$ 374,173	\$ 17,673	5.0%
	GRAND TOTAL ALL NON_TAX REVENUES	\$ 4,260,802	\$ 4,444,214	\$ 4,325,251	\$ 4,451,352	\$ 126,101	2.9%

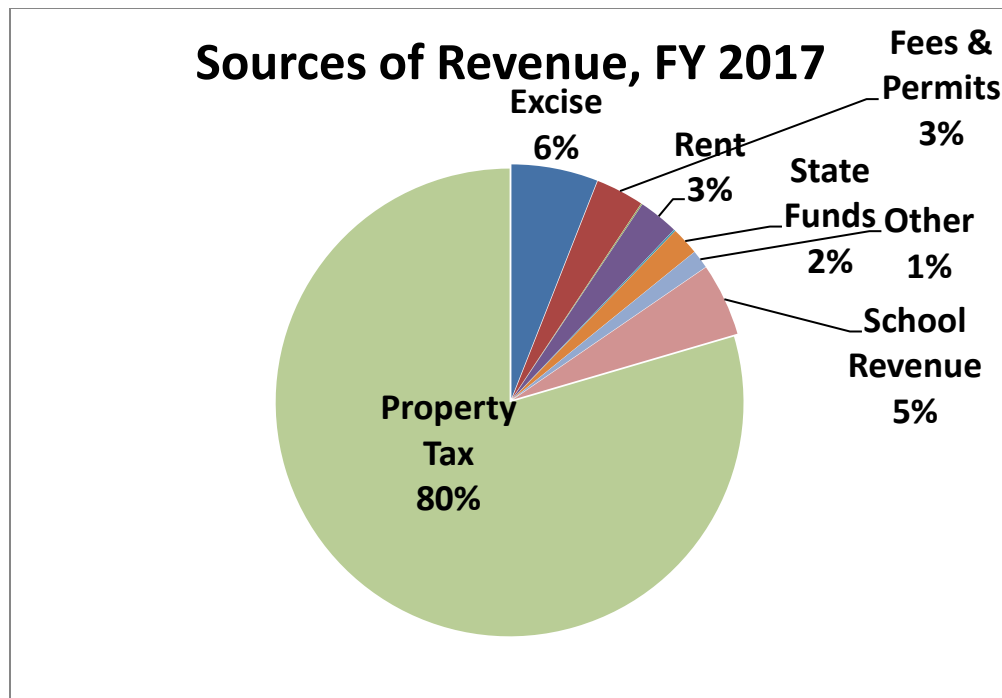


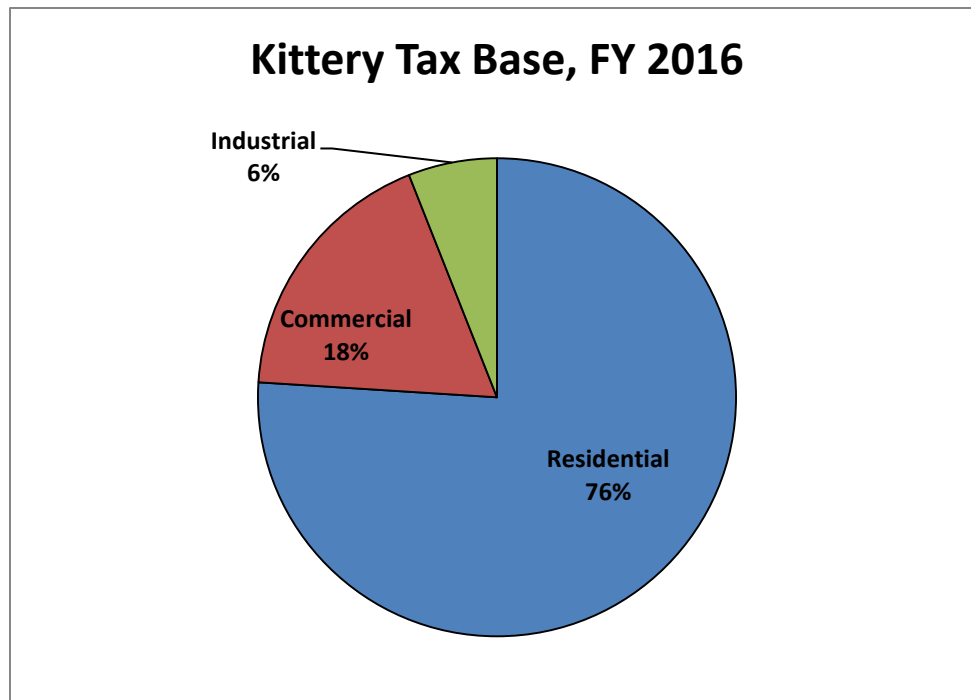
Figure 1: Sources of Revenue, FY 2017

Overall, non-tax revenues for FY 2017 are projected to be about 2.9% higher than last year on the municipal side of the budget, and are increased by 4.8% for the school department (much of this related to the special education reserve account transfer to the operational budget). It is projected property tax revenues will increase by about 1.45% after accounting for new growth at .51%.

PROPERTY TAXES

TAX BASE

Kittery's property taxes are divided between residential, and commercial/ industrial uses, roughly as follows:

**Figure 2: Kittery Tax Base, 2016 (source: Assessing Department)**

There are approximately 2,849 single-family parcels in Kittery.

The Economic Development Committee has long promoted commercial development, with the understanding that non-residential growth can frequently result in a positive revenue/cost for services ratio, and may result in a reduction of the tax burden on residential owners. In addition, residential use is typically assumed to result in a negative revenue/cost for services ratio, due to the need for educational, public safety, and road maintenance services.

Kittery compares favorably to comparable communities, with one of the highest commercial/industrial/personal property taxable valuations.

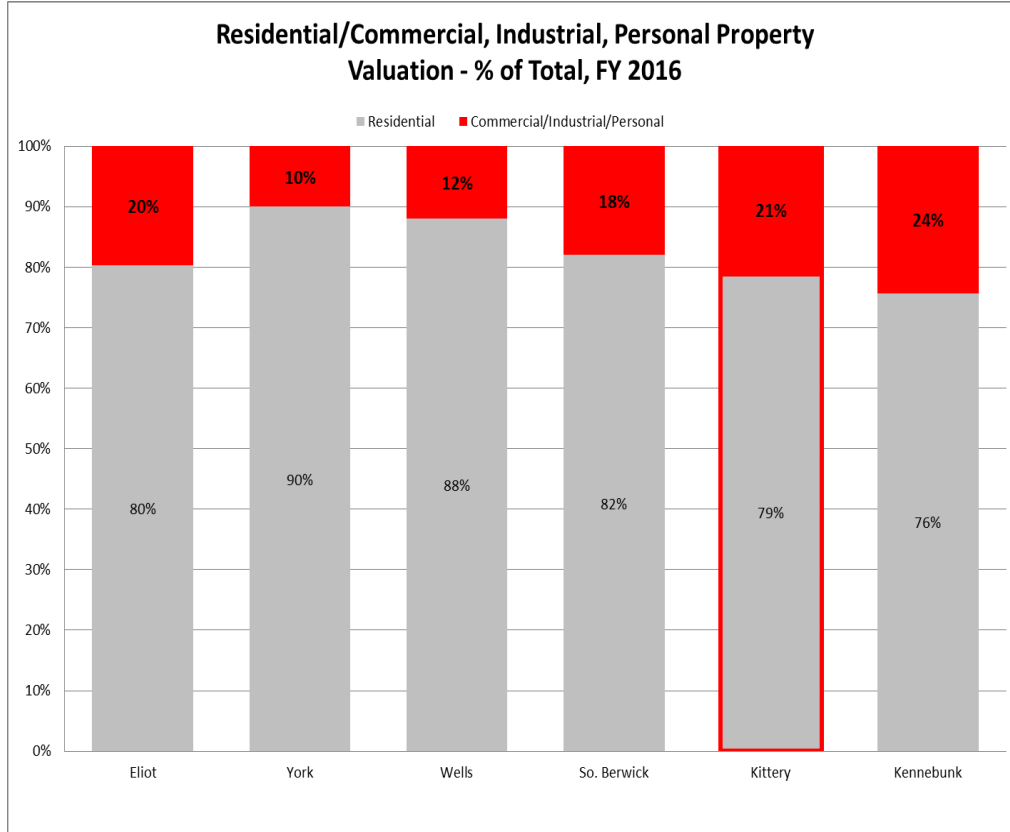


Figure 3: Residential/CIP % of Tax Base, 2016, Comparable Communities

Not surprisingly, a look at Kittery's top ten tax parcels reveals many properties that are located along Route 1.

Table 4: Top Ten Parcels by Valuation and Estimated Taxes Paid

RANK	LOCATION	OWNERS NAME	TOTAL PARCEL VALUE	2016 TAXES
1	325/335/345 US ROUTE 1	CPG KITTERY HOLDINGS LLC	\$ 27,404,300	\$ 484,261
2	318/375 US ROUTE 1	F/C KITTERY DEVELOPMENT LLC	\$ 23,044,000	\$ 361,099
3	283/360/366 US ROUTE 1	ADCO KITTERY LLS	\$ 12,506,000	\$ 195,969
4	301 US ROUTE 1	KEVIN INC	\$ 12,503,900	\$ 195,936
5	220 STATE ROAD	VENTAS KITTERY ESTATES	\$ 8,896,000	\$ 139,400
6	VARIOUS LOCATIONS	CENTRAL MAINE POWER	\$ 8,787,647	\$ 137,702
7	340/350 US ROUTE 1	SPRUCE CREEK RETAIL OUTLET LLC	\$ 7,674,000	\$ 120,252
8	143-147 ROGERS ROAD	VERNON CONTINUING CARE HOMES INC	\$ 7,130,200	\$ 111,730
9	LEWIS ROAD	KITTERY COMMONS LLC	\$ 5,947,400	\$ 93,196
10	294 US ROUTE 1	RIPLEY ROAD ASSOCIATES LLC	\$ 5,855,700	\$ 91,759

TAX BURDEN

Kittery's tax burden on residential owners is more than its neighboring communities in York County when examined from the perspective of the average single-family home owner. Wells, South Berwick, York and Eliot have lower single-family home tax burdens, while Kennebunk residents pay bills that are slightly more.

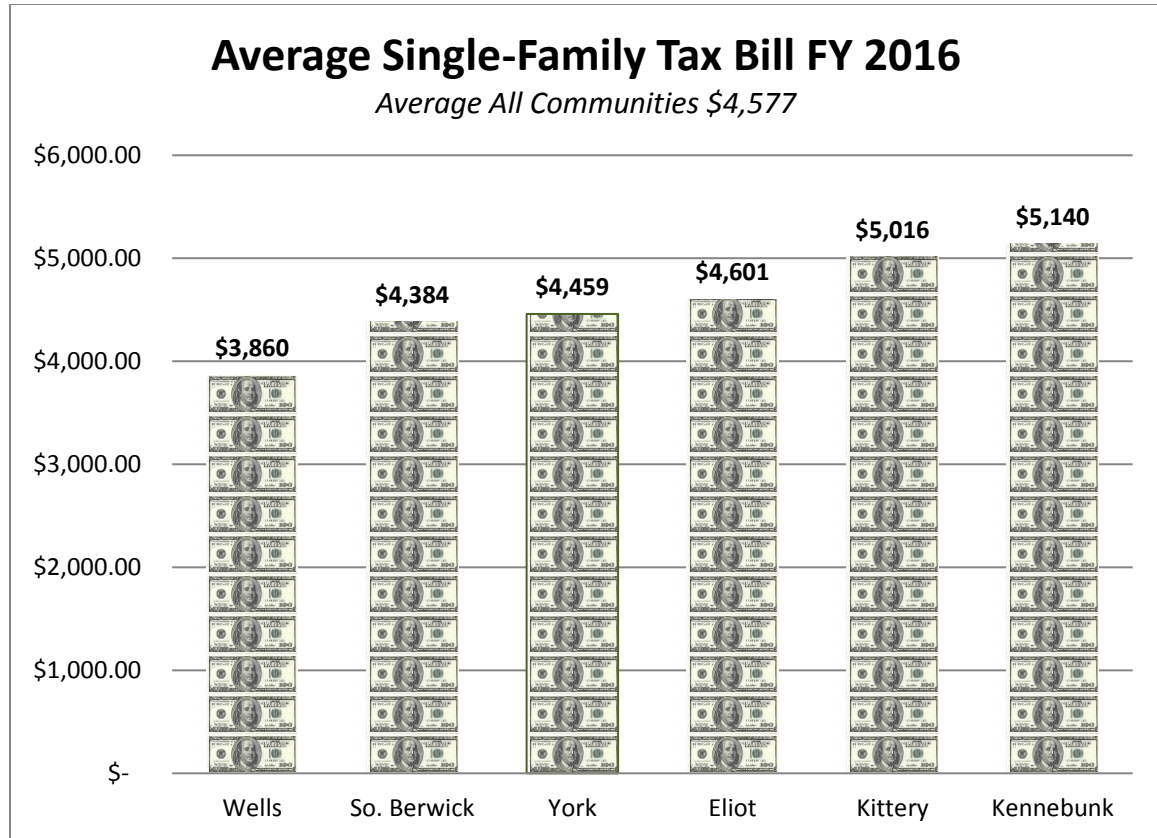


Figure 4: Average Single Family Tax Bill, Comparable Communities, 2016

The average single-family tax bill in Kittery has risen, on average, about 2% over the past four years. The FY 2017 projection estimates a 1.4% increase.

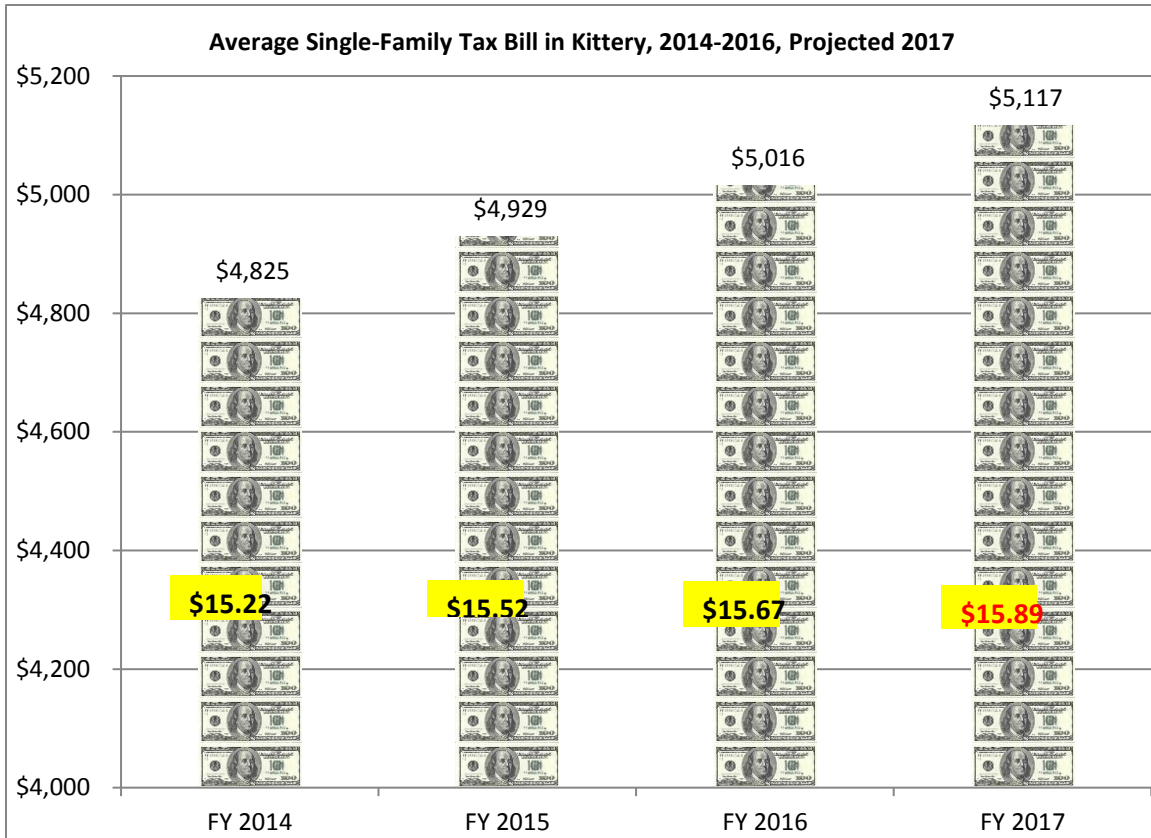


Figure 5: Average Single-Family Tax Bill, Kittery, 2014-2016, Projected 2017

TAXABLE VALUATION

Kittery's taxable valuation steadily increases from year to year based upon new construction, additions and renovations, and overall changes in the real estate market.

As illustrated in Figure 6, Kittery's valuation growth for FY 2017 is projected to increase at a higher rate than fiscal years 2014 – 2016, with approximately \$22 million of valuation added.

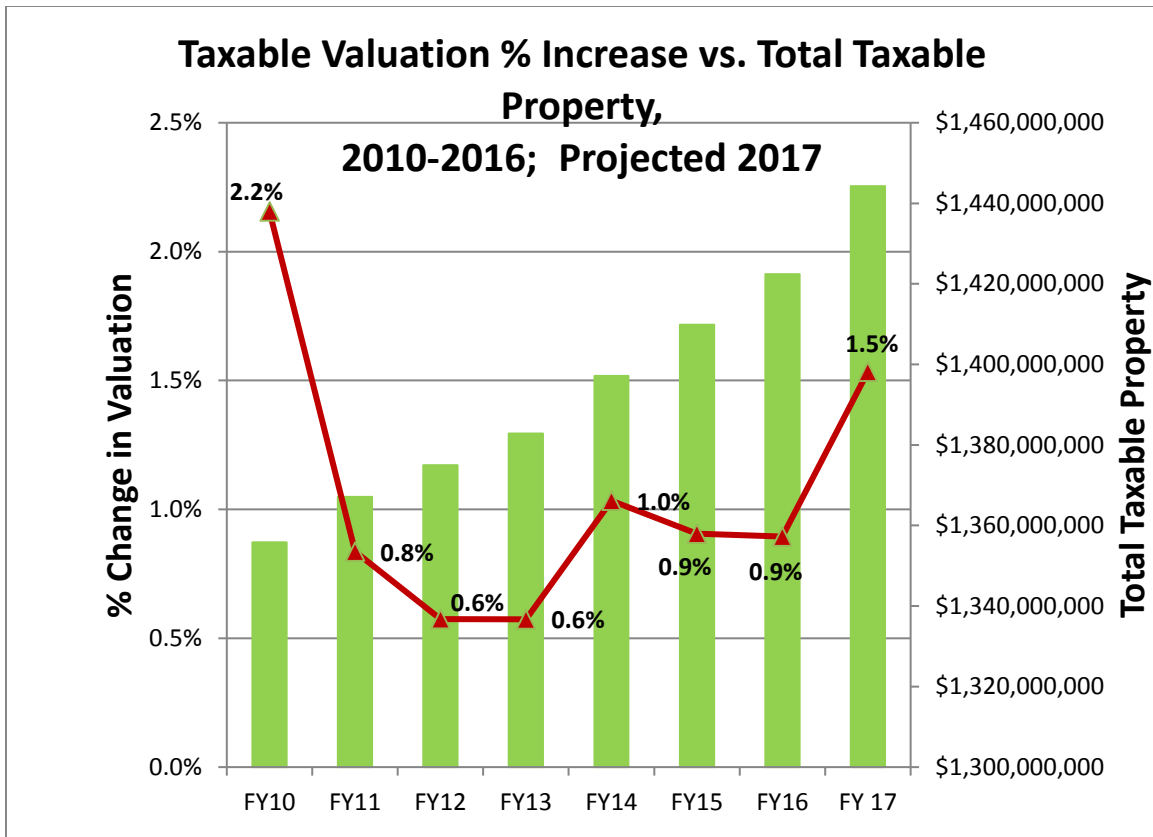


Figure 6: Taxable Valuation % Increase vs. Total Taxable Property, 2010-2017

Figure 7: Valuation vs. Population, York County Neighbors, 2010-2016 looks at Kittery's neighbors and reveals a story that is linked to residential tax burdens. While Wells has a comparable population to Kittery, its tax base is substantially larger, thus accounting for its comparably low single-family tax bills. By contrast, Eliot's tax base is half that of Kittery, with one-third fewer population. Note: Information for this table is not available for the budget presentation.

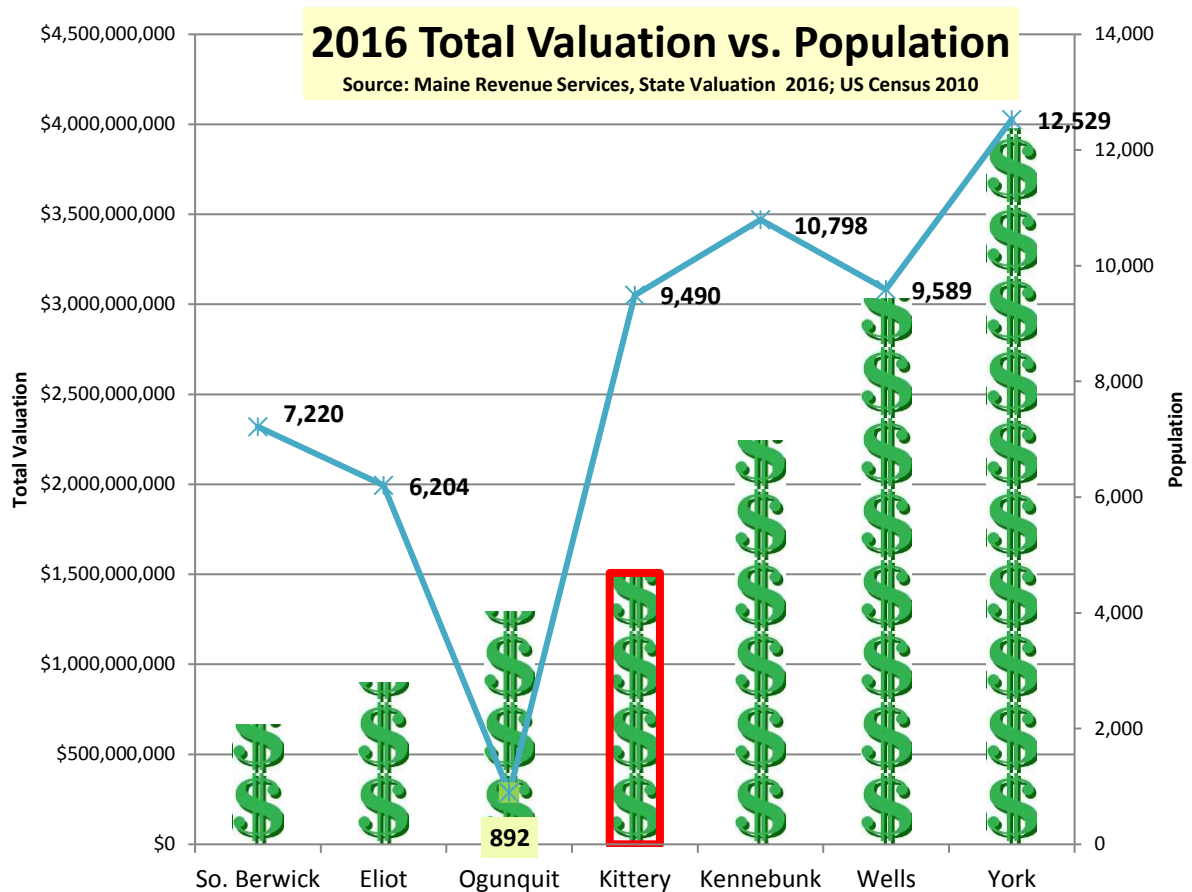


Figure 7: Valuation vs. Population, York County Neighbors, 2016

TAX RATE

Intricately linked to fluctuations in tax base valuation, assessor's overlay, and changes in revenue as well as expenditures, Kittery's tax rate has increased, on average, about \$0.29/thousand from 2011-2016.

The FY 2017 growth projection contained herein anticipates a 0.66% increase to the base valuation.



	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
TOTAL MUNICIPAL	\$ 11,888,870	\$ 12,033,102	\$ 12,261,309	\$ 12,793,488	\$ 532,176	4.3%
TOTAL SCHOOLS	\$ 14,709,021	\$ 14,961,185	\$ 15,461,359	\$ 15,797,843	\$ 336,484	2.2%
GRAND TOTAL	\$ 26,597,891	\$ 26,994,287	\$ 27,722,668	\$ 28,591,331	\$ 868,660	3.1%
MUNICIPAL NON-TAX REVENUES	\$ 4,102,534	\$ 4,115,708	\$ 4,154,768	\$ 4,451,353	\$ 296,585	7.1%
SCHOOL NON-TAX REVENUES	\$ 1,223,864	\$ 1,147,024	\$ 1,406,785	\$ 1,334,805	\$ 328,020	-5.1%
TOTAL REVENUE	\$ 5,326,398	\$ 5,262,732	\$ 5,561,553	\$ 5,786,158	\$ 624,605	3.8%
PROPERTY TAX LEVY	\$ 21,127,001	\$ 21,731,555	\$ 22,161,115	\$ 22,805,175	\$ 652,580	2.9%
PLUS OVERLAY	\$ 150,232	\$ 143,248	\$ 131,928	\$ 145,000	\$ 16,702	12.7%
MILL RATE	15.22	15.52	15.67	15.89	0.22	1.4%
TOTAL VALUATION BASE	\$ 1,397,155,200	\$ 1,409,812,100	\$ 1,422,425,947	\$ 1,444,244,747	\$ 21,218,800	1.51%

The following chart depicts the impact of any spending item on individual property owners (based upon 2014 valuation and average single-family home value).

With an FY 2017 estimated valuation of **\$1,444,244,747**, a one cent increase of the tax rate equates to expenditures in the amount of **\$14,442**.

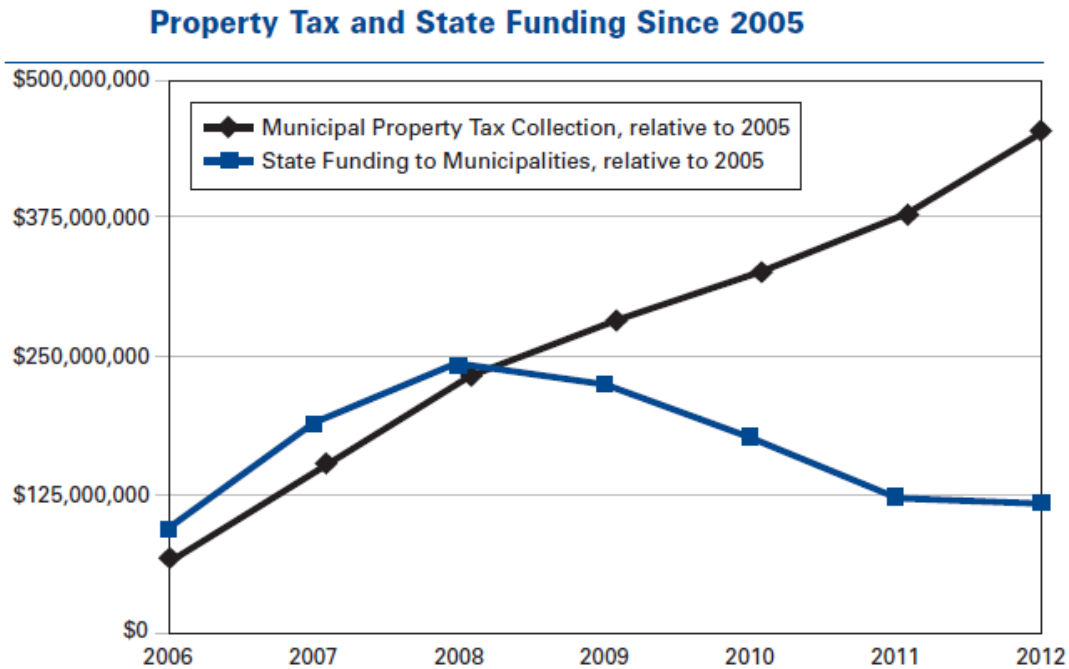
Town of Kittery, FY 2017													
ESTIMATED IMPACT OF BUDGET SPENDING ON YOUR FISCAL TAX BILL													
Fiscal Values	100,000	150,000	200,000	250,000	300,000	Average SF Home 322,002	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000
Fiscal 2017 Base	\$1,589	\$2,384	\$3,178	\$3,973	\$4,767	\$5,117	\$6,356	\$7,945	\$9,534	\$11,124	\$12,713	\$14,302	\$15,891
To calculate the dollar impact of any expenditure that may be considered by the Town, use this chart below													
Article Amount	100,000	150,000	200,000	250,000	300,000	322,002	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000
4,470	\$0.31	\$0.46	\$0.62	\$0.77	\$0.93	\$1.00	\$1.24	\$1.55	\$1.86	\$2.17	\$2.48	\$2.79	\$3.10
10,000	\$0.69	\$1.06	\$1.38	\$1.73	\$2.08	\$2.23	\$2.77	\$3.46	\$4.15	\$4.85	\$5.54	\$6.23	\$6.92
25,000	\$1.73	\$2.66	\$3.46	\$4.33	\$5.19	\$5.57	\$6.92	\$8.66	\$10.39	\$12.12	\$13.85	\$15.58	\$17.31
50,000	\$3.46	\$5.32	\$6.92	\$8.66	\$10.39	\$11.15	\$13.85	\$17.31	\$20.77	\$24.23	\$27.70	\$31.16	\$34.62
75,000	\$5.19	\$7.98	\$10.39	\$12.98	\$15.58	\$16.72	\$20.77	\$25.97	\$31.16	\$36.35	\$41.54	\$46.74	\$51.93
100,000	\$6.92	\$10.64	\$13.85	\$17.31	\$20.77	\$22.30	\$27.70	\$34.62	\$41.54	\$48.47	\$55.39	\$62.32	\$69.24
200,000	\$13.85	\$21.28	\$27.70	\$34.62	\$41.54	\$44.59	\$55.39	\$69.24	\$83.09	\$96.94	\$110.78	\$124.63	\$138.48
223,650	\$15.49	\$23.80	\$30.97	\$38.71	\$46.46	\$49.86	\$61.94	\$77.43	\$92.91	\$108.40	\$123.88	\$139.37	\$154.86
250,000	\$17.31	\$26.60	\$34.62	\$43.28	\$51.93	\$55.74	\$69.24	\$86.55	\$103.86	\$121.17	\$138.48	\$155.79	\$173.10
300,000	\$20.77	\$31.92	\$41.54	\$51.93	\$62.32	\$66.89	\$83.09	\$103.86	\$124.63	\$145.40	\$166.18	\$186.95	\$207.72
350,000	\$24.23	\$37.24	\$48.47	\$60.59	\$72.70	\$78.03	\$96.94	\$121.17	\$145.40	\$169.64	\$193.87	\$218.11	\$242.34
400,000	\$27.70	\$42.56	\$55.39	\$69.24	\$83.09	\$89.18	\$110.78	\$138.48	\$166.18	\$193.87	\$221.57	\$249.27	\$276.96
447,300	\$30.97	\$47.59	\$61.94	\$77.43	\$92.91	\$99.73	\$123.88	\$154.86	\$185.83	\$216.80	\$247.77	\$278.74	\$309.71
500,000	\$34.62	\$53.20	\$69.24	\$86.55	\$103.86	\$111.48	\$138.48	\$173.10	\$207.72	\$242.34	\$276.96	\$311.58	\$346.20
1,000,000	\$69.24	\$106.40	\$138.48	\$173.10	\$207.72	\$222.96	\$276.96	\$346.20	\$415.44	\$484.68	\$553.92	\$623.16	\$692.40
1,250,000	\$86.55	\$133.00	\$173.10	\$216.38	\$259.65	\$278.69	\$346.20	\$432.75	\$519.30	\$605.85	\$692.40	\$778.95	\$865.50
1,500,000	\$103.86	\$159.60	\$207.72	\$259.65	\$311.58	\$334.43	\$415.44	\$519.30	\$623.16	\$727.02	\$830.88	\$934.74	\$1,038.61

EXCISE TAXES

Motor Vehicle Excise comprises about 6% of Kittery's overall revenues, with boat excise contributing about \$28,000/year to the total excise revenue. FY 2017 revenue projections in both categories are comparable to the prior year.

REVENUE SHARING & STATE AID

The topic of revenue sharing and state aid to municipalities has been at the forefront of the Maine State Legislature's consideration this session. The State has decreased its overall contributions to local government since 2008, across all programs (revenue sharing, homestead exemption, road assistance, general assistance, tree growth, veteran's reimbursement, and state aid to education).



Source: Maine Revenue Services 2013a; Office of Fiscal and Program Review 2013.

Figure 8: Property Tax and State Funding 2006-2012. From: Shaw, Emily. "The Impact of Post-Recession State Revenue Reductions of Maine's Municipalities, Maine Policy Review 22.2 (2013): 34-41. <http://digitalcommons.library.umaine.edu/mpr/vol22/iss2/6>.

For FY 2017, State Revenue Sharing is projected at \$393,604 as published by the Maine Office of the Treasurer on February 29, 2016.

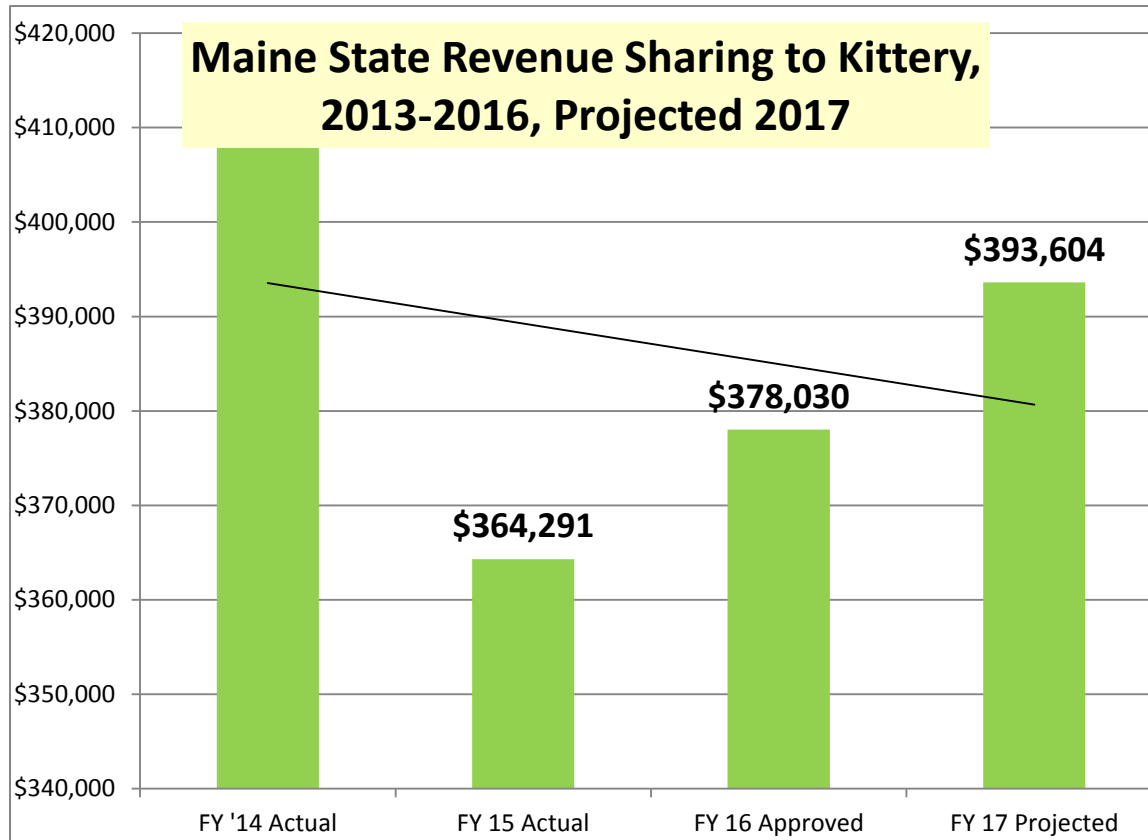


Figure 9: Maine State Revenue Sharing to Kittery, 2013-2017

OTHER REVENUES & LOCAL RECEIPTS

Notable changes from FY 2016 revenue projections include:

- Dispatching fees from the Town of Eliot will increase \$10,000;
- A \$25,000 increase in Code enforcement Fees is estimated based on FY2015 and FY2016 historical data;
- Solid Waste Recycling fees are projected to increase more than \$30,000;
- New revenue from the MDOT in the amount of \$11,500 is included for annual road maintenance;

EXPENSE SUMMARY

The FY 2017 budget presents an increase in spending of 4.3%. Debt service associated the CIP bonds approved in June 2015 and the Kittery Land Trust Brave Boat Headwaters bonds approved in November 2015 represents 2.3% with Municipal expenses increasing by 2%. The overall net increase, expenses minus revenues, is 2.9%.

Increases and decreases in particular line items are noted within departmental descriptions.

Expenses are divided by category as follows:

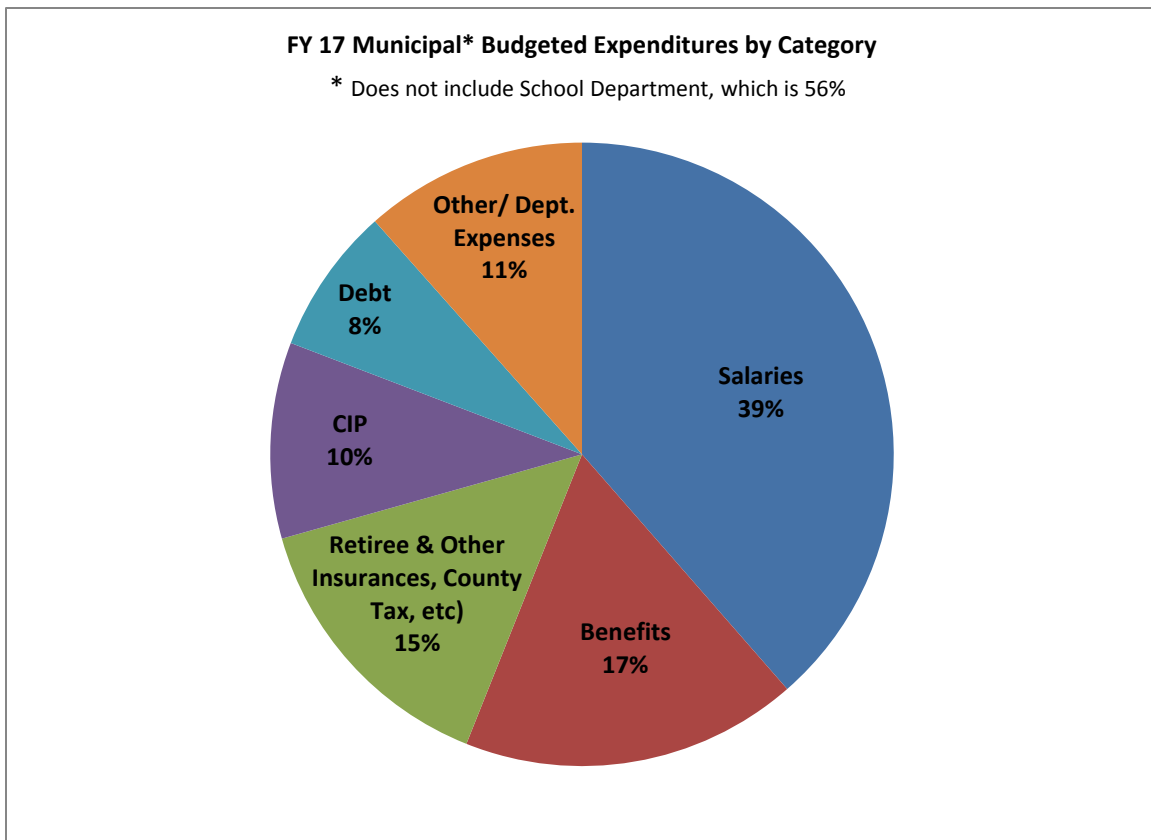


Figure 10: FY 2017 Expenses by Category

Expenses by function are depicted below:

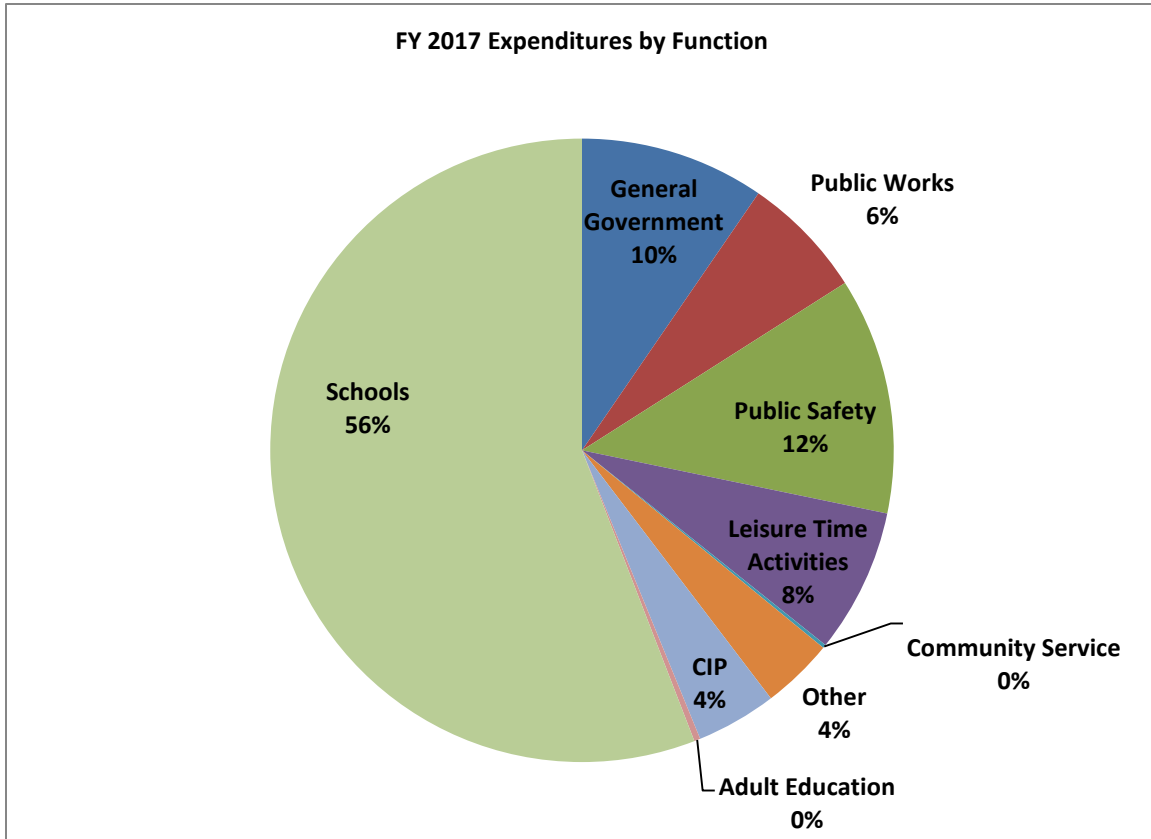


Figure 11: FY 2017 Expense by Function

In general, employee benefits, facility maintenance and equipment repairs, and utilities are all expected to rise in excess of 1.5%. Because the Town pays for 80-85% of employee health insurance premiums, it is important to note the addition or change of one employee to a family plan can cause an upwards shift of more than \$20,000.

EMPLOYEE BENEFITS

Kittery provides health, dental, short-term disability, and life insurances to its full-time employees. In addition, Kittery contributes to the Maine State Retirement System or a 457 retirement plan offered by the International City/County Management Association (ICMA-RC).

Health insurance is provided through the Maine Municipal Employees Health Trust (MMEHT) for employees who do not belong to a bargaining unit and by Northern New England Benefits Trust (NNEBT) for union members. The plan designs for each of these offerings differ, as do their premium costs. For Union members, the Town's contribution toward these benefits is 85%, with the employees sharing 15% of premium costs. Four (4) of Kittery's seven (7) bargaining units have settled contracts which will change this ratio⁶ for FY16 and FY17 if the overall premiums increase more than 2%.

⁶ Premium increases over 2% are split 50/50 between the Town and the employee.

For non-Union employees, the cost sharing is 80/20, unless otherwise negotiated by employment agreements.

Figure 12 (which includes Social Security/Medicare expenses) illustrates that the pace of benefit cost increases far exceeds the overall growth of the budget, with a five-year average increase (2012-2016) of 7%. This trend requires close consideration as the Town begins to look at multi-year budget projections.

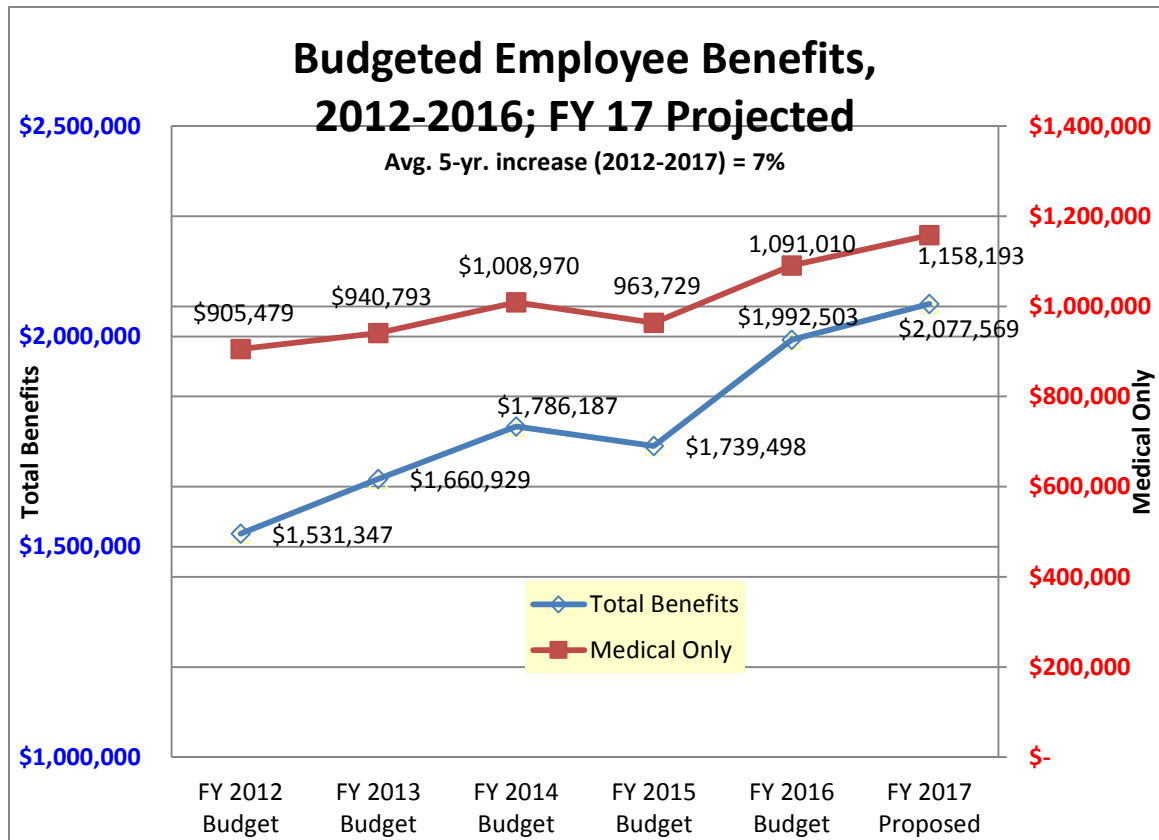


Figure 12: Employee Benefits, 2011-2016; FY 17 Projected

As noted in the Town's Audit prepared by Plodzick and Sanderson as of June 30, 2015, Town policies allow employees to accumulate earned but unused vacation and sick leave. This liability is noted as a long term debt in the Town's financial statements. As of June 30, 2015, the Town carried \$1,550,968 in compensated absences on its financial statements⁷.

In addition, GASB Statement 45 requires the Town's balance sheet to reflect its Other Post-Employment Benefits (OPEB) liability. The Town obtained an actuarial valuation of its OPEB obligation at the end of June, 2013. This valuation concluded that the Town's existing unfunded liability was \$2,932,443, and corresponds to an Annual Required Contribution (ARC) of \$254,325.

As of June 30, 2015, the Town's annual OPEB Cost was \$227,019 with a total Net OPEB Obligation of \$1,753,676. In 2014, the Town funded approximately 47% of its ARC.

⁷ Includes Sewer Department

CAPITAL IMPROVEMENT PLAN (CIP)

Established in 2008, the Town is in its seventh year of a formal Capital Improvement Plan. Appointed by Town Council, the CIP Committee is charged with evaluating all capital (>\$25,000 in value with an expected life exceeding 5 years) and replacement of assets (\$5,000-25,000+), project requests and developing a five-year plan to recommend to the Town Manager for incorporation into the fiscal year budget request.

This year, the CIP Committee was comprised of:

- Jeffrey Thomson, Town Councilor
- John Driscoll, School Committee Member
- Jeff Clifford, Citizen Representative, Chair
- Chris Perkins, Citizen Representative
- Chris DiMatteo, Town Planner
- Cindy Saklad Finance Director
- Nancy Colbert Puff, Town Manager

The Committee met eight times from October – February to consider over \$8 million in requested funding for the FY 2017 – 2021 Capital Improvement Plan. A complete description of the process can be found on the Town's website by using this link:

www.kitteryme.gov/Pages/KitteryME_Manager/CIPReport2017.pdf

The School Department has been a participant in the CIP planning process for several years, and certain school capital expenses are funded through the Town's annual CIP budget – in FY 2017, CIP expenditures recommended for school projects and/or reserve funds are as follows. The School Department receives a transfer of these appropriated funds as incoming revenue at the start of the fiscal year.

2017 CIP Annual Budget – School-Related Items	Amount
Facility Reserve	\$44,935
Equipment Reserve	\$44,650
Fleet – Maintenance Utility Truck	\$3,563
New Vehicle – Vocational Transport	\$34,000
TOTAL	\$127,148

The CIP report, with recommendations, is contained in a separate document. The total recommended CIP budget for FY 2017 is \$1,208,975⁸.

⁸ Final adoption of the budget reduced CIP funding to a total of \$1,159,492 in order to meet a Council guideline of a maximum 1.7% increase in expenses.

PROPOSED BUDGET

FUND		YEAR	Project Name		Department	FY16 Approved	FY17 Plan	FY18 Plan	FY19 Plan	FY20 Plan	FY21 Plan	5 YR Totals	
ITEM #	CODE	EST											
CAPITAL HOLDING DEDICATED RESERVE													
1	4037	2013	SCBA's (FY13 \$150K) (Reimb)		FD	\$ 28,500	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
2	new	*	Municipal Facility Reserve: PW/FD/PD/TH		GG	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000	
3	SCH		School Facility Reserve		ED	\$ 44,935	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
4	4051		KCC Facility Reserve		KCC	\$ -	\$ -	\$ 60,000	\$ 50,000	\$ 30,000	\$ -	\$ 140,000	
5	*		KPA Facility Reserve		KPA	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	
6	4026		Town Hall Records Preservation		GG - TC	\$ 9,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
7	2080	2016	Comprehensive Plan Update		PLNG	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	
8	2053		Frisbee Wharf Town Pier (Reimb)		KPA	\$ 33,864	\$ 35,646	\$ 35,646	\$ 31,882	\$ -	\$ -	\$ 103,174	
9	2057		Open Space Reserve		TW	\$ -	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000	
10	4027		Roof Maintenance Reserve**		TW	\$ 47,500	\$ 14,425	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 214,425	
			subTOTAL			\$ 259,299	\$ 190,071	\$ 455,646	\$ 441,882	\$ 390,000	\$ 380,000	\$ 1,857,599	
DEPARTMENT DEDICATED RESERVE													
ITEM #	CODE	YEAR	DEPARTMENT DEDICATED RESERVE		Department	FY16 Approved	FY17 Plan	FY18 Plan	FY19 Plan	FY20 Plan	FY21 Plan	5 YR Totals	
11	SCH		Fleet - Maintenance Utility Truck		ED	\$ 3,563	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	
12	SCH		School Equipment Reserve		ED	\$ 44,650	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
13	SCH	2017	School Technology Reserve		ED	\$ -	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 240,000	
14	4013		Apparatus - Fire Reserve		FD	\$ 137,513	\$ 144,750	\$ 144,750	\$ 144,750	\$ 144,750	\$ 144,750	\$ 723,750	
15	4013	2017	Command Vehicle		FD	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 60,000	
16	4013	2017	Portable Radio Replacement		FD	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	
17	4056	2015	Equipment Reserve		FD	\$ 40,534	\$ 42,667	\$ 42,667	\$ 42,667	\$ 42,667	\$ 42,667	\$ 213,335	
18	4055	2014	Harbormaster Equipment Reserve		KPA	\$ 1,311	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000	
19	4018	2014	Harbormaster Boat		KPA	\$ 5,244	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
20	4052	2014	Float and Ramp Program		KPA	\$ 9,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
21	2017		Government Street Pier Reserve		KPA	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000	
22	4022		Police Vehicle Reserve		PD	\$ 42,750	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000	
23	*		Police - Equipment Reserve		PD	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
24	4017		GIS Mapping / MSA Compliance		PW - Hwy	\$ 33,250	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000	
25	4015		Hwy Equipment - Central Facilities Mgmt Reserve		PW - CFM	\$ 49,875	\$ 62,022	\$ 54,219	\$ 55,466	\$ 56,741	\$ 58,323	\$ 276,771	
26	4002		Drainage Improvement Program		PW - Hwy	\$ 7,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000	
27	4012		Hwy Fleet Depreciation Reserve		PW - Hwy	\$ 161,500	\$ 170,000	\$ 170,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 715,000	
28	4005	2015	Local Streets & Parking Lots		PW - Hwy	\$ 9,500	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	
29	4006		Sidewalk Replacement & Installation		PW - Hwy	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
30	4014		Parks Fleet & Equipment Depreciation Reserve		PW - Parks	\$ 25,650	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 20,000	\$ 84,000	
31	4043		Parks Improvements to Buildings & Grounds		PW - Parks	\$ 16,625	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 87,500	
32	2017		Athletic Fields Master Plan		PW - Parks	\$ -	\$ 100,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 2,000,000	
33	4009		Equipment - SWF Reserve		PW - SWF	\$ 33,862	\$ 36,715	\$ 37,815	\$ 38,685	\$ 39,575	\$ 40,485	\$ 193,275	
34	4023	2014	Baler		PW - SWF	\$ 14,250	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 30,000	
35	4020	2015	Computer Hardware & Software Upgrades		GG - All	\$ 33,250	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000	
36	4019	2014	KCC Equipment Reserve Fund		KCC	\$ 4,750	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
37	4011	2014	KCC Fleet Depreciation Reserve - Truck		KCC	\$ 5,700	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 30,000	
			subTOTAL			\$ 680,875	\$ 869,654	\$ 1,377,951	\$ 1,335,068	\$ 1,322,233	\$ 1,558,725	\$ 6,463,631	
CAPITAL/DEPT RESERVE						TOTAL	\$ 940,174	\$ 1,059,725	\$ 1,833,597	\$ 1,776,950	\$ 1,712,233	\$ 1,938,725	\$ 8,321,230
DEPARTMENT DEDICATED RESERVE													
ITEM #	FUND	YEAR	PROJECTS		Department	FY16 Approved	FY17 Plan	FY18 Plan	FY19 Plan	FY20 Plan	FY21 Plan	5 YR Totals	
38	SCH	2016	New Vehicle- Vocational Transport		ED SS	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
39			Cafeteria Floors		ED SS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40			Restroom Renovations		ED TRAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
41			SNP Kitchen Equipment		ED SNP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
42	2017		Access Control System (Keyless Entry)		GG-All	\$ -	\$ 50,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 85,000	
43	4013	2015	Brush Truck (Rescue 8)		FD	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
44	4100	2016	Replace Oil Fired Boiler - Option 2		FD	\$ 33,990	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
45	4100	2017	Boiler Generator Replacement - Walker Street		FD	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	
46	2017		Emergency Generator		KCC	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	
47	2017		Fire Escape Painting & Railing Maintenance		Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
48	2080	2017	Comprehensive Plan Implementation		PLNG	\$ -	\$ 30,000	\$ 45,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 90,000	
49	4110	2016	Sign Storage Shed		PW - Hwy	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50	4115	2016	Railing & Lighting @ Pepperrell Cove		KPA	\$ 22,457	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	
51	4053	2014	Pepperrell Cove Paving & Pump Out Station		KPA	\$ 12,552	\$ 9,250	\$ -	\$ -	\$ -	\$ -	\$ 9,250	
52	4031	2014	P.S. Base Station Radio Rplmt		PS	\$ 45,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			ALL PROJECTS		TOTAL	\$ 219,318	\$ 149,250	\$ 205,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 369,250	
CIP 5-YEAR PLAN GRAND TOTAL													
			TOTAL			\$ 1,159,492	\$ 1,208,975	\$ 2,038,597	\$ 1,781,950	\$ 1,717,233	\$ 1,943,725	\$ 8,690,480	

DEBT

Kittery's debt is financed through both the municipal and school portions of the Town budget. For FY 2017 principal and interest payments on the municipal side represent about 7% of total expenditures; the school department dedicates 5% of its total budget towards debt and other commitments.

Maine State Statute (Chapter 30-A Section 5702) allows municipalities to incur debt up to 15% of its total valuation. By this measure, Kittery is below its debt limit by \$198 million.

At the recommendation of the CIP Committee and the School Committee, Town Council voted on April 13, 2015 to put forth three questions to the voters concerning bond financing for capital improvements, totaling \$3,079,832. They included:

- 1. School Facilities Capital Improvement Bonds. \$821,217**
 These proposed bonds will be issued to finance various school improvements, including renovations to Traip Academy (estimated \$321,400) and Shapleigh School (estimated \$123,697), and improvements to the Mitchell School heating system (estimated \$350,000).
- 2. Road Infrastructure Capital Improvement Bonds. \$1,300,000**
 These proposed bonds will be issued to finance various road improvements.
- 3. Municipal Facilities Capital Improvement Bonds. \$958,015**
 These proposed bonds will be issued to finance various improvements, including renovations to the Community Center Annex (estimated \$596,125), dispatch center upgrades (estimated \$311,890), and installation of a generator for the Municipal Offices (estimated \$50,000).

The Capital Improvement Bonds were approved at the June 9, 2015, Special Municipal Referendum Election.

At its August 24, 2015, Council Meeting, the Town Council voted to approve a request made by the Kittery Land Trust to issue bonds not to exceed \$275,000 to help finance the Brave Boat Harbor Headwaters Preserve subject to approval at a Town Referendum election to be held in November. The bonds were subsequently approved on November 3, 2015

As a result of the aforementioned bond approvals, debt and interest payments increased by more than \$243,000 for FY 2017.

Below are detailed debt schedules. Highlighted are years that reflect expiring debt.

Bond Year	2006		2010 (part of \$7,200,000)		2012 (\$5,500,000)		\$150,000		2015 \$2,258,015		2016 \$275,000				
Dept.	FIRE STATIONS		DPW		Frisbee - Com Ctr		Rustlewood Farm		KCC, Dispatch, TH, Roads		Brave Boat Headwaters				
FY	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	TOTAL	Δ from Prior Year	Δ Running Total
2017	125,000	54,113	35,000	16,675	275,000	104,775	6,076	4,239	233,000	46,205		6,318	906,400	212,554	226,988
2018	125,000	48,488	35,000	15,975	275,000	99,275	6,127	4,188	225,000	41,625	11,352	6,738	893,767	(12,634)	214,354
2019	115,000	43,088	35,000	15,231	275,000	93,775	6,199	4,116	225,000	37,125	11,463	6,627	867,623	(26,144)	188,211
2020	115,000	37,913	35,000	14,400	275,000	88,275	6,292	4,023	225,000	32,625	11,592	6,498	851,617	(16,006)	172,204
2021	115,000	32,738	35,000	13,503	275,000	82,775	6,407	3,907	225,000	28,125	11,741	6,349	835,545	(16,072)	156,132
2022	115,000	27,563	35,000	12,563	275,000	77,275	6,545	3,770	225,000	23,625	11,910	6,180	819,429	(16,116)	140,017
2023	115,000	22,388	35,000	11,556	275,000	71,775	6,701	3,614	225,000	18,844	12,101	5,989	802,967	(16,462)	123,554
2024	110,000	17,325	35,000	10,484	275,000	66,275	6,874	3,441	225,000	13,781	12,314	5,776	781,270	(21,697)	101,857
2025	110,000	12,375	35,000	9,369	275,000	60,088	7,063	3,252	225,000	8,438	12,550	5,540	763,673	(17,597)	84,261
2026	110,000	7,425	35,000	8,100	275,000	53,900	7,271	3,044	225,000	2,813	12,807	5,282	745,642	(18,031)	66,229
2027			35,000	6,700	275,000	47,025	7,502	2,813			13,088	5,001	504,604	(241,037)	(174,808)
2028			30,000	5,400	275,000	40,150	7,757	2,558			13,404	4,685	378,954	(125,650)	(300,458)
2029			30,000	4,200	275,000	32,588	8,032	2,283			13,763	4,327	370,192	(8,763)	(309,221)
2030			30,000	3,000	275,000	25,025	8,326	1,988			14,158	3,931	361,429	(8,762)	(317,983)
2031			30,000	1,800	275,000	16,913	8,642	1,672			14,585	3,504	352,117	(9,312)	(327,296)
2032			30,000	600	275,000	8,663	8,981	1,334			15,043	3,047	342,667	(9,450)	(336,745)
2033							9,338	977			15,531	2,558	28,404	(314,263)	(651,008)
2034							9,715	600			16,050	2,040	28,404	0	(651,008)
2035							10,111	203			16,597	1,493	28,404	(0)	(651,008)
2036											17,172	918	18,090	(10,315)	(661,323)
2037											17,779	311	18,090	0	(661,323)
TOTAL	\$1,265,000	\$305,888	\$535,000	\$149,556	\$4,400,000	\$968,551	\$143,957	\$52,022	\$2,258,000	\$253,205	\$275,000	\$93,111	\$10,699,290	\$ (661,323)	

Figure 13: Bonded Debt, Municipal

Bond Year	2002 (\$4,220,000)		2006 SHAPLEIGH (TRAIP) - Part Reim. by State		2010 (part of \$7,200,000) MITCHELL & SHAPLEIGH		2011 Traip HVAC (lease)		2015 Facilities \$821,817				
Location	MITCHELL (Refinanced)												
FY	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	TOTAL	Δ from Prior Year	Δ Running Total
2017	210,000	25,830			325,000	165,125	104,551	10,677	86,000	16,760	828,715	(270,714)	(315,121)
2018	210,000	22,628			325,000	158,625			85,000	15,050	816,303	(12,412)	(327,533)
2019	210,000	18,900			325,000	151,719			85,000	13,350	803,969	(12,334)	(339,868)
2020	210,000	14,700			325,000	144,000			85,000	11,650	790,350	(13,619)	(353,486)
2021	210,000	10,500			325,000	135,672			80,000	10,000	771,172	(19,178)	(372,664)
2022	210,000	6,300			325,000	126,938			80,000	8,400	756,638	(14,534)	(387,199)
2023	210,000	2,100			325,000	117,594			80,000	6,700	741,394	(15,244)	(402,442)
2024					325,000	107,641			80,000	4,900	517,541	(223,853)	(626,296)
2025					325,000	97,281			80,000	3,000	422,281	(95,259)	(721,555)
2026					325,000	85,500			80,000	1,000	410,500	(11,781)	(733,336)
2027					325,000	72,500					397,500	(13,000)	(746,336)
2028					330,000	59,400					389,400	(8,100)	(754,436)
2029					330,000	46,200					376,200	(13,200)	(767,636)
2030					330,000	33,000					363,000	(13,200)	(780,836)
2031					330,000	19,800					349,800	(13,200)	(794,036)
2032					330,000	6,600					336,600	(13,200)	(807,236)
2033													(807,236)
TOTAL	\$1,470,000	\$100,958	\$ -	\$ -	\$5,225,000	#####	\$ -	\$ -	\$ 821,000	\$ 90,810	\$ 9,071,362	\$ (762,829)	

Figure 14: Bonded Debt & Leases, School

FISCAL YEAR END BALANCES - MUNICIPAL & SCHOOL					
Balance at	Principal	Interest	Total	Δ from Prior Year	Δ Running Total
6/30/2017	15,171,932	3,101,655	18,273,586	(1,867,103)	(1,540,854)
6/30/2018	13,859,403	2,689,063	16,548,467	(1,725,120)	(3,265,974)
6/30/2019	12,558,391	2,305,133	14,863,525	(1,684,942)	(4,950,915)
6/30/2020	11,258,857	1,951,050	13,209,908	(1,653,617)	(6,604,532)
6/30/2021	9,965,709	1,627,482	11,593,191	(1,616,717)	(8,221,249)
6/30/2022	8,673,855	1,334,869	10,008,724	(1,584,467)	(9,805,716)
6/30/2023	7,383,353	1,074,310	8,457,663	(1,551,061)	(11,356,777)
6/30/2024	6,309,265	844,688	7,153,953	(1,303,711)	(12,660,487)
6/30/2025	5,236,653	645,346	5,881,998	(1,271,954)	(13,932,442)
6/30/2026	4,165,575	478,282	4,643,857	(1,238,142)	(15,170,583)
6/30/2027	3,399,985	341,767	3,741,752	(902,104)	(16,072,688)
6/30/2028	2,743,824	229,574	2,973,398	(768,354)	(16,841,042)
6/30/2029	2,087,029	139,977	2,227,006	(746,392)	(17,587,434)
6/30/2030	1,429,544	73,032	1,502,577	(724,429)	(18,311,863)
6/30/2031	771,317	29,343	800,660	(701,917)	(19,013,780)
7/1/2032	112,293	9,099	121,392	(679,267)	(19,693,048)
7/2/2033	7,694,234	1,724,926	9,419,160	9,297,767	(10,395,280)
7/3/2034	7,668,469	1,722,287	9,390,755	(28,404)	(10,423,685)
* Shading indicates year of expiring debt					

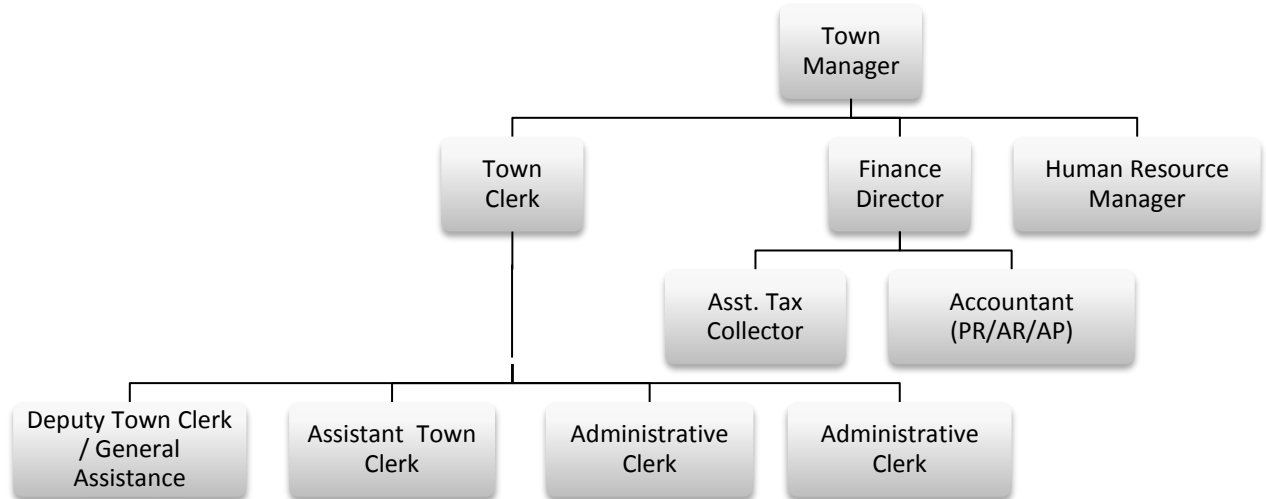
Figure 15: Total Debt

ADMINISTRATION

MISSION STATEMENT

Comprised of town management including human resources, financial administration (payroll, accounts receivable and payable), and customer service and records management, Administration is responsible for organizational operations, public relations and communication, as well as future planning.

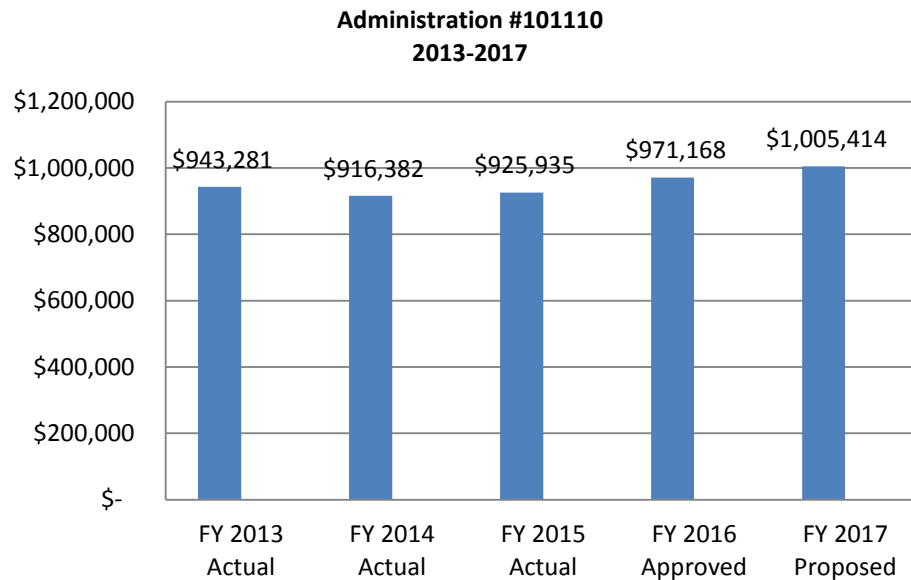
It is the mission of Administration to offer exceptional service to the community at a cost that is supported by the taxpayers.



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Town Manager (25% paid by Sewer Budget)	.75
Town Clerk	1
Deputy Town Clerk/General Assistance	1
Assistant Town Clerk	1
Administrative Clerk	2
Human Resource Manager	.8
Finance Director	1
Utility Billing Clerk/Asst. Tax Collector (paid through Sewer Budget)	1
Accountant	1
Total, FTE	9.55

BUDGET DETAIL/ CHANGES FROM FY 2016



#101110-64011 – Salary – Town: The Town Manager’s salary and benefits are shared between the Administration and Sewer budgets (75/25). This line is budgeted for 75% the Town Manager’s salary plus other allowances which may be stipulated in an employment agreement.

#101110-65110 – Town Manager Search: Funding for conducting a search for a town manager is budgeted in the amount of \$18,000.

#101110-65410 - Computer Service: This line is for amounts associated with accounting software license and annual tax billing support... New this year is an amount for employee training.

Tyler Tech - Munis	Annual License	\$ 33,110.00
Tyler Tech - Munis	Projects/Grants	\$ 600.00
Tyler Tech - Munis	Tax Billing Support	\$ 1,400.00
Tyler Tech - Munis	Training	\$ 3,890.00
		\$ 39,000.00

#101110-65480 – Other Professional Services: This line captures the costs of contracting for services such as administering the Town’s Section 125 plan, Health Reimbursement accounts, employee background checks and other services as necessary. Based on historical spending the budget was reduced by \$4,100 for FY 2017.

GOALS & OBJECTIVES FY 2017

1. Create a Finance Department web page and update on a regular basis;
2. Install credit card/debit card payment services for the acceptance of payments at Town Hall;
3. Launch Invoice Gateway provided by Billtrust to enable the public online access to property tax bills;
4. Complete the comprehensive Employee Handbook in process since 2016;
5. Implement Employee Recognition Program;
6. Provide an open, transparent responsive service to both the public and employees of the Town.

PROPOSED BUDGET

Acct. #	ADMINISTRATION	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101110-64011	Salary, Town Manager	61,912	63,146	83,050	81,900	87,227	5,327	6.5%
101110-64014	Salary, Town Clerk	65,101	67,409	68,573	69,708	72,300	2,592	3.7%
101110-64017	Salaries, Clerks	185,907	213,425	187,340	199,277	200,325	1,048	0.5%
101110-64020	Part Time Salaries	26,613		3,087	-		-	0.0%
101110-64018	Human Resource Director	-	45,000	45,955	62,545	61,515	(1,030)	-1.6%
101110-64026	Finance Director	70,000	83,200	84,789	88,257	90,327	2,070	2.3%
101110-64027	Custodian Wages	9,027	9,257	9,087	9,853	9,667	(186)	-1.9%
101110-	Salary and Position Adjustment	-		-	1,401		(1,401)	-100.0%
101110-64030	Overtime	3,540	1,993	3,398	4,500	3,500	(1,000)	-22.2%
	Sub-total Salaries and Wages	\$422,100	\$ 483,429	\$ 485,281	\$ 517,441	\$ 524,861	\$ 7,420	1.4%
101110-64050	Retirement, Employer's Share	11,588	17,267	17,939	24,563	26,564	2,001	8.1%
101110-64051	ICMA Employer's Share	7,365	7,777	9,868	10,294	10,464	170	1.7%
101110-64060	FICA, Employer's Share	31,487	36,280	37,670	39,584	40,152	568	1.4%
101110-64070	Workers' Compensation	896	1,595	1,749	1,700	3,068	1,368	80.5%
101110-64090	Major Medical Insurance	80,259	92,757	94,333	102,403	113,542	11,139	10.9%
101110-64091	Dental Insurance	1,923	2,378	2,300	2,545	2,775	230	9.0%
101110-64092	Disability Insurance	3,218	2,898	2,936	3,555	3,555	-	0.0%
	Sub-total Benefits	\$136,736	\$ 160,952	\$ 166,796	\$ 184,644	\$ 200,120	\$ 15,476	8.4%
101110-65010	Postage	10,988	11,708	12,432	12,000	12,000	-	0.0%
101110-65020	Telephone/Internet	6,316	7,079	7,496	9,220	8,000	(1,220)	-13.2%
101110-65030	Transportation	1,772	543	312	2,000	1,500	(500)	-25.0%
101110-65040	Educ./Mtg. Expenses	2,128	2,065	2,788	3,600	3,655	55	1.5%
101110-65060	Printing	5,007	6,055	5,002	5,200	5,200	-	0.0%
101110-65080	Legal, Notice & Other Advertising	5,038	4,905	15,278	5,000	3,000	(2,000)	-40.0%
101110-65110	Town Manager Search	16,707	(1,500)	1,748	-	18,000	18,000	0.0%
101110-65200	Electricity	8,993	9,787	10,242	10,815	14,000	3,185	29.4%
101110-65220	Water	128	285	300	350	325	(25)	-7.1%
101110-65230	Fuel Oil/Gas	5,346	7,198	6,868	6,500	4,200	(2,300)	-35.4%
101110-65240	Dumpsters	1,007	522	552	600	600	-	0.0%
101110-65250	Sewer	292	195	318	180	180	-	0.0%
101110-65300	Machine & Equip. Maintenance	33,156	27,989	30,644	27,750	27,750	-	0.0%
101110-65400	Legal Services	75,331	79,435	64,053	58,000	62,000	4,000	6.9%
101110-65410	Computer Services	-		37,666	39,200	39,000	(200)	-0.5%
101110-65415	Web Page Maintenance		1,246	3,450	3,275	3,455	180	5.5%
101110-65420	Technical Support			1,330	1,350	-	(1,350)	-100.0%
101110-65430	Audit Services	14,400	10,000	15,827	16,143	16,223	80	0.5%
101110-65480	Other Professional Services	47,774	8,011	7,193	25,100	21,000	(4,100)	-16.3%
101110-66025	ME Municipal Dues	11,745	8,862	11,829	12,000	12,000	-	0.0%
101110-65500	Maintenance of Bldgs. & Grounds	20,908	3,150	13,762	10,000	10,000	-	0.0%
101110-65980	Professional Services - Finance	40,356	11,665	4,432	1,500	1,500	-	0.0%
	Sub-total Expenses	\$365,082	\$ 252,534	\$ 253,523	\$ 249,783	\$ 263,588	\$ 13,805	5.5%
101110-66010	Office Supplies	9,656	8,642	6,989	7,500	6,000	(1,500)	-20.0%
101110-66020	Books/Subscriptions	750	766	471	800	745	(55)	-6.9%
101110-66035	Abstracts and Liens	7,397	9,062	10,506	9,000	9,500	500	5.6%
101110-66040	Janitorial Supplies & Services	1,005	732	894	2,000	600	(1,400)	-70.0%
	Sub-total Supplies	\$ 18,808	\$ 19,466	\$ 18,859	\$ 19,300	\$ 16,845	\$ (2,455)	-12.7%
-	Office Furniture & Equipment	-		1,477			-	
	Sub-total Capital	555	-	1,477	-	-	-	0.0%
101110	TOTAL ADMINISTRATION	\$943,281	\$ 916,382	\$ 925,935	\$ 971,168	\$ 1,005,414	\$ 34,246	3.5%

PROPOSED BUDGET

		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	\$	%
101520	WELFARE	Actual	Actual	Actual	Approved	Proposed	Difference	Difference
65480	Other Prof. Services	\$ 93,088	\$ 135,783	\$ 59,476	\$ 40,000	\$ 40,000	\$ -	0%
101520	TOTAL WELFARE	\$ 93,088	\$ 135,783	\$ 59,476	\$ 40,000	\$ 40,000	\$ -	0%

PROPOSED BUDGET

	CAPITAL IMPROVEMENT	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017		%
101760	PROGRAM	Actual	Actual	Actual	Approved	Approved	Proposed	\$ Difference	Difference
68750	Capital Holding Dedicated	266160	184,185	329,646	272,946	259,299	190,071	(69,228)	-27%
68751	Department Capital Reserves	346316	480,897	491,067	716,711	680,875	869,654	188,779	28%
68753	CIP Projects	596500	543,894	388,262	219,318	219,318	149,250	(70,068)	-32%
101760	TOTAL CIP	\$ 1,208,976	\$ 1,208,976	\$ 1,208,975	\$ 1,208,975	\$ 1,159,492	\$ 1,208,975	\$ 49,483	\$ 0

ASSESSING



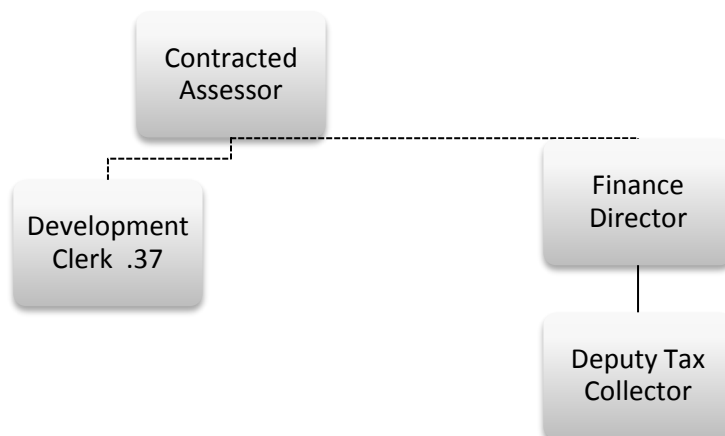
MISSION STATEMENT

The tax assessor's office is responsible for determining a value for every property located in the town, both real and personal property. Among other duties, this office is responsible for updating and maintaining tax maps, administering tax exemptions, maintaining accurate records of property ownership, and answering assessing questions. All property data is available on-line through the use of Vision Appraisal software: <http://gis.vgsi.com/KitteryME/Search.aspx>.

While a department unto itself, the Assessor performs a role that is integral to the Town's finances. For this reason, "dotted line" connections are drawn to Finance personnel. In addition, the budgeted position of Development Clerk performs some tasks on behalf of the Assessor.

DEPARTMENT ORGANIZATION

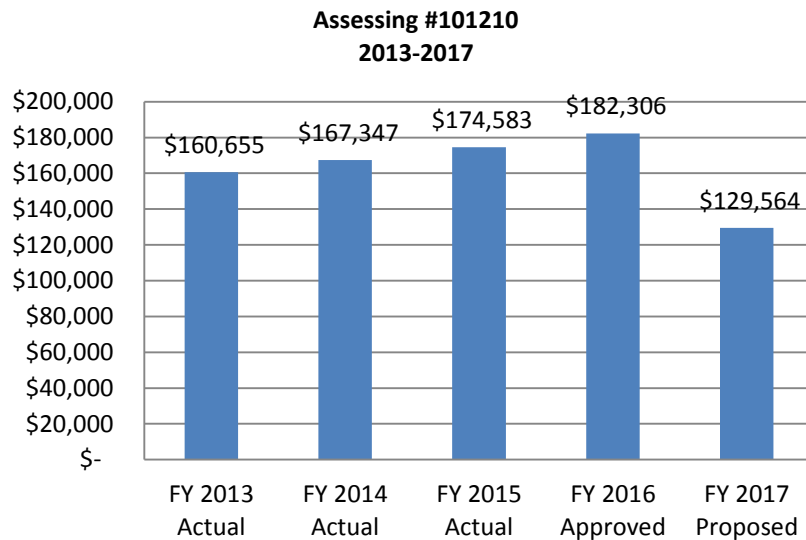
The Development Staff Clerk position was included in the Assessing budget (101210) and is now split between the Assessing (101210) and Planning (101721) department budgets. This better clarifies the expectations of the position, a 15/25 hour split, between assessing and planning/code related jobs duties. Expectations for the Clerk's position was also clarified in physical changes to the office which included lowering a wall and relocating the Clerk's desk where it facilitates greeting visitors at the development counter in a better manner.



PERSONNEL SUMMARY

This department is staffed by part-time Contracted Assessor, and a part time (.37) Development Clerk who reports to the Town Planner.

POSITION	FY 17 PROPOSED
Contracted Assessor	1
Development Clerk	.37
Total, FTE	1.37

BUDGET CHANGES FROM FY 2016

#101210-64002 – Assessor (Employee): There is no budget for the salary line for FY 2017. This service has been contracted with Municipal Resources, Inc. for a three year period.

#101210-65480 – Other Professional Services: This budget line captures the costs of the contracted Assessor, Property Valuation Advisors, Real Estate Research Consultants, legal costs and valuation services.

PROPOSED BUDGET

ASSESSING	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
Assessor (Contract)	77,527	80,136	81,555	82,757		(82,757)	-100%
Clerk (40% - shared w/Planning)	28,182	35,922	35,994	37,501	14,110	(23,391)	-62%
Sub-total Consulting Services	\$ 105,709	\$ 116,059	\$ 118,174	\$ 120,258	\$ 14,110	\$ (106,148)	-752%
Retirement, Employer's Share	4,058	4,859	5,584	7,365	-	(7,365)	-100%
ICMA Employer's Share	234	1,759	1,793	2,250	847	(1,403)	-62%
FICA, Employer's Share	7,872	8,825	9,009	9,200	1,079	(8,121)	-88%
Workers' Compensation	916	2,292	1,262	2,275	60	(2,215)	-97%
Major Medical Insurance	16,780	15,473	15,938	19,071	2,918	(16,153)	-85%
Disability Insurance	185	889	889	890	-	(890)	-100%
Sub-total Benefits	\$ 30,046	\$ 34,096	\$ 34,473	\$ 41,051	\$ 4,904	\$ (36,147)	
Postage	690	387	390	500	400	(100)	-20%
Transportation	606	1,013	386	650	100	(550)	-85%
Educ./Mtg. Expenses	1,088	593	662	700	100	(600)	-86%
Printing	383	770	375	-	300	300	
Maps	4,670	3,442	3,636	4,700	4,000	(700)	-15%
Computer Services	5,650	2,852	6,705	8,147	7,400	(747)	-9%
Board of Assessment Review	6	630	-	200	200	-	0%
Vision Internet Web	6,700	-	4,450	2,200	2,250	50	2%
Other Professional Services	3,555	6,882	3,530	3,000	95,000	92,000	3067%
Sub-total Expenses	\$ 23,380	\$ 16,569	\$ 20,248	\$ 20,097	\$ 109,750	\$ 89,653	82%
Office Supplies	1,020	293	540	300	100	(200)	-67%
Books/Subscriptions	500	191	265	400	200	(200)	-50%
Abstracts and Liens (Transfers)	-	140	884	200	500	300	150%
Sub-total Supplies	\$ 1,520	\$ 624	\$ 1,689	\$ 900	\$ 800	\$ (100)	-13%
TOTAL ASSESSING	\$ 160,655	\$ 167,347	\$ 174,583	\$ 182,306	\$ 129,564	\$ (52,742)	-40.7%

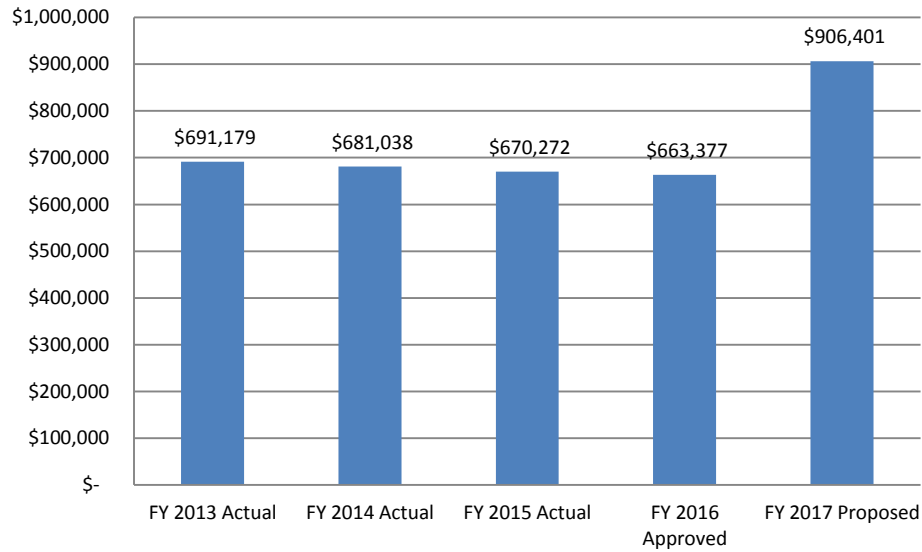
GOALS & OBJECTIVES FY 2017

1. The Town shall provide an efficient, customer focused model of providing valuation and taxpayer assistance.

DEBT AND INTEREST

For more information, please see the Town Manager's Budget Message.

**101230 - Debt & Interest
2013-2017**



PROPOSED BUDGET

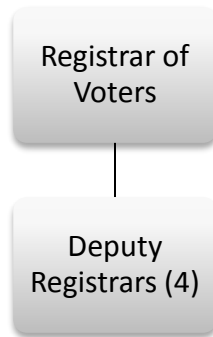
Acct. #	DEBT & INTEREST	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101230-68057	Rustlewood Farm	-	-	-	6,043	6,076	33	1%
101230-68065	2006 Fire Stations	155,000	155,000	155,000	155,000	125,000	(30,000)	-19%
101230-68066	2010 DPW Salt Shed	35,000	35,000	35,000	35,000	35,000	-	0%
101230-68067	2012 Community Center	275,000	275,000	275,000	275,000	275,000	-	0%
101230-68068	2015 Roads, KCC, PD, TH	-	-	-	-	233,000	233,000	100%
10130-68069	KLT Brave Boat HW	-	-	-	-	-	-	0%
Sub-total Principal		\$ 465,000	\$ 465,000	\$ 465,000	\$ 471,043	\$ 674,076	\$ 203,033	43.1%
101230-68257	Rustlewood Farm	-	1,625	4,034	4,272	4,239	(33)	-1%
101230-68265	2006 Fire Stations	81,338	74,363	67,388	60,413	54,113	(6,300)	-10%
101230-68295	2010 DPW Salt Shed	19,475	18,775	18,075	17,375	16,675	(700)	-4%
101230-68297	2012 Community Center	125,366	121,275	115,775	110,275	104,775	(5,500)	-5%
101230-68268	2015 Roads, KCC, PD, TH	-	-	-	-	46,205	46,205	100%
101230-68269	KLT Brave Boat HW	-	-	-	-	6,318	6,318	100%
Sub-total Interest		\$ 226,179	\$ 216,038	\$ 205,272	\$ 192,334	\$ 232,325	\$ 39,990	20.8%
101230 TOTAL DEBT & INTEREST		\$ 691,179	\$ 681,038	\$ 670,272	\$ 663,377	\$ 906,401	\$ 243,024	36.3%

ELECTIONS

MISSION STATEMENT

The Town Clerk also serves as the Registrar of Voters, and is responsible for coordinating all elections activity in Kittery. There are 4 deputy registrars who assist in administering elections in accordance with Maine State Statutes and the Town Charter.

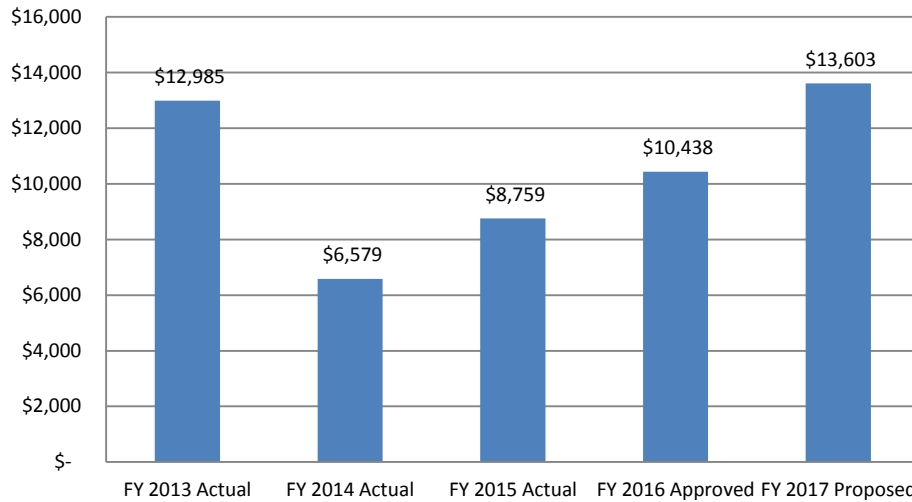
PERSONNEL ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Registrar (PT)	1
Deputy Registrars (PT)	4
Total	5

BUDGET CHANGES FROM FY 2016

101130 - Elections
2013-2017

All Budget Line Items: FY 2017 is a Presidential election year and all costs will increase.

GOALS & OBJECTIVES FY 2017

1. Conduct successful elections in November and June.

PROPOSED BUDGET

ELECTIONS	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
Part-Time, Voter Reg./Elections	1,854	1,236	1,513	2,000	2,500	500	25%
Sub-total Salaries and Wages	\$ 1,854	\$ 1,236	\$ 1,513	\$ 2,000	\$ 2,500	500	25%
FICA, Employer's Share	-	-	7	153	191	38	25%
Workers Compensation	14	-	-	10	12	2	20%
Sub-total Benefits	\$ 14	-	7	163	203	40	25%
Postage	630	26	223	625	1,000	375	60%
Printing	5,031	1,192	3,820	4,550	6,000	1,450	32%
Other Professional Services	3,972	3,928	2,256	3,000	3,500	500	17%
Sub-total Expenses	\$ 9,634	5,146	6,299	8,175	10,500	2,325	28%
Office Supplies	37	47	69	100	300	200	200%
Capital Outlay	\$ 1,446	150	872	-	100	100	0%
Sub-total Supplies	1,483	197	940	100	400	300	300%
TOTAL ELECTIONS	\$ 12,985	\$ 6,579	\$ 8,759	\$ 10,438	\$ 13,603	\$ 3,265	31%

RICE PUBLIC LIBRARY

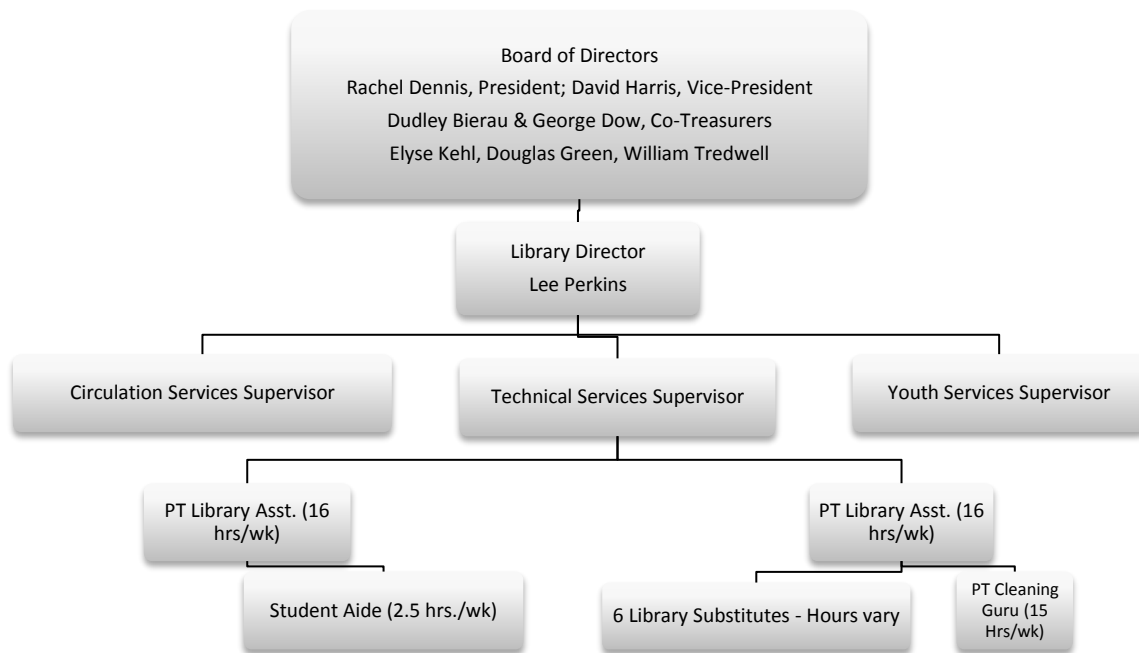
MISSION STATEMENT

The mission of the Rice Public Library is to:

- promote literacy and lifelong learning in a welcoming environment
- assure access to local, national, and global resources for all individuals
- offer a collection that reflects the varying interests of our community through a variety of print, electronic, digital, and emerging media
- address the educational and cultural interests of the community
- collect, preserve, and disseminate Kittery and regional historical information

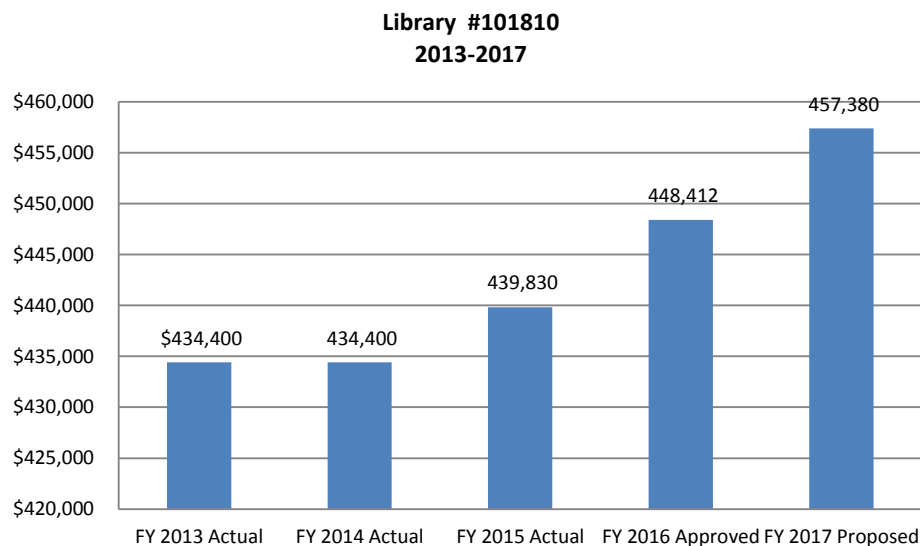


DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Library Director	1
Circulation Services Supervisor	1
Technical Services Supervisor	1
Youth Services Supervisor	1
PT Library Assistants (2, 16 Hrs./week)	.8
Library Substitutes	
Library Student Page (2 hrs./week, unfilled)	
Volunteers	
Total, FTE	4.8

BUDGET CHANGES FROM FY 2016**GOALS & OBJECTIVES FY 2017**

The Library proposes to replace two inadequate buildings which comprise the Rice Public Library. One is a former professional office which houses our Children's Program, located across a busy street from the second structure. That structure is a dark, three-story, non-handicapped accessible 125 year-old building (with the many limitations this creates). We wish to replace both with a single-story, central place where our citizens of all ages and interests can have open access to cultural, intellectual, technology and informational resources.

The members of our community, patrons, the Library Board of Directors and the staff of The Rice Public Library have worked extensively on this project for six years. The conclusion of this effort is that the best option is to build a new 22,000 square foot green library. The library will herald a new age of library service in Kittery. When the new library opens its doors, we will welcome our citizens inside to begin the journey together of empowering our citizens to become independent, self-

confident and literate (down loading e-books/ using technology) through the provision of a new library.

- 2016-2017 Locate land for new building, hire architect, start development of the library design, begin quiet phase of Capital Campaign
- 2016 Finish plans and fully implement Capital Campaign on a large scale.
- 2017 Send out bids, accept bids and start the construction of the new library.

BUDGET GOALS:

- Painting fire escape
- Replacing a beam on the roof of the Rice Building
- Remediate identified areas needing additional insulation in the Rice and Taylor buildings

GRANTS RECEIVED:

- \$2,000: The Friends of Rice Public Library donated funds to sponsor the children's summer reading program. Additionally, the Friends organization pays all the invoices for seven discounted museum passes
- \$3,387: The Traip Trustee Grant was awarded to improve and update the Children's Department non-fiction collection
- \$2,500: The Rosamond Thaxter Foundation was awarded to replace all the children's picture book Caldecott and Newbury award titles
- \$1,000: Lions Club Grant to purchase large print books
- \$2,500: Kittery Block Party Grant funds were used to host a Welcome Celebration for the USS Annapolis at Fort Foster

PROPOSED BUDGET

LIBRARY	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
Rice Public Library	434,400	439,830	448,412	457,380	8,968	2.0%
TOTAL LIBRARY	434,400	439,830	448,412	457,380	8,968	2.0%
INCOME						
Dividends	1,000	1,356	1,000	1,300	300	30.0%
Interest	400	355	300	350	50	16.7%
Town Subsidy	434,400	439,830	448,412	457,380	8,968	2.0%
Annual Appeal		12,130	7,000	12,000	5,000	100.0%
Fines, Fees, Grants, Ot	15,000	23,611	15,000	18,000	3,000	20.0%
Parking Lot Rent		3,000	3,000	3,600	600	20.0%
Non-Resident Fees	200	221	200	200	-	0.0%
TOTAL INCOME	\$ 451,000	\$480,503	\$474,912	\$492,830	\$ 17,918	3.8%
EXPENSES						
Books, Magazines, Nev	37,435	53,973	42,000	47,430	5,430	13.1%
E-Books	1,000	650	1,050	3,000	1,950	195.0%
Audiovisual/DVD	21,200	18,030	19,500	19,000	(500)	-2.6%
Copier Lease	1,600	3,788	3,500	3,800	300	8.6%
Insurance	8,500	9,323	9,000	9,500	500	6.1%
Building Repairs	12,000	10,400	12,000	15,000	3,000	30.0%
Telephone	2,000	1,475	1,250	1,250	-	0.0%
Electricity	6,175	6,535	5,000	6,700	1,700	34.0%
Fuel Oil	8,500	13,445	8,000	8,000	-	0.0%
Water & Sewer	1,365	1,467	1,400	1,500	100	7.3%
Supplies	6,500	5,339	6,500	6,000	(500)	-7.7%
Postage	200	2,127	2,000	2,200	200	10.0%
Debt Service	-	-	-	-	-	
Office Equipment	3,400	3,717	3,100	3,800	700	23.3%
Building & Grounds Ma	29,260	23,804	27,000	24,000	(3,000)	-11.3%
Miscellaneous	500	-	500		(500)	-100.0%
Technology	9,000	8,899	9,000	9,000	-	0.0%
Library Programs	7,000	16,081	8,000	16,000	8,000	200.0%
Delivery Service	750	611	500	650	150	30.0%
Benefits	46,000	33,146	50,612	50,000	(612)	-1.3%
Payroll Taxes	16,715	17,689	18,000	18,000	-	0.0%
Gross Payroll	218,500	221,113	235,000	235,000	-	0.0%
Continuing Education	1,400	1,812	1,000	2,000	1,000	100.0%
Bookkeeping, Bank & A	12,000	10,405	11,000	11,000	-	0.0%
TOTAL OPERATING EXP	451,000	463,829	474,912	492,830	17,918	3.9%

GOALS & OBJECTIVES FY 2017

The following is a list of goals for the new library:

- Accessible for people with disabilities and mobility issues (currently no elevators and many steps and levels)
- Larger space for the children's collection, with craft area and outdoor reading area Space designated for the teen collection, an area for teens to gather and a maker space.
- One stop convenience - all collections under one roof (currently two buildings across a busy street)
- A green energy-efficient library building.
- More space with room to grow for our collections and space for additional computer terminals
- Designated rooms for quiet study, meetings and shared work space for budding entrepreneurs and independent contractors.
- New meeting rooms will provide expanded opportunities for programing.

COMMUNITY AGENCIES

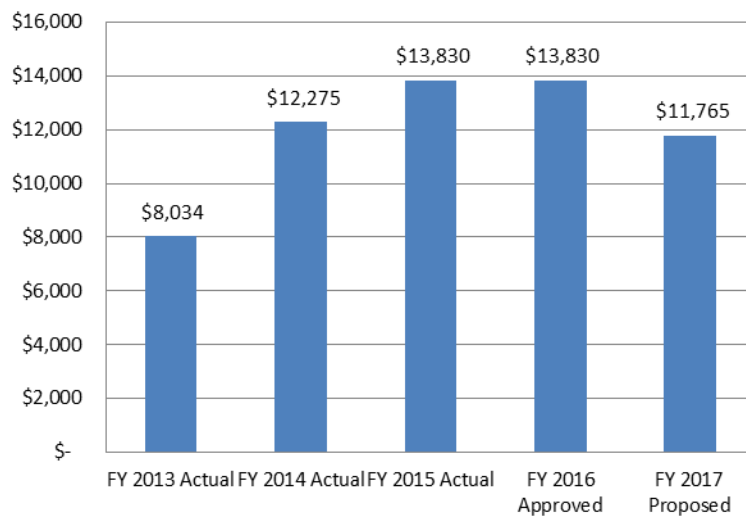
MISSION STATEMENT

Each year the Town considers requests for funding from non-profit agencies, with the intent of supporting services members of the Kittery community receive.

BUDGET CHANGES FROM FY 2016

Agencies submitting requests are included for proposed funding. Copies of each request are provided at the end of this document.

**101540 - Community Agencies
2013-2017**



PROPOSED BUDGET

101540-65479	Fair Tide	-	-	500	1,000	1,500	500	50%
101540-65482	Aids Reponse- Seacoast	965	965	965	965	965	-	0%
101540-65483	American Red Cross	483	483	-	-	500	500	0%
101540-65487	Caring Unlimited, Inc.	965	965	965	965	1,000	35	4%
101540-65491	York County Community Action	2,076	2,076	2,500	2,500	2,500	-	0%
101540-65495	HomeHealth Visiting Nurses	-	2,000	2,000	2,000	2,000	-	0%
101540-65497	So. ME Area Agency on Aging	2,000	965	1,200	1,300	1,300	-	0%
101540-65499	Cross Roads House	965	1,500	1,500	2,000	2,000	-	0%
101540-65468	Kids Free To Grow (Child Abuse Prevention)	-	-	500	-	-	-	0%
101540-New	Maine 4H Foundation	-	-	800	-	-	-	0%
101540 TOTAL COMMUNITY AGENCIES		\$ 8,034	\$ 12,275	\$ 13,830	\$ 13,830	\$ 11,765	\$ (2,065)	-14.9%

TOWN COUNCIL

MISSION STATEMENT

The members of the town council shall be and constitute the municipal officers of the Town of Kittery for all purposes required by statute, and, except as otherwise herein specifically provided, shall have all powers and authority given to, and perform all duties required of, municipal officers under the laws of this State.

DEPARTMENT ORGANIZATION



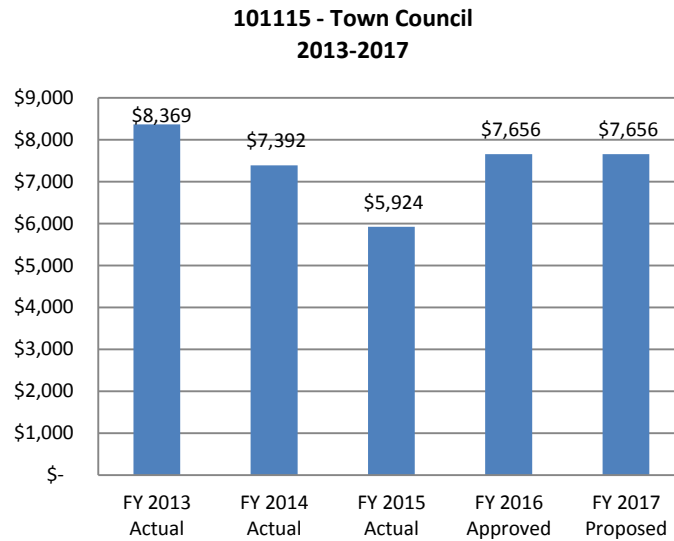
PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Councilors (receive stipend)	7
Town Manager (in Administration & Sewer budget)	
Town Clerk (in Administration budget)	
Total, FTE	7

The Town Manager reports to and takes direction from the Town Council, but is budgeted as part of Town Administration (75%) and the Sewer Department (25%). The Town Clerk reports to the Manager, and assists her in all aspects of serving the Council and administering and managing the Town's employees and services. The Clerk is also included in the Administration section of the budget.

Councilors are eligible to be paid \$20 for each Council meeting they attend.

BUDGET CHANGES FROM FY 2016



GOALS & OBJECTIVES FY 2017

1. Work respectfully together toward consensus, capitalizing on our experience and diversity.
2. Support the Town Manager to achieve greater economy & effectiveness in the delivery of services.
3. Adopt a budget that is progressive, responsible, and visionary – moving the community forward.
4. Continue to work with the Town of Eliot on sharing services with an emphasis toward the Solid Waste - Resource Recovery operations.
5. Attention to Councilor expressed items, including:
 - Attention to bike lanes & ways
 - Climate change strategies for the town
 - Comp plan completion, or major progress to that end
 - Improvement in collaboration with the Shipyard
 - Improving management of Town-owned property and parks
 - Long-term development of light rail locally
 - Part-time or Intern assistance for Boards and Committees
 - Resolution of Port Authority and Wood Island issues
 - Work with any EDC recommendations regarding the— Route 1 Bypass and Foreside

PROPOSED BUDGET

Acct. #	TOWN COUNCIL	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101115-64001	Council Stipends (30 mtgs.)	5,820	4,000	3,440	4,000	4,000	-	0%
101115-64020	Part-Time Clerk	-	112	-	-	-	-	0%
	Sub-total Salaries and Wages	\$ 5,820	\$ 4,112	\$ 3,440		\$ 4,000	\$ -	0%
101115-64060	FICA, Employer's Share	445	315	263	306	306	-	0%
101115-64070	Worker's Comp.	-	10	17	-	12	-	0%
	Sub-total Benefits	\$ 445	\$ 325	\$ 280	\$ 306	\$ 306	\$ -	0%
101115-65480	Other Prof. Svcs - Recorder	2,104	2,790	2,205	3,000	3,000	-	0%
101115-66037	Council Expenses	-	165	-	350	350	-	0%
	Sub-total Expenses	\$ 2,104	\$ 2,955	\$ 2,205	\$ 3,350	\$ 3,350	\$ -	0%
101115	TOTAL COUNCIL	\$ 8,369	\$ 7,392	\$ 5,924	\$ 7,656	\$ 7,656	\$ -	0%

FIRE DEPARTMENT

MISSION STATEMENT

The Kittery Fire Department will proudly and continuously provide cost-effective services for the preservation and protection of life, property, and environment from adverse effects of fire, medical emergencies, natural disasters and other hazardous conditions for those who live, work and travel in and through the Town of Kittery. The Department will focus its efforts by providing rapid, professional and humanitarian service essential to the health, safety and wellbeing of our hometown.



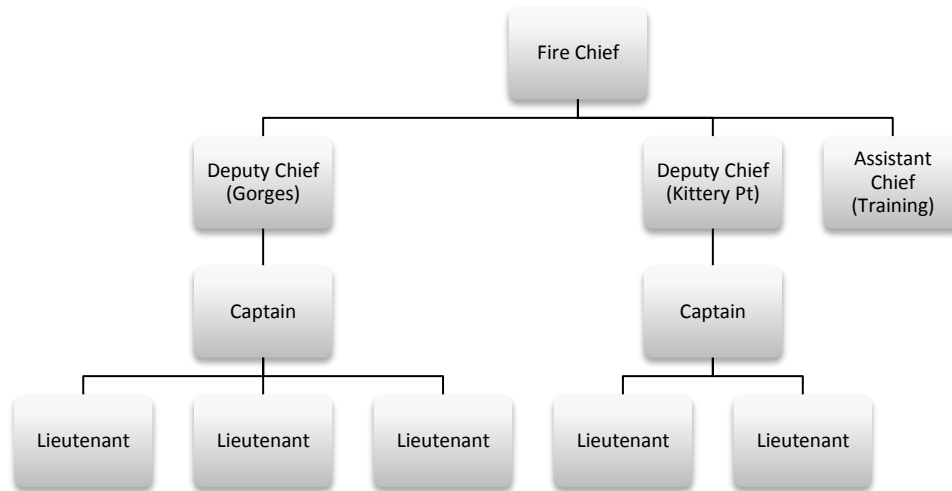
We owe the residents of our hometown the highest quality of service possible. This is accomplished by being responsive and with a high level of integrity and professionalism. The residents and visitors of Kittery are considered our friends who deserve the best possible care and respect at the lowest possible cost.

We owe our fellow firefighters our full commitment and dedication. We recognize our fellow firefighters as Kittery's most valuable resource and through teamwork, training and professionalism remain committed to them, their families and their safety.

We owe to each other trust and respect, ensuring open and honest communications at all levels, and providing assistance when in need. We recognize our personal conduct is inseparable from our professional reputation of our Department.

We owe ourselves personal and professional growth. We do this through training, seeking new knowledge and greater challenges, and striving to remain at the leading edge with our firefighting, skills and abilities. We are a team oriented organization with mutual trust and respect for ourselves and our fellow firefighters.

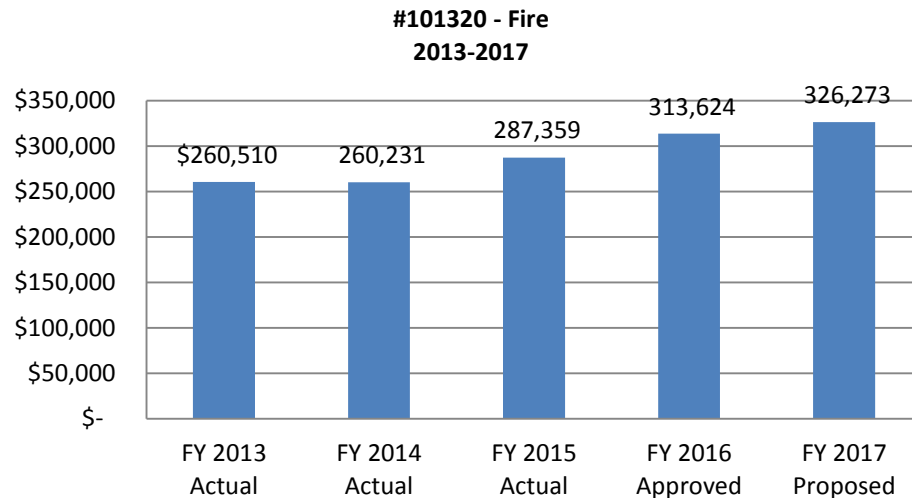
DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

The Kittery Fire Department depends upon trained, call staff who responds to emergencies on an as-needed basis, in addition to serving on a regular schedule to stay up-to-date in required trainings, maintain fire facilities and vehicles, and conduct fire prevention outreach efforts. The Fire Chief position is funded as a salaried staff person – actual hours worked in calendar year 2013 were 2,250, which is over 1 full-time equivalent employee. Part-time employees in calendar year 2013 were paid for 7,884 hours (3.8 FTE), and volunteered another 4,160 hours (2 FTE).

POSITION	FY 17 PROPOSED
Fire Chief	1
Part-Time Fire Department Staff (paid time/unpaid time)	6.4
Total, FTE	7.4

BUDGET CHANGES FROM FY 2016 & SUPPORTING DETAIL**#101320-64020 Part-Time Salaries:****\$132,318**

This line item has been budgeted based on historical hours and number of firefighters at an average rate of \$15.53 per hour.

The bonus pay system proposes a \$1,000 incentive pay for attendance at 33.33% of calls or more per year.

Estimated hours = 6,975 (based on history)	\$108,318
Bonus Pay System expense	<u>24,000</u>
Total	\$132,318

#101320-65230 Fuel Oil:**\$14,860**

Fuel Oil is calculated by multiplying the total amounts of fuel oil in gallons (estimated) by \$2.209/gallon. The plummeting prices for oil in summer 2014 allowed the Town to lock in pricing at a lower cost.

Gorges Road 6,000 gallons
 Kittery Point 2,000 gallons
 TOTAL 8,000 gallons at \$2.209/gallon

#101320-65480 Professional Services:**\$6,066**

Membership in Seacoast Technical Response Team (START) This team provides the Town of Kittery with the equipment, manning, and training necessary to handle large HAZMAT incidents.	4,091.00
IMC software license	725.00
Computer services	1,000.00
SCBA assessment for SCFOA (25 airpaks @ \$10)	250.00

#101320-67520 Operating Equipment:**\$4,000**

This account is established to replace and update older equipment. It is also used to replace broken and damaged equipment. It was decreased from \$7,000 to accommodate the increase in workers compensation insurance.

PROPOSED BUDGET

Acct. #	FIRE	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101320-64003	Fire Chief Salary	-	42,720	44,391	50,000	54,169	4,169	8%
101320-64020	Part-Time Salaries	126,450	82,377	100,940	129,406	132,318	2,912	2%
	Sub-total Salaries and Wages	\$ 126,450	125,097	145,331	179,406	186,487	7,081	3.9%
101320-64020	FICA Employers Share	9673	9,542	11,146	13,725	14,266	541	4%
101320-64070	Workers Compensation	7277	9,150	7,640	9,600	14,020	4,420	46%
101320-64095	Accident / Health Ins	-	-	-	-	1,938	1,938	0%
	Sub-total Benefits	16,950	18,692	18,786	23,325	30,224	6,899	29.6%
101320-65010	Postage	\$ -	6	10			-	0%
101320-65020	Telephone	4	7,354	7,352	7,653	7,071	(582)	-8%
101320-65040	Educ./Mtg. Expenses	7,174	1,447	1,223	1,698	1,478	(220)	-13%
101320-65045	Training	1,965	2,669	4,360	5,400	5,400	-	0%
101320-65046	Health/Physicals	4,465	1,625	1,393	2,778	2,778	-	0%
101320-65200	Electricity	8,660	9,888	9,901	8,912	8,912	-	0%
101320-65220	Water	473	355	254	263	269	6	2%
101320-65230	Fuel Oil	25,851	29,995	29,277	14,860	17,672	2,812	19%
101320-65250	Sewer	300	300	305	300	300	-	0%
101320-65300	Machine & Equip. Maintenance	11,787	15,789	24,852	22,279	22,279	-	0%
101320-65302	Protective & Safety Cloth. & Equip.	2,804	2,814	3,162	3,072	3,072	-	0%
101320-65311	Gas, Grease & Oil	8,287	7,654	8,835	7,887	6,367	(1,520)	-19%
101320-65312	Tires & Tubes	-	4,411	1,541	-	-	-	0%
101320-65330	Radio Maintenance	2,539	6,051	5,471	5,907	5,907	-	0%
101320-65480	Other Pro. Serv. (Maint. Const.)	3,844	3,629	3,884	4,894	6,066	1,172	24%
101320-65500	Maintenance of Bldgs. & Grounds	32,219	15,988	16,988	16,019	16,019	-	0%
	Sub-total Expenses	\$ 111,763	109,975	118,809	101,921	103,590	1,669	1.6%
101320-66010	Office Supplies	368	753	499	672	672	-	0%
101320-66020	Books/Subscriptions	-	-	224	200	200	-	0%
101320-66040	Janitorial Supplies	208.05	693	617	600	600	-	0%
	Sub-total Supplies	\$ 576	\$ 1,446	1,341	1,472	1,472	-	0.0%
101320-67505	Extinguisher Maintenance	476	-	738	300	300	-	0%
101320-67515	Lanterns & Batteries	\$ 306	627	95	200	200	-	0%
101320-67520	Operating Equipment	3,989	4,395	2,260	7,000	4,000	(3,000)	-43%
	Sub-total Capital	\$ 4,771	5,021	3,093	7,500	4,500	(3,000)	-40.0%
101320 TOTAL FIRE		\$ 260,510	260,231	287,359	313,624	326,273	12,648	4.0%

FY 2016 PROGRESS

The FY 2016 Fire Department Budget included a modest increase in firefighter's pay while also providing a \$1,000 bonus for firefighters who were able to respond to 33% or more fire calls. This initiative was brought forward as a method to recognize the talents, skills and abilities of our call firefighters and also to reward them for their time spent serving as first responders for our community. With three months left in the reporting period the percentage of calls made has shown an increase with expected bonus pay outs to be around \$17,000. Effort still needs to be put forward to increase our call force with personnel who are able to meet the State of Maine firefighter requirements and are willing to make calls on a routine basis.

The Fire Department established a goal to maintain the lowest possible Insurance Service Office (ISO) rating and comply with industry regulations and standards. ISO has not yet established a review time frame for the Kittery Fire Department. It is believed this will occur in the late spring, early summer timeframe. The Fire Department has been diligently examining and reviewing all of the inspection and review points of the ISO Fire Suppression Schedule and is working to put in place a clear audit and review trail for the ISO inspection team.

FY 2017 GOALS

Goal: Maintain the lowest possible Insurance Service Office (ISO) rating and comply with industry regulations and standard (dependent upon ISO calendar – this goal is carried forward from FY16).

Goal: Improve Training

Training is the backbone of a strong fire department. The best equipment and apparatus is only as good as the firefighter with the proper knowledge, skills and abilities. Well over 80% of our firefighters have full Firefighter Level I certification. This certification is nationally recognized and ensures a common level of training between all organizations. Continuing training and education is where the local fire departments need to excel in order to maintain the knowledge, skills and abilities of each firefighter.

A recent survey of Kittery firefighters has resulted in a plan to improve our training. While the survey generally showed acceptance with the current level of training, it also showed areas of weakness and ways to improve. For example, the firefighters believe the quality of training is better accomplished by inside instructors (our own qualified officers and firefighters) than using outside instructors from Maine Fire Education and Training. The chief officers have reviewed this survey and are constructing a plan to enhance our training to a higher level.

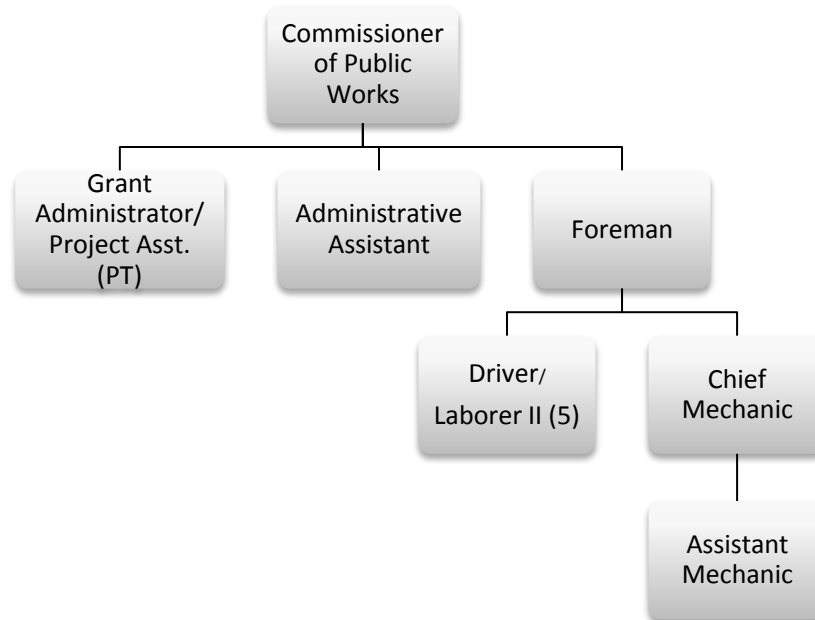
At the end of FY17 another survey will be conducted to determine our success.

DEPARTMENT OF PUBLIC WORKS – HIGHWAY DIVISION

MISSION STATEMENT

The Department of Public Works – Highway Division endeavors to maintain the Town's roadway and drainage infrastructure to enable the safe and convenient travel for residents, business owners, and visitors. The department maintains approximately 62 miles of roadway, only about 20% of which are classified as eligible for state aid.

DEPARTMENT ORGANIZATION

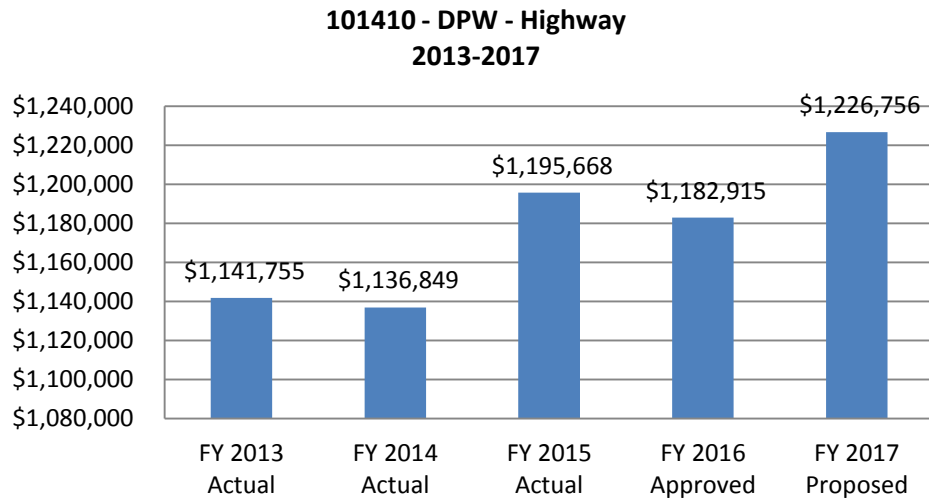


PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Commissioner of Public Works (35%)	.35
Administrative Assistant	1
Foreman	1
Mechanic	1
Assistant Mechanic	1
Equipment Operator	2
Driver/Laborer II	5
Grant Administrator (PT)	.5
Total, FTE	11.85

GOALS & OBJECTIVES FY 2017

1. Continue implementing the Road Management Plan using the funds provided by the CIP Bond.
2. Continue Memorial Circle improvements using MDOT funding.
3. Continue Walker and Wentworth Streets improvements using MDOT funding.

BUDGET CHANGES FROM FY 2016

101410-64029 – Snow Overtime: A carry forward of \$10,000 in unused budget funds from the FY 2016 budget is requested.

Line Item 101410-65080 - Legal Notices: A request of \$500 is made to provide funding for the posting of employment notices and inventory sales.

Line Item 101410-65312 - Tubes & Tires: An increase in this line to \$13,000 is made to provide for the replacement of 29 pieces in the DPW fleet. This line will decrease if new vehicles are purchased.

Line Item 101410-65460 – Signs: Funding in the amount of \$15,000 is requested to replace street signs. This project can be phased with a budget of \$5,000 in FY17 and \$5,000 in FY18.

PROPOSED BUDGET

Acct. #	HIGHWAY	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101410-64004	35% Commissioner's Salary	27,062	29,271	30,062	30,506	31,951	1,445	4.7%
101410-64010	Full-Time Salaries	377,522	374,299	403,194	440,694	446,740	6,046	1.4%
101410-64015	Administrative Assistant	42,082	42,811	43,636	46,070	46,322	252	0.5%
101410-64029	OT Snow & Storm	40,516	59,501	85,320	49,876	50,000	124	0.2%
101410-64030	Overtime	33,809	5,748	3,743	4,445	4,167	(278)	-6.3%
Sub-total Salaries and Wages		\$ 520,991	\$ 514,090	\$ 565,954	\$ 571,591	\$ 579,180	\$ 7,589	1%
101410-64050	Retirement, Employer's Share	26,639	31,995	41,845	50,872	54,954	4,082	8.0%
101410-64060	FICA, Employer's Share	38,083	37,474	41,631	43,727	44,307	580	1.3%
101410-64070	Workers' Compensation	31,087	33,350	30,290	34,700	44,980	10,280	29.6%
101410-64090	Major Medical Insurance	137,451	151,575	156,430	159,468	179,548	20,080	12.6%
101410-64091	Dental Insurance	1,370	850	1,178	1,988	1,018	(970)	-48.8%
101410-64092	Disability Insurance	4,236	4,925	4,703	4,888	4,888	-	0.0%
Sub-total Benefits		\$ 238,832	\$ 260,444	\$ 276,077	\$ 295,643	\$ 329,695	\$ 34,052	12%
101410-65010	Postage	301	131	120	400	400	-	0.0%
101410-65020	Telephone	3,735	4,505	5,101	3,800	3,800	-	0.0%
101410-65030	Transportation	1,202	284	583	750	750	-	0.0%
101410-65040	Educ./Mtg. Expenses	3,834	797	1,265	5,000	5,000	-	0.0%
101410-65060	Printing	644	577	580	500	600	100	20.0%
101410-65080	Legal Notices	-	-	-	-	500	500	0.0%
101410-65200	Electricity	5,292	5,998	6,476	3,200	3,200	-	0.0%
101410-65220	Water	1,020	942	421	1,400	2,000	600	42.9%
101410-65230	Fuel Oil	8,184	5,450	6,487	7,000	7,000	-	0.0%
101410-65250	Sewer	225	300	300	300	300	-	0.0%
101410-65300	Machine & Equip. Maintenance	19,515	26,633	19,496	18,000	18,000	-	0.0%
101410-65302	Protective & Safety Equip.	3,733	1,771	1,307	2,500	2,500	-	0.0%
101410-new	Facility Safety Inspections	-	-	-	1,250	1,250	-	0.0%
101410-65310	Vehicle Maintenance	26,104	30,719	14,264	16,000	16,000	-	0.0%
101410-65311	Gas, Grease and Oil	53,897	59,220	56,678	45,000	45,000	-	0.0%
101410-65312	Tubes & Tires	3,177	6,326	2,920	7,000	8,000	1,000	14.3%
101410-65450	Tarring & Patching	5,481	13,557	8,219	5,250	5,250	-	0.0%
101410-65452	Salt	86,090	95,209	143,969	95,000	98,500	3,500	3.7%
101410-65454	Sand	-	-	1,728	2,100	2,100	-	0.0%
101410-65456	Gravel & Fill	5,271	4,382	-	7,500	5,000	(2,500)	-33.3%
101410-65458	Drainage Supplies	1,528	5,313	798	5,000	5,000	-	0.0%
101410-65460	Signs	4,440	5,433	3,847	5,000	8,500	3,500	70.0%
101410-65462	Striping	24,906	27,043	24,582	24,000	24,000	-	0.0%
101410-65466	Snow Removal Equip. & Parts	50,371	28,302	19,605	18,281	18,281	-	0.0%
101410-65480	Other Prof. Servs. (Equip. Rental)	30,302	3,087	1,016	6,000	5,000	(1,000)	-16.7%
101410-65500	Maintenance of Bldgs. & Grounds	5,632	1,037	5,514	3,000	3,000	-	0.0%
101410-65521	Uniforms	4,000	3,200	4,100	4,000	4,000	-	0.0%
101410-65522	CDL Program	311	444	689	950	950	-	0.0%
Sub-total Expenses		\$ 349,195	\$ 330,661	\$ 330,066	\$ 288,181	\$ 293,881	\$ 5,700	2%
101410-66009	Shop Supplies	20,632	23,802	16,649	13,000	13,000	-	0.0%
101410-66010	Office Supplies	1,458	856	580	800	800	-	0.0%
101410-66011	Hand Tools	455	562	160	600	600	-	0.0%
101410-66020	Books/Subscriptions	625	602	346	500	500	-	0.0%
101410-66030	Other Supplies	1,344	288	156	400	400	-	0.0%
101410-66040	Janitorial Supplies	5,006	4,820	5,680	4,000	4,000	-	0.0%
Sub-total Expenses		\$ 29,520	\$ 30,929	\$ 23,570	\$ 19,300	\$ 19,300	\$ -	0%
101410-67514	Plant Equipment	-	725	-	2,000	1,000	(1,000)	-50.0%
101410-67515	Rental Equipment	110	-	-	200	200	-	0.0%
101410-67520	Operating Equipment	-	-	-	4,000	1,500	(2,500)	-62.5%
101410-67540	Improvements to Bldgs. & Grounds	2,893	-	-	2,000	2,000	-	0.0%
Sub-total Supplies		\$ 3,217	\$ 725	\$ -	\$ 8,200	\$ 4,700	\$ (3,500)	-43%
101410 TOTAL HIGHWAY		\$ 1,141,755	\$ 1,136,849	\$ 1,195,668	\$ 1,182,915	\$ 1,226,756	\$ 43,841	3.7%

MISCELLANEOUS EXPENSES

DESCRIPTION

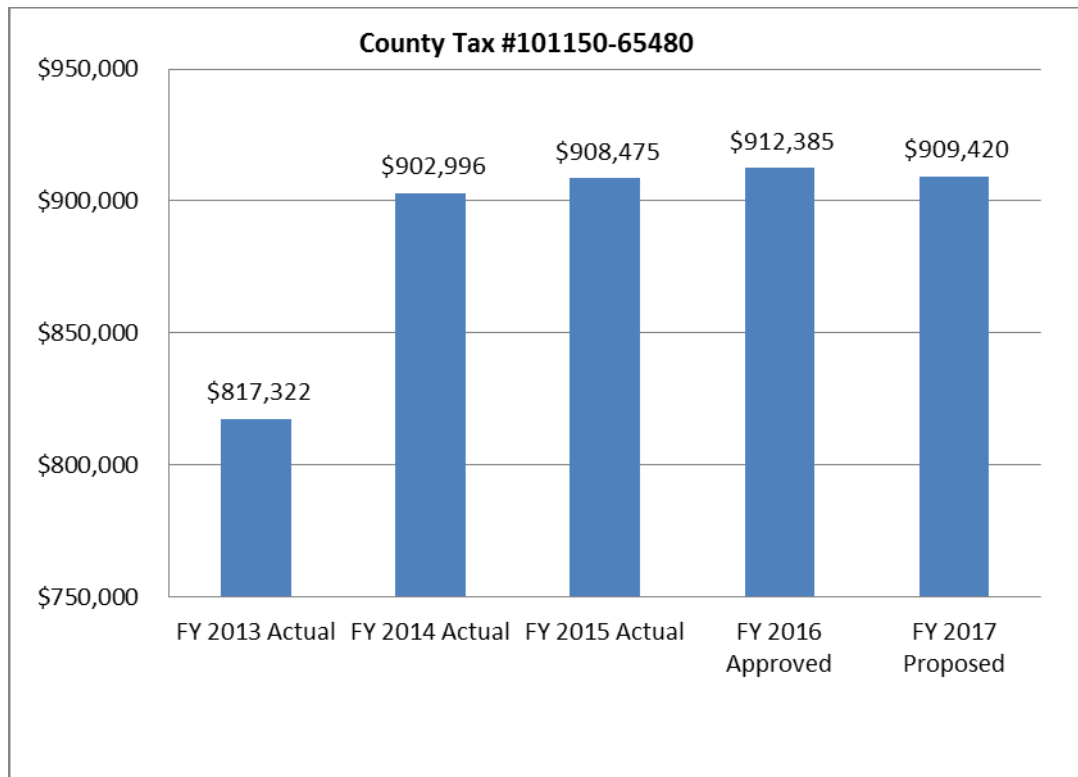
The Miscellaneous Expenses budget contains line items that do not fit neatly into other departmental categories or run across all departments. County tax, property and casualty insurance, retired employee medical insurance, hydrant rental, and street lights are among the most costly expenses paid through this section of the budget.

BUDGET CHANGES FROM FY 2016

Some of the changes to various lines in this category have been characterized in the overall budget summary discussion. Others to note include:

#101740-65480 – TIF: The Tax Increment Financing Districts appear on both the revenue and expense sides of the budget. Revenue generated from the TIF is considered as part of property tax growth, but is appropriated for expenditure herein. Last year the TIF was calculated as \$60,901. FY 2017 uses this figure as a place holder.

#101740-65480 – County Tax: The Proposed York County Budget Assessments published received by the County of York's Finance Director on April 22, 2016 proposes \$824,250 as Kittery's share. This is \$2,104 less than FY 2016. For the fiscal years 2014 – 2018, Kittery will pay installments of principal and interest for the County's FY 2013 fiscal year change from a calendar year to a fiscal year. Note: The amount budgeted is only a projection.



#103000-64090 – Retired Employees Medical: The budget for this line has decreased as three employees will reach Medicare age during the fiscal year. (Medicare premiums are approximately 50% less the premiums for retirees under the age of 65.)

#101740-65200 – Electricity – Street Lights: In FY16 the cost of electricity increased to \$.8641/KWH, and further increases are expected.

#101340-65300 – Hydrant Rentals: Hydrant rentals increased from a cost of \$856.29 per hydrant in FY16 to \$941.89 per hydrant for FY17.

PROPOSED BUDGET

Acct. #	MISCELLANEOUS EXPENSES	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
103000-64090	Retired Employee Medical	102,822	133,777	93,125	145,247	134,847	(10,400)	-7%
103000-65101	MMA Risk Pool (Property & Casualty)	101,986	113,756	125,696	138,600	142,758	4,158	3%
103000-65115	Unemployment Compensation	12,345	10,658	4,965	9,000	4,500	(4,500)	-50%
103000-65150	Misc. Insurances, MMA Life	3,699	4,359	3,970	4,601	4,410	(191)	-4%
103000-65210	Union Central - Life Insurance	2,261	3,485	2,452	2,610	2,420	(190)	-7%
	Sub-total Insurances	\$ 223,384	\$ 266,035	\$ 230,208	\$ 300,058	\$ 288,935	\$ (11,123)	-4%
101330-65200	Electricity - Street Lights	97,018	98,792	109,563	103,600	109,000	5,400	5%
101330-65300	Equipment Maintenance - St. Lts.	3,533	10,234	16,508	10,000	10,000	-	0%
	Sub-total Street Lights	\$ 100,551	\$ 109,026	\$ 126,071	\$ 113,600	\$ 119,000	\$ 5,400	5%
101150-65480	COUNTY TAX	\$ 817,322	\$ 902,996	\$ 908,475	\$ 912,385	\$ 909,420	\$ (2,965)	0%
101750-65954	BANK FEES/CHARGES	\$ 238	\$ 568	\$ 443	\$ 600	\$ 600	\$ -	0%
101155-65000	TIF	\$ 53,378	\$ 11,790	\$ 40,482	\$ 60,901	\$ 60,901	\$ -	0%
101340-65300	HYDRANT RENTAL (262 x \$942)	\$ 197,795	\$ 215,288	\$ 215,979	\$ 221,780	\$ 246,776	\$ 24,996	12%
		\$ 1,068,733	\$ 1,130,641	\$ 1,165,378	\$ 1,195,666	\$ 1,217,697	\$ 22,031	2%
101740-65001	Snow Plowing Private Roads	31,000	-	-	-	-	-	0%
101740-65022	Comprehensive Plan Update Committee	11,351	605	748	-	-	-	0%
101740-65023	EPA MS4 Stormwater Program	10,932	35,505	18,939	16,650	17,500	850	5%
101740-65025	Computer Repair/Replacement	29,882	35,752	39,403	25,000	25,000	-	0%
101740-65455	Memorial Day Activities	674	696	703	675	675	-	0%
101740-65482	Emergency Ambulance Service	25,000	-	-	-	-	-	0%
101740-65555	Compensated Absences	125,000	-	45,715	-	-	-	0%
101740-65950	Seacoast Shipyard Association	1,500	1,500	1,500	1,500	1,500	-	0%
101740-65951	Shellfish Conservation Commission	2,500	2,500	2,950	2,900	2,900	-	0%
101740-66036	Conservation Commission	280	497	171	500	500	-	0%
101740-68427	Self Insurance Claims	4,957	46,892	92,310	-	-	-	0%
101740-68428	Grant Matching Funds	-	-	12,500	-	-	-	0%
101740-68525	Mosquito and Tick Control	50,000	30,177	30,000	30,000	30,000	-	0%
101740-68532	GIS Web	3,000	3,800	2,700	3,600	3,600	-	0%
101740-69200	PSAP Contribution to York	23,858	26,068	26,068	27,000	27,000	-	0%
	Sub-total Miscellaneous Accounts	\$ 319,934	\$ 183,990	\$ 273,706	\$ 107,825	\$ 108,675	\$ 850	1%
	Transfers In/Out			250			250	
101740	TOTAL MISCELLANEOUS EXPENSES	\$ 1,712,602	\$ 1,689,692	\$ 1,795,614	\$ 1,717,149	\$ 1,734,307	\$ 17,158	1.0%

PLANNING BOARD & BOARD OF APPEALS

MISSION STATEMENT

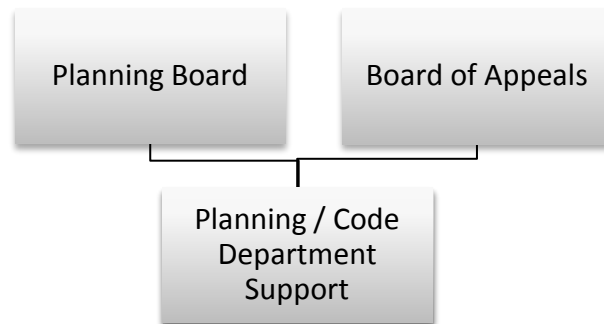
The Town Planning Board is to:

1. Perform duties as provided by law;
2. Hear and decide on required development plans including special exception use requests that require Planning Board review using the Development Application and Review procedures and criteria and other provisions in this Code;
3. Prepare and recommend for Council adoption a Comprehensive Plan and initiate its implementation through amendments to the zoning ordinance, other land use and development regulations and other means available;

The Board of Appeals is to:

1. Perform duties as provided by law.
2. Hear and decide on Administrative Decision Appeal, Variance Request and Miscellaneous Variation Requests.

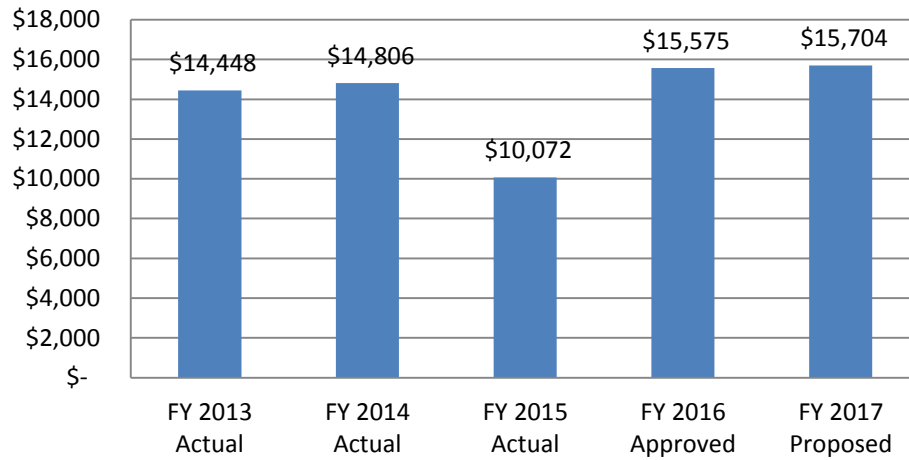
DEPARTMENT ORGANIZATION



GOALS & OBJECTIVES FY 2017

- Review and recommend to Town Council the updated Comprehensive Plan;
- Review and recommend to Town Council land use code amendments based on an Implementation Plan established in the Comprehensive Plan;
- Continue to propose zoning amendments to guide Kittery's land use;
- Review appeals as authorized by Town Code.

BUDGET CHANGES FROM FY 2016:

 Planning Board & Board of Appeals #101720
2013-2017


PROPOSED BUDGET

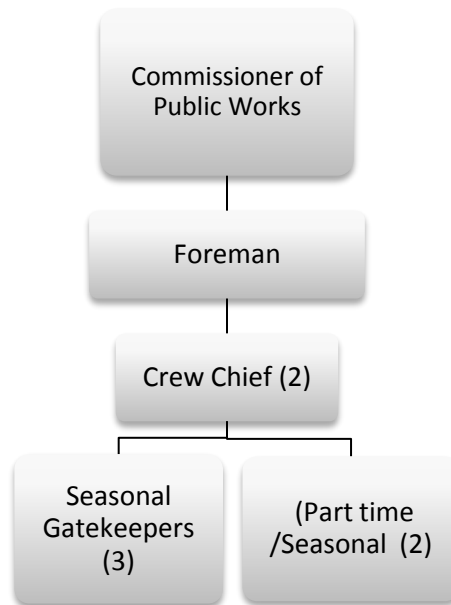
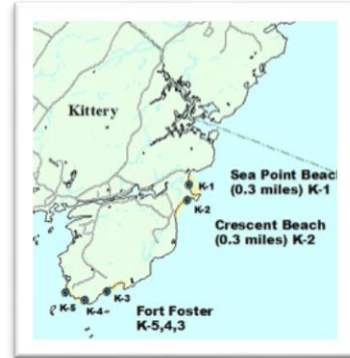
Acct. #	PLANNING BOARD & BOARD OF APPEALS	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101720-64020	Part-Time Salaries	-	-	126	-	-	-	0%
101720-64030	Overtime	-	-	112	-	-	-	0%
Sub-total Salaries and Wages		\$ -	\$ -	\$ 238	\$ -	\$ -	\$ -	0%
101720-64051	ICMA Employer Share	-	-	7	-	-	-	0%
101720-64060	FICA Employer Share	-	-	18	-	-	-	0%
Sub-total Benefits				\$ 25	\$ -	\$ -	\$ -	
101720-65010	Postage	354	318	168	500	500	-	0%
101720-65030	Transportation	-	-	-	-	-	-	0%
101720-65040	Educ./Mtg. Expenses	2,039	339	150	1,750	1,750	-	0%
101720-65060	Printing	810	17	-	750	750	-	0%
101720-65080	Legal Notices & Other Advertising	1,614	2,379	1,746	750	1,250	500	67%
101720-65480	Other Professional Services	5,073	7,432	3,571	7,300	6,800	(500)	-7%
Sub-total Expenses		\$ 9,890	\$ 10,485	\$ 5,634	\$ 11,050	\$ 11,050	\$ -	0%
101720-66010	Office Supplies	289	268	-	225	225	-	0%
101720-66026	So. Maine RPC Membership	4,269	4,053	4,175	4,300	4,429	129	3%
Sub-total Supplies		\$ 4,558	\$ 4,321	\$ 4,175	\$ 4,525	\$ 4,654	\$ 129	3%
TOTAL PLANNING BOARD & 101720 BOARD OF APPEALS		\$ 14,448	\$ 14,806	\$ 10,072	\$ 15,575	\$ 15,704	\$ 129	0.83%

DEPARTMENT OF PUBLIC WORKS – PARKS DIVISION

MISSION STATEMENT

The Parks Division cares for both in-town parks and those that fall under the policy guidance of the Parks Commission (Fort Foster, Seapoint & Crescent beaches).

DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Commissioner of Public Works (25%)	.25
Crew Chief (26 wks.; shared w/Hwy Driver/Laborer)	2
Seasonal Roadside mowing (June – October)	1
Seasonal Assistants (April-November)**	2
Seasonal Gate Attendants (May - September) (3)	2.50
Total, FTE	7.75

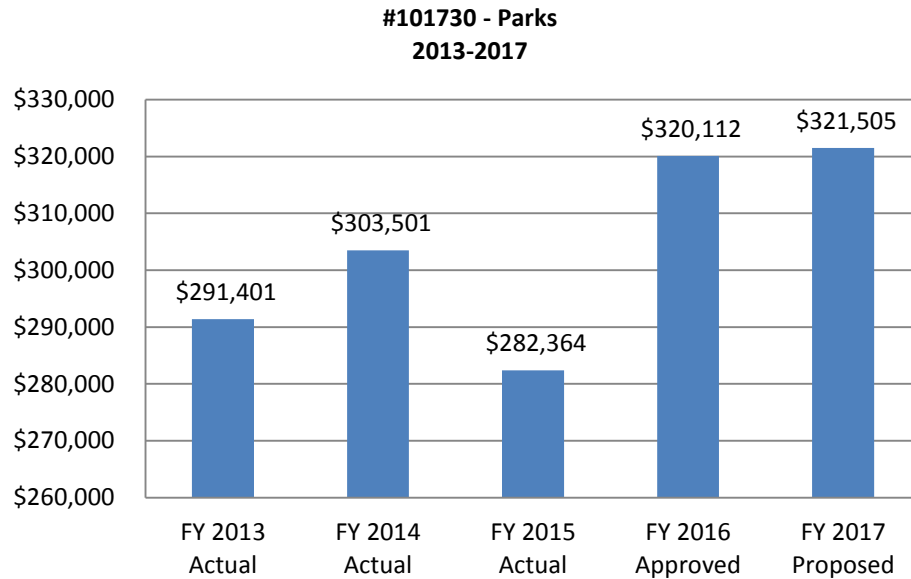
**Seasonal assistants work April through November only

BUDGET CHANGES FROM FY 2016

#101735-65040 Education/Meetings: A budget increase of \$200 is requested this year to provide employees with technical training to recognize and treat the various physical, chemical and biological damages occurring from increased use and insect/fungi infestations.

#101735-65080 – Legal Notices: A request of \$750 is made to provide funding for the posting of employment notices for all Parks.

\$101735-65200 – Electricity: Electricity has been installed in the Fort Foster Gatehouse to provide telephone, cable and internet services as a safety measure for visitors and employees and is budgeted at \$500.

**GOALS & OBJECTIVES FY 2017**

1. Continue repairs to Fort Foster Pier.
2. Upgrade Fort Foster Gatehouse to provide safety and enhanced security for visitors and employees.
3. Begin Phase 1 of the Athletic Field Master Plan at Emery Field.

**PROPOSED BUDGET – COMBINED BUDGET FOR IN-TOWN AND FORT FOSTER/
SEAPOINT/ CRESCENT**

Acct. #	PARKS COMBINED	FY 2013 Approved	FY 2014 Approved	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Dept	FY 2017 Proposed	\$ Difference	% Difference
101730-64007	25% Commissioner's Salary	18891	19843	20,908	21,473	21,790	22,377	22,822	1,032	5%
101730-64020	Full-Time Salaries	85792	83127	82,328	85,880	90,112	90,918	90,918	806	1%
101730-64010	Part-Time Salaries	78206	80960	61,332	59,290	84,232	93,014	75,920	(8,312)	-10%
101730-64030	Overtime	5568	8908	1,207	656	1,210	1,307	1,307	97	8%
	Sub-total Salaries and Wages	\$ 188,457	\$ 192,838	\$ 165,775	\$ 167,298	\$ 197,344	\$ 207,616	\$ 190,967	\$ (6,377)	-3%
101730-64050	Retirement, Employer's Share	4085	5982	9,398	7,561	9,402	10,913	10,929	1,527	16%
101730-64060	FICA, Employer's Share	14418	14752	12,302	12,403	15,097	15,903	14,609	(488)	-3%
101730-64070	Workers' Compensation	7153	4038	4,741	3,329	4,850	7,042	4,800	(50)	-1%
101730-64090	Major Medical Insurance	33860	35965	50,570	37,844	38,297	41,159	42,866	4,569	12%
101730-64091	Dental Insurance	342	311	78	311	314	266	266	(48)	-15%
101730-64092	Disability Insurance	803	889	889	889	889	888	888	(1)	0%
	Sub-total Benefits	\$ 61,794	\$ 63,128	\$ 77,977	\$ 62,337	\$ 68,849	\$ 76,171	\$ 74,358	\$ 5,509	8%
101730-65020	Telephone	450	450	309	337	450	800	800	350	78%
101730-65040	Educ./Mtg. Expenses	500	400	318	74	200	400	400	200	100%
101730-65060	Printing	2000	1000	2,722	3,040	3,000	3,000	2,000	(1,000)	-33%
101730-65080	Legal Notices/Other Ads	-	-	-	-	-	-	750	750	0%
101730-65200	Electricity	950	950	652	3,890	-	601	500	500	0%
101730-65220	Water	4696	5000	1,409	1,607	2,822	3,600	3,600	778	28%
101730-65300	Machine & Equip. Maintenance	2500	2000	2,792	1,917	5,000	5,000	3,500	(1,500)	-30%
101730-65302	Protective & Safety Equip.	900	500	843	710	500	500	500	-	0%
101730-65303	Facility Safety Inspections	-	-	-	-	1,250	1,250	1,250	-	0%
101730-65310	Vehicle Maintenance	2000	2000	8,470	959	1,000	1,000	1,000	-	0%
101730-65311	Gas, Grease and Oil	7000	7000	8,338	5,446	7,000	7,000	6,000	(1,000)	-14%
101730-65312	Tubes & Tires	465	300	2,895	476	700	2,700	1,700	1,000	143%
101730-65457	Loam & Sod	2811	1000	1,810	1,422	3,387	3,455	3,000	(387)	-11%
101730-65480	Other Prof. Services (Contracted)	17287	17450	18,826	22,020	17,210	17,530	17,530	320	2%
101730-65500	Maintenance of Bldgs. & Grounds	5500	4356	4,959	2,567	3,000	6,500	5,500	2,500	83%
101730-65510	Painting	500	500	236	283	400	400	400	-	0%
101730-65521	Uniforms	1100	1100	800	800	1,000	800	800	(200)	-20%
	Sub-total Expenses	\$ 48,659	\$ 44,006	\$ 55,378	\$ 45,550	\$ 46,919	\$ 54,536	\$ 49,230	\$ 2,311	5%
101730-66011	Hand Tools	300	300	139	296	300	300	300	-	0%
101730-66030	Other Supplies	500	500	506	665	500	500	500	-	0%
101730-66040	Janitorial Supplies	2650	2650	3,627	5,472	4,000	4,000	3,750	(250)	-6%
	Sub-total Supplies	\$ 3,450	\$ 3,450	\$ 4,271	\$ 6,433	\$ 4,800	\$ 4,800	\$ 4,550	\$ (250)	-5%
101730-67520	Operating Equipment	2000	1000	-	650	2,000	3,200	2,200	200	10%
101730-67551	Seapoint Beach	500	-	-	96	200	200	200	-	0%
	Sub-total Capital	\$ 3,000	\$ 1,000	\$ -	\$ 746	\$ 2,200	\$ 3,400	\$ 2,400	\$ 200	9%
101730 TOTAL PARKS		\$ 305,360	\$ 304,422	\$ 303,401	\$ 282,364	\$ 320,112	\$ 346,523	\$ 321,505	\$ 1,393	0%

PROPOSED BUDGET - IN-TOWN PARKS

Acct. #	INTOWN			FY 2014 Actual	FY 2015 Actual	FY 2016 Proposed	FY 2017 Proposed	FY 2017 Proposed	\$ Difference	% Difference
101730-64007	25% Commissioner's Salary	18891	19843	10,430	8,589	8,716	9,059	9,129	413	5%
101730-64020	Full-Time Salaries	85792	83127	38,143	40,531	43,351	43,743	43,743	392	1%
101730-64010	Part-Time Salaries	78206	80960	36,379	28,510	44,640	25,920	25,920	(18,720)	-42%
101730-64030	Overtime	5568	8908	355	248	574	624	624	50	9%
	Sub-total Salaries and Wages	\$ 188,457	\$192,838	\$ 85,307	\$ 77,879	\$ 97,281	\$ 79,346	\$ 79,416	\$ (17,865)	-18%
101730-64050	Retirement, Employer's Share	4085	5982	5,976	3,414	4,685	5,076	5,082	397	8%
101730-64060	FICA, Employer's Share	14418	14752	6,323	5,773	7,442	6,070	6,075	(1,367)	-18%
101730-64070	Workers' Compensation	7153	4038	4,605	2,178	2,425	2,907	2,400	(25)	-1%
101730-64090	Major Medical Insurance	35554	35965	35,272	18,025	18,590	19,986	19,291	701	4%
101730-64091	Dental Insurance	342	311	78	125	125	79	79	(46)	-37%
101730-64092	Disability Insurance	803	889	444	444	444	444	444	-	0%
	Sub-total Benefits	\$ 63,488	\$ 63,128	\$ 52,698	\$ 29,959	\$ 33,711	\$ 34,562	\$ 33,371	\$ (340)	-1%
101730-65010	Postage	-	-	-	-	-	-	-	-	0%
101730-65020	Telephone	450	450	51	31	-	-	-	-	0%
101730-65040	Educ./Mtg. Expenses	500	400	-	-	-	200	200	200	0%
101730-65060	Printing	2000	1000	1,036	-	-	-	-	-	0%
101730-65080	Legal Notices/Other Ads	-	-	-	-	-	500	250	250	0%
101730-65200	Electricity	950	950	652	903	-	1	-	-	0%
101730-65220	Water	4696	5000	1,409	1,607	2,822	3,000	3,000	178	6%
101730-65300	Machine & Equip. Maintenance	2500	2000	2,007	1,917	2,500	2,500	2,000	(500)	-20%
101730-65302	Protective & Safety Equip.	900	500	525	500	250	250	250	-	0%
101730-65303	Facility Safety Inspection	-	-	-	-	625	625	625	-	0%
101730-65310	Vehicle Maintenance	2000	2000	6,320	861	500	500	500	-	0%
101730-65311	Gas, Grease and Oil	7000	7000	6,785	3,604	4,000	4,000	4,000	-	0%
101730-65312	Tubes & Tires	465	300	1,439	476	400	2,000	1,000	600	150%
101730-65457	Loam & Sod	2811	1000	1,810	305	3,387	3,455	3,000	(387)	-11%
101730-65480	Other Prof. Services (Contracted)	17287	17450	17,196	22,020	16,000	16,320	16,320	320	2%
101730-65500	Maintenance of Bldgs. & Grounds	5500	4356	4,340	1,083	1,000	1,000	1,000	-	0%
101730-65510	Painting	500	500	79	137	-	-	-	-	0%
101730-65521	Uniforms	1100	1100	400	400	500	400	400	(100)	-20%
	Sub-total Expenses	\$ 48,659	\$ 44,006	\$ 44,048	\$ 33,844	\$ 31,984	\$ 34,751	\$ 32,545	\$ 561	2%
101730-66011	Hand Tools	300	300	127	127	150	150	150	-	0%
101730-66030	Other Supplies	500	500	248	222	100	100	100	-	0%
101730-66040	Janitorial Supplies	2650	2650	46	177	-	-	-	-	0%
	Sub-total Supplies	\$ 3,450	\$ 3,450	\$ 421	\$ 526	\$ 250	\$ 250	\$ 250	\$ -	0%
101730-67520	Operating Equipment	2000	1000	-	650	1,000	1,200	1,000	-	0%
	Sub-total Capital	\$ 3,000	\$ 1,000	\$ -	\$ 650	\$ 1,000	\$ 1,200	\$ 1,000	\$ -	0%
101730	TOTAL INTOWN PARKS	\$ 307,054	\$304,422	\$ 182,474	\$142,858	\$ 164,226	\$ 150,109	\$ 146,582	\$ (17,644)	-11%

PROPOSED BUDGET - FORT FOSTER/ SEAPOINT/ CRESCENT BEACH

Acct. #	Fort Foster/Seapoint/Crescent			FY 2014 Actual	FY 2015 Actual	FY 2016 Proposed	FY 2017 Dept	FY 2017 Proposed	\$ Difference	% Difference
101735-64007	25% Commissioner's Salary	18891	19843	10,478	12,884	13,074	13,318	13,693	619	5%
101735-64020	Full-Time Salaries	85792	83127	44,185	45,349	46,761	47,175	47,175	414	1%
101735-64010	Part-Time Salaries	78206	80960	24,953	30,779	39,592	67,094	50,000	10,408	26%
101735-64030	Overtime	5568	8908	852	407	636	683	683	47	7%
	Sub-total Salaries and Wages	\$ 188,457	\$ 192,838	\$ 80,468	\$ 89,419	\$ 100,063	\$ 128,270	\$ 111,551	\$ 11,488	13%
101735-64050	Retirement, Employer's Share	4085	5982	3,422	4,147	4,717	5,837	5,847	1,130	24%
101735-64051	ICMA Retirement	1133	1191		-				-	0%
101735-64060	FICA, Employer's Share	14418	14752	5,979	6,630	7,655	9,833	8,534	879	11%
101735-64070	Workers' Compensation	7153	4038	136	1,151	2,425	4,135	2,400	(25)	-1%
101735-64090	Major Medical Insurance	35554	35965	15,298	19,819	19,707	21,173	23,575	3,868	20%
101735-64091	Dental Insurance	342	311		187	189	187	187	(2)	-1%
101735-64092	Disability Insurance	803	889	444	444	445	444	444	(1)	0%
	Sub-total Benefits	\$ 63,488	\$ 63,128	\$ 25,279	\$ 32,378	\$ 35,138	\$ 41,609	\$ 40,987	\$ 5,849	18%
101730-65010	Postage	-	-	-	-	-	-	-	-	0%
101735-65020	Telephone	450	450	258	306	450	800	800	350	78%
101735-65040	Educ./Mtg. Expenses	500	400	318	74	200	200	200	-	0%
101735-65060	Printing	2000	1000	1,686	3,040	3,000	3,000	2,000	(1,000)	-33%
101735-65080	Legal Notices/Other Ads	-	-	-	-	-	500	500	500	0%
101735-65200	Electricity	950	950	-	2,987	-	600	500	500	0%
101735-65220	Water	4696	5000	-	-	-		600	600	0%
101735-65300	Machine & Equip. Maintenance	2500	2000	785	-	2,500	2,500	1,500	(1,000)	-40%
101735-65302	Protective & Safety Equip.	900	500	318	210	250	250	250	-	0%
101735-65303	Facility Safety Inspections	-	-	-	-	625	625	625	-	0%
101735-65310	Vehicle Maintenance	2000	2000	2,150	98	500	500	500	-	0%
101735-65311	Gas, Grease and Oil	7000	7000	1,554	1,842	3,000	3,000	2,000	(1,000)	-33%
101735-65312	Tubes & Tires	465	300	1,456	-	300	700	700	400	133%
101735-65312	Loam & Sod	-	-	-	-	-	-	-	-	0%
101735-65480	Other Prof. Services (Contracted)	17287	17450	1,630	-	1,210	1,210	1,210	-	0%
101735-65500	Maintenance of Bldgs. & Grounds	5500	4356	619	1,483	2,000	5,500	4,500	2,500	125%
101735-65510	Painting	500	500	157	147	400	400	400	-	0%
101735-65521	Uniforms	1100	1100	400	400	500	400	400	(100)	-20%
	Sub-total Expenses	\$ 48,659	\$ 44,006	\$ 11,330	\$ 11,706	\$ 14,935	\$ 20,185	\$ 16,685	\$ 1,750	438%
101735-66011	Hand Tools	300	300	12	169	150	150	150	-	0%
101735-66030	Other Supplies	500	500	258	443	400	400	400	-	0%
101735-66040	Janitorial Supplies	2650	2650	3,581	5,295	4,000	4,000	3,750	(250)	-6%
	Sub-total Supplies	\$ 3,450	\$ 3,450	\$ 3,850	\$ 5,907	\$ 4,550	\$ 4,550	\$ 4,300	\$ (250)	-5%
101730-67520	Operating Equipment	2000	1000	-	-	1,000	2,000	1,200	200	20%
101735-67551	Seapoint Beach	500	-	-	96	200	200	200	-	0%
	Sub-total Capital	\$ 3,000	\$ 1,000	\$ -	\$ 96	\$ 1,200	\$ 2,200	\$ 1,400	\$ 200	17%
101735	TOTAL FORT FOSTER/SEAPOINT	\$ 307,054	\$ 304,422	\$ 120,928	\$ 139,507	\$ 155,886	\$ 196,814	\$ 174,923	\$ 19,037	12%

PLANNING, ECONOMIC DEVELOPMENT, CODE ENFORCEMENT & PUBLIC HEALTH

MISSION STATEMENT

Perform all municipal planning functions and provide staff services to the Town planning board. Duties include, but are not limited to: maintaining, updating, and implementing a comprehensive plan; reviewing development proposals for compliance with Town ordinances; guiding implementation programs; developing amendments to the zoning and subdivision ordinances; interpreting ordinances; preparing budgets; supervising employees reporting to the Town Planner, and performing additional related tasks as assigned by the Town Manager. The Town Planner also staffs the Economic Development Committee as well as the Comprehensive Plan Update Committee, serves on the Capital Improvement Committee and provides town planning advisory services to other Town and regional planning boards and committees.

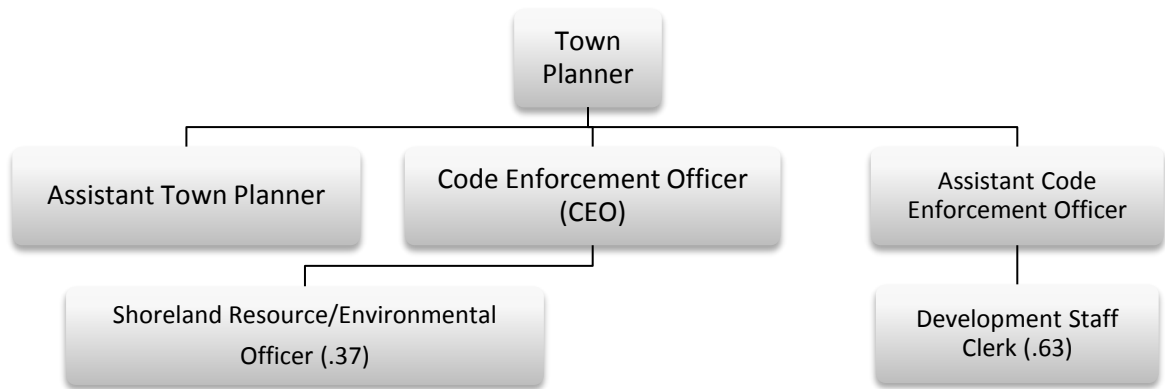
Code Enforcement is responsible for enforcing the Town of Kittery Land Use and Development Code Ordinances, State of Maine Statutes & Rules, including but not limited to: Maine Uniform Building and Energy Codes (International Building Code, International Existing Building Code, International Residential Code, International Energy Conservation Code, ASHRAE 62.1, ASHRAE 62.2, ASHRAE 90.1/ASTM E 1465), Uniform Plumbing Code, Maine Subsurface Wastewater Disposal Codes, National Electrical Code, NFPA, and applicable Federal Regulations.

The CEO also serves as the public health officer. The public health officer is responsible for receiving and evaluating complaints made by citizens concerning nuisances posing a potential threat to public health.

DEPARTMENT ORGANIZATION

The Planning and Code Enforcement Departments were reorganized in 2008 which resulted in Code Enforcement personnel being moved under the supervision of the Town Planner. As of 2016 the budgeting for these functions now reflects this organizational structure. The 2017 budget shows these budgets under one umbrella to illustrate total costs for this department.

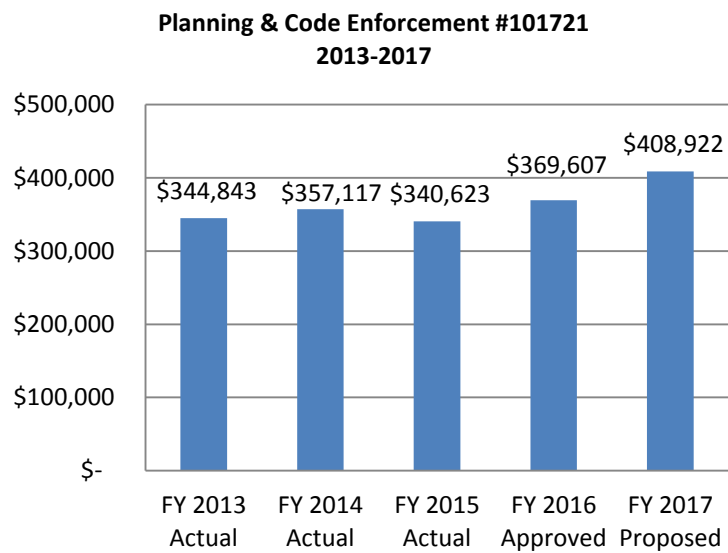
The Development Staff Clerk and Shoreland Resource Officer both report to the Town Planner, however, in FY17 the budget reflects some changes from the previous year. The Development Staff Clerk position was included in the Assessing budget (101210) and is now split between the Assessing (101210) and Planning department budgets (101721). This better clarifies the expectations of the position, a 15/25 hour split, between assessing and planning/code related jobs duties. Expectations for the Clerk's position was also clarified in physical changes to the office which included lowering a wall and relocating the Clerk's desk where it facilitates greeting visitors at the development counter in a better manner.



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Town Planner	1
Assistant Town Planner	1
Code Enforcement Officer (CEO)	1
Assistant Code Enforcement Officer	1
Development Staff Clerk	.63
Shoreland Resource / Environmental Officer	.37
Total, FTE	5.0

BUDGET CHANGES FROM FY 2016



GOALS & OBJECTIVES FY 2017

1. Follow up the completed 2015-2025 Comprehensive Plan with an Implementation Plan and revised Zoning Map;
2. Follow up on the Foreside Forums through development of an implementation strategy, possibly leveraging Maine DOT grant funding;
3. Update and expand the Town's GIS website providing for clear and more consistent presentation of data to the public and to allow increased opportunities for the planning /code and other town departments to utilize in accessing and organizing property information;
4. Continue to improve Customer Service through updating and broadening lines of communication via phone, email and the web;
5. Continue to provide clear expectations of the regulatory processes under the Town Planner and Code Enforcement Officer as well as the Planning Board and Board of Appeals;
6. Continue to increase access to town planning, code and assessing files by providing electronic copies on the web-site;
7. Continue to staff the development counter in a friendly and courteous manner, providing concise and consistent information;
8. Provide public health resources to the town in a capable and expeditious manner through the authority and responsibility of the Code Enforcement Officer, performing all public health duties required by state and local laws;

PROPOSED BUDGET

Acct. #	PLANNING, ECONOMIC DEVELOPMENT, and CODE ENFORCEMENT	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101710-64005	Code Enforcement Officer	63,022	64,917	51,683	62,343	62,549	206	0%
101721-64006	Town Planner	69,293	71,685	81,065	73,555	75,068	1,513	2%
101721-64017	Assistant Planner	42,728	43,580	37,895	46,129	46,279	150	0%
101721-64018	Asst. Code Enforcement Officer	42,493	45,191	48,069	48,896	49,056	160	0%
101710-64012	Shoreland Resource Officer (15 Hrs.)	10,155	9,795	10,265	13,260	13,520	260	2%
101721-64020	Development Clerk (25 hrs)	-	-	-	-	23,514	23,514	0%
101721-64030	Overtime	-	741	909	900	800	(100)	-11%
101710-64030	Overtime	1,114	281	-	-	-	-	0%
	Sub-total Salaries and Wages	\$ 228,805	\$ 236,191	\$ 229,886	\$ 245,083	\$ 270,786	\$ 25,703	10%
101721-64050	Retirement, Employer's Share	2,055	2,722	3,152	8,493	9,138	645	8%
101710-64050	Retirement, Employer's Share	3,202	3,993	1,239	-	-	-	0%
101721-64051	ICMA Employer's Share	6,738	6,962	7,162	8,154	9,698	1,544	19%
101710-64051	ICMA, Employer's Share	-	-	1,511	-	-	-	0%
101721-64060	FICA, Employer's Share	11,643	12,416	12,860	18,749	20,715	1,966	10%
101710-64060	FICA, Employer's Share	5,457	5,511	4,553	-	-	-	0%
101721-64070	Workers' Compensation	573	1,330	1,315	2,250	3,050	800	36%
101710-64070	Workers' Compensation	581	1,235	1,059	-	-	-	0%
101721-64090	Major Medical Insurance	33,149	35,700	40,706	62,761	70,273	7,512	12%
101710-64090	Major Medical Insurance	16,574	17,850	11,158	-	-	-	0%
101721-64091	Dental Insurance	-	-	623	1,245	1,245	-	0%
101721-64092	Disability Insurance	1,206	1,333	1,185	1,777	2,222	445	25%
101710-64092	Disability Insurance	610	444	259	-	-	-	0%
	Sub-total Benefits	\$ 81,789	\$ 89,497	\$ 86,783	\$ 103,429	\$ 116,341	\$ 12,912	12%
101721-65010	Postage	2	138	0	125	125	-	0%
101710-65010	Postage	97	75	177	-	-	-	0%
101721-65020	Telephone	34	-	351	1,320	1,320	-	0%
101710-65020	Telephone	74	-	352	-	-	-	0%
101721-65030	Transportation	309	183	-	800	1,100	300	38%
101710-65030	Transportation	1,527	1,229	456	-	-	-	0%
101721-65040	Educ./Mtg. Expenses	1,286	494	250	2,000	2,350	350	18%
101710-65040	Educ./Mtg. Expenses	207	1,261	535	-	-	-	0%
101721-65060	Printing	220	953	501	600	600	-	0%
101710-65060	Printing	684	1,356	609	-	-	-	0%
101721-65080	Legal Notices & Other Advertising	-	2,856	447	-	-	-	0%
101710-65080	Legal Notices & Other	-	463	-	-	-	-	0%
101721-65300	Machine & Equipment Maintenance	-	-	813	-	-	-	0%
101721-65310	Vehicle Maintenance	-	-	-	500	500	-	0%
101710-65310	Vehicle Maintenance	-	-	179	-	-	-	0%
101721-65311	Gas Grease, Oil	-	-	-	600	600	-	0%
101721-65400	Legal Services	10,440	11,004	5,616	11,000	11,000	-	0%
101710-65400	Legal Services	8,838	6,155	8,635	-	-	-	0%
101721-65480	Other Professional Services	7,905	2,510	4,010	2,000	2,000	-	0%
101710-65480	Other Professional Services	2,107	-	-	-	-	-	0%
101721-65521	Uniforms	-	-	-	-	450	450	0%
	Sub-total Expenses	\$ 33,728	\$ 28,676	\$ 22,930	\$ 18,945	\$ 19,595	\$ 650	3%
101721-66010	Office Supplies	443	952	751	450	500	50	11%
101721-66020	Books/Subscriptions	-	853	-	900	900	-	0%
101721-66030	Other Supplies	-	670	273	500	500	-	0%
	Sub-total Supplies	\$ 443	\$ 2,475	\$ 1,024	\$ 1,850	\$ 1,900	\$ 50	3%
101710-67510	Office Furniture & Equipment	78	278	-	300	300	-	100%
	TOTAL PLANNING & ECON. DEV., and CODE ENFORCEMENT	\$ 344,843	\$ 357,117	\$ 340,623	\$ 369,607	\$ 408,922	\$ 39,315	10.6%

PROPOSED BUDGET

PUBLIC HEALTH SERVICES	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
Part-Time Salary	510	520	522	530	520	(10)	-2%
Sub-total Salaries and Wages	\$ 510	520	522	530	520	(10)	-2%
State Retirement, Employer's Share	26	34	11			31	0%
ICMA, Employer's Share			13	32	31	(1)	-3%
FICA, Employer's Share	37	38	40	41	40	(1)	-2%
Sub-total Benefits	\$ 63	\$ 72	\$ 64	\$ 73	\$ 71	\$ 29	40%
TOTAL PUBLIC HEALTH SERVICES	\$ 573	592	586	603	591	19	3%

POLICE DEPARTMENT & CIVIL EMERGENCY PREPAREDNESS

MISSION STATEMENT

It shall be the mission of all members of the Kittery Police Department to provide professional and progressive public safety services through a philosophy of Purpose Driven Policing. With the understanding that our actions will prevent crimes, solve problems and create a safe environment for all who live, work and visit our community.

Our core values of Strength, Honor, Courage and Integrity will serve as pillars to define our organization and guide us as we build partnerships, while representing and protecting Maine's First Town.



DEPARTMENTAL REVIEW

Kittery was not immune to the opioid crisis hitting so many communities nationwide. We experienced four overdose deaths in 2015 and approximately 20 overdoses not resulting in death. The end result is the need to create a community based program that will allow people seeking recovery help to find resources and assistance within the walls of the police department. HOPE for the Seacoast has grown into a collaborative effort comprised by the towns of York, Kittery, Eliot, Portsmouth and Rochester with ongoing talks with Dover and Somersworth. We will be strong if we face this epidemic on a consolidated front. Keeping the attention on the Seacoast and understanding we are dealing with the same issues on both sides of the river will allow for a more focused approach without placing more of a burden on scant resources.

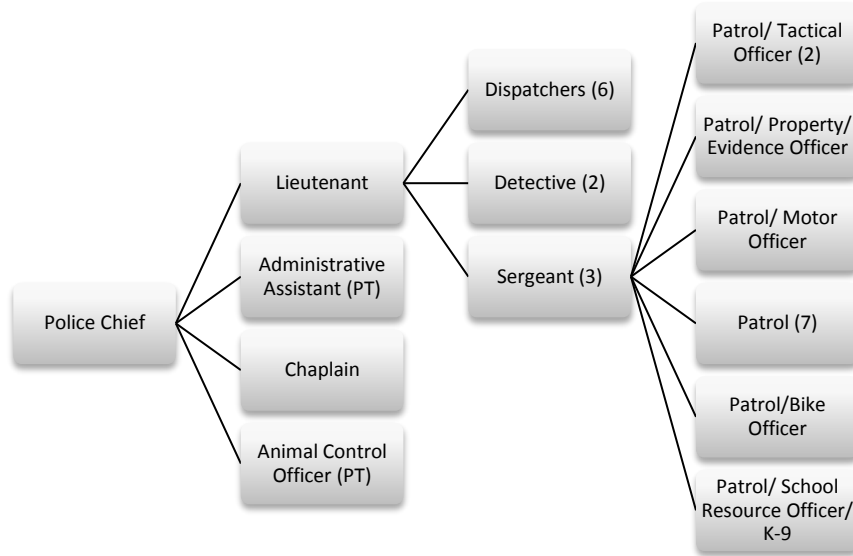
A second area of concern is our traffic management. With the closure of Gate 1 at PNSY we have seen an increase in the traffic flow coming from Gate 2 and an increase in traffic accidents on Shapleigh Road and Rogers Road. To ease this problem we have asked the Shipyard to release traffic in three minute intervals to create natural breaks. This plan will hopefully allow for safer intersection flow. With the pending Memorial Circle construction, Sarah Long Bridge closure in November and the Gate 1 project we will continue to see disruptions in traffic patterns until these projects end.

Many changes have occurred in the department since the beginning of calendar year 2016. In January, Lt. Russell French retired to accept the position of chief in Rangeley Maine and the department will soon see the departure of its shared chief, Ted Short, and the hiring of a new chief, Jim Soucy, in May. The department is moving forward in a positive direction and will continue to improve on the accomplishment of its mission.

Thanks to the citizens of Kittery our Dispatch Center has gone through a major overhaul. The radio system and dispatch consoles have been replaced; new paint and carpeting have been added too. This will certainly improve the working environment for our dispatchers as they will be working with state of the art equipment.

DEPARTMENT ORGANIZATION

The Kittery Police Department currently has 20 sworn officers who are responsible for the safety and security of our community. Several of our officers take on additional responsibilities and assignments to provide the highest level of service possible. Specialties such K-9, Tactical, and more enhance our department's ability to accomplish our mission.



PERSONNEL SUMMARY

We have twenty sworn positions. Of those twenty, twelve are assigned to patrol, one is assigned as School Resource Officer, two are detectives, three hold the rank of sergeant, one unfilled position of lieutenant and the chief. We are currently hiring for our last vacant position and the officer hired will be attending the academy in August 2016.

We also have two vacancies in dispatch and applicants are being interviewed. We hope to have these positions filled early this spring.

POSITION	FY 17
Police Chief	1
Lieutenant	1
Sergeants	3
Detectives	2
Patrolmen	12
School Resource Officer	1
Dispatchers	6
Administrative Assistant (PT)	.5
Animal Control Officer (PT)	.75
Total FTE	27.25

According to Maine's Uniform Crime Reporting the average police officer per thousand for our State is 1.7, nationally it is 2.3 per thousand. According to the FBI Uniform Crime Reporting the New England region is 2.2 per thousand and New Hampshire is 2.0 per thousand. The following is a York County Comparison from the Maine 2014 Uniform Crime Data:

Police Employment Data 2014

Agency	Population	Sworn Law Enforcement			Civilian		Total		Total
		Officers	Officers/	1,000	Personnel		M	F	
York SO	48,779	27	—	0.6	1	3	28	3	31
Biddeford PD	21,304	47	2	2.3	8	12	55	14	69
Kittery PD	9,599	18	2	2.1	1	5	19	7	26
Old Orchard Beach PD	8,705	19	2	2.4	—	2	19	4	23
Saco PD	18,974	30	5	1.8	8	5	38	10	48
Sanford PD	20,848	33	3	1.7	—	4	33	7	40
Berwick PD	7,502	10	—	1.3	—	1	10	1	11
Eliot PD	6,257	8	1	1.4	—	1	8	2	10
Kennebunk PD	11,095	15	3	1.6	1	1	16	4	20
Kennebunkport PD	3,552	11	1	3.4	2	3	13	4	17
North Berwick PD	4,630	8	—	1.7	—	1	8	1	9
Ogunquit PD	911	10	1	12.1	—	2	10	3	13
South Berwick PD	7,305	8	—	1.1	1	3	9	3	12
Wells PD	9,930	21	1	2.2	3	4	24	5	29
York PD	12,736	23	2	2.0	5	5	28	7	35
Buxton PD	8,096	9	—	1.1	3	3	12	3	15
Total York	200,223	297	23	1.6	33	55	330	78	408

Figure 16: Police Employment Data 2014

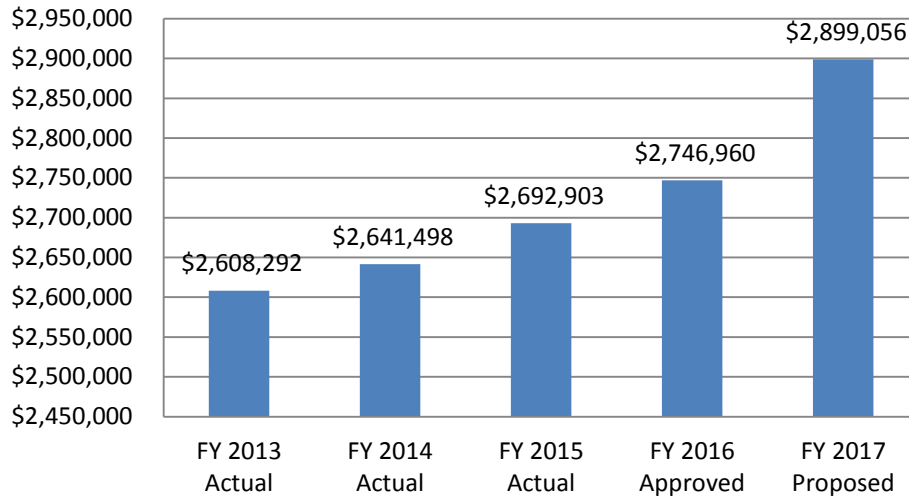
These staffing numbers are general and do not look specifically at other factors including crime rate, tourism, employment, businesses and other factors. For example; Portsmouth, New Hampshire has a population of approximately 20,000 people and they have close to 70 officers which is about 2.9 officers per thousand. The Town of York, with a population of about 14,000 has a 2.2 per thousand. Wells is 2.4 per thousand. These departments increase staff to deal with the influx of summer visitors. We see 3.5 million visitors annually at our outlets, an increase in restaurants and we also are home to the Portsmouth Naval Shipyard. We are seeing continual growth and commercial interest in our community. We need to ensure that public safety is adequately staffed to deal with the increased demand that is less affected by the summer season and more because we are becoming a destination.

BUDGET CHANGES FROM FY 2016

There have been several additions to this year's budget: the planned retirement of the shared police chief and the need to fund 100% of the chief's position; a proposed change in administrative staff; a proposal to appropriately fund overtime. The funding of this account has historically been \$130,000 while annually we average \$180,000. This past year we were understaffed in dispatch and several long term medical issues resulted in increasing overtime.

With ongoing discussions regarding the consolidation of dispatch services and the change to a full time chief, it is imperative the administrative assistant's position be restored to 40 hours. This position was reduced during budget cuts and has had an impact on the effectiveness and efficiency of the chief's office.

**#101310 - Police
2013-2017**



The lines below are some of the more pressing issues and other minor changes can be seen on the budget sheet.

Line Item # 101310-64003 – Chief’s Salary/Shared Chief’s Costs: This line item previously represented a 60/40 salary split with Eliot for the chief’s salary and included the benefits of FICA, retirement, insurances and cell phone costs split 50/50 with Eliot. A shared position is no longer an option and the salary for a full time chief is budgeted for \$95,000. In addition to salary, benefits for the position are included in the appropriate benefits lines.

Line Item # 101310-64030 – Overtime: In an attempt to better understand what situations create excessive overtime, vacation, holiday and sick leave were considered. In general, vacation time is a known factor and requires expenditure of overtime funds to fill vacant shifts; the same is true of holidays. Sick leave can vary depending on extended illnesses and injuries. Sick days average 3.7 days per officer and just over 2 days per dispatcher. This component of overtime is broken down into three categories; sergeants, officers, and dispatchers.

OVERTIME REVIEW

This chart below is a tool to understand overtime expenditures. We had some brutally long absences this last year, so the average is much higher. These absences were the result of disciplinary actions, medical absences and resignations. Based on averages, however, the request made in this budget appears to be appropriate.

Estimated Cost of Coverage for Employee Time Off										
	Vacation Hours	Approx Cost	Holiday Hours	Approx Cost	Total Vacation & Holiday Hours	Approx Cost	Average Sick Hours FY15	Approx Cost	Per Person Hour Total	Per Person Approx Cost Total
Chief Theodor Short										
Lt - Vacant	100	\$ 5,158.00	120	\$ 6,189.60	220	\$ 11,347.60	36.33	\$ 1,873.90	256.33	\$ 13,221.50
Sgt. Gary Eaton	250	\$ 12,895.00	120	\$ 6,189.60	370	\$ 19,084.60	36.33	\$ 1,873.90	406.33	\$ 20,958.50
Sgt. Joshua Stewart	200	\$ 10,316.00	120	\$ 6,189.60	320	\$ 16,505.60	36.33	\$ 1,873.90	356.33	\$ 18,379.50
Sgt. John Brosnihan	200	\$ 10,316.00	120	\$ 6,189.60	320	\$ 16,505.60	36.33	\$ 1,873.90	356.33	\$ 18,379.50
Command Staff Total	750	\$ 38,685.00	480	\$ 24,758.40	1230	\$ 63,443.40	145.32	\$ 7,495.61	1375.32	\$ 70,939.01
Det. Steve Hamel	250	\$ 10,200.00	120	\$ 4,896.00	370	\$ 15,096.00	37.5	\$ 1,530.00	407.5	\$ 16,626.00
SRO Jay Durgin	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Robert Byrnes	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Brian Cumber	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Zahary Harmon	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Det. Raymond Hazen	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. William Walsh	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Christopher Kondos	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Christopher Daggett	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. John Usher	200	\$ 8,160.00	120	\$ 4,896.00	320	\$ 13,056.00	37.5	\$ 1,530.00	357.5	\$ 14,586.00
Ptl. Molly Bossi	150	\$ 6,120.00	120	\$ 4,896.00	270	\$ 11,016.00	37.5	\$ 1,530.00	307.5	\$ 12,546.00
Ptl. Ryan Sanford	150	\$ 6,120.00	120	\$ 4,896.00	270	\$ 11,016.00	37.5	\$ 1,530.00	307.5	\$ 12,546.00
Ptl. Benjamin Cyr	100	\$ 4,080.00	120	\$ 4,896.00	220	\$ 8,976.00	37.5	\$ 1,530.00	257.5	\$ 10,506.00
Ptl. Gregory Caldwell	100	\$ 4,080.00	120	\$ 4,896.00	220	\$ 8,976.00	37.5	\$ 1,530.00	257.5	\$ 10,506.00
Ptl. - Vacant	100	\$ 4,080.00	120	\$ 4,896.00	220	\$ 8,976.00	37.5	\$ 1,530.00	257.5	\$ 10,506.00
Patrol Total	2650	\$ 108,120.00	1800	\$ 73,440.00	4450	\$ 181,560.00	562.5	\$ 22,950.00	5012.5	\$ 204,510.00
Disp. Julie Ruggeri	200	\$ 7,156.00	104	\$ 3,721.12	304	\$ 10,877.12	23.91	\$ 855.50	327.91	\$ 11,732.62
Disp. Linda Driscoll	250	\$ 8,945.00	130	\$ 4,651.40	380	\$ 13,596.40	23.91	\$ 855.50	403.91	\$ 14,451.90
Disp. Adam Marino	200	\$ 7,156.00	130	\$ 4,651.40	330	\$ 11,807.40	23.91	\$ 855.50	353.91	\$ 12,662.90
Disp. Julie MacGregor	200	\$ 7,156.00	130	\$ 4,651.40	330	\$ 11,807.40	23.91	\$ 855.50	353.91	\$ 12,662.90
Disp. - Vacant	100	\$ 3,578.00	130	\$ 4,651.40	230	\$ 8,229.40	23.91	\$ 855.50	253.91	\$ 9,084.90
Disp - Vacant	100	\$ 3,578.00	130	\$ 4,651.40	230	\$ 8,229.40	23.91	\$ 855.50	253.91	\$ 9,084.90
Dispatch Total	1050	\$ 37,569.00	754	\$ 26,978.12	1804	\$ 64,547.12	143.46	\$ 5,133.00	1947.46	\$ 69,680.12
Grand Total	4450	\$ 184,374.00	3034	\$ 125,176.52	7484	\$ 309,550.52	851.28	\$ 35,578.60	8,335.28	\$ 345,129.12

PROGRESS AND ACHIEVEMENTS FY 2016; 2017 GOALS

During this past FY we have made improvements in many areas related to infrastructure and image.

Fleet

Most notable is within the fleet. We now have three Ford Explorer SUVs with all-wheel drive being used on patrol. These vehicles have upgraded radios, emergency lighting, radars and computers. We painted our last blue Crown Victoria so all of our marked units are the same with the new striping package. And with the inclusion of the all-wheel drive vehicles, we have four vehicles in the fleet providing a safer response during inclement weather. I am pleased to note the officers have been happy with the SUV package and new computers and radars.

Uniforms

The uniform upgrades are complete. New badges, patches, and hats provide the officers with the opportunity to present a professional image as they represent the Town of Kittery.

Dispatch Services

We are engaging in discussions regarding the consolidation of dispatch resulting in placing policy upgrades on hold. Policies have been written and are pending distribution. The upgrades nearing completion will greatly enhance our marketability as a regional dispatch center. We will continue to train our dispatch employees in the area of customer service and add self-improvement to this year's goals.

Partnerships

Heroin and Opiate Prevention and Education (HOPE) for the Seacoast is an ongoing goal arising out of the opioid epidemic. It has opened the door for conversation among stakeholders across a wide spectrum. It will impact crime rates, make our communities safer and allow heroin addicts to seek help for their addictions and become productive members of our society.

Traffic

Once we are fully staffed we will have the opportunity to re-visit the implementation of a Traffic Enforcement Unit. We will utilize the motorcycle and cruisers to focus on areas being impacted by heavy traffic flow and quality of life complaints. We set a goal of a 10% reduction and failed to meet this goal. The end result was a 7.4% increase due in part to the unexpected volume increase in the area of Gate 2 due to the construction of Gate 1. There has been a 7% increase in crashes in this area alone. We will again seek to reduce crashes by 10%.

Patrol

Patrol Zones have been implemented to allow for increased accountability and uniformed officers are now assigned to specific supervisors. This change will improve reports and increase communication. These concerns are ongoing and will need to be monitored.

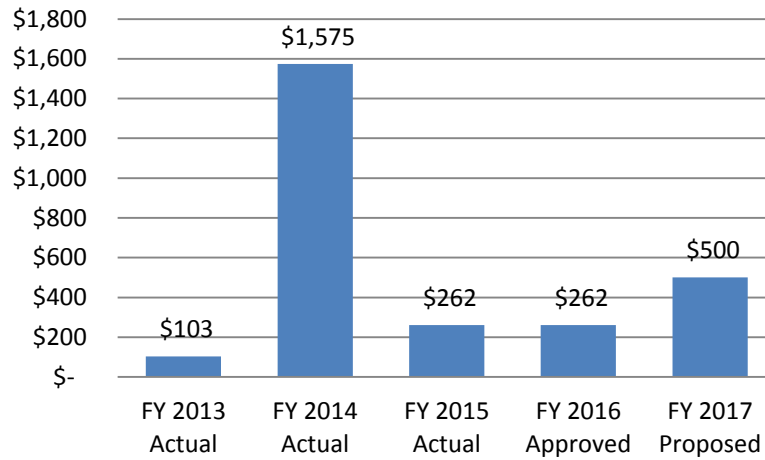
Career Tracking

This FY we want to implement a career track program for our employees. The program will address training needs, opportunities for promotions, mentoring and the ability for self-improvement. It is our intent to meet with our employees, identify training needs, goals and assistance in working towards those goals.

PROPOSED BUDGET

Acct. #	POLICE	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Dept.	FY 2017 Proposed	\$ Difference	% Difference
101310-64003	Chief's Salary	66,031	85,192	86,486	88,677	95,000	95,000	6,323	7%
101310-64012	Sergeants Salaries	238,703	208,383	207,785	220,994	222,921	222,921	1,927	1%
101310-64013	School Resource Officer	57,692	44,643	53,973	64,516	61,578	61,578	(2,938)	-5%
101310-64014	Detectives	26,268	118,871	120,998	132,294	133,496	135,348	3,054	2%
101310-64015	Patrolmen	616,507	615,416	644,862	707,730	698,819	698,819	(8,911)	-1%
101310-64016	Dispatchers	288,371	301,057	303,684	325,528	316,944	316,944	(8,584)	-3%
101310-64017	Administrative Assistant	47,859	20,575	18,447	18,667	43,690	19,951	1,284	7%
101310-64021	Matron	925	925	889	-	575	575	575	0%
101310-64022	Animal Control Officer	29,238	29,180	15,105	14,840	30,160	30,160	15,320	103%
101310-64023	Lieutenant (1)	72,750	74,027	75,443	78,335	69,241	69,241	(9,094)	-12%
101310-64024	Night Differential	12,496	13,890	14,190	14,220	14,220	14,220	-	0%
101310-64027	Custodian	9,377	11,254	13,311	15,652	13,104	13,104	(2,548)	-16%
101310-64030	Overtime	225,856	181,758	187,258	130,000	180,000	145,000	15,000	12%
101310-64032	DEA Overtime	-	10,414	21,241	5,200	5,800	5,800	600	12%
101310-64035	Outside Detail	10,461	22,515	19,151	10,000	10,000	10,000	-	0%
Sub-total Salaries and Wages		\$ 1,702,533	\$ 1,738,099	\$ 1,782,824	\$ 1,826,653	\$ 1,895,548	\$ 1,838,661	\$ 12,008	0.7%
101310-64050	Retirement, Employer's Share	149,580	172,161	182,816	209,969	213,569	236,403	26,434	13%
101310-64051	ICMA Employer's Share	14,636	7,022	6,996	6,650	3,512	3,512	(3,138)	-47%
101310-64060	FICA, Employer's Share	130,522	123,275	127,051	132,955	136,098	140,658	7,703	6%
101310-64070	Workers' Compensation	38,135	37,001	33,064	38,000	38,000	50,000	12,000	32%
101310-64090	Major Medical Insurance	316,681	321,566	326,436	345,881	391,044	389,046	43,165	12%
101310-64091	Dental Insurance	2,035	1,245	1,341	1,245	2,491	2,491	1,246	100%
101310-64092	Disability Insurance	6,987	5,566	6,710	11,109	11,109	11,553	444	4%
Sub-total Benefits		\$ 658,575	\$ 667,837	\$ 684,416	\$ 745,809	\$ 795,823	\$ 833,663	\$ 87,854	11.8%
101310-65010	Postage	794	1,015	471	500	500	500	-	0%
101310-65020	Telephone/Internet	17,269	18,401	20,550	19,734	20,460	20,460	726	4%
101310-65030	Transportation	2,830	1,872	1,336	1,000	1,000	1,000	-	0%
101310-65040	Educ./Mtg. Expenses	8,771	8,698	12,578	8,000	15,750	12,000	4,000	50%
101310-65060	Printing	1,396	1,123	758	800	800	800	-	0%
101310-65080	Legal Notices	-	-	127	-	200	200	200	0%
101310-65200	Electricity	12,906	12,157	13,658	13,000	15,000	15,000	2,000	15%
101310-65220	Water	170	381	400	515	515	515	-	0%
101310-65230	Fuel Oil	6,626	9,644	9,278	4,000	4,500	4,500	500	13%
101310-65240	Dumpsters	1,343	696	736	1,000	1,000	1,000	-	0%
101310-65250	Sewer	390	260	190	400	400	400	-	0%
101310-65300	Machine & Equipment Maint	39,132	32,195	33,906	30,949	33,532	33,532	2,583	8%
101310-65310	Vehicle Maintenance	19,056	77,350	80,900	62,900	62,900	62,900	-	0%
101310-36570	Dog Expense	300	975	1,905	600	300	300	(300)	-50%
101310-65500	Maintenance of Bldgs. & Gr	3,568	3,652	4,490	3,000	3,000	3,000	-	0%
101310-65521	Uniforms	15,499	15,255	20,977	15,000	19,800	19,800	4,800	32%
101310-65523	K-9 Expenses	-	329	292	500	550	550	50	17%
Sub-total Expenses		\$ 191,373	\$ 202,003	\$ 202,553	\$ 161,898	\$ 180,207	\$ 176,457	\$ 14,559	9.0%
101310-66010	Office Supplies	8,489	4,323	4,494	4,500	4,000	4,000	(500)	-11%
101310-66020	Books/Subscriptions	5,130	4,133	2,732	2,200	2,500	2,500	300	14%
101310-66030	Other Supplies	28,364	17,841	11,512	2,200	10,000	5,000	2,800	127%
101310-66040	Janitorial Services & Supplie	8,231	2,436	1,794	1,800	1,200	1,200	(600)	-33%
Sub-total Supplies		\$ 50,214	\$ 28,734	\$ 20,532	\$ 10,700	\$ 17,700	\$ 12,700	\$ 2,000	18.7%
101310-67510	Office Furniture	-	841	1,798	1,000	1,000	500	(500)	-50%
101310-	Bullet Proof Vests	5597	3,984	780	900	2,700	2,700	1,800	200%
Sub-total Capital		\$ 5,597	\$ 4,825	\$ 2,578	\$ 1,900	\$ 3,700	\$ 3,200	\$ 1,300	68%
TOTAL POLICE		\$ 2,608,292	\$ 2,641,498	\$ 2,692,903	\$ 2,746,960	\$ 2,892,978	\$ 2,864,681	\$ 117,721	4.3%

**Civil Emergency #101350
2013-2017**



PROPOSED BUDGET

Acct. #	CIVIL EMERGENCY PREPAREDNESS	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101350-65020	Telephone	30	387	262	1,500	300	(1,200)	-80%
101350-65040	Educational/Mtg. Expenses	-	-	-	-	-	-	0%
101350-65060	Printing	-	80	-	-	100	100	0%
101350-66010	Office Supplies	73	90	-	-	100	100	0%
101350-67500	Capital Outlay	-	1,018	-	-	-	-	0%
Sub-total Expenses		\$ 103	\$ 1,575	\$ 262	\$ 1,500	\$ 500	\$ (1,000)	-67%
101350 TOTAL CIVIL EMERGENCY PREPAREDNESS		\$ 103	\$ 1,575	\$ 262	\$ 1,500	\$ 500	\$ (1,000)	-67%

PORT AUTHORITY

MISSION STATEMENT

To plan for the maintenance and development of the port, harbor and navigable tidal waters within the jurisdiction of the Town of Kittery in order to foster and stimulate commercial and recreational use of these areas.

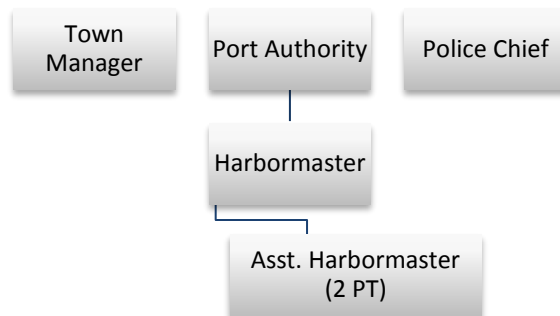
To provide aid in the development of salt water fisheries and associated industries; ship and boat repair; building and storage and associated industries; pleasure boating, swimming and other associated uses of these areas and facilities.

To provide the safest marine environment to the boating public through enforcement of all applicable laws and ordinances.



DEPARTMENT ORGANIZATION

The Port Authority, through the Chairperson, supervises the Harbormaster. There is a “dotted” line reporting structure between the Police Chief and the Town Manager.



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Harbormaster	1
2 Assistant Harbormasters	.6
Total, FTE	1.6

The KPA manages and maintains 3 town facilities as well as managing over 600 mooring sites in the Piscataqua River and the Isle of Shoals.

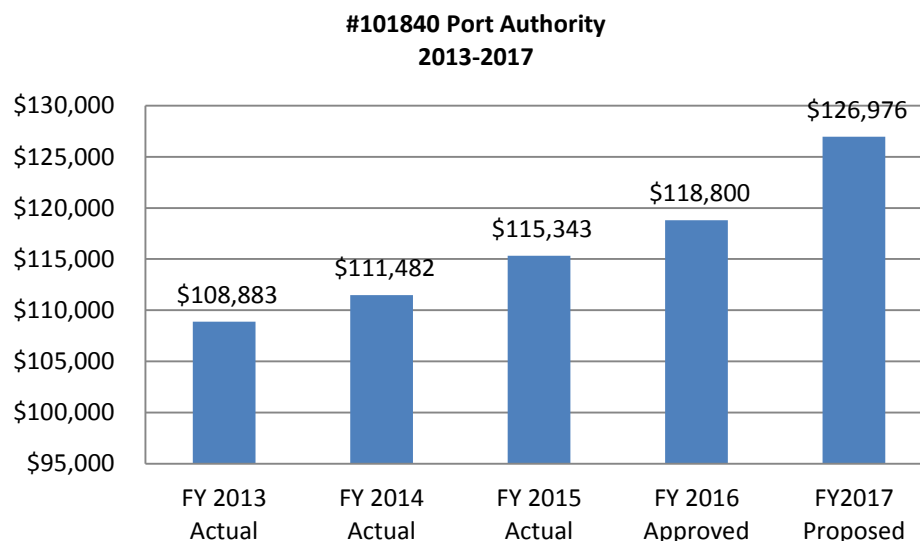
KPA FACILITIES

The Pepperrell Cove facilities are located at Bellamy Lane in Kittery Point. At this location a public boat launch, two main piers and a float system is maintained, providing access to Kittery waters, safe harbor for six (6) transient slip rentals with power and water, and eight (8) rental moorings in Pepperrell Cove. Other services provided include parking, Wi-Fi, bathroom facility and dinghy tie up space. Commercial fishermen are accommodated with the provision of resident parking spots, dinghy tie up space, an electric chain fall hoist on a rail system, water for wash down and a landing for movement of gear and product.

The Traip Academy launch is located to the rear of the Traip Academy parking lot. This is a public boat launch and dock. The Traip dock accommodates recreational fishermen and the boating public, several commercial fishermen, and a dinghy tie up for mooring holders. Other seasonal services include an outhouse during the summertime, dinghy storage, and access to the Back Channel and the Piscataqua River. This launch has limited parking.

The Government Street Wharf is primarily used by Commercial fishermen but also receives frequent foot traffic from Kittery Foreside. Services provided at this facility include an electric hoist system and a landing for gear and product.

BUDGET CHANGES FROM FY 2016



BUDGETS CHANGES FROM FY 2016

#101840 65080 - Legal Notices: The KPA is requesting \$500 in funding for the posting of public hearings and other notices that may be needed.

#101840 65305 - Boat equipment and maintenance: This budget item has been increased by \$500 to cover costs associated with the maintenance and upkeep of our vessels. It also includes the purchase of safety gear required by state law and other items necessary to do the job.

#101840 65500 - Maintenance of Bldgs./Grounds/Wharves/Harbor: The \$1,500 increase in this budget item will be used for general work and maintenance costs, specifically repairing and replacing fixtures in the facilities, buildings and surrounding grounds.

#101840 65460 - Signs: A budget of \$1,000 is requested for the purchase of new signage and replacement of unreadable signage at Town facilities. New signage will be purchased to enhance Pepperrell Cove, Government Street and the Traip facilities.

#101840 65462 - Rigging: The amount requested for FY17 has increased because a larger crane is necessary to move the heavier floats in the new transient facility. The costs of replacement hardware for the floats are also charged to this line.

101840-66010 - Office Supplies: An increase in funding is required for the purchase of a laptop computer for use at remote operations.

REVENUES:

Revenue Projection	FY 17 Proposed	FY 15 Actual
1111 43147 Dinghy Fees	\$8,000	\$8,145
1111 43148 Transient Slip Rental	\$1,500	\$95
1111 43149 KPA Application Fees	\$1,000	\$510
1111 43150 Mooring Fees	\$90,000	\$87,279
1111 43151 Launch Fees	\$12,500	\$10,398
1111 43152 Transient Mooring Fees	\$7,500	\$6,153
1111 43153 Waitlist Fee	\$1,400	\$1,390
1111 43154 Harbor & Water Use Fee	\$15,000	\$11,868
	\$136,900	\$125,838

Revenues are expected to increase as follows:

- Dinghy fees: proposed increase to non-resident fees
- Transient Slip Rental: charging different rates for residents and long stays
- KPA Application Fee: increase fees; add an appeal fee
- Launch Fees: charging non-resident fees; increase launch fees
- Harbor & Water Use Fee: increase patrol

PROPOSED BUDGET

101840	PORT AUTHORITY	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY2017 Proposed	\$ Difference	% Difference
101840-64010	Harbor Master FT Salary	49,872	50,000	49,615	50,962	51,125	163	0%
101840-64020	PT (Clerical & Maintenance)	2,604	15,366	15,816	15,000	15,000	-	0%
101840-64030	Overtime	-	-	32	0	0	-	0%
	Sub-total Salaries and Wages	\$ 52,476	\$ 65,366	\$ 65,463	\$ 65,962	\$ 66,125	\$ 163	0%
101840-64050	Maine State Retirement	-	-	2,678	4,536	4,857	321	7%
101840-64051	ICMA Employer's Share	-	-	-	-	-	-	0%
101840-64060	FICA, Employer's Share	4,095	5,138	4,896	5,046	5,059	13	0%
101840-64070	Workers' Compensation	5,513	4,987	3,192	3,927	4,000	73	2%
101840-64090	Major Medical Insurance	-	-	6,522	8,763	9,236	473	5%
101840-64091	Dental Insurance	-	-	285	380	380	-	0%
101840-64092	Disability Insurance	-	-	296	444	444	-	0%
	Sub-total Benefits	\$ 9,608	\$ 10,126	\$ 17,869	\$ 23,096	\$ 23,976	\$ 880	4%
101840-65010	Postage	88	125	13	50	100	50	100%
101840-65020	Telephone	366	383	1,558	865	1,000	135	16%
101840-65030	Transportation	1,200	1,800	490	1,200	500	(700)	-58%
101840-65080	Legal Notices	326	555	1,067	100	500	400	400%
101840-65200	Electricity	1,126	1,054	1,248	1,200	1,500	300	25%
101840-65220	Water	93	113	164	300	300	-	0%
101840-65240	Trash Removal	-	989	516	1,302	1,300	(2)	0%
101840-65250	Sewer	-	-	370	3,200	3,200	-	0%
101840-65305	Boat & Equipment Maintenance	920	2,241	2,377	1,000	1,500	500	50%
101840-65311	Gas, Grease & Oil	367	852	667	800	1,000	200	25%
101840-65330	Radio Maintenance	-	-	-	-	-	-	0%
101840-65452	Safety	-	2,795	181	500	1,000	500	100%
101840-65460	Signs	297	559	140	-	1,000	1,000	0%
101840-65462	Rigging	-	3,097	7,227	4,500	6,500	2,000	44%
101840-65463	Sanitation	-	650	772	600	700	100	17%
101840-65467	Contracted Services	-	9,380	-	-	-	-	0%
101840-65469	Security	-	113	20	500	500	-	0%
101840-65470	Prof. Dev./Training	-	889	450	500	500	-	0%
101840-65480	Other Prof. Services	6,017	842	3,214	3,000	2,500	(500)	-17%
101840-65500	Main. (Bldgs./Grds/Whar & Harb)	27,263	-	2,116	1,000	2,500	1,500	150%
101840-65521	Uniforms	419	322	299	100	300	200	200%
101840-65550	Public Officials & Liability Insuran	7,968	2,575	2,575	2,575	2,575	-	0%
101840-65551	Marine Operators Insurance	-	5,661	6,092	6,150	6,150	-	0%
	Sub-total Expenses	\$ 46,449	\$ 34,996	\$ 31,557	\$ 29,442	\$ 35,125	\$ 5,683	19%
101840-66010	Office Supplies	350	994	229	100	1,250	1,150	1150%
101840-66040	Janitorial Supplies	-	-	224	200	500	300	150%
	Sub-total Supplies	\$ 350	\$ 994	\$ 453	\$ 300	\$ 1,750	\$ 1,450	483%
	TOTAL PORT AUTHORITY	\$ 108,883	\$ 111,482	\$ 115,343	\$ 118,800	\$ 126,976	\$ 8,176	7%

STATUS OF FY 2016 GOALS & OBJECTIVES

1. Install new security cameras at the Kittery facilities that can be monitored remotely with recording capabilities.
 - a. We now have fully functional cameras connected to the police department for monitoring and recording purposes. To view go to:
http://www.kitteryme.gov/Pages/KitterME_Marine/index
2. Purchase a new outboard motor for the small Harbormaster skiff.
 - a. A New outboard was purchased and the skiff is at full functionality.

3. Design plans for a KPA outbuilding on Town property to house KPA equipment including buoys, boats and tools.
 - a. We are looking at potential sites for this building
4. Increase parking area at the Traip launch facility for the commercial fishing vehicles
 - a. Solutions are still being considered

GOALS AND OBJECTIVES – FY 2017

1. Increase patrol to generate revenue income from Harbor water use fee collection
2. Add services to our facilities for the transient boaters as well as mooring holders
3. Increase use of the transient facility at Pepperrell Cove through advertisement and more competitive pricing
4. Continue to clean up mooring fields and maximizing efficiency on our mooring and waitlist systems
5. Continue progress on cleaning up and repairing facilities

KITTERY COMMUNITY CENTER (KCC)/ RECREATION DEPARTMENT

MISSION STATEMENT

The mission of Kittery Recreation/Community Center is to provide recreation activities and services that contribute to the physical, emotional and social well-being of Kittery citizens. Through this mission, it is our purpose to provide lifelong leisure experiences for all ages that will assist in contributing to a full and meaningful way of life.

Vision: A healthy, vibrant community for all ages and interests. (*Adopted by KCC Board of Directors 9/21/13*)

Mission: To provide multi-generational programs and services contributing to personal wellbeing and the quality of community life. (*Adopted by KCC Board of Directors 9/21/13*).

BUDGET SUMMARY

The Recreation Department/KCC budget is submitted according to the guidance provided by the Town Council. The budget submitted is a realistic outline of the current needs for the fiscal year 2016-17.

As we approach the completion of four years housed at the Kittery Community Center, people are saying “the KCC is the “HUB” of the community!” Our preschool is receiving great reviews from both the public and the Kittery School Department. Getting accolades is very exciting and affirms we are meeting the needs of the community. This department will continue to grow and thrive by listening to our users; making changes when appropriate and feasible; keeping a well maintained and clean environment; providing exceptional customer service, never becoming complacent and striving for excellence!



The Board of Directors is respectful of the budget process and understands the difficulty in managing a facility this size on a limited budget. They want the KCC to have the funding necessary to provide the town with a community center that grows to meet the needs of its clientele. A theatre line item is added this year to the budget for the purchase of items necessary to maintain a professional theatre. The board of directors are steadfast in their desire to budget for needs directly related to the STAR Theatre.



The interest in and usage of the KCC has increased to the extent of having several hundred people in the building on a daily basis. Many evenings rooms, including the theatre and gym are booked at 100%. As indicated in Figure 7 below, our fitness memberships have increased revenues each year.

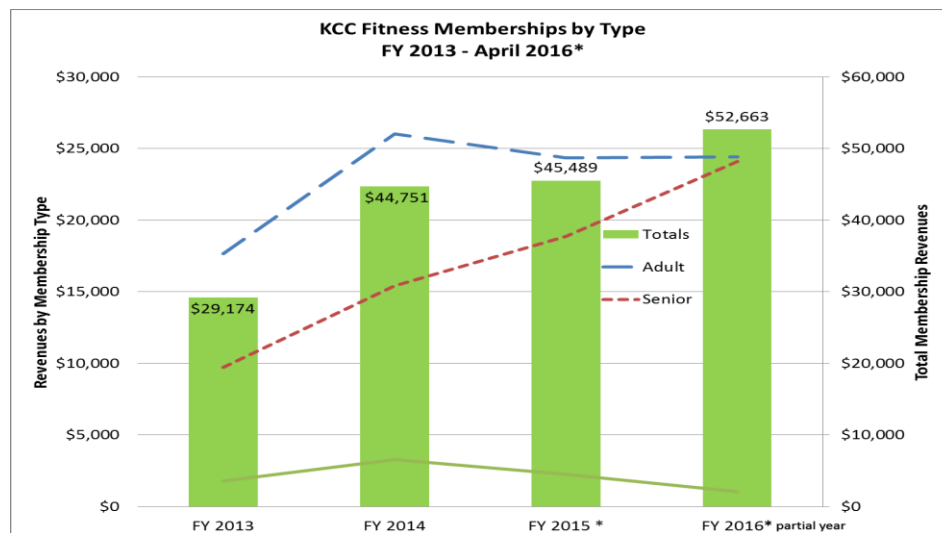
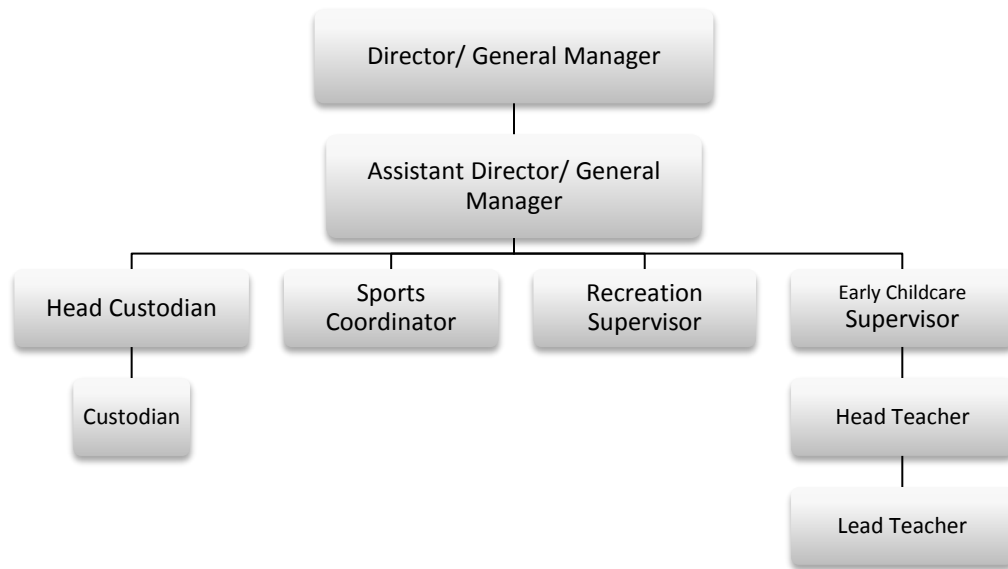


Figure 17: KCC Fitness Memberships

One of our most important goals for the department is to continue to increase marketing opportunities to attract more people to the KCC. Our marketing strategy has evolved into an ongoing campaign to educate the public, including businesses, into recognizing that the KCC is a perfect venue for weddings, bridal and baby showers, dances, concerts, theatre, receptions, recitals, conferences, lectures, movies and so much more. And, our efforts in this area are working. We have more people contacting us for information on rentals and programming and as a result, our revenues have increased.

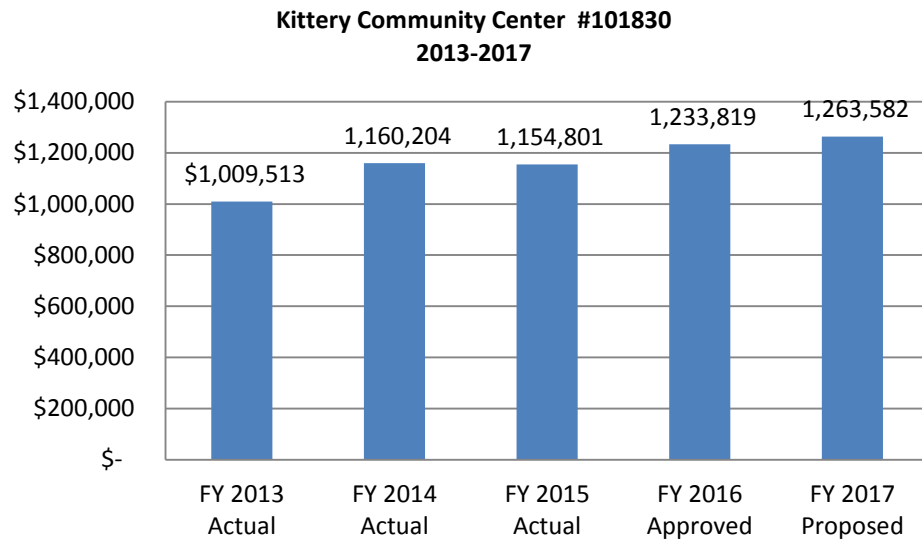
Daily we receive inquiries for usage of the building. Instructors are now searching out the KCC to offer their classes. Building rental revenue is steadily increasing (see the table below). FY 2016 rental total is currently \$71,494 and is expected to total \$85,000 at the end of the fiscal year.

KCC Rental Income	2013	2014	2015	2016*
Facility Rentals	\$ 13,229	\$ 22,617	\$ 29,776	\$ 80,656
Ticket Income	\$ -	\$ 2,187	\$ 2,349	\$ 4,638
Total	\$ 13,229	\$ 42,325	\$ 54,659	\$ 85,294
* Projected though June 30				

DEPARTMENT ORGANIZATION**PERSONNEL SUMMARY**

The majority of KCC staff work part time at 15-29 hours per week. All reception, SAFE afterschool staff, custodians and all but four preschool employees are part time.

POSITION	FY 17
Director/ General Manager	1
Assistant Director/General Manager	1
Recreation Supervisor	1
Sports Coordinator	1
Early Childcare Supervisor/Head Teacher	1
Assistant Early CC Supervisor/Head Teacher	1
Lead Teacher	2
Head Custodian	1
FT Custodian	1
PT Custodians (46 hrs.) one equivalent full time position	1
Receptionist (80 hrs.) two equivalent full time positions	2
Preschool (80 hrs.) two equivalent full time positions	2
SAFE (80 hrs.) two equivalent full time positions	2
Total Full Time Equivalent Positions	17

BUDGET CHANGES FROM FY 2016

#101830-65300 – Machine & Equipment Maintenance: An increase of \$2,000 is requested to provide for the maintenance of copiers and other equipment.

#101830-65500 – Maintenance of Buildings/Grounds: An increase of \$2,500 is needed for supplies and repair services.

A pay increase for part time staff is needed. Area businesses pay more than the \$10 - \$11 per hour we pay our part-time staff making it difficult to attract competent people to staff KCC programs. To illustrate the challenge facing us, a qualified candidate interested in a part time position in our pre-school program declined our offer of employment because her position at Trader Joe's pays \$14 per hour. I have reduced other lines to accommodate the proposed increase.

GOALS & OBJECTIVES FY 2017

1. To continue mentoring full time staff in achieving their individual area goals. Have goals set for each department. For each area to be successful all staff must take ownership and accountability for everything they do. The drive, ownership and passion must never end if we are to be continually successful; we are never finished. People must want to work at KCC and believe in the philosophies and work as a team.
2. Concentrate, with the program supervisor, on the SAFE Afterschool and summer programs to develop more diverse programs encompassing the utilization of the outdoor preschool room and area. Build the program up with the appropriate offerings and assure that staff is not complacent.
3. Work with Town Manager and department heads to continue the process of combining services and going out to bid on services that we all use. The goal would be to save money while not jeopardizing quality.
4. Complete the East wing/annex renovation and all aspects of the project with a positive outcome while keeping within the budget.

5. Change the name from the Recreation Department to the Kittery Community Service Department
6. Expand video camera monitoring. The DVD can accommodate six more channels giving us a total of 32 monitored areas within the KCC building/grounds.
7. Expand communication within the department by continuing to remind staff that open communication is a necessity with all the diverse programming offered and the number of staff.
8. Continue to add diverse programming for the area's retiring "Baby Boomers" who are a totally different generation of seniors than those for which we currently provide programming.
9. Upgrade the head custodian's job description to maintenance supervisor. This position has developed over time to handle many of the necessary repairs at the KCC saving the department a considerable amount of money by doing the repairs in house rather than calling service technicians.

PROPOSED BUDGET

RECREATION/KITTERY COMMUNITY CENTER	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
Director/General Manager	71844	73,284	74,680	77,928	78,561	633	1%
Asst. Director	0	52,667	53,694	56,637	56,971	334	1%
Early Childhood Super./Head Teacher		37,904	39,436	40,895	41,038	143	0%
Recreation Supervisor		41,480	42,307	44,295	44,907	612	1%
Asst. Early Childhood Super./Lead Teacher		11,400	31,655	33,014	33,114	100	0%
Lead Teacher		9,256	26,420	57,228	57,408	180	0%
Sports Coordinator		32,456	33,080	34,336	35,026	690	2%
FT Custodians		41,045	41,842	77,828	78,940	1,112	1%
Instructors		22,807	18,786	15,000	15,000	-	0%
Overtime	2818	2,402	5,378	3,000	5,000	2,000	67%
Sub-total Salaries and Wages	\$ 583,614	\$ 324,701	\$ 367,278	\$ 440,161	\$ 445,965	\$ 5,804	1%
Receptionists		42,601	46,142	42,000	45,000	3,000	7%
Bookkeeper/Secretary		19,432	17,685	20,390	20,390	-	0%
Kitchen/Café/Event Coord.		5,736	921	2,000	-	(2,000)	-100%
Safe School Year PT Staff		26,186	32,203	20,000	25,000	5,000	25%
Safe Summer Staff		48,846	36,153	31,370	33,500	2,130	7%
Adventure Summer Staff		7,185	9,509	12,320	12,500	180	1%
Preschool Staff		122,490	95,620	83,100	75,000	(8,100)	-10%
Custodians		56,157	54,279	34,328	36,000	1,672	5%
Theatre Technicians		180	1,000	-	1,000	1,000	0%
Sub-total PT Salaries & Wages	\$ -	\$ 328,813	\$ 293,512	\$ 245,508	\$ 248,390	\$ 2,882	1%
Grand Total Salaries & Wages	\$ 583,614	\$ 653,514	\$ 660,790	\$ 685,669	\$ 694,355	\$ 8,686	1%
Retirement, Employer's Share	13,542	17,612	25,332	37,839	38,215	376	1%
FICA, Employer's Share	44,490	48,644	48,614	52,454	53,118	664	1%
Workers' Compensation	2,855	13,666	12,366	12,750	16,500	3,750	29%
Major Medical Insurance	69,310	94,155	131,774	154,365	158,038	3,673	2%
Dental Insurance	680	783	742	742	742	-	0%
Disability Insurance	2,261	2,834	3,418	4,443	4,443	-	0%
Sub-total Benefits	\$ 133,139	\$ 177,694	\$ 222,247	\$ 262,593	\$ 271,056	\$ 8,463	3%
Postage	858	1,220	1,846	1,500	1,500	-	0%
Telephone	4,483	4,958	5,045	5,000	5,000	-	0%
Transportation	2,771	4,357	2,758	3,600	3,000	(600)	-17%
Printing	6,757	11,638	6,142	10,000	9,000	(1,000)	-10%
Electricity/ Utilities	33,362	32,470	34,078	35,000	36,000	1,000	3%
Water	1,230	2,447	2,423	2,600	2,600	-	0%
Natural Gas	34,817	48,289	52,755	60,000	60,000	-	0%
Sewer	-	1,250	2,040	1,250	2,040	790	63%
Machine & Equip. Maintenance	-	18,652	(978)	9,000	11,000	2,000	22%
Vehicle Maintenance	1,541	2,943	2,175	794	400	(394)	-50%
Program Services	13,288	4,735	6,013	8,000	8,000	-	0%
Maintenance of Bldgs. & Grounds	4,277	10,818	9,109	10,500	13,000	2,500	24%
SAFE Program - School Year	22,716	4,735	2,845	4,000	4,000	-	0%
SAFE Program - Summer	45	24,766	21,502	22,000	20,000	(2,000)	-9%
Adventure Adolescent Program	13,882	4,674	11,869	10,000	12,500	2,500	25%
Instructors Contracted	24,322	4,187	2,089	2,000	2,500	500	25%
Special Events	14,166	12,503	11,672	10,000	10,000	-	0%
Senior Programs	9,303	11,162	5,798	7,000	7,000	-	0%
Team Expenses	9,585	8,329	8,910	7,000	8,000	1,000	14%
Preschool Program Expenses	424	9,534	12,301	6,496	10,000	3,504	54%
Contracted Services	12,199	48,889	32,616	38,687	39,000	313	1%
Annex & Cole St. Utilities	24,344	33,261	10,559	6,000	5,000	(1,000)	-17%
Miscellaneous	9,709	7,884	12,739	9,080	9,080	-	0%
Sub-total Expenses	\$ 263,795	\$ 314,861	\$ 256,306	\$ 269,507	\$ 278,620	\$ 9,113	3%
Office Supplies	5822	3,943	3,825	3,500	3,500	-	0%
Other Supplies	1,922	826	1,885	3,500	4,000	500	14%
Theatre Supplies	-	-	-	-	2,000	2,000	0%
Janitorial Services & Supplies	10,685	9,366	9,740	9,050	11,000	1,950	22%
Sub-total Supplies	\$ 18,429	\$ 14,135	\$ 15,450	\$ 16,050	\$ 20,500	\$ 4,450	28%
TOTAL RECREATION & COMMUNITY CENTER	\$ 1,009,513	1,160,204	1,154,793	1,233,819	1,264,531	30,712	2.5%

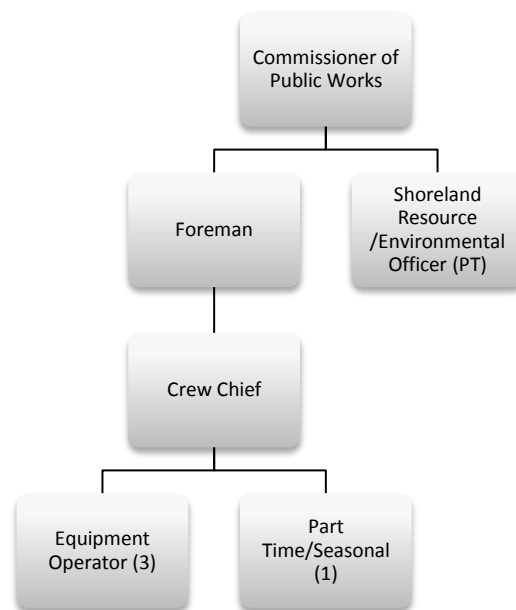
DEPARTMENT OF PUBLIC WORKS - SOLID WASTE/ RESOURCE RECOVERY CENTER

MISSION STATEMENT

Located at 1 McKenzie Lane on Route 236, the Resource Recovery Center is a 22-acre site that houses the Town's transfer station for solid waste, a recycling center, and is a licensed disposal site for gypsum board and roof shingles. Its mission is to serve the community with an efficient means of meeting its disposal and recovery needs. Section 8.1 of the Town Code further describes, in details, some of the goals, regulations, and operational logistics of the Solid Waste/Resource Recovery Center.



DEPARTMENT ORGANIZATION



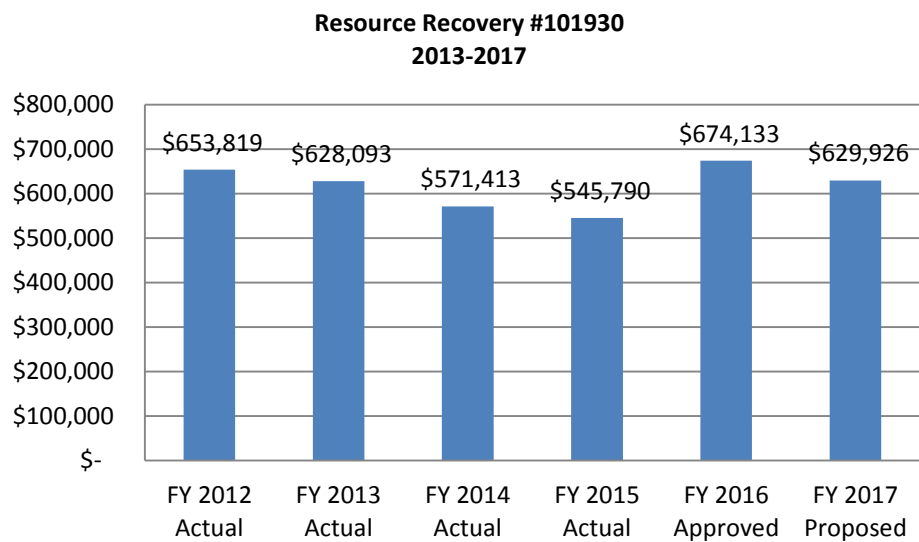
PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
Commissioner of Public Works (40%)	.4
Equipment Operator	3
Shoreland Resource/Environmental Officer	.375
Part-Time Seasonal	.5
Total, FTE	4.275

GOALS & OBJECTIVES FY 2017

1. Continuation of assessing the feasibility of expanding the Resource Recovery Center's role as a regional resource; re-examine pay-as-you-throw (PAYT) program as it relates to partnering with regional programs.
2. Explore cost/benefit of scale purchase to increase revenues through more accurately measuring disposal materials.

BUDGET CHANGES FROM FY 2016



#101930-65480 – Other Professional Services: This line has been decreased by \$30,000 based on historical spending.

#101930-65500 – Maintenance of Buildings & Grounds: A decrease of \$10,000 has been proposed by the Town Manager based on historical spending in FY 2015 and FY 2016.

PROPOSED BUDGET

Acct. #	SOLID WASTE	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
101930-64009	40% Commissioner's Salary	30,759	33,372	34,357	34,864	36,515	1,651	5%
101930-64010	Full-Time Salaries	160,161	126,043	110,986	138,608	130,861	(7,747)	-6%
101930-64020	Part-Time Salaries	23,640	22,509	18,841	22,896	24,396	1,500	7%
101930-64020	Shoreland Resource	-	9,845	14,012	15,000	15,000	-	0%
101930-64030	Overtime	13,003	6,078	3,944	3,758	3,736	(22)	-1%
	Sub-total Salaries and Wages	\$ 227,563	197,847	182,139	215,126	210,508	(4,618)	-2%
101930-64050	Retirement, Employer's Share	8,938	10,404	11,666	15,773	19,220	3,447	22%
101930-64060	FICA, Employer's Share	16,809	14,661	13,355	16,457	16,104	(353)	-2%
101930-64070	Workers' Compensation	3,654	7,804	1,720	10,000	9,500	(500)	-5%
101930-64090	Major Medical Insurance	45,451	46,332	53,393	54,754	57,408	2,654	5%
101930-64091	Dental Insurance	457	134	498	499	498	(1)	0%
101930-64092	Disability Insurance	999	1,333	1,303	1,334	1,333	(1)	0%
	Sub-total Benefits	\$ 76,307	\$ 80,668	\$ 81,935	\$ 98,817	\$ 104,063	\$ 5,246	5%
101930-65020	Telephone	620	1,065	920	2,500	2,000	(500)	-20%
101930-65030	Transportation	-	-	-	75	75	-	0%
101930-65040	Educ./Mtg. Expenses	1,304	160	50	1,500	1,500	-	0%
101930-65060	Printing	317	2,229	166	3,000	3,000	-	0%
101930-65090	Zero Waste Program Expenses	18,686	3,291	764	5,000	2,500	(2,500)	-50%
101930-65200	Electricity	9,294	12,565	12,794	10,000	10,500	500	5%
101930-65220	Water	304	536	494	350	400	50	14%
101930-65230	Heating/Fuel Oil	1,393	1,191	529	1,230	1,230	-	0%
101930-65300	Machine & Equip. Maintenance	1,726	4,572	4,289	3,500	3,500	-	0%
101930-65302	Protective & Safety Equip.	1,144	296	478	1,000	1,000	-	0%
101930-New	Facility Safety Inspection	-	-	-	1,250	1,250	-	0%
101930-65311	Gas, Grease and Oil	12,842	11,225	9,389	10,000	10,000	-	0%
101930-65312	Tubes & Tires	62	3,820	288	5,000	3,000	(2,000)	-40%
101930-65480	Other Prof. Services	243,026	236,479	236,058	269,000	239,000	(30,000)	-11%
101930-65500	Maintenance of Bldgs. & Grounds	12,095	2,815	3,644	20,000	10,000	(10,000)	-50%
101930-65521	Uniforms	1,200	1,700	1,200	1,300	1,200	(100)	-8%
	Sub-total Expenses	\$ 304,012	\$ 281,944	\$ 271,063	\$ 334,705	\$ 290,155	\$ (44,550)	-13%
101930-66009	Shop Supplies	5,587	4,693	3,818	3,500	3,500	-	0%
101930-66010	Office Supplies	868	156	177	500	250	(250)	-50%
101930-66011	Hand Tools	343	-	113	200	200	-	0%
101930-66030	Other Supplies	240	8	88	250	250	-	0%
101930-66040	Janitorial Supplies	712	381	561	1,000	1,000	-	0%
	Sub-total Supplies	\$ 7,749	\$ 5,238	\$ 4,757	\$ 5,450	\$ 5,200	\$ (250)	-5%
101930-67553	Asphalt Road Maintenance	-	-	-	7,500	7,500	-	0%
101930-67514	Plant Equipment	5456	5,716	5,896	12,535	12,500	(35)	0%
	Sub-total Capital	\$ 5,456	\$ 5,716	\$ 5,896	\$ 20,035	\$ 20,000	\$ (35)	0%
	TOTAL SOLID WASTE	\$ 628,093	\$ 571,413	\$ 545,790	\$ 674,133	\$ 629,926	\$ (44,207)	-7%

SCHOOL DEPARTMENT

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

At the time of this budget submittal, the School Committee is comprised of the following members:

- David Batchelder, Chair
- Julie Dow, Vice Chair
- Gavin Barbour
- Kimberly Bedard
- Anne Gilbert
- John Driscoll
- Jonathan Rivers

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: the School Committee must vote on its recommended budget, the Town Council must vote to place the School Committee's submittal on the Town warrant, and final approval of the budget is subject to direct vote at the June election.

Following is the School Budget Request as voted on by the School Committee:

	FY 2014 Approved	FY 2015 Approved	FY 2016 Proposed 2/24	FY 2016 Proposed (date?)	FY 2016 Approved	FY 2017 Proposed	\$ Difference	% Difference
#101610 - EDUCATION								
Public Schools	14,709,021	14,961,185	15,532,734	15,532,295	15,461,359	15,797,843	\$ 336,484	2.18%
Adult Education	69,835	69,835	69,835	69,835	69,835	69,835	\$ -	0.00%
TOTAL EDUCATION	\$ 14,778,856	\$ 15,031,020	\$ 15,602,569	\$ 15,602,130	\$ 15,531,194	\$ 15,867,678	\$ 336,484	2.17%
Regular Instruction	5,794,159	6,080,562	6,179,393	6,177,011	6,145,815	6,355,922	\$ 210,107	3.42%
Special Education	2,590,273	2,608,295	2,768,397	2,767,426	2,751,901	2,946,983	\$ 195,083	7.09%
Career & Technical Education	3,838	4,115	6,380	6,380	6,380	5,826	\$ (554)	-8.68%
Other Instruction	254,561	281,786	309,015	314,853	314,853	319,082	\$ 4,229	1.34%
Student & Staff Support	1,425,518	1,496,800	1,608,234	1,611,300	1,597,277	1,624,710	\$ 27,433	1.72%
System Administration	490,239	533,379	522,415	521,715	520,658	565,115	\$ 44,457	8.54%
School Administration	924,534	867,424	974,863	974,863	968,913	1,095,618	\$ 126,706	13.08%
Transportation & Buses	520,577	494,009	540,668	540,678	540,373	572,920	\$ 32,546	6.02%
Facilities Maintenance	1,501,136	1,417,272	1,465,002	1,459,702	1,456,822	1,405,765	\$ (51,057)	-3.50%
Debt Service & Other Commitments	1,140,188	1,113,543	1,088,368	1,088,368	1,088,368	825,703	\$ (262,664)	-24.13%
All Other Expenditures	64,000	64,000	70,000	70,000	70,000	80,200	\$ 10,200	14.57%
TOTAL SCHOOL EXPENSES	\$ 14,709,021	\$ 14,961,185	\$ 15,532,734	\$ 15,532,295	\$ 15,461,359	\$ 15,797,843	\$ 336,484	2.18%
		1.71%						
Federal Impact Aid	150,000	125,000	200,000		200,000	250,000	\$ 50,000	25.00%
State Ed. Subsidies (General Purpose)	670,864	730,184	686,862		686,862	702,462	\$ 15,600	2.27%
Miscellaneous (Laptop Insurance)	18,000	21,840	26,000		26,000	30,500	\$ 4,500	17.31%
MaineCare	20,000	20,000	30,000		30,000	25,000	\$ (5,000)	-16.67%
Balance Forward	365,000	250,000	440,000		440,000	315,748	\$ (124,252)	-28.24%
Transfer			23,923		23,923	11,095	\$ (12,828)	-53.62%
TOTAL SCHOOL REVENUES	\$ 1,223,864	\$ 1,147,024	\$ 1,406,785		\$ 1,406,785	\$ 1,334,805	\$ (71,980)	-5.12%
TOTAL TAX APPROPRIATION AMOUNT	\$ 13,485,157	\$ 13,814,161	\$ 14,125,949		\$ 14,054,574	\$ 14,463,038	408,464	2.91%

ADULT EDUCATION

EXPENDITURES - Adult Education		FY 16 Budget	FY17 Budget
14010063	Workforce Training		
1010	Salaries - Professionals	\$5,850.00	\$1,300.00
1180	Salaries - Reg EEs	\$0.00	\$1,000.00
2210	FICA - Professionals	\$447.53	\$156.00
2310	Retirement - Professionals	\$877.50	\$234.00
2280	FICA - Reg EEs	\$0.00	\$80.00
2710	Work Comp - Professionals	\$32.18	\$20.00
2780	Work Comp - Reg EEs	\$0.00	\$10.00
6100	Supplies - Instructional	\$200.00	\$100.00
6400	Books - Workforce	\$180.18	\$100.00
	TOTAL	\$7,587.38	\$3,000.00
14010065	High School Completion		
1010	Salaries - Professionals	\$7,344.00	\$7,920.00
2210	FICA - Professionals	\$260.00	\$280.00
2310	Retirement - Professionals	\$195.00	\$200.00
2710	Work Comp - Professionals	\$40.00	\$40.00
	TOTAL	\$7,839.00	\$8,440.00
14010066	Local Literacy		
1010	Salaries - Professionals	\$0.00	\$1,000.00
2210	FICA - Professionals	\$0.00	\$156.00
2310	Retirement - Professionals	\$0.00	\$243.00
2710	Work Comp - Professionals	\$0.00	\$20.00
	TOTAL	\$0.00	\$1,419.00

14023060	Administration		
1040	Asst. Director Salaries	\$47,517.50	\$48,467.85
1180	Clerical Salaries	\$0.00	\$5,512.50
1190	Career and College Advisor Salaries	\$0.00	\$25,480.00
2140	(Assist) Director Health Benefit	\$7,338.48	\$7,705.40
2240	FICA - Admin	\$733.39	\$755.39
2280	FICA - Clerical	\$422.00	\$434.66
2290	FICA - CCAdvisor	\$0.00	\$764.40
2340	Retirement - Asst Director	\$1,300.00	\$1,339.00
2540	Tuition - Admin	\$1,000.00	\$1,000.00
2740	Work Comp - Admin	\$261.35	\$269.19
2780	Work Comp - Reg EE	\$60.64	\$62.46
2790	Work Comp - CCAdvisor	\$0.00	\$140.00
3300	EE Train & Develop	\$100.00	\$200.00
3000	Professional Services (LJR)	\$35,002.86	\$36,491.18
4311	Copier Service Agreement	\$165.20	\$165.20
4445	Copier Lease	\$200.00	\$200.00
5310	Postage	\$1,350.00	\$1,350.00
5320	Telephone	\$350.00	\$350.00
5350	Online Software Apps	\$50.00	\$300.00
5430	Advertising	\$250.00	\$250.00
5530	Printing	\$2,332.00	\$2,332.00
5800	Travel - Reg	\$500.00	\$500.00
5810	Travel - Professional Dev	\$546.00	\$550.00
6000	Supplies	\$700.00	\$700.00
6001	Food- Adult Ed Admin	\$100.00	\$200.00
6500	Tech Supplies	\$250.00	\$250.00
6950	Supplies - Graduation	\$225.00	\$225.00
7300	Equipment >\$5K	\$0.00	\$0.00
7301	Equipment <\$5K	\$1,078.00	\$1,000.00
7341	Equipment <\$5K	\$525.00	\$2,000.00
8100	Dues and Fees	\$1,084.00	\$2,500.00
	TOTAL	\$103,441.42	\$141,494.23

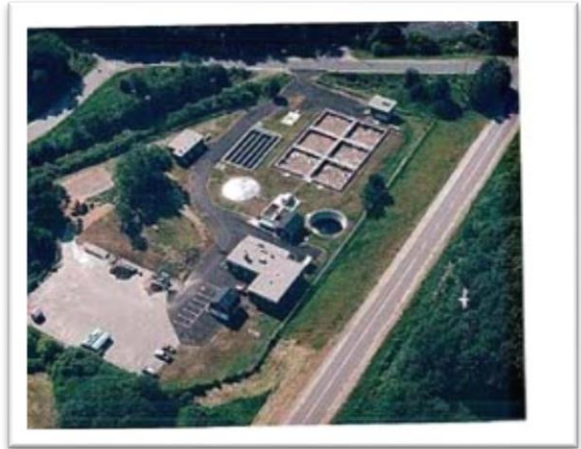
640100062	Enrichment		
1010	Salaries - Professional	\$0.00	\$400.00
1190	Salaries - Enrichment	\$13,000.00	\$10,000.00
2210	FICA - Professionals	\$300.00	\$35.00
2290	FICA - Enrichment	\$0.00	\$600.00
2390	Retirement - Enrichment	\$0.00	\$108.00
2790	Work Comp - Enrichment	\$0.00	\$233.00
	TOTAL	\$13,300.00	\$11,376.00
	EXPENSE TOTALS	\$132,167.80	\$168,729.23
REVENUES			
	State Subsidy	\$30,096.01	\$36,670.13
	Carry Forward - Adult Ed	\$13,820.40	\$16,000.00
	Enrichment Fees	\$23,000.00	\$23,000.00
	Local Funds	\$69,835.09	\$92,059.10
	Donations from Private Sources	\$1,000.00	\$1,000.00
	REVENUE TOTALS	\$137,751.50	\$168,729.23

SEWER ENTERPRISE FUND

MISSION STATEMENT

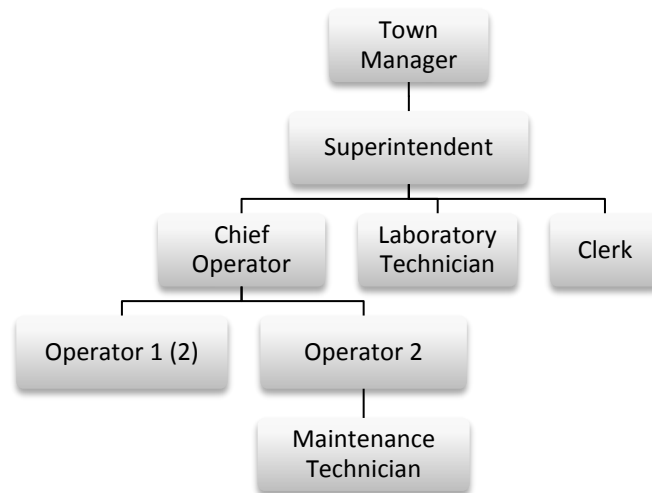
The Kittery Sewer Department was created as an enterprise fund in 1969. An enterprise fund is separate from the Town's General Fund in that its expenses are not borne by the taxpayers; but rather a proportional fee charged to those who are connected to a sewer line. The fund is designed to be self-supporting, with the sewer rate directly tied to departmental expenses.

Kittery is proactive in keeping the 23 miles of sewer lines, 400 manhole structures, 21 pump stations and the treatment facility, maintained and compliant to Maine DEP requirements.



The Town of Kittery's Wastewater service provides sanitary sewer service for over 2000 residents. It is our goal to reach out to as many residents as geologically possible, to eliminate ground water contamination and to provide treatment and disinfection so clean water may return to our waterways.

DEPARTMENT ORGANIZATION



PERSONNEL SUMMARY

POSITION	FY 17 PROPOSED
TOWN MANAGER	.25
SUPERINTENDENT	1
CHIEF OPERATOR	1
OPERATOR 1	2
OPERATOR 2	1
LABORATORY TECHNICIAN	1
UTILITY BOOKKEEPER	1
MAINTENANCE TECHNICIAN	1
TOTAL, FTE	8.25

BUDGET CHANGES FROM FY 2016

Total FY17 estimated revenues are \$2,555,135.89. General user increase is estimated at \$49,500 due to new customers. Portsmouth Navy Yard Revenues will increase \$148,677 due to trending quarterly earnings for the last four quarters and contributions from debt service, shared cost for renovations at Pump Station #6 and Treatment Plant. Contingency contributions for the Expansion Project are \$100,000. This amount can be used toward the first installments for the new bond payments. Eliot's Revenue shows an increase of \$47,003 trending last four quarters and their shared cost contributions for the Plant upgrade.

The Expansion Project Betterment Revenues estimate is one tenth of the ten year assessment of \$379,262.50.

Increase in Expenses is estimated at \$580,401. This is primarily due to a Debt Services increase of \$585,432. The proposed FY17 Sewer Budget is \$2,555,135.89

GOALS & OBJECTIVES FY 2017

1. To have all 158 customers tied in to the new sewer expansion;
2. To have the betterment assessment resolved for the expansion project;
3. To continue to find ways to conserve electricity at the Treatment Plan and 24 pump stations;

PROPOSED BUDGET

ACCT	DESCR	FY14	FY15	FY16	FY17	Variance \$\$	Variance %%
602760	GENERAL OPERATING FUNDS						
64011	Manager Salary	25,000.00	27,825.12	28,817.15	29,075.40	258.25	0.90%
64012	Superintendent Salary	76,414.07	78,969.40	82,528.69	83,198.44	669.75	0.81%
64013	Clerk Salary	46,020.82	47,453.40	45,071.20	45,676.80	605.60	1.34%
64050	Maine State Retirement (Clerk, Supt)	7,967.34	9,860.98	11,356.39	11,469.90	113.51	1.00%
64051	Retirement (Manager)	1,665.67	1,606.51	1,666.03	1,681.52	15.49	0.93%
64060	FICA Employer Share (Mgr., Supt., Clerk)	11,278.77	11,799.97	11,965.90	12,083.22	117.32	0.98%
64070	Workers Compensation (for all employees)	9,379.00	10,500.00	10,500.00	13,028.00	2,528.00	24.08%
64090	Major Medical (for all employees)	129,140.09	131,839.26	155,649.74	148,016.77	(7,632.97)	(4.90%)
64091	Dental Insurance (Supt)	380.26	301.06	1,217.11	1,122.05	(95.06)	(7.81%)
64092	Disability Insurance (Supt., Clerk, Oper)	3,554.88	3,554.88	3,554.88	3,999.24	444.36	12.50%
65101	MMA Risk Pool (Buildings, Vehicles, Lia)	24,000.00	29,000.00	29,000.00	29,000.00	0.00	0.00%
65350	Town Office Rent	22,900.00	22,900.00	22,900.00	22,900.00	0.00	0.00%
65430	Audit Services	3,900.00	3,900.00	3,400.00	3,400.00	0.00	0.00%
68060	Debt Service	268,551.00	267,686.95	262,538.25	847,970.11	585,431.86	222.99%
68400	Depreciation at Treatment Plant	0.00	0.00	0.00	0.00	0.00	0.00%
602760	SubTotal GENERAL OPERATING	630,151.90	647,197.53	670,165.35	1,252,621.45	582,456.10	86.91%
602702	SEWER LINES						
64010	Labor (Wages & FICA)	13,994.01	14,330.10	15,079.39	14,774.94	(304.45)	(2.02%)
65480	Contracted Services	21,500.00	21,500.00	22,050.00	22,050.00	0.00	0.00%
66300	Supplies	4,000.00	4,000.00	4,050.00	4,500.00	450.00	11.11%
602702	SubTotal SEWER LINES	39,494.01	39,830.10	41,179.39	41,324.94	145.55	0.35%
602710-30	PUMP STATIONS						
602710--Pump Station #1							
64010	Labor (Wages & FICA)	2,004.45	2,052.59	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	8.75	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	3,750.00	3,750.00	4,000.00	4,000.00	0.00	0.00%
65480	Contracted Services	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	50.00	50.00	50.00	50.00	0.00	0.00%
66320	Parts	400.00	450.00	450.00	450.00	0.00	0.00%
	SubTotal #1	7,453.20	7,562.59	8,081.08	8,034.22	(46.86)	(0.58%)
602711--Pump Station #2							
64010	Labor (Wages & FICA)	3,823.30	3,915.12	4,642.17	4,548.44	(93.73)	(2.02%)
65015	Cell Phone	16.69	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	3,800.00	3,800.00	3,800.00	3,800.00	0.00	0.00%
65480	Contracted Services	900.00	900.00	900.00	900.00	0.00	0.00%
65930	Alarms	200.00	220.00	220.00	220.00	0.00	0.00%
66300	Supplies	50.00	100.00	100.00	100.00	0.00	0.00%
66320	Parts	450.00	500.00	500.00	500.00	0.00	0.00%
	SubTotal #2	9,239.99	9,435.12	10,162.17	10,068.44	(93.73)	(0.92%)
602712--Pump Station #3							
64010	Labor (Wages & FICA)	2,561.24	2,622.75	3,094.78	3,032.29	(62.48)	(2.02%)
65015	Cell Phone	11.18	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	1,800.00	1,800.00	1,980.00	1,980.00	0.00	0.00%
65480	Contracted Services	6,951.00	6,951.00	6,951.00	6,951.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	600.00	650.00	650.00	650.00	0.00	0.00%
	SubTotal #3	12,188.42	12,308.75	12,960.78	12,898.29	(62.48)	(0.48%)

ACCT	DESCR	FY14	FY15	FY16	FY17	Variance \$\$	Variance %
602713--Pump Station #4							
64010	Labor (Wages & FICA)	3,192.27	3,268.94	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	13.93	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	1,000.00	1,000.00	1,104.00	1,104.00	0.00	0.00%
65480	Contracted Services	1,200.00	1,200.00	1,200.00	1,200.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	600.00	650.00	650.00	650.00	0.00	0.00%
	SubTotal #4	6,271.20	6,403.94	5,560.08	5,513.22	(46.86)	(0.84%)
602714--Pump Station #5							
64010	Labor (Wages & FICA)	2,895.31	2,964.85	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	12.64	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	1,400.00	1,400.00	1,400.00	1,400.00	0.00	0.00%
65480	Contracted Services	700.00	700.00	700.00	700.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	50.00	50.00	50.00	50.00	0.00	0.00%
66320	Parts	400.00	450.00	450.00	450.00	0.00	0.00%
	SubTotal #5	5,697.95	5,824.85	5,181.08	5,134.22	(46.86)	(0.90%)
602715--Pump Station #6							
64010	Labor (Wages & FICA)	11,135.82	11,403.26	6,189.55	6,064.59	(124.97)	(2.02%)
65015	Cell Phone	48.60	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	16,000.00	16,000.00	16,000.00	16,000.00	0.00	0.00%
65220	Water	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
65315	Generator Fuel	800.00	800.00	800.00	800.00	0.00	0.00%
65480	Contracted Services	4,500.00	4,500.00	4,584.00	4,584.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
66320	Parts	3,000.00	3,050.00	3,050.00	3,050.00	0.00	0.00%
	SubTotal #6	37,724.42	38,013.26	32,883.55	32,758.59	(124.97)	(0.38%)
602716--Pump Station #7							
64010	Labor (Wages & FICA)	11,135.82	11,403.26	4,642.17	4,548.44	(93.73)	(2.02%)
65015	Cell Phone	48.60	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	4,800.00	4,800.00	4,860.00	4,860.00	0.00	0.00%
65220	Water	200.00	200.00	200.00	200.00	0.00	0.00%
65315	Generator Fuel	425.00	425.00	425.00	425.00	0.00	0.00%
65480	Contracted Services	4,600.00	4,600.00	4,600.00	4,784.00	184.00	4.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	50.00	50.00	50.00	50.00	0.00	0.00%
66320	Parts	1,500.00	1,550.00	1,550.00	1,550.00	0.00	0.00%
	SubTotal #7	22,999.42	23,288.26	16,587.17	16,677.44	90.27	0.54%
602717--Pump Station #8							
64010	Labor (Wages & FICA)	5,493.67	5,625.61	6,189.55	6,064.59	(124.97)	(2.02%)
65015	Cell Phone	23.98	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00%
65220	Water	1,200.00	1,200.00	1,200.00	1,200.00	0.00	0.00%
65315	Generator Fuel	250.00	250.00	250.00	250.00	0.00	0.00%
65480	Contracted Services	8,325.00	8,750.00	8,850.00	8,850.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	500.00	500.00	500.00	500.00	0.00	0.00%
66320	Parts	2,000.00	2,050.00	2,050.00	2,050.00	0.00	0.00%
	SubTotal #8	28,032.65	28,635.61	29,299.55	29,174.59	(124.97)	(0.43%)

ACCT	DESCR	FY14	FY15	FY16	FY17	Variance \$\$	Variance %
602718--Pump Station #9							
64010	Labor (Wages & FICA)	4,194.49	4,295.23	6,189.55	6,064.59	(124.97)	(2.02%)
65015	Cell Phone	18.31	0.00	0.00	0.00	0.00	0.00%
65020	Telephone	400.00	400.00	400.00	400.00	0.00	0.00%
65200	Electricity	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00%
65220	Water	225.00	225.00	225.00	225.00	0.00	0.00%
65315	Generator Fuel	500.00	500.00	500.00	500.00	0.00	0.00%
65480	Contracted Services	5,500.00	5,500.00	5,560.00	6,060.00	500.00	8.99%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	100.00	100.00	100.00	100.00	0.00	0.00%
66320	Parts	800.00	850.00	850.00	850.00	0.00	0.00%
	SubTotal #9	21,977.80	22,130.23	24,084.55	24,459.59	375.03	1.56%
602719--Pump Station #10							
64010	Labor (Wages & FICA)	2,672.60	2,736.78	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	11.66	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	500.00	500.00	500.00	500.00	0.00	0.00%
65480	Contracted Services	900.00	900.00	900.00	900.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	200.00	250.00	250.00	250.00	0.00	0.00%
	SubTotal #10	4,549.26	4,671.78	4,256.08	4,209.22	(46.86)	(1.10%)
602720--Pump Station #11							
64010	Labor (Wages & FICA)	2,672.60	2,736.78	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	11.66	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
65480	Contracted Services	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	500.00	550.00	550.00	550.00	0.00	0.00%
	SubTotal #11	5,449.26	5,571.78	5,156.08	5,109.22	(46.86)	(0.91%)
602721--Pump Station #12							
64010	Labor (Wages & FICA)	1,596.13	1,634.47	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	6.97	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	700.00	700.00	700.00	700.00	0.00	0.00%
65480	Contracted Services	700.00	700.00	700.00	700.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	350.00	400.00	400.00	400.00	0.00	0.00%
	SubTotal #12	3,618.10	3,719.47	4,406.08	4,359.22	(46.86)	(1.06%)
602722--Pump Station #13							
64010	Labor (Wages & FICA)	4,083.13	4,181.20	4,642.17	4,548.44	(93.73)	(2.02%)
65015	Cell Phone	17.82	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	4,500.00	4,500.00	4,700.00	4,700.00	0.00	0.00%
65480	Contracted Services	2,000.00	2,000.00	2,000.00	2,000.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	50.00	50.00	50.00	50.00	0.00	0.00%
66320	Parts	700.00	750.00	750.00	750.00	0.00	0.00%
	SubTotal #13	11,590.95	11,741.20	12,402.17	12,308.44	(93.73)	(0.76%)
602723--Pump Station #14							
64010	Labor (Wages & FICA)	1,893.09	1,938.55	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	8.26	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	750.00	750.00	750.00	750.00	0.00	0.00%
65480	Contracted Services	650.00	650.00	650.00	650.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	425.00	475.00	475.00	475.00	0.00	0.00%
	SubTotal #14	3,991.35	4,098.55	4,481.08	4,434.22	(46.86)	(1.05%)

ACCT	DESCR	FY14	FY15	FY16	FY17	Variance \$\$	Variance %
602724--Pump Station #15							
64010	Labor (Wages & FICA)	1,818.85	1,862.53	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	7.94	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	650.00	650.00	828.00	828.00	0.00	0.00%
65480	Contracted Services	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	400.00	450.00	450.00	450.00	0.00	0.00%
	SubTotal #15	4,141.79	4,247.53	4,884.08	4,837.22	(46.86)	(0.96%)
602725--Pump Station #16							
64010	Labor (Wages & FICA)	2,375.64	2,432.70	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	10.37	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	700.00	700.00	700.00	700.00	0.00	0.00%
65480	Contracted Services	700.00	700.00	700.00	700.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	425.00	475.00	475.00	475.00	0.00	0.00%
	SubTotal #16	4,476.01	4,592.70	4,481.08	4,434.22	(46.86)	(1.05%)
602726--Pump Station #17							
64010	Labor (Wages & FICA)	2,152.93	2,204.63	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	9.40	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	800.00	800.00	800.00	800.00	0.00	0.00%
65480	Contracted Services	700.00	700.00	700.00	700.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	475.00	525.00	525.00	525.00	0.00	0.00%
	SubTotal #17	4,402.33	4,514.63	4,631.08	4,584.22	(46.86)	(1.01%)
602727--Pump Station #18							
64010	Labor (Wages & FICA)	1,670.37	1,710.49	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	7.29	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	800.00	800.00	1,368.00	1,368.00	0.00	0.00%
65480	Contracted Services	650.00	650.00	1,368.00	1,368.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	600.00	650.00	650.00	650.00	0.00	0.00%
	SubTotal #18	3,992.66	4,095.49	5,992.08	5,945.22	(46.86)	(0.78%)
602728--Pump Station #19							
64010	Labor (Wages & FICA)	1,596.13	1,634.47	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	6.97	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	275.00	275.00	415.00	415.00	0.00	0.00%
65480	Contracted Services	900.00	900.00	900.00	900.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	400.00	450.00	450.00	450.00	0.00	0.00%
	SubTotal #19	3,443.10	3,544.47	4,371.08	4,324.22	(46.86)	(1.07%)
602729--Pump Station #20							
64010	Labor (Wages & FICA)	1,336.30	1,368.39	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	5.83	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	110.00	110.00	110.00	110.00	0.00	0.00%
65480	Contracted Services	600.00	600.00	600.00	600.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	200.00	250.00	250.00	250.00	0.00	0.00%
	SubTotal #20	2,517.13	2,613.39	3,566.08	3,519.22	(46.86)	(1.31%)

ACCT	DESCR	FY14	FY15	FY16	FY17	Variance \$\$	Variance %
602730--Pump Station #21							
64010	Labor (Wages & FICA)	2,932.43	3,002.86	3,094.78	3,032.29	(62.48)	(2.02%)
65015	Cell Phone	12.80	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	1,600.00	1,600.00	2,034.00	2,034.00	0.00	0.00%
65480	Contracted Services	550.00	550.00	550.00	550.00	0.00	0.00%
65930	Alarms	240.00	260.00	260.00	260.00	0.00	0.00%
66300	Supplies	25.00	25.00	25.00	25.00	0.00	0.00%
66320	Parts	400.00	450.00	450.00	450.00	0.00	0.00%
	SubTotal #21	5,760.23	5,887.86	6,413.78	6,351.29	(62.48)	(0.97%)
602731--Pump Station #22							
64010	Labor (Wages & FICA)	0.00	0.00	4,642.17	4,548.44	(93.73)	(2.02%)
65015	Cell Phone	0.00	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	0.00	0.00	1,600.00	1,600.00	0.00	0.00%
65480	Contracted Services	0.00	0.00	550.00	550.00	0.00	0.00%
65930	Alarms	0.00	0.00	260.00	260.00	0.00	0.00%
66300	Supplies	0.00	0.00	25.00	25.00	0.00	0.00%
66320	Parts	0.00	0.00	450.00	450.00	0.00	0.00%
	SubTotal #22	0.00	0.00	7,527.17	7,433.44	(93.73)	(0.02)
602732--Pump Station #23							
64010	Labor (Wages & FICA)	0.00	0.00	2,321.08	2,274.22	(46.86)	(2.02%)
65015	Cell Phone	0.00	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	0.00	0.00	1,600.00	1,600.00	0.00	0.00%
65480	Contracted Services	0.00	0.00	550.00	550.00	0.00	0.00%
65930	Alarms	0.00	0.00	260.00	260.00	0.00	0.00%
66300	Supplies	0.00	0.00	25.00	25.00	0.00	0.00%
66320	Parts	0.00	0.00	450.00	450.00	0.00	0.00%
	SubTotal #23	0.00	0.00	5,206.08	5,159.22	(46.86)	(0.02)
602733--Pump Station #24							
64010	Labor (Wages & FICA)	0.00	0.00	3,094.78	3,032.29	(62.48)	(2.02%)
65015	Cell Phone	0.00	0.00	0.00	0.00	0.00	0.00%
65200	Electricity	0.00	0.00	1,600.00	1,600.00	0.00	0.00%
65480	Contracted Services	0.00	0.00	550.00	550.00	0.00	0.00%
65930	Alarms	0.00	0.00	260.00	260.00	0.00	0.00%
66300	Supplies	0.00	0.00	25.00	25.00	0.00	0.00%
66320	Parts	0.00	0.00	450.00	450.00	0.00	0.00%
	SubTotal #24	0.00	0.00	5,979.78	5,917.29	(62.48)	(0.02)
602710-30	SubTotal PUMP STATIONS	209,517.22	212,901.46	228,553.82	227,644.50	(909.33)	(0.40%)

602750	TREATMENT PLANT						
64010	Labor Plant Operation	191,372.65	195,968.75	173,334.66	141,944.67	(31,389.99)	(18.11%)
64019	Labor Plant Maintenance	72,411.27	74,150.34	78,027.52	76,452.14	(1,575.37)	(2.02%)
64030	OT Plant Operation	0.00	0.00	32,880.92	60,107.42	27,226.50	82.80%
64050	Maine State Retirement	22,407.32	27,541.55	33,068.80	32,279.89	(788.91)	(2.39%)
64060	FICA Employer Share	20,179.47	20,664.11	21,744.60	21,305.57	(439.02)	(2.02%)
65015	Cell Phone	1,300.37	2,076.00	2,076.00	2,076.00	0.00	0.00%
65020	Telephone	1,200.00	1,200.00	1,200.00	1,200.00	0.00	0.00%
65040	Educational, Training& Meeting Exp	5,200.00	5,200.00	5,200.00	5,200.00	0.00	0.00%
65200	Electricity	85,000.00	85,000.00	85,000.00	85,000.00	0.00	0.00%
65220	Water	4,000.00	4,050.00	4,171.50	4,171.50	0.00	0.00%
65230	Wood Pellets	18,095.00	14,805.00	14,805.00	15,792.00	987.00	6.67%
65310	Vehicle Maintenance	53,180.00	53,185.00	48,743.20	48,743.20	0.00	0.00%
65410	Computer Services	6,980.00	7,998.20	7,998.20	7,998.20	0.00	0.00%
65480	Contracted Services	48,600.00	48,600.00	49,100.00	49,600.00	500.00	1.02%
65500	Maintenance of Blds. & Grnds.	2,000.00	2,000.00	2,000.00	2,000.00	0.00	0.00%
65700	Misc. Expenses	2,000.00	2,000.00	2,000.00	2,000.00	0.00	0.00%
65930	Alarms	5,460.00	5,460.00	5,500.00	5,500.00	0.00	0.00%
65954	Sludge Expenses	106,750.00	116,390.00	120,171.00	120,644.90	473.90	0.39%
66010	Office Supplies, Dues, Fees	22,995.00	24,195.00	24,635.00	24,670.00	35.00	0.14%
66300	Plant Supplies	2,900.00	2,900.00	2,900.00	2,900.00	0.00	0.00%
66340	Lab Chemicals, Supplies, Equip.	11,445.07	11,445.07	11,945.07	11,945.07	0.00	0.00%
66400	Repairs to Structures	2,000.00	2,000.00	2,250.00	2,250.00	0.00	0.00%
66410	Repairs to Equipment	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00%
66420	Tool and Equipment Replacement	20,000.00	20,000.00	20,500.00	20,500.00	0.00	0.00%
66450	Chemicals	91,351.03	99,152.70	97,424.50	100,699.50	3,275.00	3.36%
66520	Safety Equipment	9,338.00	11,016.92	12,045.00	12,450.00	405.00	3.36%
602750	SubTotal TREATMENT PLANT	826,165.18	856,998.64	878,720.96	877,430.07	(1,290.89)	(0.15%)
	EXPENSE SUBTOTAL	1,705,328.31	1,756,927.73	1,818,619.53	2,399,020.96	580,401.43	31.91%
	DEDICATED RESERVE ALLOCATION	118,340.12	73,765.98	12,074.18	156,114.93	144,040.75	1192.96%
	GRAND TOTAL - EXPENSE	1,823,668.43	1,830,693.71	1,830,693.71	2,555,135.89	724,442.18	39.57%
	REVENUE	FY14 Est.	FY15 Est.	FY16 Est.	FY17 Est.		
45005	General Users	1,098,947.84	1,112,754.74	1,112,754.74	1,162,254.74	49,500.00	4.45%
45001	PNS	464,599.84	432,018.45	432,018.45	580,695.00	148,676.55	34.41%
45002	PNS Housing	92,438.15	93,590.20	93,590.20	93,590.20	0.00	0.00%
45003	Septic Haulers	32,113.75	37,370.75	37,370.75	37,370.75	0.00	0.00%
45003	Contingency contribution	4,210.75	0.00	0.00	100,000.00	100,000.00	0.00%
45004	Eliot	111,527.70	130,134.87	130,134.87	177,138.00	47,003.13	36.12%
45005	BOC Gases	16,922.25	17,419.30	17,419.30	17,419.30	0.00	0.00%
45005	Dan Arbo	908.15	375.40	375.40	375.40	0.00	0.00%
45005	New Customer Connections	2,000.00	7,030.00	7,030.00	7,030.00	0.00	0.00%
	Sub-total	1,823,668.43	1,830,693.71	1,830,693.71	2,175,873.39	345,179.68	18.86%
45006	Expansion Betterment Revenues	0.00	0.00	0.00	379,262.50	379,262.50	0.00%
	SUBTOTAL - GENERAL REVENUE	1,823,668.43	1,830,693.71	1,830,693.71	2,555,135.89	724,442.18	39.57%
	DEDICATED RESERVE ALLOCATION	(118,340.12)	(73,765.98)	(12,074.18)	(156,114.93)	(144,040.75)	1192.96%
	CHECKSUM	1,705,328.31	1,756,927.73	1,818,619.53	2,399,020.96	580,401.43	31.91%