



2025

Proposed

**Comprehensive
Budget
Report**



**Portland
Water
District**

From Sebago Lake to Casco Bay
Portland, Maine

This Page is Intentionally Blank



Portland Water District

From Sebago Lake to Casco Bay

Administrative Office

225 Douglass Street
Portland, ME 04101

Board of Trustees

William Lunt III

President
Cumberland/Falmouth

Frederick McCann

Vice President
Portland

Leroy Crockett

Scarborough

Louise Douglas

Windham & Raymond

Kenneth Levinsky

Portland

Gary Libby

Portland

Charles Shattuck-Heidorn

Portland

Malory Shaugnessy

Portland

Joseph Siviski

Cape Elizabeth/South Portland

John Voltz

Cape Elizabeth/South Portland

Daniel Willett

Gorham

Christopher Crovo

General Manager

David Kane

Treasurer

Select page number to advance to the selected page

Table of Contents

Preface

Cover Page.....	3
Table of Contents.....	4
Portland Water District Budget Reader’s Guide.....	7
Overview of the Water and Wastewater System	8
Letter from the General Manager.....	9

Introduction

Introduction and Service Territory.....	15
History.....	16
What’s it Like to Live in Portland, Maine	17
The Regulatory Environment	18
Water Rate Change Process.....	20
Organization Structure.....	21
Board of Trustees.....	22
Annual Planning and Budget Process.....	23
Planning/Budget Process Calendar.....	24
Mission Statement.....	25
Strategic Goals.....	26
Board Established Guidelines.....	32
External Factors Impacting the Budget.....	34
Significant Budget Uncertainties.....	35
Major Policy and Resource Allocation Decisions.....	36
Operating Budget Summary.....	38
Capital Budget Summary.....	39
Combined Water and Wastewater Operating Funds.....	40
Combined Operating, Capital and Grant Funds.....	41
GFOA Budget Presentation Award.....	42

Budget by Fund

Introduction.....	43
Relation of Functional Units (Departments) to Funds.....	44
Operating Budget by Fund Summary.....	45
Water Fund.....	46
Cape Elizabeth Wastewater Fund.....	56
Cumberland Wastewater Fund.....	66
Gorham Wastewater Fund.....	76
Portland Wastewater Fund.....	86
Westbrook Wastewater Fund.....	98
Windham Wastewater Fund.....	109
Falmouth Assessment and Contracted Billing Services.....	122

Revenue

Introduction..... 123

Water Sales..... 124

Water Sales Cost of Service Study..... 125

Water Sales Metered Revenue..... 126

Water Sales Metered Revenue, Consumption..... 127

Water Sales Metered Revenue, Rates..... 133

Water Sales Non-Metered Revenue..... 137

Water Sales Long-Term Considerations..... 138

Wastewater Assessment & Contracted Billing Income..... 140

Wastewater Assessments Revenue Trend..... 141

Current Municipal Wastewater Rates..... 142

Interest Income..... 143

Other Income..... 144

Fund Balance..... 145

Fee Schedule for Non-Tariff Services..... 146

Departmental Expense

Introduction and Financial Summary by Category and Department..... 147

Departmental Expense by Category..... 148

 Salaries/Wages..... 148

 Employee Benefits and Biosolids Disposal..... 149

 Chemicals..... 150

 Contracted Services..... 151

 Heat/Fuel Oil and Insurance..... 153

 Materials & Supplies..... 154

 Other Expense..... 155

 Purchased Power..... 156

 Regulatory/Taxes and Telephone/Other Utilities and Transportation..... 157

Departmental Expense by Department..... 158

 Water Services..... 158

 Wastewater Services..... 180

 Environmental Services..... 198

 Engineering Services..... 220

 Administrative Services..... 234

 Non-Departmental..... 255

 Lead..... 256

Human Resources

Introduction..... 257

Salary Costs..... 258

Labor Hours/Average Pay Rates..... 259

Employee Benefits..... 260

Authorized Head Count..... 261

Non-Union Positions..... 264

Union Positions..... 265

Human Resources (continued)

Temporary and Non-Benefit Employees.....	266
Work Force Management.....	268

Capital Finance

Introduction and Annual Fund Operating Budget.....	271
Bond Financing.....	272
Water and Wastewater Funds Debt Service.....	275
Debt Service Summary.....	276
Projected Water Debt.....	278
Water and Wastewater Debt.....	279
Capital Reserve.....	286
Renewal & Replacement.....	287
Water Fund – Renewal and Replacement Fund.....	288
Wastewater Fund – Renewal and Replacement Fund.....	289
Water Fund – Rate Stabilization and Water Master Plan Funds.....	290

Capital Expenditures

Introduction.....	292
Capital Improvement Program Process.....	293
Program Summary and Board of Trustee Orders.....	294
Program Summary by Fund	295
Financing Summary.....	296
Capital Improvement Program – Five Year Plan.....	297
Ten-Year Capital Improvement Plan.....	298
Significant Non-Recurring Capital Projects.....	299
Project Details.....	300

Financial Policies

Introduction.....	379
Significant Financial Policies.....	379
Cost Allocation Policy Detail.....	385

Appendix

Introduction.....	397
2025-2028 Financial Forecast.....	398
Maine Measures of Growth 2020 Scorecard.....	411
Population Change and Density.....	413
Portland Water District Rate Sheet Summary.....	414
Customer Satisfaction Survey Results.....	415
Board of Trustees Orders and Resolutions.....	416
Glossary/Acronyms.....	421

Portland Water District Budget – Reader’s Guide

Welcome to Portland Water District’s 2025 Budget document. This document is intended to provide practical and pertinent information about Portland Water District’s (PWD’s) financial planning, policies, goals, and priorities for 2025 and beyond. The document holds a wealth of information including how water and wastewater revenues are used to support operations activities and infrastructure.

This Budget is a Policy Document.

The 2024 Budget document describes financial and operating policies, goals, and priorities for every PWD fund and department for the coming year and for the 5-year planning horizon. PWD’s Mission Statement, Strategic Goals, and Board-Established Guidelines are found in the Introduction section. Significant Financial Policies are described in the section with that title.

This Budget is a Financial Plan.

The 2025 Budget document describes the costs of the services provided by PWD and how they are funded. The Revenue section presents the projected revenues from water sales, wastewater assessments, interest, and other income. The Departmental Expense section details expenditures by category and also by department for the Water Operations, Wastewater Operations, Environmental Services, Engineering Services, and Administrative Services Departments. The Capital Expenditures section presents details of major projects planned for 2025 and projected projects through 2029. The multi-year financial plan is included in the Appendix.

This Budget is a Means of Communication.

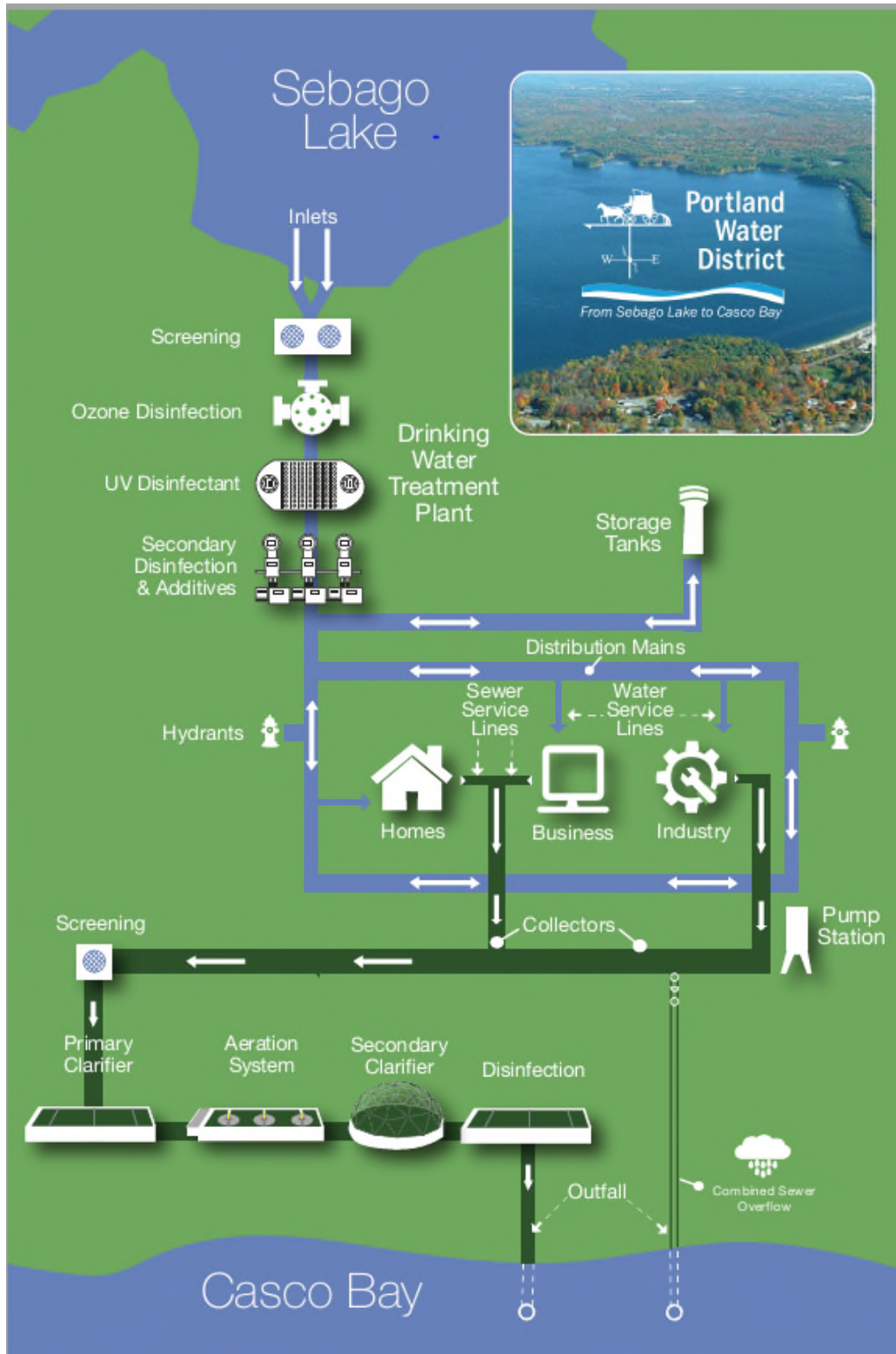
The 2025 Budget document is an easy-to-read document with summary information in charts and graphs that complement the details in the text and tables. The Letter from the General Manager and Treasurer presents an organizational and financial overview of PWD. The budget for each fund—one water fund and six wastewater funds, one for each community served—is described in detail. Supporting information about the Portland metro area’s economy, benchmarks, and results of the 2023 Customer Satisfaction Survey are included in the Appendix.

This Budget is an Operations Guide.

The 2025 Budget document provides an organizational chart and budget overview for each Department, followed by a detailed budget which includes goals, performance benchmarks, and accomplishments. Current year projects and initiatives are described in detail. Following the operating budgets are sections for Human Resources, Capital Finance, and Financial Policies.

Overview of the Water and Wastewater System

The diagram below provides a simplified schematic of the PWD water and wastewater systems.





October 28, 2024

Board of Trustees,

On behalf of the entire Portland Water District (PWD) team, we are pleased to submit for your consideration the Comprehensive Annual Budget Proposal for 2025. The document is designed to provide a comprehensive financial picture of PWD activities for the 2025 budget year.

PWD continues to face a challenging operating environment because of multiple economic factors. Historically high inflation and supply chain difficulties have abated somewhat, but are still driving up costs above normal levels. The tight labor market continues to put pressure on wages and makes attracting and retaining staff much more difficult. Despite these challenges, PWD continues to provide essential services affordably and without interruption.

PWD has taken a number of steps to respond to challenges in the operating environment. We have implemented a much nimbler and more comprehensive hiring process which includes incentives like signing bonuses for individuals with Commercial Drivers Licenses (CDL) to improve recruitment. Career ladders have been added for additional positions to enhance retention. In addition, a variety of continuous improvement projects are helping to manage cost increases and labor issues.

Factors that will impact the 2025 budget and projections for future budgets include the following:

- **Renewal of Wastewater Assets.** Much of the wastewater treatment infrastructure at PWD and across the U.S. was built in the late 1970s and early 1980s, as a result of the passage of the Clean Water Act of 1972. Constructed largely with federal grant funding, this infrastructure is at the end of its useful life and must be replaced without significant federal funding. Customer will soon have to bear the full cost of the assets, which is something they have never experienced.
- **Changes in Regulations Driven by PFAS.** Proposed new drinking water standards and continued restrictions on wastewater discharges containing PFAS will create significant budgetary impacts. PWD is in the process of developing a regional solution to wastewater biosolids, but the technologies for addressing PFAS destruction are not well developed. This makes acceptance and permitting a solution challenging.
- **Construction of a New \$40 Million Wastewater System In North Windham.** A new wastewater system in North Windham with collection and treatment is being built. The system will include a state-of-the-art membrane bioreactor (MBR) design with an innovative subsurface wastewater disposal system.

As you consider the budget for the upcoming 117th anniversary year of PWD, please reflect on accomplishments and ongoing challenges. PWD's dedicated staff of 191 employees work every day to ensure that safe and abundant drinking water is delivered to 200,000 plus people, and that wastewater is treated to remove pollution and protect the environment. Below is a summary of key services provided by PWD:

Water Services

Water Services ensures that safe and abundant drinking water is delivered throughout the 11 communities in PWD's service area. It all starts at the source, Sebago Lake. Because of the excellent water quality in the lake and strong watershed protection program, PWD was granted a waiver from the filtration requirements of the Safe Drinking Water Act. PWD's continued compliance with the terms of this waiver saves ratepayers millions of dollars each year and eliminates the need to finance, construct, and operate a filtration facility. At the Sebago Lake Water Treatment Facility (SLWTF), an average of 20 million gallons of water are treated each day using state-of-the-art technologies like ozone and ultraviolet light (UV) disinfection.

After treatment, drinking water is distributed through a system of more than 1,000 miles of water mains (pipes), three major pump stations, and ten storage facilities. Infrastructure age, cold winter temperatures, and the underground location of many of our assets mean that staff must be skilled and diligent to operate and maintain the system with minimal disruption. Since 2010, PWD has invested over \$87 million in water main renewal, but additional annual investment is needed.

Wastewater Services

Wastewater treatment protects public health and the environment. Four wastewater treatment facilities operated by PWD remove pollution from the 21 million gallons of wastewater that is received at the facilities daily from the six communities served. Staff manages the wastewater collection system consisting of 118 miles of pipe and 76 pump stations which conveys wastewater to the facilities.

Asset Management and Planning

The Asset Management and Planning (AMaP) Department provides engineering and maintenance planning services related to PWD's assets and supports environmental management activities. AMaP collaborates with stakeholders, including communities, state agencies and developers to executes tens of millions of dollars in complex projects and manage the Sebago Lake Watershed. AMaP oversee design and construction of water and sewer infrastructure, supports long range planning, operates and maintains support facilities, and manages SCADA instrumentation to support operations. These functions are carried out with a deliberate Asset Management approach that minimizes lifecycle costs and maximizes the value of infrastructure.

The Environmental Services Section of AMaP monitors and protects water quality. It champions the protection of Sebago Lake through source protection, environmental education and outreach, and security. It provides certified analytical testing and operational support to water and wastewater treatment facilities and oversees the Industrial Pretreatment Program.

Administration and Human Resources

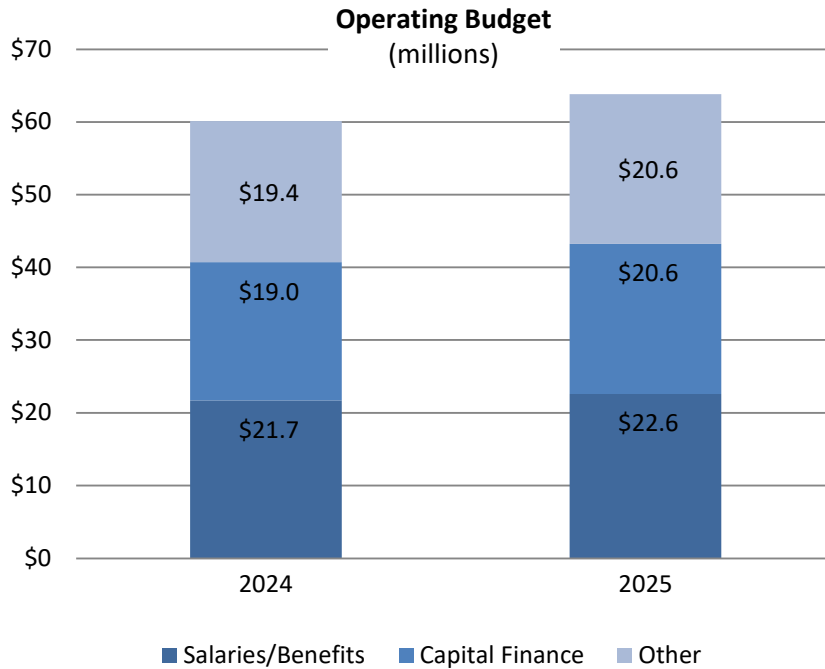
Administration and Human Resources manage the financial, information services, customer services, and other related functions at PWD. In addition, the Corporate Counsel and the Public Relations Manager serve PWD and customers in a number of ways. Within Administration and Human Resources, the Information Services group provides technology services. Financial Services engages in purchasing, payroll, and financial transaction processing. The Customer Service Group manages a customer contact center and provides billing, meter reading, and collections services. The Human Resources Department handles human resources, employee recruitment and development, benefits administration, safety services, and many other employees support activities.

The proposed budget for 2025 recommends \$63.8 million for operations and \$54.5 million for the first year of a five-year Capital Improvement Plan. The operating budget consists of three major expense categories – salaries/benefits (36%), capital finance (32%) and all other materials and services (32%). Salaries reflects an estimated 3.75% average wage increase. Two additional employee positions has been added – Project Engineer to focus on the additional capital projects and Wastewater Operator to

assist with the expansion of the service territory to North Windham starting late 2025. Benefit costs increased by \$255,510 or 3.6%, primarily due to funding of the new Maine Paid Family and Medical Leave (\$81,000), higher medical premiums (\$670,000) offset by the lower pension plans funding (\$553,000). Capital financing costs are higher primarily due to higher debt service costs (\$1,631,979) and the new cloud-based software amortization (\$269,635), as required by a new accounting rule. Total other expenses increased \$2,440,000, or 16%, from the prior year.

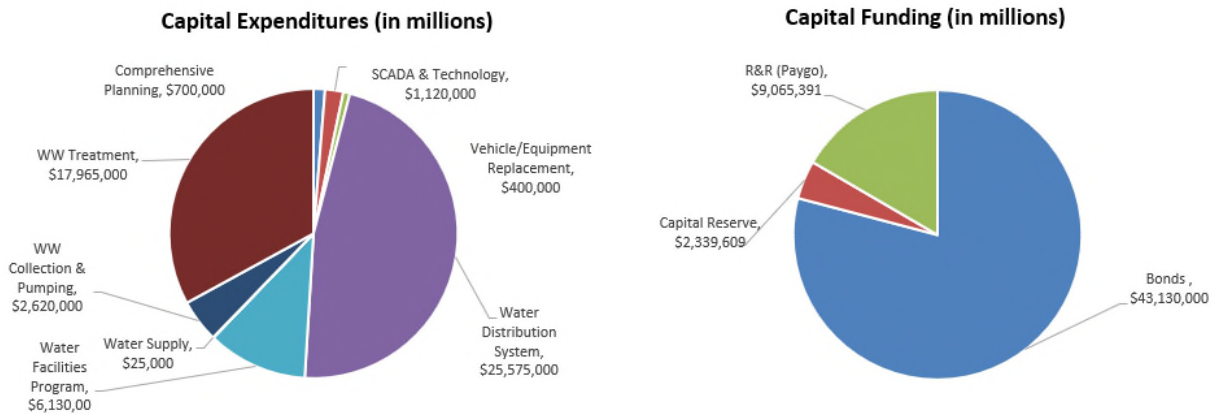
Significant changes in specific other expense line items include the following:

- Higher electricity costs due to unit costs increases(\$422,000 or 14%).
- Higher contracted services due to equipment maintenance (\$126,555 or 12%) and water construction services (\$244,000 or 16%)



The total amount of budgeted capital expenditures is \$54.5 million. The budget includes \$13.6 million to replace aging water mains and pipes and a \$10 million new main near Chute Road as part of the upgrade in the 407 Zone area. The wastewater capital budget includes \$10.0 million for the next phase of North Windham Wastewater Treatment Facility construction and almost \$8 million of upgrades at Portland’s East End Wastewater Treatment Facility. Additionally, the capital budget includes an investment of \$1.5 million in general assets such as vehicles, computer system, facilities, and updating the water and wastewater master plan.

The capital projects will be funded from a number of sources: Revenue Bonds issued by PWD or through the Maine Municipal Bond Bank; Renewal and Replacement funds which are generated through operating budget contributions; and Water Capital reserve balances.



BUDGET HIGHLIGHTS		
<p>NEW INITIATIVES</p> <p>The construction of a new wastewater treatment facility to serve the North Windham area continues with an expected start-up date by early 2026; the total project cost is \$40 million</p> <p>Investing \$8 million in water main renewal and replacing \$2.4 million of galvanized pipe</p> <p>Installation on new water meters and an Advanced Metering Infrastructure. The \$30 million dollar project will be completed by 2028.</p>	<p>BUDGET SUMMARY</p> <p>The 2024 Operating Budget is proposed to be \$63.8 million, an increase of \$3.7 million or 6.2% over the 2024 Operating Budget.</p> <p>Total Revenues are projected at \$65.2 million, which includes a 5.9% average water rate increase effective January 1, 2025, and wastewater assessments that meet the revised municipalities’ expectations.</p> <p>The Capital Budget is proposed at \$54.5 million. It continues a commitment to invest in water mains and wastewater facilities.</p> <p>Full-time positions increase by two to 191, with the addition of a Project Engineer and Wastewater Operator</p> <p>The proposed budget continues to fund technology solutions for knowledge management, continues to invest in staff training, and provides incentives for multi-skill development.</p>	<p>CHALLENGES AND ISSUES</p> <p>Long range biosolids management options related to PFAS/PFOA concerns</p> <p>Aging infrastructure requires asset replacement; federal dollars for infrastructure projects are scarce.</p> <p>Recruiting and retaining new employees and training existing employees to adjust to needed workforce skills</p>


The 2025 budget guidelines established by the Board of Trustees are reflected in this budget proposal:

- Operating fund expenses are increasing \$3.7 million or 6.2%
- Wastewater assessments meet the municipal expectations
- Water rates are affordable and sufficient to meet operational needs
- FTEs are optimized to meet the workload
- Investment in our infrastructure continues as planned

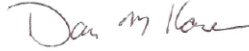
The proposed budget assumes a water rate adjustment effective January 1, 2025. The typical residential customer's monthly bill would be \$30.20, which is \$1.49 or 5.2% higher than their current bill.

Assessments to wastewater communities meet or are lower than municipal expectations. Windham's assessment is 61.7% higher due to impact of constructing the new North Windham treatment system. For other municipalities, the range of assessments increases range between 0% and 11.6%.

The entire team at PWD strives to successfully execute our mission statement and meet goals while providing the best value to our ratepayers both today and into the future.



Christopher Crovo (General Manager)



David Kane (Treasurer)

Community

Connections

The Portland Water District is proud to serve the public. As an integral part of the community, we strive to support various causes aligned with our company values and vision.

\$1,500 DiPietro Memorial Scholarships



In 2024, one scholarship was awarded to Abigail Ouellette of Gorham. She is pursuing a degree in Environmental Science at the University of Southern Maine.

Water Bottle Filling Fountain Grants

The Board of Trustees awarded eight grants; three organizations were unable to use the grants due to the age of their systems. The following were installed:

Cape Elizabeth Recycling Committee, Breakwater Learning, Cape Elizabeth Middle School, The Point Community Center, Maine Audubon.

Over the past eleven years, PWD has awarded \$71,664 through its grant program to support the installation of approximately 47 Water Bottle-Filling Fountains.

Environmental Education

Through our environmental education program, we connect with thousands of students—teaching about our water resources and encouraging stewardship.

Annual Giving

Portland Water District conducts an annual giving campaign each year, during which employees contribute to charities through payroll deductions. Last year, employees donated over \$5,000 to worthy causes.

Lifeline Water Rates

PWD offers qualified residential customers discounted lifeline water rates.

Portable Potable Water

The Portland Water District provides various potable water solutions for community events, including a portable water fountain, igloo containers, eco cups, and reusable water bottles. Hundreds of bottles have been donated to schools.



Photo: 2024 Water Bottle Filling Station Recipient, Cape Elizabeth "Gull Crest Fields"

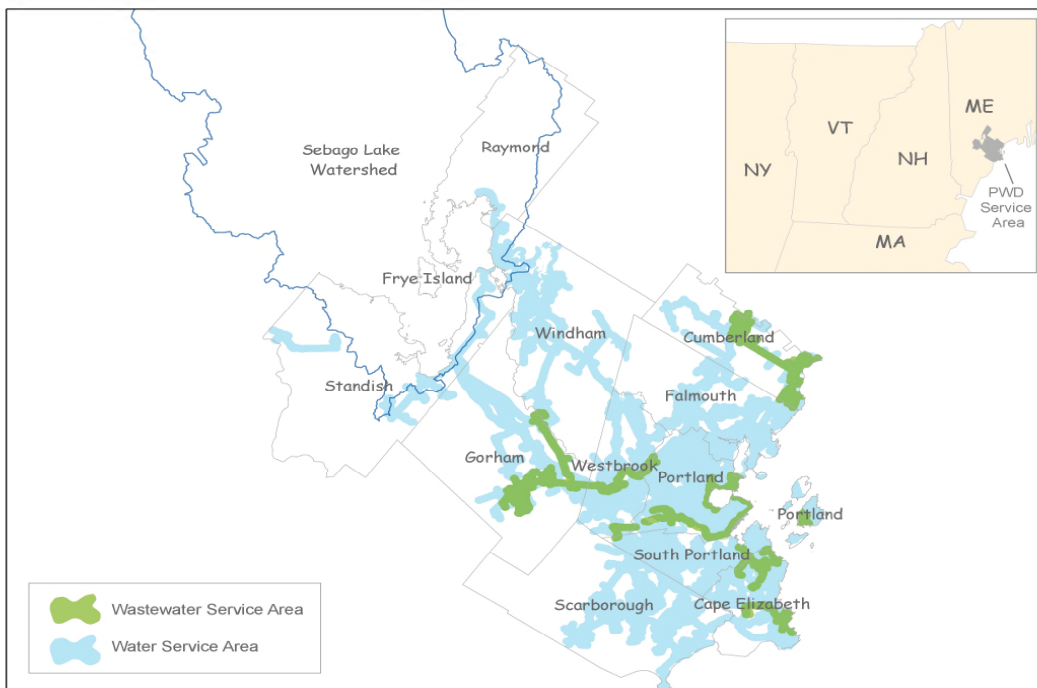
Introduction

Portland Water District (PWD) is a quasi-municipal utility authorized by state legislative charter to provide water service to 11 greater Portland communities and wastewater treatment and interception services to six of those communities. Water service is provided to 54,852 customer accounts, representing over 200,000 people. Sebago Lake is the primary source of drinking water. A network of 1,000 miles of water mains delivers water from Sebago Lake to customers. The system provides fire protection through 5,285 fire hydrants and 2,666 sprinkler systems. PWD provides wastewater-related services through contracts with six communities. Additional services include sewer billing and collector/storm drain system operations.

Summary of Wastewater Services Provided:

Community	By Charter:			By Contract:		
	Customers	Treatment	Interceptors	Collectors	Storm Drains	Billing
Cape Elizabeth	2,439	Yes	Yes	No	No	Yes
Cumberland	1,298	No	Yes	Yes	No	Yes
Falmouth	2,170	No	No	No	No	Yes
Gorham	2,032	Yes	Yes	Yes	No	Yes
Portland	17,320	Yes	Yes	Peaks Island (only)	Peaks Island (only)	Yes
Scarborough	481	No	No	No	No	Yes
South Portland	7,993	No	No	No	No	Yes
Westbrook	4,840	Yes	Yes	No	No	Yes
Windham	62	Yes	Yes	Yes	No	Yes

Service Territory



History

In 1862, a group of citizens foresaw the necessity of improving the greater Portland water supply to support fire protection and continued growth. Private wells were no longer sufficient for domestic needs and fire protection. The group formed the Portland Water Company. In 1869, the first water flowed from Sebago Lake to Portland, and the first water service was turned on in Portland on Thanksgiving Day.

In 1908, Portland Water District bought the Portland Water Company and the Standish Water and Construction Company, and began serving water to Portland and South Portland. PWD later acquired the Gorham Water Company and the Falmouth Water Company. In the years that followed, Cumberland, Falmouth, Westbrook, Cape Elizabeth, Scarborough, Gorham, and the islands of Casco Bay also began receiving public water from the Portland Water District.

During the next 45 years, the Portland area grew into the commercial and economic hub of the state. Growth in the Portland area necessitated several upgrades in the Portland Water District's system, including the construction of water supply systems to serve North Windham, Steep Falls, and Standish. The North Windham system was later decommissioned, partly due to the threat of Methyl *tert*-butyl ether (MTBE) contamination.

As a logical extension of its role as the regional water supplier and environmental steward, in the 1960s Portland Water District offered to construct facilities to treat the region's wastewater. PWD now operates wastewater treatment facilities in Portland (1979), Westbrook (1978), Little Falls (1987), Cape Elizabeth (1987), and Peaks Island (1993). PWD is building a new facility in North Windham that will go in service in 2026. In addition, PWD began providing wastewater maintenance and operating services to the Town of Cumberland (1984) and now accepts septage from several Sebago Lake region communities.

During the 1990s water utilities around the country faced tighter regulatory requirements, more informed customers who expected a better product, and the emergence of newly detected contaminants and pathogens, which did not exist or were unregulated in years prior. Portland Water District rose to meet these challenges with a state-of-the-art ozonation facility (built in 1994), a technologically advanced staff with expanded skills, more sampling and monitoring, and an emphasis on customer communication.

The decade starting in 2000 also witnessed PWD's wastewater treatment facilities beginning to reach the end of their useful lives and an increased emphasis on odor control. Portland's East End Wastewater Treatment Facility (EEWWTF) started undergoing renewal efforts and upgrades to the odor control facility, while an evaluation of the Westbrook/Gorham Wastewater Treatment Facility was conducted and upgrades began. Both facilities will need sustained capital investment through the 2020s to address aging assets.

In 2001, the Town of Raymond became the tenth member PWD; water service in the town began in 2002.

In the upcoming year, the new North Windham Wastewater Treatment plant

A focus on aging water mains began in 2011 when the PWD Board of Trustees committed to increase the main renewal budget. In 2015, the Board established a capital reserve fund to provide additional funding. A \$13.6 million investment in water main replacement is included in the 2025 Capital Improvement Plan.

A significant milestone is scheduled to happen with new treatment facility serving North Windham becoming operational late 2025/early 2026. This plant will provide public sewer service to Town's commercial district.

The Portland Metropolitan Area

U.S. News & World Report perennially reviews metro areas across the country and recently ranked the Portland metropolitan area as the 8th best place to live and 40th best place to retire in the U.S. The information below is from their report.

“For the people of Maine, there is only one Portland. Maine’s largest metro area and economic hub features cobblestone streets and ships sheltered within the island-specked waters of Casco Bay. Artful living and farm-to-table dining are not just trends in Portland – they have been a way of life for years. A "do it yourself" spirit resonates throughout the region, so don't be surprised if a neighbor offers you extra produce from a community garden, home-brewed beer or knitting tips. All around Portland, you'll find dozens of local entrepreneurs offering homegrown or homemade products, from mittens to coffee.”

Portland, ME, Quick Stats

Metro Population	547,792	Median Home Price	\$428,900	Median Monthly Rent	\$1,180
Median Age	43.6 years old	Average Annual Salary	\$57,060	Unemployment Rate	5.9%
Average Commute	24.8 minutes	Average High Temps	55.7° F	Average Low Temps	37.11° F
Average Rainfall	47.25 inches				



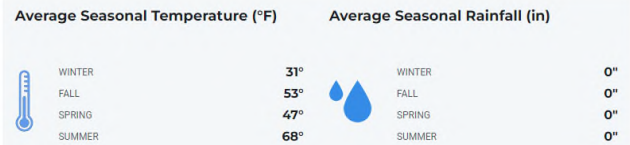
Portland Head Light in Cape Elizabeth



Henry Wadsworth Longfellow Monument

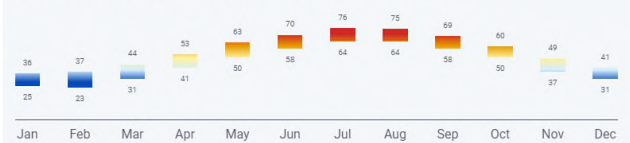
What's the weather like in Portland, ME?

As this is a coastal community, chilly sea breezes and damp fog are common. Like all Mainers, Portland residents are a hardy lot, braving low winter temperatures and snowfall.



Data sourced from the National Climatic Data Center.

Monthly High and Low Temperature (°F)



Who lives in Portland, ME?

Although Maine’s population and workforce are rapidly aging, Portland has experienced notable population growth over the past several years. The median age of Portland residents is just under 37.

College students are visible in the region and have helped develop Portland’s reputation for liberal politics. Portland was the first east coast city to legalize recreational marijuana.

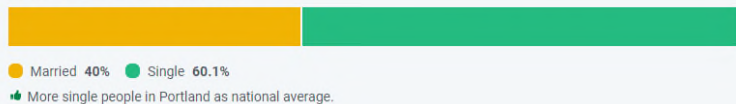
Maine has one of the lowest percentages of religious residents nationwide and Portland mirrors that trend. Around 34% of Maine residents identify as religious, and those who do practice most commonly identify as Catholic or mainline protestant.

Portland is also a refugee resettlement area. Immigrants, primarily from Africa and the Middle East, have contributed to a cultural shift in an area not historically known for its diversity. Meanwhile, the sizable LGBT community is an active part of civic life. Local activists from EqualityMaine were critical in adopting same-sex marriage at the state level in 2012.

Age Distribution



Marital Status Breakdown



What's the job market like in Portland, ME?

Portland’s unemployment rate is noticeably lower than the national rate. However, the mean annual wage is slightly below the national average, likely due to Portland’s high concentration of low-wage service jobs.

Maine Medical Center is the state’s largest hospital and skilled labor in the health care industry is in high demand. Meanwhile, hiring in manufacturing and information technology has been strong in recent years. The Fortune 500 company Unum Group has its life insurance subsidiary based in Portland, and L.L. Bean in nearby Freeport has championed outdoor apparel since 1912.

Portland is especially attractive to telecommuters looking for a better quality of life while maintaining their out-of-state wages.

Job Market Index



Portland has a healthier job market than similarly sized metro areas.

Median Household Income

National Average	\$75,149
Portland, ME	\$77,286

Unemployment Rate 2023

National Average	5.3%
Portland, ME	3.8%

The Regulatory Environment

Portland Water District functions in a highly regulated environment. Its operations are regulated by federal, state, and local governments, and by a variety of government agencies. The laws and regulations enforced by these layers of government affect not only PWD's operations in a regulatory sense, but its budget as it complies with various government mandates.

PWD's water operations are governed at the federal level by the Safe Drinking Water Act (SDWA). Originally enacted in 1974, the SDWA allows the Environmental Protection Agency (EPA) to promulgate national primary drinking water regulations to regulate contaminants that may pose health risks and that are likely to be in a public water supply. Under the SDWA, the EPA establishes a maximum contaminant level standard that regulates physical, chemical, biological and radiological substances in a drinking water supply.

The SDWA allows the EPA to delegate to states the primary oversight and enforcement of the law, or primacy, to the state if the state meets certain requirements. The State of Maine has received primacy and its oversight and enforcement program is administered by the Department of Health and Human Services, Drinking Water Program.

Wastewater regulation falls under the provisions of the federal Clean Water Act (CWA). Passed in 1972 with significant amendments in 1977 when it became known as the CWA, it is enforced by the EPA and the Army Corp. of Engineers. The CWA establishes the basic structure for regulating pollutants discharging into the waters of the U.S. It gives the EPA authority to implement pollution control programs, such as setting wastewater standards for the industry. The CWA makes it unlawful to discharge a pollutant into navigable waters without a permit (National Pollutant Discharge Elimination System Permit (NPDES)).

As with the SDWA, the CWA provides that the EPA will create rules to implement the law, and will delegate to the states the administration and enforcement of the law on a day-to-day basis. In Maine, the Department of Environmental Protection (DEP) has been delegated this function, with EPA retaining concurrent authority to take enforcement action. The DEP has more stringent monitoring requirements for biosolids, whole effluent toxicity and mercury than the requirements established by the EPA. PWD's treatment facilities must obtain a discharge permit issued by the DEP utilizing those stricter requirements.

In addition to the environmental regulations which govern PWD's operations, the PWD's water business is also partially regulated by the Maine Public Utilities Commission (PUC) under Title 35-A of the Maine Revised Statutes. In 2014, the state legislature passed a bill, An Act to Reform the Regulation of Consumer-Owned Water Utilities (2014 P.L. 2014 chapter 573) which authorized the Commission to grant exemptions of certain portions of Title 35-A. PWD filed exemption requests from certain regulations. Effective January 1, 2016, the District is exempt from PUC regulation related to its water rates and standards of service. Historically, the PUC regulated PWD's water business operations through review and approval of its Terms and Conditions of Service, and established the rates it charges for its water services rate adjustments, finance transactions and terms & conditions of service; this function is now performed by the District's elected Board of Trustees.

The Regulatory Environment (continued)

Local government regulations effect PWD's construction activities, as it must comply with street opening requirements in the municipalities where it conducts construction or repair operations.

The annual costs for PWD's wastewater operations are assessed pursuant to the terms of its charter, enacted by the Maine Legislature (Ch. 84, P. & S.L. 1975 as amended through Ch. 18, P. & S.L. 2009). PWD's charter provides that prior to January 15 of each year, it shall determine the total anticipated amount to be raised from the participating municipalities based on the trustees' best estimate of the cost to operate the wastewater and sewage systems for the fiscal year. The amount assessed to the municipalities includes: regional costs, financing costs, and operation and maintenance costs. Municipalities are advised of their yearly assessments by PWD and establish their respective sewer user rates considering the District's assessment and the costs of maintaining their respective sewer collection systems. PWD's charter governs the manner of assessing participating municipalities and the treatment of any surplus funds existing at the end of a calendar year.

Act to Reform Regulation of Consumer-Owned Water Utilities

In 2014, a state law was enacted allowing the State Public Utilities Commission (PUC) to exempt certain individual utilities from state regulation, if requested by the utility, or classes of utilities (PUC Rule 6114).

PWD filed for exemptions from certain state regulations and the ability to implement local review and rules.

The changes include allowing water rate changes and bond issuance authorizations to be approved solely by its publicly elected officials without PUC review.

The exemption request was approved and became effective January 1, 2016.

Water Rate Change Process

In 2025, PWD's Board of Trustees will consider a 5.9% average rate adjustment. The chart on the next page outlines the process PWD will follow for the 2025 rate adjustment. PWD will continue the same Board and public review process, but does not require Maine PUC approval.

A PUC rule (chapter 675) allowed for the creation of a capital reserve fund starting in 2014. The fund can be used to pay costs related to water infrastructure. For utilities PWD's size, an additional 10% over other costs may be included in justifying proposed water rates. A system infrastructure assessment (SIA) must be submitted prior to getting approval to fund the reserve. The SIA would include the list of infrastructure projects that will be funded from the reserve. Annual updates of the status of the projects and reserve fund balances are required. PWD filed the SIA in October 2014 and has incorporated funding the reserve by designating 1% of the proposed January 1, 2025, 5.9% rate adjustment for the reserve. With this adjustment, the total percent of revenue allocated to the capital reserve will be 10% of revenue – the maximum allowed under the law.

Water Rate Case Process

The next adjustment is proposed to be January 1, 2025. The proposed schedule to implement the next year's rate adjustment is as follows:

September 9, 2024	The PWD Board of Trustees' Administration and Finance Committee reviews and makes final rate recommendations. Finance staff provides up-to-date financial information and revenue projections.
September 23, 2024	PWD Board considers approving Administration and Finance Committee's recommendation.
October 11, 2024	Supporting documentation for a rate adjustment is available to the public
October 25, 2024	Publish notice of a rate adjustment is sent to all customers. The notice includes an invitation to attend the public hearing.
November 12, 2024	Special public hearing on proposed rate adjustment. General Manager and Treasurer provide information supporting the rate adjustment. Public has an opportunity to ask questions and provide feedback to the Board as they consider the proposed rate schedule.
November 25, 2024	Board business meeting – Approve final rate schedule. The final rate schedule incorporates changes based on the public hearing and Board's feedback.
December 24, 2024	File final rate schedule based on public hearing and Board review. Rate schedule is distributed to Maine PUC for informational purposes only.
January 1, 2025	Rate adjustment effective date.

Public Hearing Notice on Proposed Water

PROPOSED WATER RATE ADJUSTMENT

Portland Water District (PWD) is proposing a rate adjustment effective January 1, 2025. The impact on a typical residential customer is \$1.49 per month. The proposed increase does not affect wastewater fees which are set by city and town governments, but billed by PWD.

ADJUSTMENT BY CUSTOMER TYPE

Customer Classification	Percent Increase	Revenue Increase	Avg. Monthly Increase*
Residential	5.5%	\$1,013,869	\$1.49
Commercial	6.7%	\$388,148	\$6.94
Industrial	7.4%	\$155,566	\$174.44
Government	7.1%	\$95,420	\$16.44
Private Fire	5.2%	\$76,500	\$2.28
	5.9%	\$1,819,020	

*For the typical customer in this classification

Investments in critical infrastructure are necessary to ensure dependable and optimally performing operations. Despite rising operational costs, like electricity and supplies, PWD is committed to maintaining a balanced budget and containing costs where possible.



MORE INFORMATION

Customers will have an opportunity to learn more and ask questions at a public hearing to be held on November 12, 2024, at 6:30 p.m. in the Nixon Development Center located at 225 Douglass Street in Portland. Customers have the right to request additional information relating to rates. Materials supporting the rate increase are available online and can be mailed on request.

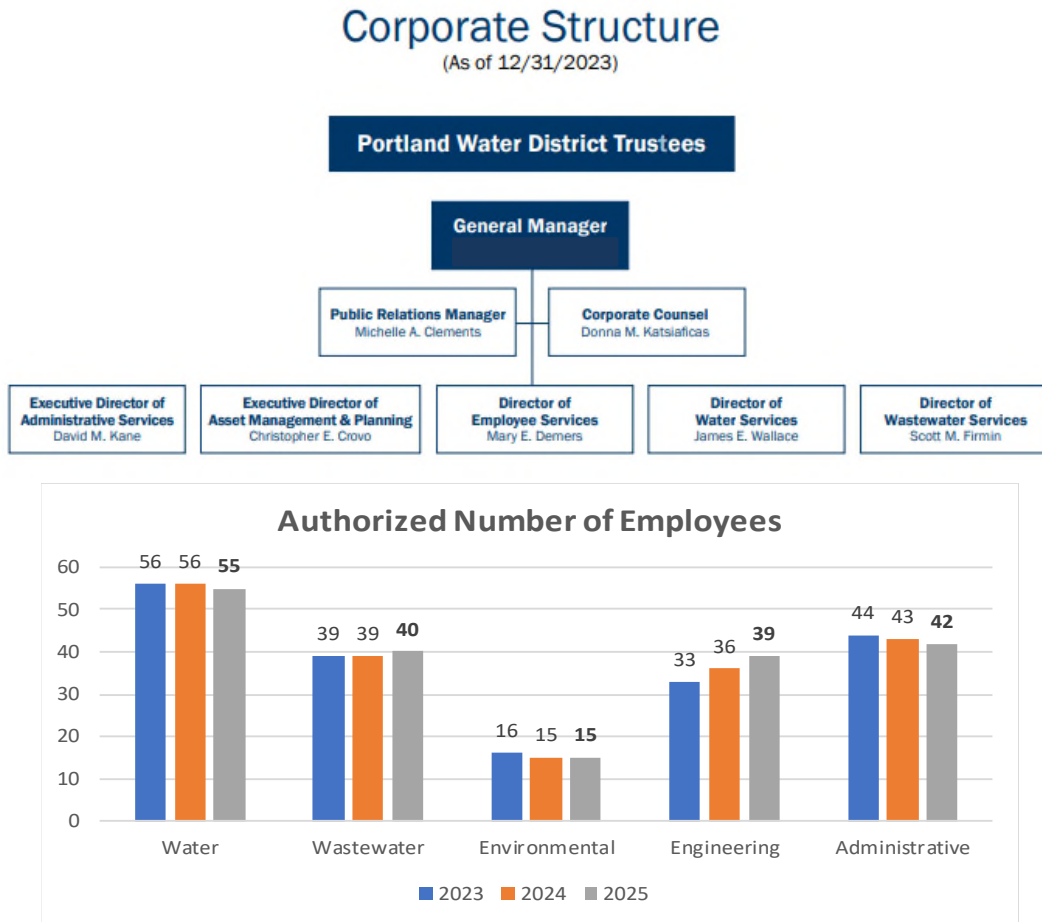
Portland Water District

www.pwd.org • 207.761.8310
(Monday through Friday between 8:00 a.m. and 4:30 p.m.)
Customerservice@pwd.org



Organization Structure

Portland Water District is overseen by an 11-person Board that is publicly elected. The Board appoints a General Manager, who oversees the PWD's daily operation. Operation is comprised of five departments – Water Services, Wastewater Services, Environmental Services, Engineering Services and Administrative Services.



- **Water Services** provides water treatment and distribution system operation and maintenance. An Associate Engineer position was transferred from Water to Engineering Services. Reports to the Director of Water Services.
- **Wastewater Services** provides wastewater treatment and interception/collector system operation and maintenance services. In 2025, created another WW Maintenance Operator position starting in the third quarter of 2025 as the new treatment facility comes online in North Windham. Reports to the Director of Wastewater Services
- **Environmental Services** provides watershed protection and laboratory services. No changes made in 2025. Reports to the Executive Director of Asset Management & Planning.
- **Engineering Services** provides general engineering, facility and vehicle maintenance services. An additional Project Engineer position is planned for 2025 along with Asset Management Analyst and Associate Engineer positions (transferred from Administration and Water, respectively). Reports to the Executive Director of Asset Management & Planning.
- **Administrative Services** provides customer, computer, finance, human resources and general management services. In 2025, eliminated the Database Manager position (headcount moved to Engineering). Reports to the Executive Director of Administrative Services and Director of Human Resources.

Board of Trustees

PWD's affairs are managed by a Board of Trustees composed of 11 members. The Board adopts a budget, approves the water rates and charges for public services, establishes District-wide policies and plans and appoints a general manager to administer the affairs of the organization. The Board generally meets twice monthly; a workshop session is held the 2nd Monday of each month, and a regular business meeting is held the 4th Monday of each month. The Board votes on topics only at the regular business meeting. The Board elects a President and Vice President annually. The President assigns members of the Board to serve on at least one of three standing committees: Administration & Finance, Operations, and Asset Management & Planning (AMAP). Standing committees and workshop meetings are generally held on the same day. Special meetings may be called as needed.

The 11 members serve staggered 5-year terms. In most years, two positions become open for elections. Trustees are elected from geographic areas designed to provide representation proportionate to the population of PWD's service area. This results in combining some towns and cities.

Notices of meetings are published on PWD's website (www.pwd.org) and in the Portland Press Herald. The meeting agenda is sent to the town and city managers of PWD member communities. In addition, business meetings are broadcast on public access cable TV and live streamed on townhallstreams.com. Meeting minutes are also available to the public on the web site.

Board of Trustees



William Lunt, III
President
Falmouth & Cumberland



Fredrick McCann
Vice President
Portland



Leroy Crockett
Scarborough



Louise Douglas
Windham & Raymond



Kenneth Levinski
Portland



Gary Libby
Portland



Charles Shattuck-Heidorn
Portland



Malory Shaugnessy
Westbrook



Joseph Sivisky
Portland



John Voltz
Portland



Daniel Willet
Gorham

Annual Planning/Budget Process

An outcome of the annual planning/budget process is a document that outlines the financial and operational plan for the upcoming fiscal year. The resulting annual operating and capital plan provides an overview of the resources expected to be available and how those resources will be used. Decisions made in developing the annual plan incorporate information from other planning processes and sources including the following:

Other Planning Processes and Information Sources:	Budget Document Location:
Mission Statement and Strategic Goals. At the beginning of the annual budget process, management reviews and updates our mission statement and strategic goals. One focus of the review was to identify how resources allocation decisions should be different.	Introduction Section, Mission Statement and Strategic Goals
Annual Budget Guidelines by Board. Board guidelines were established providing important budget parameters.	Introduction Section, Board Established Annual Budget Guidelines
External Factors. A review of the industry, economic, and stakeholders' trends provided information to make better planning decisions.	Introduction Section, External Factors Impacting the Budget
Multi-Year Ratemaking Revenue Projections. Water revenues and wastewater assessments projections are made for three years to assist in rate making. The proposed budget is consistent with the projections.	Individual Fund Projection in the Budget by Fund Section. Summary is included in the Appendix.
Capital Master Plans and Asset Evaluations Studies. The proposed budget incorporates recommendations from the various infrastructure plans/studies.	Capital Expenditures Section, Infrastructure and Operational Evaluation Plans
Customer Satisfaction Survey. A review of the customer satisfaction survey's results provided guidance on how best to allocate resources in the upcoming year.	Appendix Section, Customer Satisfaction Survey
Workforce Management. As part of the review of current employee demographics and future employees' needs, action steps were identified. The budget incorporates those action steps.	Human Resource Section, Workforce Management
Financial Policies. Financial policies were reviewed to assure budget decisions were made consistent with good financial standards.	Financial Policies Section
Employee Satisfaction Survey/Comments. General Manager's forum was held to receive input from all employees. A formal survey was conducted in 2019. A survey is planned for late 2023.	Human Resource Section, Introduction Section

Planning/Budget Process Calendar

The table below illustrates the process used to arrive at an adopted budget. The only legal requirement is that wastewater communities must be assessed the operating budget by January 15, 2025. The Boards meetings are open to the public. Agenda, meeting minutes and meeting video is available on our website - <https://www.pwd.org/trustee-meetings>.

	Public	Board	Staff
2024			
April 1 to Jun 1			Management Teams review budget process and timeline, external factors impacting budget, major policy/allocation issues
June			Prepares first draft operating and capital budget
July	Public provides feedback at Board's Workshop session	Board reviews high level operational and financial goals	
August			Prepares second draft budget incorporate Board's directions
September		Board reviews recommended January 1, 2025 proposed Rate Adjustment.	Final proposed budget is prepared Updates the Long-term Financial Plan based on updated Capital Improvement Plan and Department Plans
October	All Customers receive notice of proposed rate adjustment		Proposed Budget presented to Board
November	Provides feedback on proposed Capital Plan at Workshop Provides feedback on proposed Water Rate Adjustment at Public Meeting/Hearing. Public can attend Committee meetings reviewing budget.	Board reviews Capital Plan at Workshop. Board seeks input on Water Rate Adjustment as special Public Hearing. The three Board Committees review Departmental Operating Budget with Department Managers Approves Budget and Rates.	Meets with Wastewater Municipalities to review proposed 2025 Assessment
2025			
January			Implements new Water Rates. Informs Wastewater Municipalities of 2025 Assessment

Mission Statement

PWD's mission is to protect public health, safety, and the environment by providing customers with high-quality, reliable and affordable water services. In order to fulfill the mission, the following five strategic goals have been established. The strategic goals were developed through a series of meetings by employees. A draft was shared with the Board at a public meeting and was adopted by the Board. Subsequently, goals and related performance measurements are reviewed by the Senior Management Team at the beginning of the budget process. In 2024, the review prompted significant changes are incorporated below. The changes were presented to the Board and the public for feedback.

Goal 1 –Public Health and Safety

Protect public health and safety by providing services that meet or exceed federal, state and local health, and safety standards.

Goal 2 – Environmental Stewardship

Ensure the sustainability of natural resources by protecting the environment within our shared watersheds and service area.

Goal 3 –Reliable & Sustainable Service

Provide services in a manner that is reliable and sustainable, so customers can depend on them.

Goal 4 –High Value

Provide high value services, which requires engaging and understanding customer needs and priorities; balancing competing goals with the cost of services with customers' ability to pay.

Goal 5 –High-Performance and Supportive Work Environment

Maintain a safe work atmosphere that values diversity and inclusiveness, collaboration, engagement, and respect, while embracing continuous improvement and efficiency.

Strategic performance measures have been created to indicate PWD's performance over the long-term. The impact of variations in the performance measures are best understood looking at the long-term trend. Additional background explanations of the strategic goals and benchmarks with the impact to the budget are provided on the following pages. A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values.

Annual objectives and tactical benchmarks are established to guide and monitor annual performance towards meeting our strategic goals - see individual departments' objectives and benchmarks in the Operating Expenses section.

Strategic Goals

Goal 1 – Protect Public Health and Safety

Protect public health and safety by providing services that meet or exceed federal, state and local health, and safety standards.

Summary

One of the original reasons for the creation of a water system was to provide adequate water volumes and pressures to combat fires. Prior to the existence of the water system a devastating fire in 1866 destroyed 1,800 buildings including 1,200 residences that were home to more than 10,000 people in Portland. The fire destroyed the City Hall, the Customs House, the Post Office, all the city's banks, and many hotels, shops, and offices. A common benchmark measuring the fire-fighting capability is the community's public protection classification, a numerical grade given by the Insurance Service Office (ISO). The Portland Water District maintains infrastructure and operation it to improve the ISO fire protection rating within each service community.

The quality of drinking water and treated wastewater are predominantly governed by the Safe Drinking Water Act (SDWA) and the Clean Water Act (CWA). Ensuring compliance with these regulations help guarantee the safety of drinking water and the quality of treated wastewater. In addition, Portland Water District protects public health and safety by ensuring that there is an adequate supply of water to fight fires and providing reliable water for sanitary purposes (toilets, bathing, washing, etc.). Protecting public health and safety requires short- and long-term initiatives aimed at protecting, monitoring, treating, and supplying water.

Ensuring the quality of drinking water begins with protecting the source – Sebago Lake. The largely forested watershed provides a natural mechanism to ensure clean drinking water. Portland Water District protects the watershed through programs aimed at promoting forest conservation, regulating and inspecting development, monitoring the water quality of the lake and its tributaries, providing security around the water intakes to the treatment facility, and performing education/outreach.

The people of the region are fortunate to have an incredible source of drinking water. The water quality is so spectacular, it is one of about 50 (out of roughly 13,000) surface water supplies in the country that do not require filtration. Less water treatment is good for the environment and provides a big financial benefit for customers. Filtering Sebago Lake water would add millions in annual operations costs and require a new \$150+ million treatment facility.

Portland Water District endeavors to be in compliance with all drinking water regulatory standards. Three key groups of water quality measures are monitored:

1. The quality of the source water in Sebago Lake
2. Treatment effectiveness
3. Distribution water quality

One measure of the quality of Sebago Lake is the Trophic State Index - an index that tracks water clarity along with the amounts of phosphorus and algae in the water. The current trophic state for Sebago Lake is excellent for drinking water quality. Treatment effectiveness is measured by the ability to inactivate microorganisms through Ozone and Ultraviolet (UV) processes. Distribution water quality is monitored through coliform bacteria testing, a group of harmless indicator microorganisms, and the levels of chloramine residual. Chloramines are added to maintain a level of disinfectant throughout the distribution system. The level of chloramines is measured weekly at forty-three locations throughout the service area, and the treatment process is adjusted continuously to maintain desired levels.

Wastewater treatment ensures that the effluent from each of the five wastewater treatment facilities does not harm the environment. A number of parameters, detailed in each facility's National Pollution Discharge Elimination System (NPDES) permit, ensure that microbiological, chemical and nutrient loading are appropriate for the receiving waters.

Strategic Goals

Goal 1 – Protect Public Health and Safety (continued)

Current Year Budget Considerations:

Name	2025 to 2029 Impact
Federal Law: Lead/Copper Compliance	Full-time staff person completed the inventory of lead pipes in the system by the federal deadline of October 2024. In next 3 years, all galvanize pipes will be removed (\$6.2M) and GPS location points of obtained customers to allow customers to review their line status on our website (\$2.0M).
Portland WW East End Treatment Facility Upgrades	Due to operation issues, the secondary clarifier & primary gallery needed to be replaced in an expedited manner to assure treatment process will continue to meet standards at the East End Wastewater Treatment Facility Plant located in Portland (\$10.4M). In the next 5 years over \$36 million will be spent to upgrade additional equipment at the facility.
Biosolids Disposal Management	Staff began the process of creating a long-term strategy to deal with the disposal of biosolids including addressing the PFAS embedded in biosolids (\$300k). The study will be completed in 2024 and with cooperation of state, local and private sector come up with a recommended solution. Since the solution has not been determined, no financial resources allocated in future years but could be significant.
Prioritize critical assets at SLWTF and optimize maint. plans	Upgrades to the 30-year old water treatment plant will begin including projects related to the chemical feed and roof (\$12M).

PERFORMANCE MEASURE	2019	2020	2021	2022	2023	Industry Median ¹	PWD Goal
Protect Public Health and Safety							
Percentage of watershed land conserved	12.55%	12.58%	15.87%	15.91%	16.06%	n/a	25%
Sebago lake trophic state index	27.5	28.5	26.9	27.0	n/a		<30
SDWA Drinking Water Quality Violations	0	0	0	0	0	n/a	0
Coliform bacteria testing compliance (%)	100%	100%	100%	100%	100%	n/a	100%
Coliform Occurrence (%)	0.00%	6.00%	2.30%	2.50%	8.00%	Nn/a	<5%

A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values.

Strategic Goal 2: Environmental Stewardship

Ensure the sustainability of natural resources by protecting the environment within our shared watersheds and service area.

Summary

Portland Water District treats and recycles 23 million gallons of wastewater to the Casco Bay watershed on average each day. The quality of the treated wastewater must be sufficiently high to protect sensitive plant and animal populations and to ensure the receiving waters are suitable for various forms of recreation. Prior to the Clean Water Act (CWA) in 1972, and the subsequent construction of the East End Wastewater Treatment Facilities in Portland, people were unable to swim and enjoy Casco Bay. The environment was degraded and the smell of raw sewage was a regular occurrence. Today, people swim, fish and enjoy the resource, knowing that increasing stringent standards are protecting water quality.

The CWA establishes the structure for regulating discharges into the waters of the U.S. and gives the U.S. Environmental Protection Agency (EPA) authority to implement pollution control programs, such as the National Pollutant Discharge Elimination System Permit (NPDES) systems which establishes permit limits for individual wastewater facilities. The EPA works with the Maine Department of Environmental Protection (DEP) on regulation of the NPDES program and wastewater regulation. The DEP has more stringent monitoring requirements for biosolids, whole effluent toxicity and mercury than the requirements established by EPA.

Current Year Budget Considerations:

Name	2025 to 2029 Impact
Windham North Windham	The Town on Windham identified the North Windham business area as needing a public sewer system. Construction of the \$38.4M project began in 2023 with a target date of completion of early 2026.
Watershed Protection - Continue \$8M RCCP Grant	The fourth year of \$8M RCCP Grant activities will be coordinated by the District and its partner Sebago Clean Waters. Beginning in 2024, the District will provide a grant to support the SCW program (\$60K). PWD continues to allocate significant resources annually to protect the Sebago Lake Watershed (\$1.3M). The Coalition's long-term goal is to protect from development and conserve an additional 35,000 acres of land over the next 15 years. By protecting the land, we retain the 'natural water filter' to maintain Sebago Lake's excellent water quality. Conserving and protecting land from development to maintain the water quality will continue to allow the District to avoid a federal requirement to construct a \$150 million filtration plant.
Westbrook Wastewater Storage	A \$10M 2026 project constructing a wastewater storage tank to capture rain water and reducing the level untreated wastewater may be required if alternative methods of reduction do not work.

PERFORMANCE MEASURE	2019	2020	2021	2022	2023	Industry Median ¹	PWD Goal
Environmental Stewardship							
East End WWTF NPDES permit compliance	7	13	11	18			
Westbrook/Gorham/Windham WWTF NPDES permit compliance	0	5	4	3			
Cape Elizabeth WWTF NPDES permit compliance	7	2	13	1			
Peak's Island (Portland) WWTF NPDES permit compliance	2	1	0	3			
No. of dry weather sanitary sewer overflows (SSOs)	6	7	14	7		n/a	0

A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values

Goal 3 –Reliable & Sustainable Service

Provide services in a manner that is reliable and sustainable, so customers can depend on them.

Summary

Portland Water District strives to provide reliable and sustainable service 24/7. Service standards encompass regulatory water quality standards, as well as reliability, financial, and other standards. Regulatory service standards are established by the Maine Public Utilities Commission (PUC), the Department of Health and Human Services – Drinking Water Program, and other agencies. These standards include those related to water quality, customer services, accounting practices, and billing. Wastewater service standards are established by the Maine Department of Environmental Protection (DEP). Portland Water District establishes additional Level of Service (LOS) standards for many activities to ensure customers receive high quality services reliably. These are set by Portland Water District by considering industry best practices and customer expectations. The number of leaks and breaks per 100 miles of pipe and the responsiveness of crews for repairs are examples of measures that Portland Water District tracks to ensure services are reliable and sustainable.

Current Year Budget Considerations:

Name	2025 to 2029 Impact
Windham Water Tank	In 2024, the new Windham Water Tank will become operational and replacing an aging tank (\$5.1M) improve water system volume and pressure.
Cape WW Aeration Upgrade	Upgrade of the aging Cape Elizabeth's Treatment Facility Aeration system (\$2.8M). The project will also protects the environment by reducing the amount of nitrogen returned to the environment.
Meter Reading Change Out Program	The current meter reading/meter system was installed almost 20 years ago. Starting in 2025, the meter reading system/meters will be replaced with an advance meter infrastructure system(\$30M).
Water Main Replacement Program	Continue replacing aging water mains (\$53M) over the next 5 years.
407 Zone Improvements	Continue investing in the 407 zone to assure adequate supply is available in that area. Starting in 2025, investments on a new main serving Chute Road/Cumberland will begin at a total cost of \$14 million in the next 5 years.
WGW Treatment Plant Capacity Expansion Plan	A \$300k study will be completed in 2024 reviewing the future wastewater flow coming from the Westbrook, Gorham and Windham areas to assure the Westbrook Regional Treatment Facility has adequate capacity to treat.
Wastewater Pump Stations Upgrades	Over the next 5 years, 26 aging pump station and related piping throughout 6 wastewater communities will be upgraded (\$10.5M) and will increase reliability of the system. The upgrade of the Keddy Mill pump station (\$750K) will enable the elimination of 1 pump station and promote economic development in the South Windham area.
Sebage Lake Intake facilities	Water Emergency Storage Capacity (\$12M) and Intake facilities replacement (\$4.5M) will be considered to improve the reliability of the water system.
Cybersecurity and Computer Backup	Continue the development of the computer system backup and response to a cybersecurity incident (\$100k)

PERFORMANCE MEASURE	2019	2020	2021	2022	2023	Industry Median ¹	PWD Goal
Provide Reliable & Sustainable Services							
No. of leaks and breaks per 100 miles of pipe (annually)	13.7	14	13.6	16.8		21.7	
Water service disruptions <4h – unplanned disruptions (disruptions per 1,000 accounts)	NA	NA	NA	NA	NA	0.85	

A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values

Strategic Goal 4: Achieve High Value

Provide high value services, which requires engaging and understanding customer needs and priorities; balancing competing goals with the cost of services with customers' ability to pay.

Summary

To provide high value to customers, we must first engage customers to identify public priorities, build an understanding of the issues, and nurture trust and support for needed investments and improvements. Building trust with the public starts with consistent and frequent messages, services, and professionalism.

An industry affordability benchmark is to compare the typical household bill as a percent of median household income. The national standard is the utility bill is considered affordable if the annual bill is less than 2% of median income. Portland Water District water rates are well below the affordability standard with the typical household paying only 0.43% of median income (2021). The Board established target is not to increase water rates greater than the rate of inflation. Since 1998, water rates are significantly below that target.

The Board's policy is to increase assessment to municipalities for wastewater service at or below the rate of inflation. Costs related to municipal requests for additional/expanded service and federal unfunded regulations may result in a higher assessment.

Current Year Budget Considerations:

Name	2024 to 2028 Impact
Master Plan (CWWSP)	In 2023, the process began to update the Comprehensive Water Master Plan and will continue throughout 2025 with the Portland WW Force Main assessment and additional water assessments (\$0.7M).
EAM Development Program	Work areas will continue the development and use of the recently install asset management system.
Customer Satisfaction Survey response	A customer satisfaction survey was conducted. The survey indicated 97% of customers were at least satisfied with the District service. Results will be taken into consideration as we make changes including changes to our website and other customer service options.
Finance System Upgrade	Will review the options to upgrade or replace the current finance system will be explored (\$600k). Focus will be on obtaining a system that could integrate with asset management system in a cost-effective manner.
Power BI Rollout	Work areas will explore ways to use a new information display tool (Power BI). IS staff will develop a data warehouse to ease the use of the data.

PERFORMANCE MEASURE	2019	2020	2021	2022	2023	Industry Median ¹	PWD Goal
Achieve High Value							
Customer Accounts per Employee	287	292	289	290	291	476	
Water produced (MGD per water employee)	0.18	0.20	0.19	0.19	0.19	0.21	
Wastewater (MGD treated per wastewater employee)	0.24	0.24	0.22	0.22	0.22	0.19	
Operations and maintenance cost – water (\$/account)	\$ 286	\$ 312	\$ 312	\$ 329	\$ 361	\$444	
Operations and maintenance cost – wastewater (\$/account)	\$ 369	\$ 369	\$ 403	\$ 438	\$ 482	\$378	
Bond Rating	Aa3/AA	Aa3/AA	Aa3/AA	Aa3/AA	Aa3/AA	High grade (AA or above)	Prime (AAA)
Percent of customers satisfied with service (customer satisfaction survey)	2017- 75%				96%		
% of Median household Income (MHI)				0.33%	0.38%	<2.0 %	
Debt Ratio (%)	23%	23%	23%	23%	24%	41%	

A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values

Goal 5 –High-Performance and Supportive Work Environment

Maintain a safe work atmosphere that values diversity and inclusiveness, collaboration, engagement, and respect, while embracing continuous improvement and efficiency.

Maintain a safe work atmosphere that values collaboration, engagement, respect, and diversity, while embracing continuous improvement and efficiency.

Summary

Since 1995, a periodic survey of all employees has been conducted. The survey provides employee feedback on the work environment including questions related to compensation, management and policies.

The premium paid on workers' compensation is partially based on a modification factor (MOD). The factor compares Portland Water District's injury rate with other organizations with similar risk exposure. Portland Water District seeks workers' compensation injury rate that is no higher than industry average (i.e. – a rating of 1 or less). Too technical

This measure for worker's compensation is achieved through a focus on safety. Thorough accident investigations are routinely completed, and safety recommendations are made and implemented. Medical outcomes are improved by providing immediate medical services, and modifications to the work environment to ensure future safety.

Supporting employee development is an important goal. The goal is for each employee to receive an average of 80 training hours, including safety training per year.

Current Year Budget Considerations:

Name	2025 to 2029 Impact
Employee Succession Plan	With close to 20% of the work force in their 60's, management will continue to prepare the organization for the transition.
Employee Satisfaction Survey Response	An Employee Satisfaction Survey was conducted last 2023. Survey results will be taken into consideration as we make changes.
Employee Engagement Activities	In last 2023, a new team was formed to identify, plan and implement activities to encourage employees activities
Douglass Street Facility	Continue investments will be made into the office and other work areas to address work environment issues including HVAC system (\$2.3 million), aggregate storage facility (\$1.7 million) and other investments (\$2 million).

PERFORMANCE MEASURE	2019	2020	2021	2022	2023	Industry Median ¹	PWD Goal
Maintain a High-Performance Work Environment							
Employee turnover (%)	8%	9%	11%	19%	10%	9.30%	
Average employee tenure (years)					10.35	11	
Internal promotion rate (%)	8%	9%	11%	19%	10%	42%	
Training hours per employee (FTE)	101	73	75	89		15.6	80
Workers' compensation modification factor	0.5	0.87	1.13	0.86	0.86	1	<1

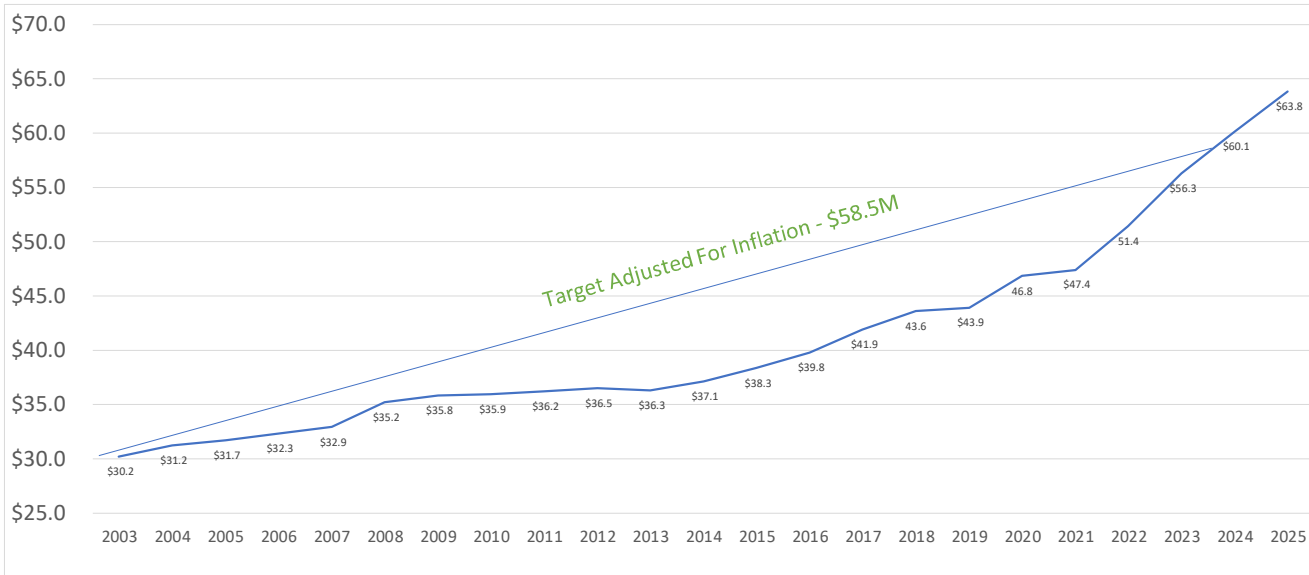
A review and update of the strategic goal's performance measures began but was not completed before publication of budget documents and therefore all the measures above do not have values

Board Established Annual Budget Guidelines

To help guide staff, the Board of Trustees set four guidelines for the budget process.

<u>Guideline</u>	The Operating Funds' Budget will not increase more than the rate of inflation over the long-term. The annual target is rate of inflation plus any unfunded federal/state/local mandates and funding for water main renewal of up to 1% of water revenues.
------------------	---

The Guideline is established to limit growth of the budget to a reasonable growth level not exceeding the inflation rate. Inflation since last year's budget is 2.55%. The budget contains a 6.2% increase. **Over the long-term, the requested budget is only \$5.3 million, or 9%, above inflation** not adjusted for federal/state/local mandates.



<u>Guideline</u>	Capital expenditures will be consistent with the levels recommended in the Water and Wastewater system plans.
------------------	---

A guideline was established to ensure capital projects are consistent with various plans including the Water Master Plan, Comprehensive Plant and System plans, and Combined Sewer Overflow plans. **The proposed capital expenditures meet the guidelines – see Infrastructure and Operational Evaluation Plans in the Capital Expenditures section for details.**

Board Established Annual Budget Guidelines (continued)

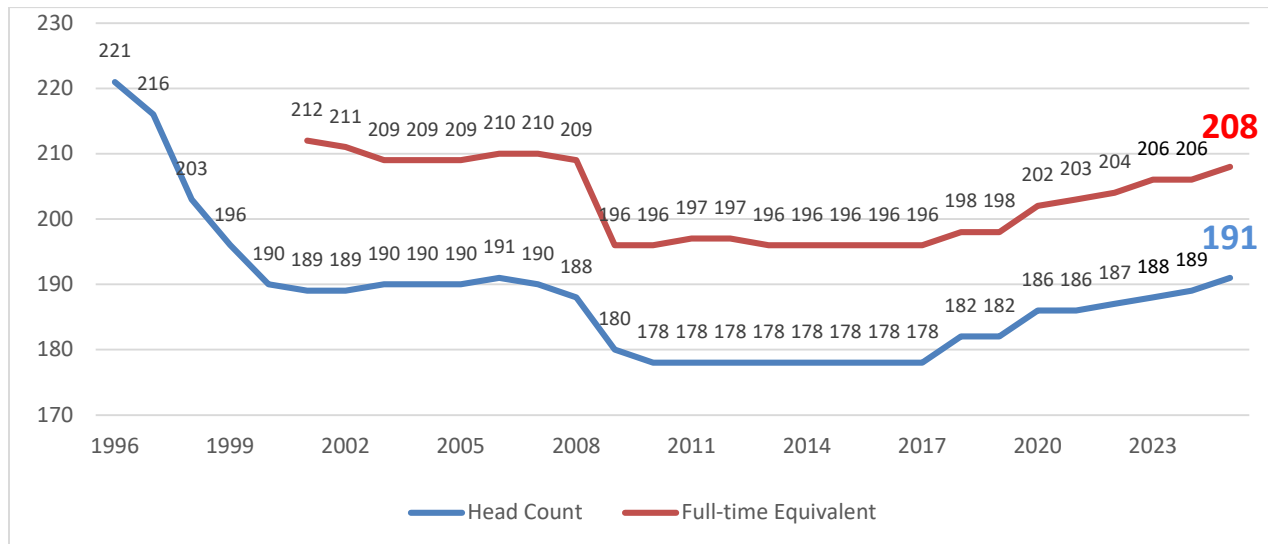
<u>Guideline</u>	Water Revenue Requirement and Wastewater Assessments increases will not exceed the rate of inflation excluding the impact of mutually agreed upon changes in services, capital investments, surplus fund utilization or Board’s request to increase surplus balance.
------------------	--

At the July 2023 Workshop, the Board established the 2025 projected as part of the 2024 budget process and provided to each wastewater community. **The proposed 2025 is better than those revised targets, except for Windham’s North Windham assessment. The North Windham assessment relates to construction costs for new treatment system. The Town has been involved with the project and aware of the 2025 assessment amount.**

	2025 Target		2025 Proposed Budget	
Water	\$ 32,947,948	7.0%	\$ 32,871,615	6.8%
Cape Elizabeth	\$ 2,483,773	3.9%	\$ 2,474,052	3.5%
Cumberland	\$ 1,617,977	26.4%	\$ 1,428,456	11.6%
Gorham	\$ 1,712,503	2.2%	\$ 1,712,484	2.2%
Portland	\$ 17,609,860	6.4%	\$ 17,609,172	6.4%
Westbrook	\$ 4,152,064	3.9%	\$ 4,111,872	2.9%
Windham- South	\$ 495,673	1.5%	\$457,644	-6.3%
Windham- North	\$ 504,000	57.5%	\$850,000	265.6%

Salary and benefits are one of PWD’s most significant costs. To control costs, a targeted headcount is established. **The proposed budget contains 191 employees and 208 full-time equivalent employees – meeting the Goal.**

<u>Guideline</u>	The number of employees will not exceed 191 and the full-time equivalency (FTE) will not exceed 208.
------------------	--



External Factors Impacting the Budget

Economy

Greater Portland's unemployment rate has declined to pre-Covid levels of 2.2%. During most of 2024, the real estate market has continued to be strong though below the levels of prior years when it was ranked in the top 10 markets nationally.

The national economy issues have an impact PWD's costs. Approximately 10% of PWD's expenses are related to chemical, metal and fuel markets. The 2025 budget reflects the commodity prices available in mid-2024. Interest rates have an impact on borrowing costs and investments returns. In 2025, the total planned bond issuances are more than \$43,130,000, so a 1% variance in interest rates would increase annual costs by \$431,300. Offsetting those costs are earnings on operating reserve balances, which are projected to be \$1,500,000; assuming an average return of 4%. A 1% variance is \$375,000.

Regulatory Mandates

The water and wastewater industry must comply with various federal and state regulations with two of the most important regulations being the Safe Drinking Water Act (SDWA) and Clean Water Act (CWA). Regulatory focus has been the compliance with the long-term surface water disinfection rule under the SDWA and the combined sewer overflow requirements under the CWA. Two relatively new regulatory issues relate to drinking water's Lead and Copper Rule Revision and wastewater's PFAS concern. The 2025 Operating and Capital Budget includes over \$2.4 million to address the rule revisions. The PFAS concern in wastewater biosolids has caused Maine to restrict where the biosolids can be disposed resulting in a \$1 million increase in costs since 2022. During 2024, a biosolids master plan process began and with a goal of developing a more cost-effective biosolid disposal process, including addressing the PFAS concerns.

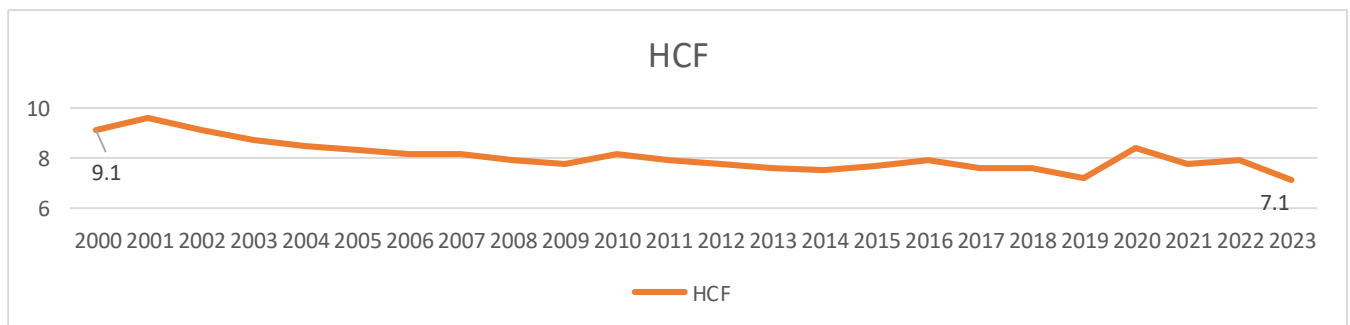
Capital Project Funding from Federal Government

Through the American Rescue Plan Act (ARPA), the Federal government has allocated significant dollars to state, local and county governments that may be used for water and sewer projects. The Town of Windham and Cumberland County intends to allocate \$3.2 million of ARPA funds, along with \$2 million of direct federal funds, to the new North Windham sewer systems. The amounts received decrease the amount needed to be bonded or withdrawn from capital balances.

The Bipartisan Infrastructure Law (BIL) is providing over \$3.7 million to help fund the new North Windham sewer system, new Water Tank, and Main replacement & service line geospatial location project to comply with the new federal Water Lead Copper rule.

Water Consumption

Though the District has ample supply of water, consumers have reduced their water consumption. The average residential household usage (HCF) has declined by more than 13% since 2000. Some of the reasons for the long-term decline are rising wastewater fees encouraging conservation and the availability of more water efficient household appliances.



Significant Budget Uncertainties

During the budget development, certain assumptions are made. Several budget areas have significant uncertainties including the following:

Salaries and Wages (\$15.50 million or 24.6% of total budget). The Union wage rates in the 2025 Budget are estimated as the most recent contract expires at the end of October 2024. As of the date of this budget, an agreement on a contract extending into 2025 has not been reached. However, Non-Union anticipated increases for 2025 are consistent with budget projections.

In addition, the operating budget assumes 19,018 hours of overtime and double-time pay. The amount of overtime and double-time is directly related to amount of emergency repair work that is needed. For every additional 1,000 hours of overtime/double-time pay, costs increase by approximately \$50,823.

Purchased Power (\$3.36 million or 5.3% of total budget). Electricity costs consist of delivery charges purchased from Central Maine Power (\$1,238,056) and energy costs purchased from Constellation Energy (\$1,1672,056). Typically, CMP implements a rate adjustment effective July 1st. The amount of the 2025 increase is unknown. The 2025 budget assumes a 2% increase. For every variance of 1%, the budget would be impacted by approximately \$12,380. Large energy contracts with fixed rates are partially or fully locked in through the end of 2025 and the small/medium accounts are locked in through 2026.

The actual amount of electricity used varies primarily based on weather conditions, which impacts the amount of water produced and wastewater processed. In the last five years the variance between the highest and lowest kilowatt amount of electricity for individual accounts in total is 7%, which would impact the budget by approximately \$120,000.

Chemicals (\$2.80 million or 4.4% of total budget). The chemical contracts for 2025 are out for bid as of the date of this document and will not be known until the budget is completed. Actual prices in 2024 were lower than budgeted after a year that the opposite was true. Given that, the District decided to keep budgeted per unit pricing unchanged between the 2024 and 2025 and only recognize known/likely pricing changes.

Biosolids Disposal (\$3.30 million or 5.2% of total budget). The volume of material left at the end of the wastewater process can vary significantly based on weather and operational challenges. A key measurement is the percent of solids left after removing as much water as possible from the material. The 2025 budget assumes 21%. In the past 5 years, the annual average has varied from 17.9% to 21.4%. A 1% difference is approximately \$160,881.

In addition, the per wet ton disposal rate with the vendor is based on the consumer price index and other factors. The final price will not be determined until sometime during Q1 2025. The budget estimates a rate of \$143.41/wet ton. Given the projected volume of biosolids, each dollar of change in the rate is \$22,835.

Weather The weather is a noteworthy determinant of operating expenses. The timing and duration of below freezing weather impacts the number of water main and service leaks. The amount of snowfall and timing of snow melt and rainfall impacts the amount of storm water that must be pumped to and treated by wastewater plants. The duration of hot summer days impacts the amount of water produced by the water treatment facility. For this budget, the past three-year average of water produced and wastewater treated was assumed for operating expenses projections.

Major Policy and Resource Allocation Decisions

Operating Budget

Personnel. The authorized headcount was increased by two (2), the number of hours budgeted increased by 3,277 or 1.58 FTE's (0.8%) due to one of the positions only being budget for Q3 & Q4 of 2025. In addition, the increase in premium time/standby hours of 221 hours was offset by a reduction of temp employee hours of 480.

Overall, the budget continues our emphasis on training employees with the continued goal of providing an average of 80 hours training.

Employee Benefits The costliest employee benefits are pension benefits and health insurance. Health Insurance had a 24.2% (\$669,681) increase primarily due a large premium increase. Pension expenses decreased \$553,400 due to a \$600,000 decrease in the contribution to the defined benefit plan.

Wastewater Sewer Lines Inspection In 2008, a commitment was made to inspect all sewer lines at least once every 10 years. In 2025, \$61,250 was allocated to meet that commitment.

Wastewater Combined Sewer Overflow (CSO) Monitoring To assist the municipalities in meeting their federal CSO requirements, PWD remotely monitors the flow. In 2024, \$155,000 was allocated to meet their request.

Water System Flushing Starting in 2012, a renewed effort was made to flush the whole distribution system over a 3-year cycle. Flushing the system improves the water quality in the distribution system. The 2025 budget continues this effort by allocating \$89,491.

Renewal and Replacement - The annual commitment of current revenue committed to capital projects was \$4.33 million which is a decrease of \$0.43 million over last year's budget. The expected capital expenditure withdrawal for 2025 projects is \$9.065 million. The funds have adequate surplus balances to pay that figure.

Biosolids –The budget assumes a disposal rate of \$143.41/wet ton, which is a 3.0% increase from the previous year's assumption of \$139.23/wet ton. The average rate takes into account weekend pickup and other surcharges under the current contract.

Major Policy and Resource Allocation Decisions (continued)

Capital Projects

The 2007 water strategic master plan noted that a considerable amount of water mains will be reaching the end of their useful life in the next 20 years. In 2025, the amount dedicated to replace aging water mains (and related infrastructure) will be \$25.58 million.

Other significant capital projects include the following:

- Windham – North Windham Treatment System: A new treatment wastewater system is being constructed to serve the North Windham area in Windham. For 2025, it is expected to spend \$10 million on the project.
- Portland’s East End Wastewater Treatment Plant - Significant upgrades are planned for the dewatering & solids handling system (\$2.5 million) and for HVAC upgrades to the process area, tunnel and pump gallery (\$1.75 million).
- Cape Elizabeth – The plan calls for a \$1.30 million aeration and clarification upgrade.

Revenues

To balance the desire to provide funding for infrastructure improvement and operational needs with keeping water rates affordable, the Board adopted a policy of small modest annual increases close to the rate of inflation. A 5.9% increase is planned to be implemented with an effective date of January 1, 2025.

Maine Public Utilities Commission adopted a rule in 2013 allowing PWD to dedicate up to 10% of water revenue for capital improvement into a capital reserve. The proposed budget assumes the reserve will be used to pay the debt service on bonds issued to finance replacing aging water mains and other new 2025 water projects.

2025 Operating Budget Summary

The proposed budget includes \$65.19 million in revenues and \$63.84 million in expenses.

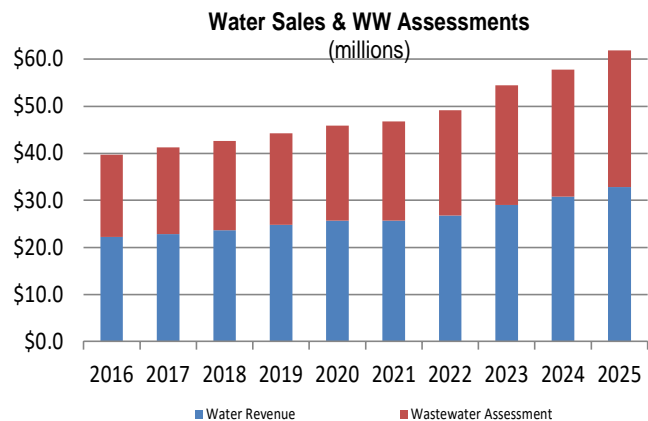
Revenues

The two major revenue sources are water sales (\$32.87 million or 50.4% of total revenue) and wastewater assessment revenues (\$28.96 million or 44.4% of total revenue). Wastewater revenues have increased from \$17.49 million (65.6%) since 2015 principally due to addressing capital needs requested by municipalities or aging infrastructure.

Water revenues are generated from potable water and sprinkler charges to individual customers, and public fire protection charges to municipalities. The 2025 Budget assumes an increase of 5.9% over current rates (in effective since January 1, 2024).

Wastewater assessments are the amounts billed individual municipalities to provide collection, sewer treatment, interception, utility billing

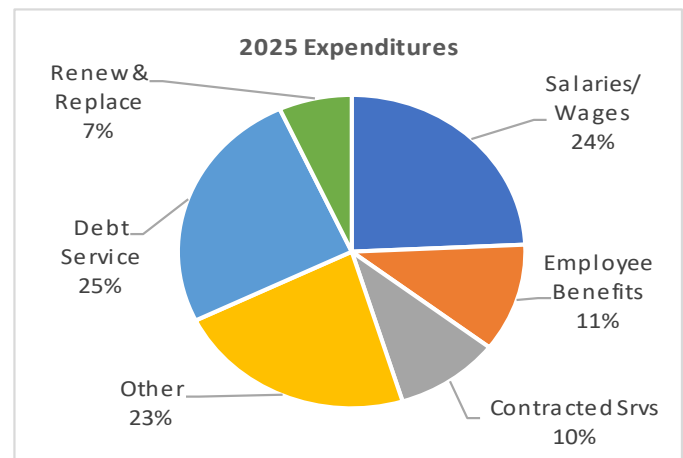
services and, by request, collection and billing services. Assessments in 2025 increased 7.2% overall (\$1.95 million).



Expenses

Operating Expenses increased to \$63.84 million, an increase of 6.2%.

Personnel Costs, (Salaries/Wages and Employee Benefits) which are 35.4 % of the total budget, increased 4.4%. Debt Service (25.4% of expense) increased 13.6% due to new debt issues. Contracted Services (\$6.27 million) increased 6.7% (\$394k) and Purchased Power (\$3.63 million) increased 14.4% (\$422k).



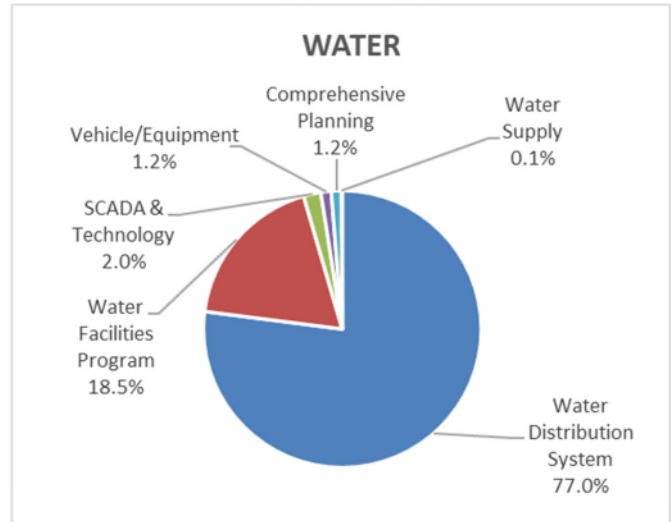
2025 Capital Budget Summary

The proposed Capital Budget is \$54.54 million with projects for the water and wastewater funds of \$33.20 and \$21.34 million, respectively.

Water

Of the \$33.20 million in water capital projects, the largest component (72.7%) involves the renewal of water distribution assets such as mains, services, meters and hydrants. The other categories include water facilities (18.5%), SCADA and technology (2.0%) and vehicles & equipment (1.2%).

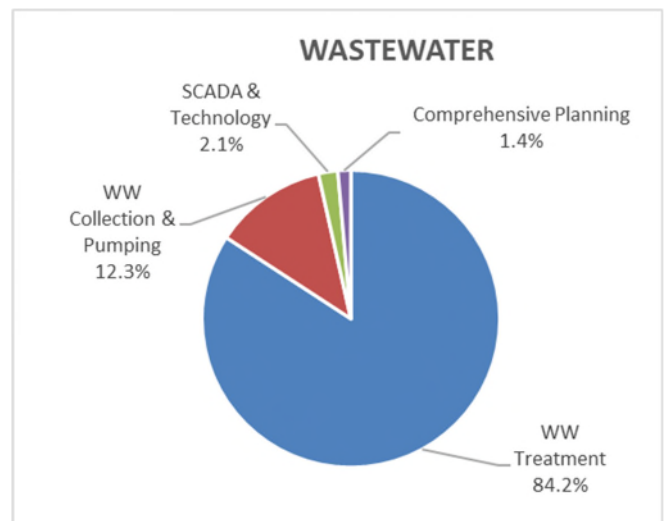
The projects will be funded by issuing \$25.75 million in bonds, utilizing \$5.11 million in drawdowns from renewal & replacement funds and \$2.34 million from Capital Reserve.



Wastewater

The wastewater capital plan includes a wide variety of projects. Major projects include wastewater treatment in North Windham (\$10.0 million), Portland (\$5.90 million) and Cape Elizabeth (\$1.35 million). Additionally, in Portland \$1.50 million will be spend at the India Street pump station for generator and HVAC updates.

The projects will be funded by issuing \$17.38 million in bond and \$3.96 from renewal and replacement funds.



2025 Combined Water and Wastewater Operating Funds

Total revenues are \$65.19 million, \$4,514,123 or 7.4% higher than last year's budget. The Budget proposes a 5.9% water rate increase, along with a 5.2% increase for Public Fire Protection, effective January 2025. Wastewater Assessment increases for the full year are budgeted in Cape Elizabeth (3.5%), Cumberland (11.6%), Gorham (2.2%), Portland (6.4%), Westbrook (2.9%). Windham's assessment, due to debt service related to the treatment plant project, will increase (61.7%).

Operating Expenses are \$63.84 million, an increase of 6.2%. The following pages provide additional detail.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Beginning Fund Balance	\$11,730,509	\$11,907,958	\$10,873,852	\$11,933,054		
Water Sales	28,091,431	14,088,133	30,779,641	32,871,615	\$2,091,974	6.8%
Assessment Income	25,403,484	13,503,492	27,006,984	28,957,800	1,950,816	7.2%
Contracted Billing Income	242,268	125,430	250,860	267,108	16,248	6.5%
Interest Income	1,716,772	718,337	1,171,042	1,508,568	337,526	28.8%
Other Income	<u>1,630,287</u>	<u>642,458</u>	<u>1,467,700</u>	<u>1,585,259</u>	<u>117,559</u>	<u>8.0%</u>
Total Revenue	57,084,242	29,077,850	60,676,227	65,190,350	4,514,123	7.4%
Salaries & Wages	13,803,170	7,060,043	14,807,506	15,503,928	696,422	4.7%
Employee Benefits	6,434,309	3,294,760	6,865,956	7,121,966	256,010	3.7%
Biosolids Disposal	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%
Chemicals	2,556,126	1,170,133	2,726,202	2,804,389	78,187	2.9%
Contracted Services	6,161,893	3,060,669	5,880,841	6,274,757	393,916	6.7%
Deferred Cost W/O	53,554	0	0	0	0	n/a
Heat/Fuel Oil	440,682	250,727	403,490	362,261	-41,229	-10.2%
Insurance	307,866	155,451	324,792	349,785	24,993	7.7%
Materials & Supplies	2,291,624	1,332,321	2,000,480	2,165,148	164,668	8.2%
Other Expense	477,197	219,644	672,939	779,121	106,182	15.8%
Purchased Power	2,222,802	1,310,785	2,941,373	3,363,671	422,298	14.4%
Regulatory/Taxes	342,902	171,668	344,496	336,991	-7,505	-2.2%
Tele/Other Utilities	538,954	285,553	516,099	530,738	14,639	2.8%
Transportation	1,329,518	620,425	1,275,299	1,310,363	35,064	2.7%
(less) Trans Offset	<u>-950,248</u>	<u>-483,674</u>	<u>-896,935</u>	<u>-931,533</u>	<u>-34,598</u>	<u>3.9%</u>
Department Expense	39,115,271	19,996,625	41,064,206	43,275,472	2,211,266	5.4%
Debt Service & Lease Expense	13,211,618	6,896,371	14,299,241	16,237,243	1,938,002	13.6%
Renewal & Replacement - Direct	2,749,250	1,758,125	3,516,250	2,926,950	-589,300	-16.8%
Renewal & Replace - Indirect	1,075,000	572,500	1,145,001	1,265,000	119,999	10.5%
R&R - Contracted	<u>125,000</u>	<u>48,750</u>	<u>97,500</u>	<u>140,000</u>	<u>42,500</u>	<u>43.6%</u>
Operating Expense	56,276,139	29,272,371	60,122,198	63,844,665	3,722,467	6.2%
Current Surplus (Deficit)	808,103	-194,521	554,029	1,345,685		
Transfer to R&R	-275,000	0	0	0		
Transfer to Capital Reserve	-355,656	-271,663	-543,325	-1,339,609		
Ending Fund Balance	11,907,956	11,441,774	10,884,556	11,939,130		

2025 Combined Operating, Capital and Grant Funds

The total combined revenue and funding for 2025 is \$119.73 million, total combined expenditures are \$118.40 million. The combined budgeted surplus for 2025 is \$1.33 million.

Operating fund details are included in Operating Revenues, Departmental Expense and Human Resources Sections. Capital funds details are included in the Capital Finance and Capital Expenditures Sections. The Budget by Fund Section provides a summary of the Operating and Capital budget by individual enterprise fund – water fund and six (6) wastewater funds for each community provided with wastewater service.

	Operating	Capital	Land Fund	Total
Water Sales	\$32,871,615	-	-	\$32,871,615
Assessment Income	28,957,800	-	-	28,957,800
Water Bond	-	25,750,000	-	25,750,000
Water R&R	-	5,110,391	-	5,110,391
Water Capital Reserve	-	2,339,609	-	2,339,609
Wastewater Bond	-	17,380,000	-	17,380,000
Wastewater R&R	-	3,955,000	-	3,955,000
Contracted Billing Income	267,108	-	-	267,108
Interest Income	1,508,568	-	13,893	1,522,461
Other Income	1,585,259	-	-	1,585,259
Total Revenue	65,190,350	54,535,000	13,893	119,739,243
Salaries & Wages	15,503,928	658,864	-	16,162,792
Employee Benefits	7,121,966	285,421	-	7,407,387
Biosolids Disposal	3,303,887	-	-	3,303,887
Chemicals	2,804,389	-	-	2,804,389
Contracted Services	6,274,757	52,873,067	-	59,147,824
Deferred Cost W/O	-	-	-	-
Heat/Fuel Oil	362,261	-	-	362,261
Insurance	349,785	-	-	349,785
Materials & Supplies	2,165,148	538,912	-	2,704,060
Other Expense	779,121	25,000	-	804,121
Purchased Power	3,363,671	-	-	3,363,671
Regulatory/Taxes	336,991	-	-	336,991
Tele/Other Utilities	530,738	-	-	530,738
Transportation	1,310,363	153,736	-	1,464,099
(less) Trans Offset	(931,533)	-	-	(931,533)
Operating Expense	43,275,472	54,535,000	-	97,810,472
Debt Service	16,237,243	-	21,499	16,258,742
Renewal & Replacement - Direct	2,926,950	-	-	2,926,950
Renewal & Replace - Indirect	1,265,000	-	-	1,265,000
Renewal & Replace - Contracted	140,000	-	-	140,000
Total Expense	63,844,665	54,535,000	21,499	118,401,164
Surplus (Deficit)	1,345,685	-	(7,606)	1,338,079

GFOA Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Portland Water District, Maine for its annual budget for the year beginning January 1, 2023. In order to receive the award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and are submitting it to GFOA to determine its eligibility for another award.

For the 2024 document, 'Strategic Goals & Strategies' was given for the first time. The recognition is given for entity rated outstanding in its presentation of their multi-year plans.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Portland Water District
Maine**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morrill

Executive Director

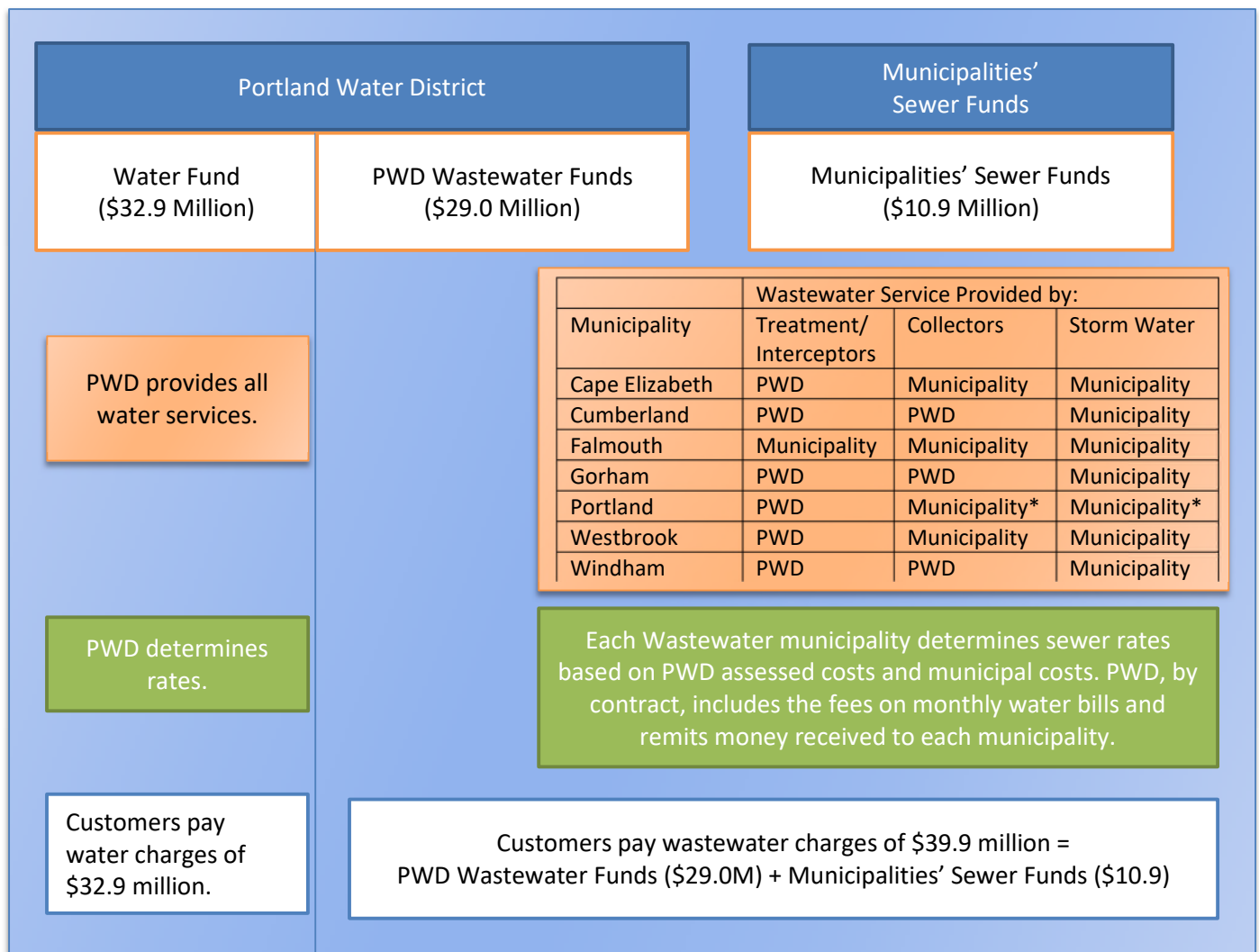
Introduction

PWD uses seven enterprise funds – a water fund and six wastewater funds. The six wastewater funds are for the towns of Cape Elizabeth, Cumberland, Gorham and Windham and the cities of Portland and Westbrook. Each of the seven funds has a separate operating and capital budget appropriation. Details are provided for each fund in the Financial Summary section.

Relationship between Portland Water District Funds/Municipalities’ Sewer Funds and the Ratepayer

PWD provides water service directly to ratepayers. The cost of water service is recorded in a separate enterprise fund. PWD bills ratepayers’ individual monthly charges to the customer.

PWD provides certain wastewater services on behalf of six communities – each with a separate enterprise fund. The services provided by PWD and Municipality are listed below. PWD bills the Municipality for services rendered. The Municipality determines the ratepayers’ rates to recover PWD bills and their internal costs. The Municipality has requested PWD to include these monthly fees on the water bill mailed to the Ratepayers.



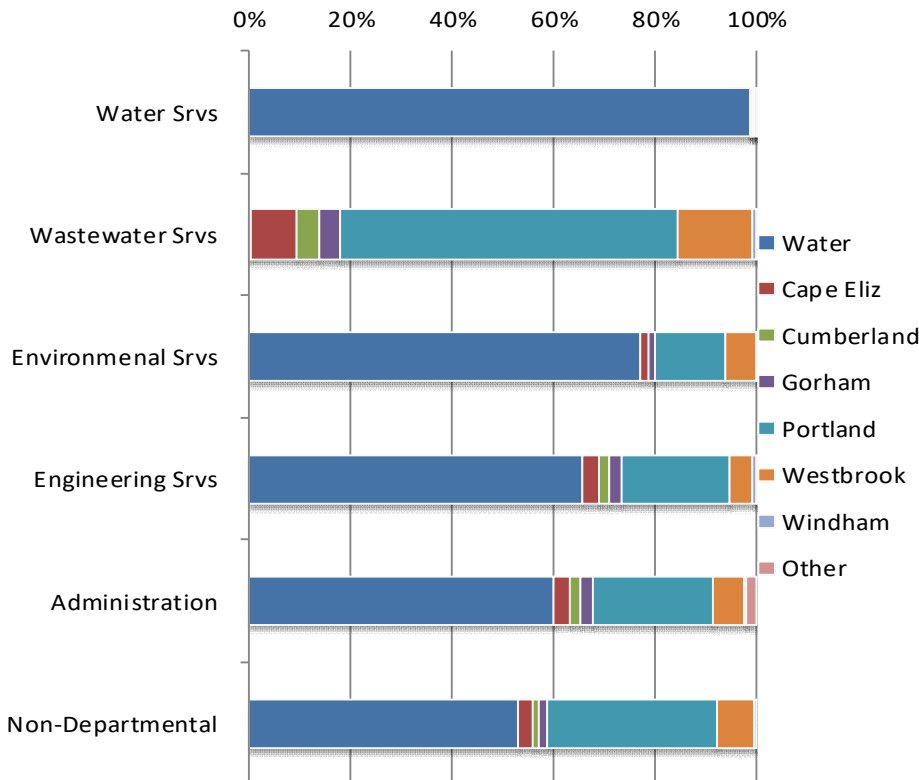
*By contract, PWD maintains collectors and storm drain system on Peaks Island, a small part of Portland

Relation of Functional Units (Departments) to Funds

As expenses are incurred, each department charges a cost center, which indicates to what fund the expenditure belongs. The totals below show how the costs for each department are spread across the organization. Not surprisingly, 98.8% of the costs of the Water Services department are assigned to the Water Fund and 99.8% of the Wastewater Services department costs go to the Wastewater funds. The expenditures of the remaining departments assign between 52.9% and 76.9% of costs to the Water Fund with the remaining going to the Wastewater funds.

Department	Dept Exp	Water	Cape Eliz	Cumber	Gorham	Portland	Westbr	Windh	Other
Water Svcs	\$11,773,550	98.8%	0.1%	0.1%	0.1%	0.6%	0.2%	0.0%	0.2%
Wastewater Svcs	15,585,198	0.2%	9.1%	4.4%	4.2%	66.4%	14.7%	1.0%	0.0%
Environmental Svcs	2,775,194	76.9%	1.7%	0.0%	1.3%	14.0%	5.8%	0.3%	0.0%
Engineering Svcs	5,818,414	65.8%	3.2%	1.7%	2.7%	21.2%	4.4%	0.7%	0.2%
Administration	7,488,234	59.8%	3.4%	1.9%	2.5%	23.8%	6.0%	0.6%	2.1%
<u>Non-Departmental</u>	<u>766,415</u>	<u>52.9%</u>	<u>3.0%</u>	<u>1.1%</u>	<u>1.7%</u>	<u>33.6%</u>	<u>7.3%</u>	<u>0.4%</u>	<u>0.0%</u>
Department Exp	44,207,005								
(less) Trans Exp	(931,533)								
Fund Expense	43,275,472								

Allocation of Costs Between Departments and Funds



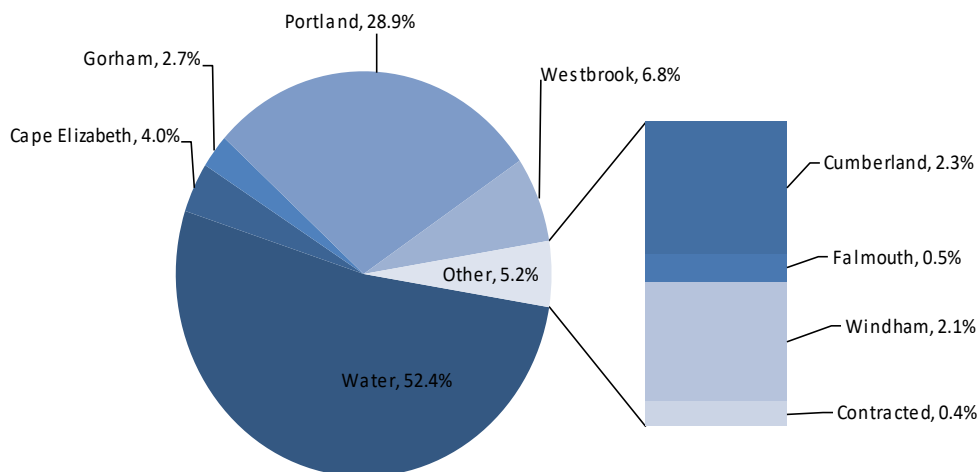
More details on how costs are allocated between departments and funds are included in the Financial Policy section.

2025 Operating Budget by Fund Summary

The table provides a summary of all funds and contract billing cost centers with a grand total. The individual fund information is on the following pages.

	Total	Water	Cape Eliz	Cumber	Gorham	Portland	Westbk	Windham	Falmouth /Cont
Beg Balance	\$11,933,054	\$5,907,276	\$387,831	(\$19,457)	\$144,627	\$5,072,089	\$160,909	\$189,036	\$90,743
Water Revenue	32,871,615	32,871,615	-	-	-	-	-	-	-
WW Assess	28,957,800	-	2,474,052	1,428,456	1,712,484	17,609,172	4,111,872	1,307,652	314,112
Contract Billing	267,108	-	-	-	-	-	-	-	267,108
Interest Income	1,508,568	74,1943	78,865	33,515	21,043	424,350	168,187	29,552	11,113
Other Income	1,585,259	560,618	42,445	14,930	24,564	777,053	159,313	6,336	-
	65,190,350	34,174,176	2,595,362	1,476,901	1,758,091	18,810,575	4,439,372	1,343,540	592,333
Depart Expense	43,275,472	21,791,004	1,919,204	924,445	1,041,133	13,946,297	3,204,016	254,666	194,707
Debt Service	16,237,243	8,870,956	471,556	348,216	589,744	3,521,562	1,059,935	1,023,640	351,634
Renew & Repl	4,331,950	2,172,607	204,602	204,240	127,214	1,342,716	175,421	65,226	39,921
	63,844,665	32,834,567	2,595,362	1,476,901	1,758,091	18,810,575	4,439,372	1,343,532	586,262
Surplus (Deficit)	1,345,685	1,339,609	-	-	-	-	-	8	6,068
Transfer-Cap Resrv	(1,339,609)	(1,339,609)	-	-	-	-	-	-	-
Ending Surplus	\$11,939,130	\$5,907,276	\$387,831	(\$19,457)	\$144,627	\$5,072,089	\$160,909	\$189,044	\$96,811

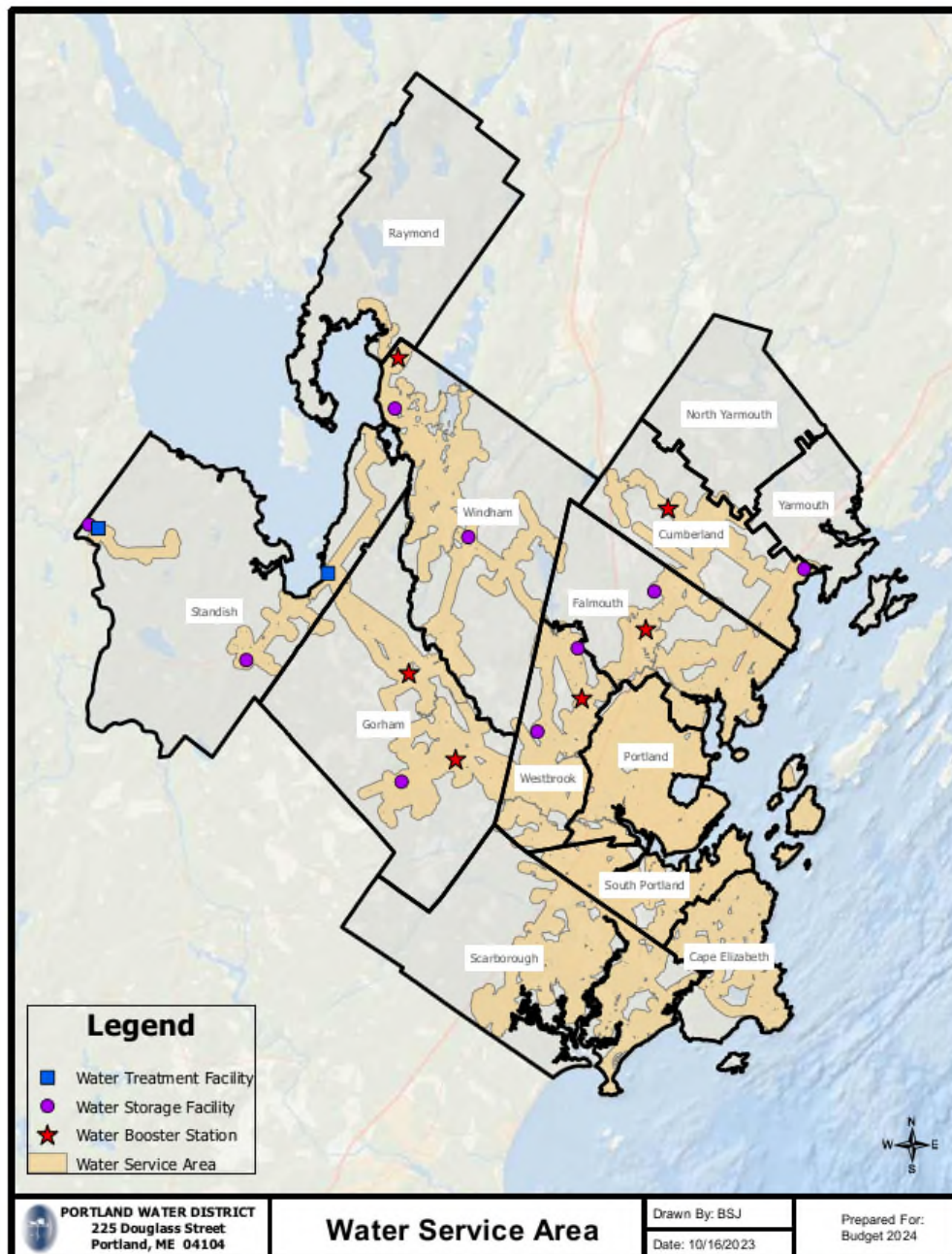
Revenues by Fund 2025



Fund: Water

Background

The Portland Water District's charter authorizes PWD to provide service to the inhabitants of 11 cities and towns. Approximately 219,000 inhabitants are served potable drinking water. In addition, water for public and private fire protection is provided. Water operation is regulated by the Department of Health and Human Services for water quality and the Maine Public Utilities Commission. Effective January 1, 2016, the Commission granted a waiver from their laws/rules including the Board review of water rate changes, financing transactions, capital reserve and new customer service line standards.



Fund: Water

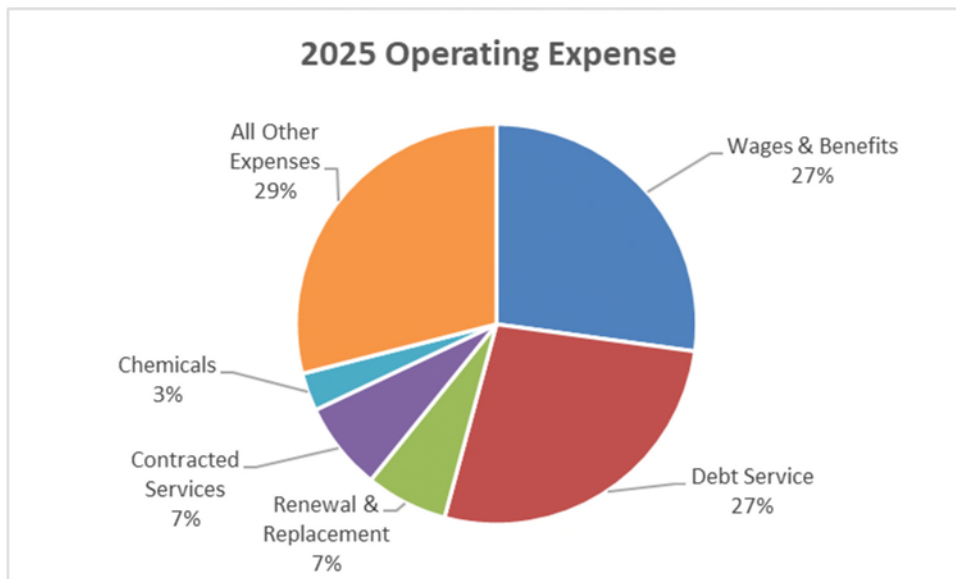
The Portland Water District operates two water systems; the Greater Portland System delivers 21 million gallons of water per day from Sebago Lake and the Steep Falls System delivers 30,000 gallons per day from a single well in Standish. The quality of the water from Sebago Lake is exemplary, and the PWD was fortunate to receive a waiver from the filtration requirement that is normal for most surface water supplies. In order to maintain this waiver, PWD must have an effective source protection program and meet stringent requirements for disinfecting the water.

2025 Financial Summary

The proposed Operating expense and Capital budgets are \$32,834,567 and \$29,090,000, respectively.

Total Expenses are \$1,373,771 or 4.4%, higher than the previous year. Operating Expenses are up 5.8% (\$1,195,927) and Debt Service & Lease Expense increased \$607,329 (7.3%) due to newly issued debt. Renewal & Replacement decreased \$429,485.

The Capital budget has \$25.3 million for the distribution system (which includes \$5.6 million for lead/copper/galvanized replacement) and \$1.55 million for chemical storage upgrades at the Sebago Lake Water Treatment Facility.



2025 Operating Expense Highlights

Salaries/Wages – Salaries and wages have increased 6.1%, or \$353,737, to an amount of \$6,192,240. Regular wages increased an average of 4.2%. The hours charged to the Water Fund were up 0.2%, including more hours from the Engineering group.

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 5.7% (\$147,395).

Chemicals – Costs, which will be \$1.01 million in 2025, are budgeted to increase only 1.0% (\$10,086). The volumes of chemicals used, as well as the per unit prices of those chemicals, is expected to be relatively unchanged in 2025.

Contracted Services – The cost for services provided by third-party vendors increased \$200,568 (9.3%). The majority of the increase involves Contractor Construction (\$65,000) and Maintenance Services (\$59,650), these budget increases reflect current utilization of third-party services and increased maintenance efforts in this fund.

Materials & Supplies – This category, which includes parts and supplies purchased directly from outside vendors or items drawn from the District's inventory stockroom, increased \$129,782 (16.7%). The growth reflects the rising cost of these commodities as well as increased utilization as the District increases maintenance efforts on system infrastructure.

Purchased Power – Overall this category is up \$119,477 (19.6%). Energy supply costs increased \$75,598 from long term contracts for the large facilities and transmission and delivery was up \$41,831 due to increased rates. Renewable energy expenses were unchanged in the 2025 budget.

Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as administrative time or training) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services allocated to the Water fund increased \$168,098 or 2.8%.

Debt Service/Lease Expense – This is the annual principal and interest payments on bonds issued to finance capital projects. This expense will increase 7.3% (\$607,329) due to the issuance of new debt. Overall debt is expected to increase from \$65.3 million at the end of 2024 to \$81.1 million at the end of 2025.

Renewal & Replacement – These are dollars put aside to fund capital projects. The total for this item is \$2,172,607 in the 2025 budget, a decrease of \$429,485 or 16.5%.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Water Sales	28,091,431	14,088,133	30,779,641	32,871,615	2,091,974	6.8%
Interest Income	1,008,077	379,078	665,921	741,943	76,022	11.4%
Other Income	592,811	261,548	558,559	560,618	2,059	0.4%
Total Revenue	29,692,319	14,728,759	32,004,121	34,174,176	2,170,055	6.8%
Salaries & Wages	5,454,967	2,732,750	5,838,503	6,192,240	353,737	6.1%
Employee Benefits	2,424,995	1,214,020	2,578,634	2,726,029	147,395	5.7%
Chemicals	887,419	374,817	999,911	1,009,997	10,086	1.0%
Contracted Services	2,430,857	1,115,338	2,150,248	2,350,816	200,568	9.3%
Deferred Cost W/O	9,200	0	0	0	0	n/a
Facilities	101,218	62,176	121,167	121,681	514	0.4%
Heat/Fuel Oil	152,671	83,703	144,012	160,934	16,922	11.8%
Insurance	41,650	23,562	42,593	50,714	8,121	19.1%
Materials & Supplies	963,332	600,177	775,035	904,817	129,782	16.7%
Other Expense	-46,750	-31,275	82,701	102,167	19,466	23.5%
Purchased Power	460,300	233,984	608,376	727,853	119,477	19.6%
Regulatory/Taxes	285,687	158,799	288,566	282,196	-6,370	-2.2%
Transportation	899,410	423,367	890,839	927,247	36,408	4.1%
Tele/Other Utilities	105,308	74,856	103,584	95,307	-8,277	-8.0%
SS - Administration	4,091,366	2,103,345	4,383,619	4,515,417	131,798	3.0%
SS - Engineering Services	1,476,356	883,058	1,247,074	1,205,497	-41,577	-3.3%
SS - Environmental Services	259,214	129,034	195,479	213,332	17,853	9.1%
SS - Water Services	210,721	89,119	144,736	204,760	60,024	41.5%
Operating Expense	20,207,921	10,270,830	20,595,077	21,791,004	1,195,927	5.8%
Debt Service & Lease Expense	7,699,147	4,090,696	8,263,627	8,870,956	607,329	7.3%
Renewal & Replacement - Direct	1,250,000	952,500	1,905,000	1,405,000	-500,000	-26.2%
Renewal & Replace - Indirect	665,453	348,545	697,092	767,607	70,515	10.1%
Total Expense	29,822,521	15,662,571	31,460,796	32,834,567	1,373,771	4.4%
Current Year Surplus (Deficit)	-130,202	-933,812	543,325	1,339,609		
Transfer to Capital Reserve	-355,656	-271,663	-543,325	-1,339,609		
Prior Year Surplus	7,289,055	6,803,197	6,622,149	5,907,276		
Accumulated Surplus	6,803,197	5,597,723	6,622,149	5,907,276		

Operation Summary

The current treatment processes at the Sebago Lake Water Treatment Facility (SLWTF) include ozone, ultra-violet energy (UV) and chloramines for disinfection, fluoridation for dental benefit, and the addition of a corrosion control inhibitor. In order to meet the requirements of the new Long-Term II Treatment Rule, PWD installed a UV treatment system in 2014. The construction project also included the replacement of the 20-year-old ozone production system.

PWD maintains approximately 1,027 miles of water mains that carry the water from Sebago Lake to customers' homes. During the past few years, more efforts are being focused on the renewal of older water mains in our system. In 2025, PWD plans to spend \$8 million to replace and upgrade these mains and \$2.4 million of galvanized pipe. In addition, the Transmission/Distribution group performs operation and maintenance procedures to ensure that our customers experience minimal disruptions in water service.

A multi-year effort continues to improve hydraulic capacity and meet system demands in the 407 pressure zones. The completed phases included construction of a new booster pump station in North Gorham and a water main from this booster station to Main St. in Gorham Village. The new Wards Hill Booster Station replaced an aging and under-sized pump station in Gorham Village, and removed this water demand from the transmission pipelines, freeing up capacity in the middle portion of the transmission pipelines for the cities.

In 2024, a one-million-gallon ground-level concrete reservoir was constructed on Libby Hill in Windham and placed into service. As a ground level reservoir needs to be located at a higher elevation to maintain the desired water pressure in the distribution system, it was constructed on a hill a few miles from the elevated tank it replaced. That tank was undersized and had reached the end of its service line.

The next phases include the removal of the elevated tank, and many water main upgrades in the coming years, both to connect the new reservoir to the distribution system and upsize mains between the reservoir and the Wards Hill Booster Station. Eventually, Wards Hill will become the primary supply of water to this area, then the aging and under-sized Prides Corner Booster Station in Westbrook will be placed into a back-up role. In addition, the water travelling to Windham Center will no longer need to flow from the lake to Westbrook, and then be pumped back into Windham. The water will now flow a shorter distance through the transmission system, and be pumped from North Gorham over to Windham. This will also free up more capacity in the middle portion of the transmission pipelines for the cities.

Water quality in the distribution system is constantly monitored by routine sampling and through tracking of water quality inquiries. This information is reviewed and shared monthly with office and field employees to help make water quality everyone's responsibility. One of the most important means of ensuring high quality water is the maintenance of an optimized chlorine residual throughout the distribution system. Each month, plant and Lab Staff review the current state of the system and adjust the target chlorine dosage at the plant. Since the addition of UV in 2014, the additional level of treatment has significantly improved the water quality at the far ends of the distribution system.

Operation Summary (continued)

In an effort to improve system operation and prioritize activities, PWD joined the Partnership for Safe Water in 2014. The Partnership is a voluntary continuous improvement program that uses optimization methods to improve drinking water systems. Initially, the partnership successfully developed and implemented a self-assessment and optimization program for surface water treatment plants by many organizations; including American Water Works Association, US EPA, Association of Metropolitan Water Agencies, National Association of Water Companies, Association of State Drinking Water Administrators, and the Water Research Foundation.



PWD reported basic distribution system data for the first few years. In 2016, PWD staff began a multi-year process to prepare for what the Partnership refers to as the third-phase submittal. The focus of this work is to help utilities evaluate their own distribution system performance against regulatory requirements and industry Best Management Practices. In areas where improvement is desired, a continuous improvement process supports the creation of short-term and long-term goals.

The Distribution System Optimization Program focuses on topics such as maintenance of system chlorine residuals, hydrant and valve maintenance, management of main breaks, water loss, customer complaints, Cross Connection Control Program, main renewal programs, staffing, and funding. PWD is not eligible to join the Treatment Plant Optimization Program because PWD has a waiver from filtration.

Over the years, PWD has adjusted service standards, and developed initiatives to support Partnership for Safe water recommendations, the most recent being the 2024 adoption the PSW's criteria for Main Breaks/Leaks per 100 miles of water main performance metric.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary					
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
Water Distribution System	\$25,275,000	\$10,075,000	\$12,075,000	\$13,075,000	\$30,075,000
Water Facilities Program	\$3,480,000	\$8,040,000	\$200,000	\$2,400,000	\$200,000
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

Financing Summary					
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$24,150,000	\$13,400,000	\$9,000,000	\$12,200,000	\$27,000,000
Cap Reserve	\$2,339,609	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
R&R	\$2,600,391	\$2,825,000	\$1,385,000	\$1,385,000	\$1,385,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
3058/110/Miscellaneous SCADA Project Upgrades	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
3309/110/SCADA - Water Radio Network Upgrade	\$225,000				
Water Distribution System	\$25,275,000	\$10,075,000	\$12,075,000	\$13,075,000	\$30,075,000
3068/307/407 Zone Reliability Improvements - Chute Rd. /Cumberland	\$10,000,000				\$4,000,000
3070/262/SLWTF - Emergency Storage/Trans					\$12,000,000
3072/65/Water Hydrant Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3077/56/Water Main Replacement - Seasonal Mains	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3082/61/Water Services - Renew Domestic and Fire	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
3087/53/Water Valve Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3092/408/Water System Redundancy (looping), Upsizing	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3121/43/WMR- Various Main Replacements	\$8,000,000	\$9,000,000	\$11,000,000	\$12,000,000	\$13,000,000
3296/43/WMR- LCRR Lead Copper Galv. Replacement	\$5,600,000				
3322/53/Elizabeth Rd. Transmission Valve Replacement	\$600,000				
Water Facilities Program	\$3,480,000	\$8,040,000	\$200,000	\$2,400,000	\$200,000
3007/18/SLWTF Intake Screening Upgrade		\$4,500,000			
3008/122/Steep Falls Upgrade - Phase 1	\$300,000				
3032/122/Water Facilities R&R	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
3102/203/Water Storage Facility Maintenance & Upgrade	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3104/203/Water Tank Maintenance- Gorham Tank Rehab		\$800,000			
3210/122/Chemical Storage Facilities Upgrades Phase 1	\$1,550,000	\$1,800,000		\$2,200,000	
3240/122/SLWTF Raw Water Pump #4 Rebuild	\$180,000				
3252/122/SLWTF - Fuel Storage Tank Upgrade	\$300,000				
3288/122/SLWTF - Roof Replacement Phase 2		\$640,000			
3307/122/Demo of abandon Assets - Standish PS, Brook CL2	\$200,000				
3313/122/SLWTF Electrical Service Improvements		\$100,000			
3314/122/Blanchard Rd. PS Domestic Upgrade	\$200,000				
3318/122/Ozone Generators Power Control Upgrades	\$300,000				
3325/122/Sebago Heights PS - VFD and Controls	\$250,000				
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3097/46/Water System Security Improvements	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

Projections for Rate-Making Purposes

Multi-year projections are made for the water fund to provide an understanding of the future impact on water rates.

Major Assumptions:

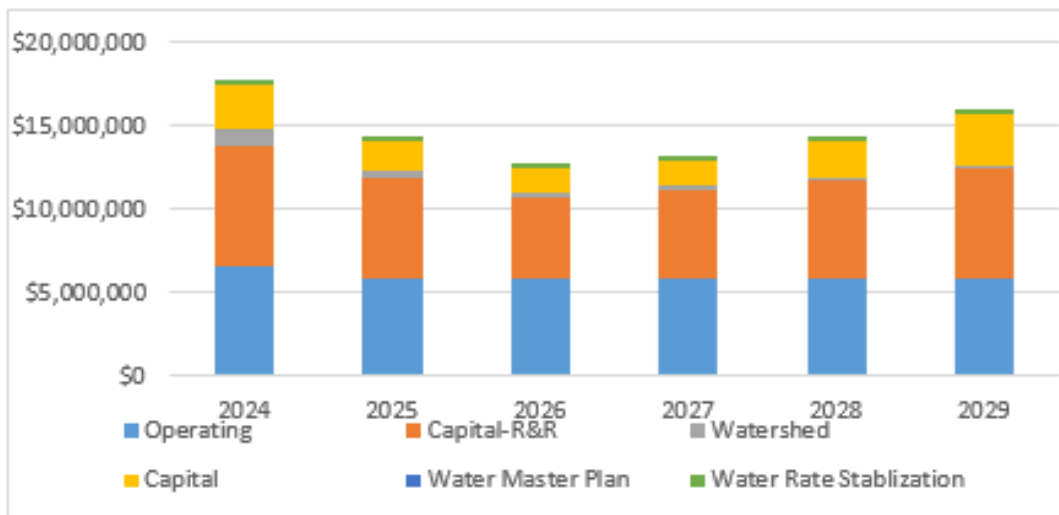
The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5% Water department staffing increases by a crew over the next 3 years (5 full-time staff members).
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$4.8 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Water Revenue is projected to increase to \$43,888,392 in 2029, a 33% increase over 2025 Budget, which results in an average annual increase of 8.3%. The most significant cost change relates to debt service issued to finance capital projects. Operating Ratios and Reserves are better than target and Capital Renewal & Replacement fund (R&R) balance are above the target balance.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
26%	26%	27%	29%	31%	32%	32%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
151%	123%	138%	140%	139%	140%	142%

Projections for Rate-Making Purposes (continued)

Water Fund

Operating Fund:

	2023 Actual	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues:							
Water Sales	28,097,013	30,779,641	32,871,615	35,719,666	38,824,320	41,562,629	43,888,392
Interest Income	1,008,077	665,921	720,950	720,950	720,950	720,950	720,950
Other Income	587,229	558,559	560,618	560,618	560,618	560,618	560,618
Total Revenues	29,692,319	32,004,121	34,153,183	37,001,234	40,105,888	42,844,197	45,169,960
Operating Expenses:							
Salaries & Wages	5,454,967	5,838,503	6,192,240	6,493,968	6,806,257	7,129,476	7,379,008
Employee Benefits	2,424,995	2,578,634	2,705,036	2,910,338	3,127,958	3,358,635	3,560,153
Chemicals	887,419	999,911	1,009,997	1,040,297	1,071,506	1,103,651	1,136,761
Contracted Services	2,430,857	2,150,248	2,350,816	2,421,340	2,493,980	2,568,799	2,645,863
Facilities	101,218	121,167	121,681	125,331	129,091	132,964	136,953
Heat/Fuel Oil	152,671	144,012	160,934	165,762	170,735	175,857	181,133
Insurance	41,650	42,593	50,714	52,235	53,802	55,416	57,078
Materials & Supplies	963,332	775,035	904,817	964,962	1,026,911	1,090,718	1,123,440
Other Expense	-46,750	82,701	102,167	105,232	108,389	111,641	114,990
Purchased Power	460,300	608,376	727,853	756,967	779,676	803,066	827,158
Regulatory/Taxes	285,687	288,566	282,196	290,662	299,382	308,363	317,614
Tele/Other Utilities	105,308	103,584	95,307	98,166	101,111	104,144	107,268
Transportation	899,410	890,839	927,247	960,064	993,866	1,028,682	1,059,542
SS - Administration	4,091,366	4,383,619	4,515,417	4,696,034	4,883,875	5,079,230	5,282,399
SS - Engineering Services	1,476,356	1,247,074	1,205,497	1,253,416	1,303,239	1,355,043	1,408,906
SS - Environmental Services	259,214	195,479	213,332	221,865	230,740	239,970	249,569
SS - Water Services	210,721	144,736	204,760	212,950	221,468	230,327	239,540
	20,207,921	20,595,077	21,770,011	22,769,589	23,801,986	24,875,982	25,827,375
Debt Service & Lease							
Renewal & Replacement - Direct	1,250,000	1,905,000	1,405,000	1,605,000	1,805,000	2,005,000	2,205,000
Renewal & Replace - Indirect	665,453	697,092	767,607	661,780	661,780	661,780	661,780
Capital Finance Expense	9,614,600	10,865,719	11,043,563	12,477,500	14,126,994	15,359,906	16,293,805
Total Operating Expenses	29,822,521	31,460,796	32,813,574	35,247,089	37,928,980	40,235,888	42,121,180
Current Year Surplus(Deficit)	-130,202	543,325	1,339,609	1,754,145	2,176,908	2,608,309	3,048,780
Transfer to Capital Reserve	-355,656	-543,325	-1,339,609	-1,754,145	-2,176,908	-2,608,309	-3,048,780
Prior Year Surplus	7,289,055	6,622,149	5,907,276	5,907,276	5,907,276	5,907,276	5,907,276
Accumulated Surplus	6,803,197	6,622,149	5,907,276	5,907,276	5,907,276	5,907,276	5,907,276
Target Balance(25% of budget)		7,865,199	8,203,394	8,811,772	9,482,245	10,058,972	10,530,295
Above/(Below)		-1,243,050	-2,296,118	-2,904,496	-3,574,969	-4,151,696	-4,623,019

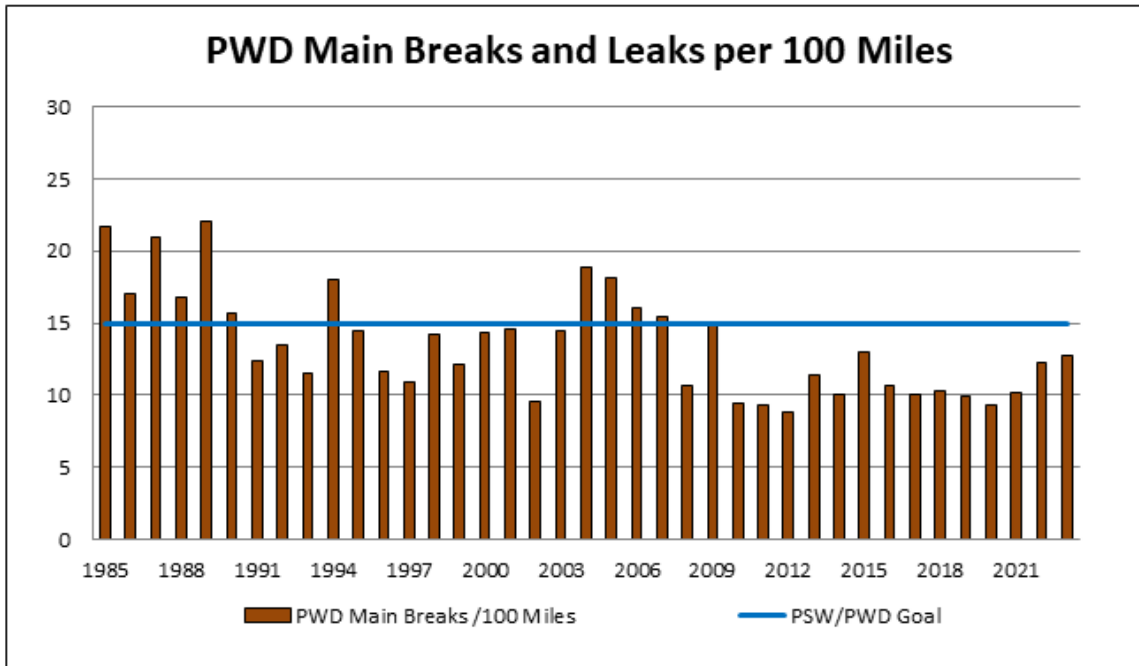
Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$3,901,000

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
R&R Balance BOY	\$ 7,188,145	\$ 5,992,754	\$ 4,772,754	\$ 5,192,754	\$ 5,812,754
Contribution	\$ 1,405,000	\$ 1,605,000	\$ 1,805,000	\$ 2,005,000	\$ 2,205,000
Withdrawals	\$ (2,600,391)	\$ (2,825,000)	\$ (1,385,000)	\$ (1,385,000)	\$ (1,385,000)
R&R Balance EOY	\$ 5,992,754	\$ 4,772,754	\$ 5,192,754	\$ 5,812,754	\$ 6,632,754

Water Main Renewals



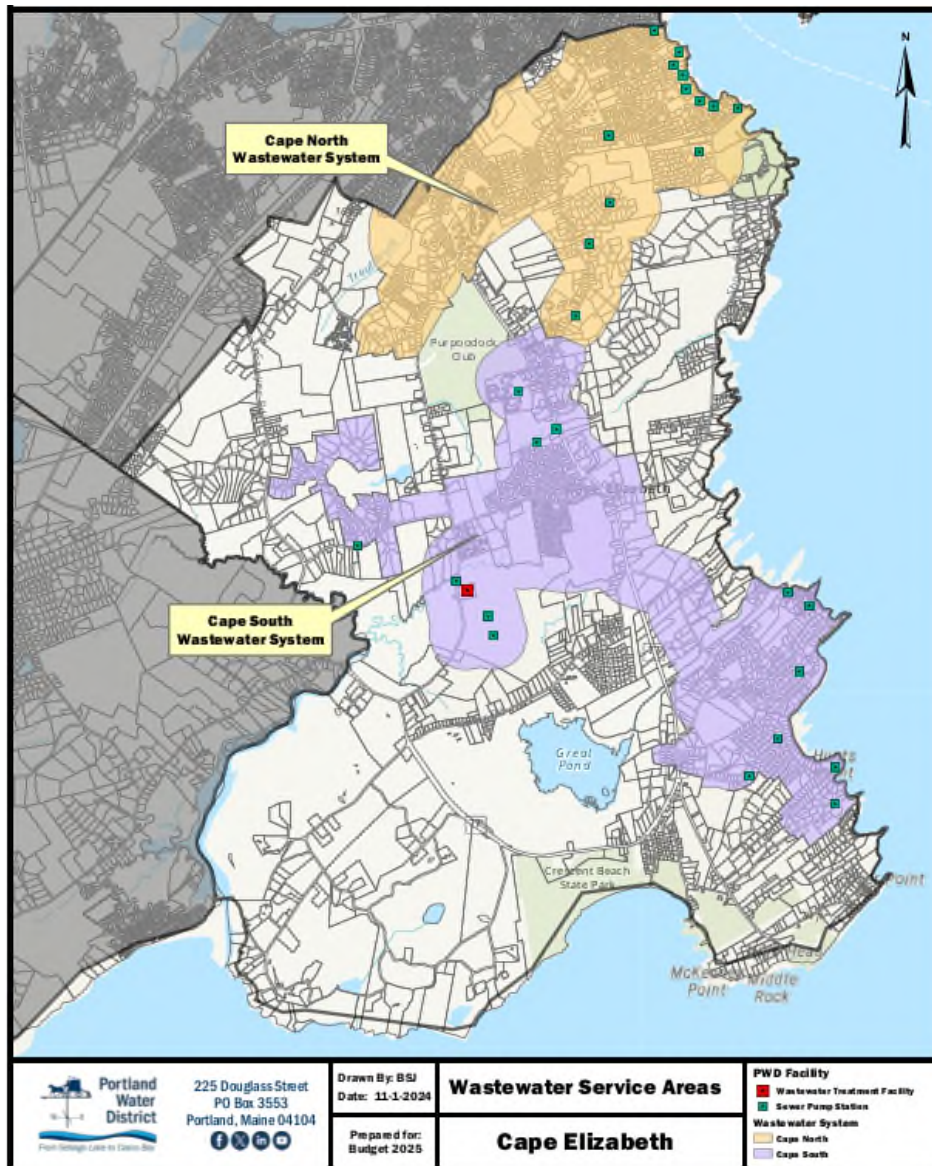
Our commitment to maintain aging water infrastructure includes replacing water mains. The 2025 budget continues this commitment with planned projects totaling \$10.4 million dollars. The projects will be funded with a withdrawal from the capital reserve (\$1 million), bond proceeds (\$7 million), and a Federal Grant/bond (\$2.4 million). The increased investment in main renewal has positively impacted the number of main breaks.



Fund: Wastewater - Cape Elizabeth

Background

The Portland Water District’s charter authorizes PWD to provide wastewater treatment and collection system-interceptors service to the town. The town maintains most of the collection system but has contracted with PWD to maintain several pump stations within that system. PWD operates a treatment facility that treats wastewater from the southern section of the town and contracts with the City of South Portland to provide treatment services for the northern section of the town. Additionally, by contract, PWD provides utility billing services.



Summary of Services Provided:

Treatment:

Cape South 0.52 million gallons/day

Cape North 0.715 million gallons/day (by South Portland’s plant)

Collection System:

27 Pump Stations with 17.1 miles of pipe

Utility Billing Services:

Annual Billings of \$2,120,990 on 2,439 Customers (avg. \$72.47/month)

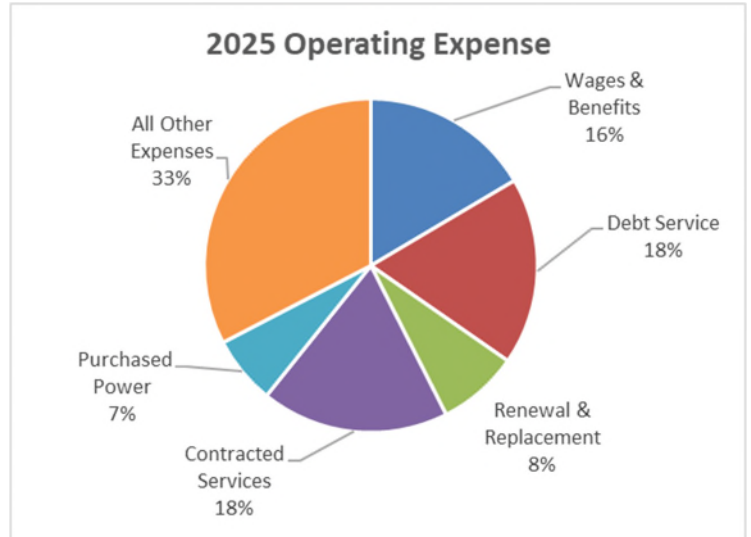
Fund: Wastewater - Cape Elizabeth

2025 Financial Summary

The proposed assessment of \$2,474,052 is a 3.5% increase.

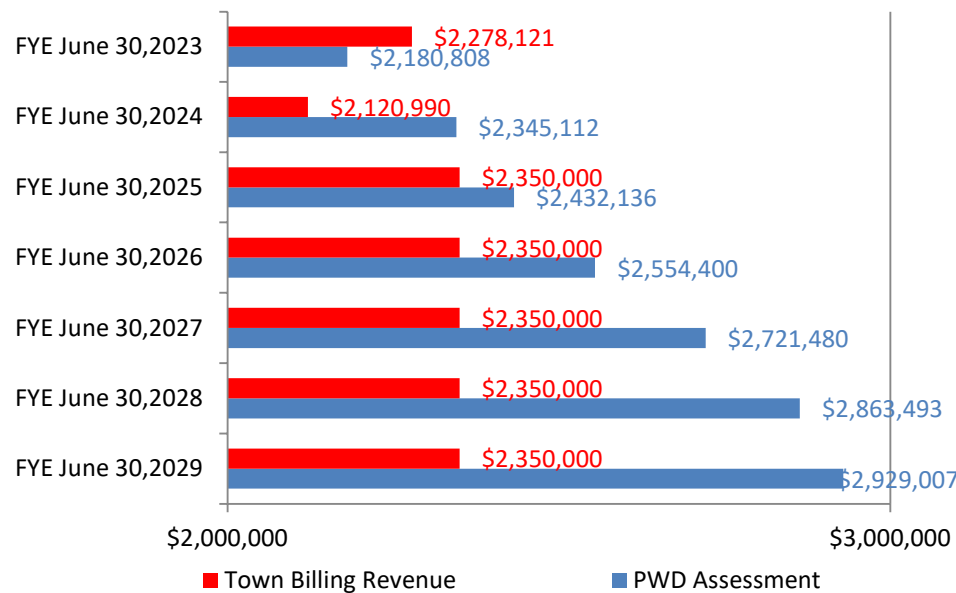
The proposed Operating Expense and Capital budgets are \$2,595,362 and \$1,465,000 respectively. The Operating Expense budget increased \$122,336 or 4.9%.

The 2025 Capital budget includes \$1.3 million for aeration and clarifier upgrades at the Cape Elizabeth Wastewater Treatment Facility and \$80,000 for a replacement generator at Broad Cove North wastewater pump station.



Assessment Compared to Ratepayers' Billing

The municipality's fiscal year end is June 30, while PWD's is December 31. The chart below compares the cash as collected by PWD for sewer billing on their behalf and PWD's assessment for services rendered. The municipality may incur additional sewer-related costs. The municipality determines when to increase the sewer billing rates.



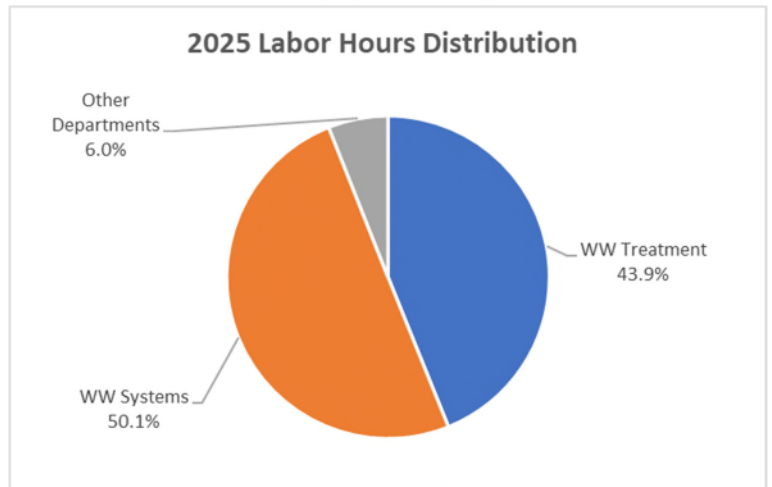
Revenue Assumptions:	
-	Consumption is for the 12 months ending June 30, 2024
-	Rates History:
Effective Date	Base/Per HCF
Mar 2016	\$49.50/\$5.68
July 2022	\$50.99/\$5.85
July 2023	\$52.51/\$6.03
July 2024	\$54.09/\$6.21

2025 Operating Expense Highlights

Salaries/Wages – Salaries and wages have increased 7.1%, or \$19,746, to an amount of \$298,021. Regular wages increased an average of 4.2%, hours charged were up 3.0% (255 hours).

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 5.6% (\$6,952).

Biosolids Disposal – The projected volume of wet tons processed is expected to decrease 14.3% and the budgeted per unit cost of disposal will increase 3.0%. Overall, the budget in Cape Elizabeth is anticipated to decrease \$3,424 or 11.7%.



Chemicals – Sodium Bicarbonate is used to manage the effluent pH of the treatment plant. Usage is projected to increase by 21.6% in the 2025 Budget as it had become more difficult to de-nitrify. The planned 2025 aeration tank upgrade will reduce usage in the future. Combined with a 11.6% per unit cost growth, this item will increase \$8,754. This will be partially offset by a \$3,003 reduction in Polymer. Overall, chemical costs have increased by 19.0%, or \$5,751.

Materials & Supplies – This category, which includes parts and supplies purchased directly from outside vendors or items drawn from the District’s inventory stockroom, increased \$7,634 (14.5%). The growth reflects the rising cost of these commodities as well as increased utilization as the District increases maintenance efforts on system infrastructure.

Purchased Power – Overall this category is up \$8,354 (5.1%). This was mostly driven by large increases in transmission and delivery was up \$9,822 (17.0%). Renewable energy expenses were unchanged in the 2025 budget.

Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer service, billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services increased \$9,421 or 1.5%.

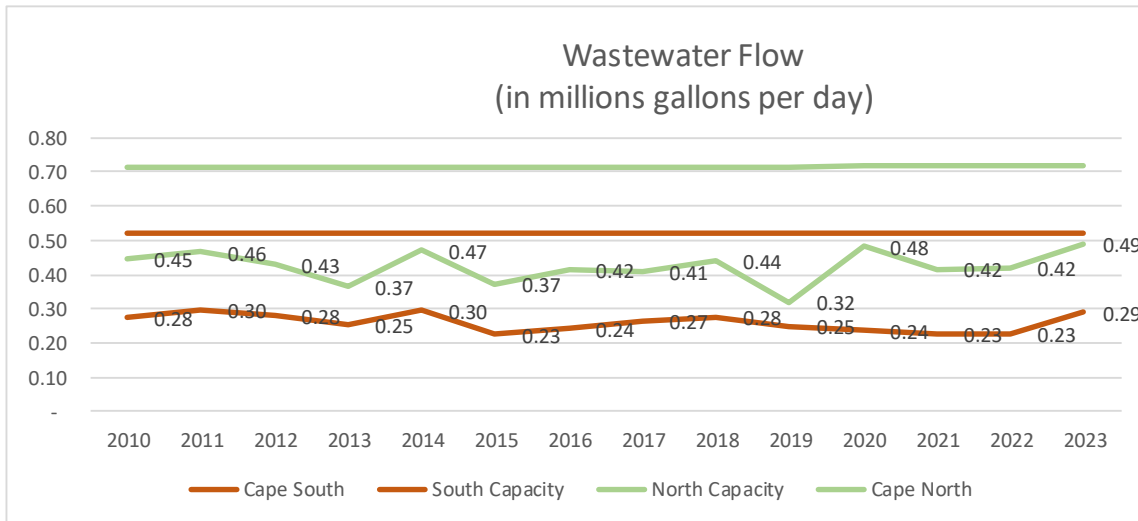
Debt Service/Lease Expense – This represents the annual principal and interest payments on bonds issued to finance capital projects. This cost increased \$42,934 (10.0%) from the prior year budget to \$471,556. The District plans on issuing \$1.3 million in new debt during 2025 related to the aeration project at the Cape Elizabeth Wastewater Treatment Facility.

Renewal & Replacement – These are dollars put aside to fund capital projects and the replacement of equipment that has served its useful life. A contribution of \$204,602 will be made in 2025.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$2,300,004	\$1,195,110	\$2,390,220	\$2,474,052	\$83,832	3.5%
Interest Income	70,064	37,188	40,361	78,865	38,504	95.4%
Other Income	25,841	17,069	42,445	42,445	-	0.0%
Total Revenue	2,395,909	1,249,367	2,473,026	2,595,362	122,336	4.9%
Salaries & Wages	248,834	134,434	278,275	298,021	19,746	7.1%
Employee Benefits	112,005	58,981	123,104	130,056	6,952	5.6%
Biosolids Disposal	17,384	11,293	29,238	25,814	(3,424)	-11.7%
Chemicals	43,184	18,899	30,243	35,994	5,751	19.0%
Contracted Services	437,275	241,948	464,685	473,101	8,416	1.8%
Heat/Fuel Oil	23,939	21,332	18,915	16,781	(2,134)	-11.3%
Insurance	9,450	5,225	10,486	11,494	1,008	9.6%
Materials & Supplies	52,331	39,700	52,766	60,400	7,634	14.5%
Other Expense	1,856	7,547	750	750	-	0.0%
Purchased Power	112,299	81,102	163,160	171,514	8,354	5.1%
Regulatory/Taxes	2,188	2,094	1,875	2,175	300	16.0%
Transportation	40,681	20,886	35,625	36,334	709	2.0%
Tele/Other Utilities	16,222	11,505	15,555	18,385	2,830	18.2%
SS - Administration	240,883	127,749	270,358	274,059	3,701	1.4%
SS - Engineering Services	76,324	47,790	118,545	111,140	(7,405)	-6.2%
SS - Environmental Services	32,805	17,765	32,921	36,855	3,934	11.9%
SS - Wastewater Services	213,698	108,491	203,213	210,873	7,660	3.8%
SS - Water Services	5,739	2,418	3,927	5,458	1,531	39.0%
Operating Expense	1,687,097	959,159	1,853,641	1,919,204	65,563	3.5%
Debt Service & Lease Expense	426,294	201,558	428,622	471,556	42,934	10.0%
Renewal & Replacement - Direct	155,000	77,500	155,000	165,000	10,000	6.5%
Renewal & Replace - Indirect	31,560	17,881	35,763	39,602	3,839	10.7%
Total Expense	2,299,951	1,256,098	2,473,026	2,595,362	122,336	4.9%
Current Year Surplus (Deficit)	95,958	(6,731)	-	-		
Prior Year Surplus	286,837	382,795	230,374	387,831		
Accumulated Surplus	382,795	376,064	230,374	387,831		

Operation Summary Cape Elizabeth

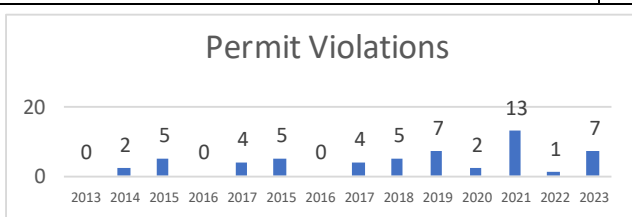
Wastewater Treatment: The Cape Elizabeth Wastewater System is comprised of two general areas, North and South. Flow generated in the Northern area is delivered to South Portland for treatment while flow generated in South Cape is treated at the Cape Elizabeth WWTF. The Cape Elizabeth treatment facility is designed to treat 520,000 gallons per day with a peak capacity of 2.75 mgd during wet weather. On the Town of Cape Elizabeth’s behalf, PWD owns 715,400 gallons per day of capacity at South Portland’s WWTF. The Cape Elizabeth treatment facility is currently operated in a way that provides some nitrogen removal; however, it is anticipated that the permit renewal may require further reductions in effluent nitrogen.



In 2023, flows increased from the previous year with the flow in the Northern area averaging 0.49 mgd and the South Cape flow to the treatment plant averaging 0.29 mgd.

Effluent Permit Requirements:

Parameter	Discussion
Biological Oxygen Demand (BOD)	Measure of organic material and the strength of pollution. The treatment plant removed 95% of the BOD; well above the required 85% removal.
Total Suspended Solids (TSS)	Measure of suspended material in the incoming wastewater; also, the strength of pollution. The treatment plant removed 96% of the TSS, well above the required 85% removal.
Total Residual Chlorine	Used previously for disinfecting the treated effluent, chlorine must be removed before the effluent is discharged. The permit limit was met at all times. The UV disinfection upgrade has eliminated the use of disinfection system chemicals and the need to monitor chlorine residual.
Fecal Coliform Bacteria	Following disinfection, the fecal coliform level is monitored to confirm the treatment plant effluent was properly disinfected.



The Discharge Permit was renewed in late 2016. A permit application was submitted and renewal of the permit is pending Maine DEP action. There was an increase from a single permit violation the previous year to seven in 2023. In 2024, to date, there have been two effluent permit violations.

Operation Summary (continued)

Wastewater Conveyance – interceptors and pumping stations: The Ottawa Road CSO Long Term Control Plan was submitted to Maine Department of Environmental Protection in December 2011 and was approved in September 2013. The 5-year plan began in 2014. The plan's projects were designed to lower the frequency and volume of overflow during extreme wet weather events by addressing private sources of infiltration and inflow in the collection systems of Cape Elizabeth and South Portland. Following completion of this work, flows are currently being monitored as part of Maine DEP's required monitoring program with the anticipation that the CSO can be officially closed. Following pump capacity increases and the installation of a bypass system at the station, an upgrade to the Ottawa Rd. Pump Station was completed in 2024. This upgrade will increase the performance and reliability of the pump station.

The majority of pump stations include an emergency generator that provide reliability during power outages.

Additional work performed by the Systems group is shown in the table below:

Parameter	2024 Actual to September	2024 Projected to End of the Year
Preventive Work Orders	967	1,100
Corrective Work Orders	21	50
Wet wells cleaned	33	50
Debris removed (ton)	103	150
Dry Weather Overflows	2	2

2024 Other Highlights

- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- The Ottawa Rd. Pump Station was upgraded in 2024 to improve reliability and performance.
- Radio network upgrades have been completed to maintain efficient monitoring of remote pump stations and the treatment plant.
- Legislative action that prohibits land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027.

2025 Work Plan

- Asset Management Software will drive the preventive maintenance program, generating both monthly and annual preventive maintenance work orders. Efforts to refine the existing maintenance approach will continue.
- Flow monitoring will continue to assess the flow reductions that have been realized due to the Ottawa Rd. drainage area I/I flow reduction efforts by Cape Elizabeth and South Portland. This effort is required by Maine DEP's post construction monitoring to assess if the related combined sewer overflow can be eliminated. The pump station upgrade will provide additional operational resiliency.
- An upgrade to the aeration system and clarifiers will begin in 2025. This will, in part, increase the ability of the plant to reduce effluent nitrogen.
- A generator will be installed at the Broad Cove Pump North Station.
- A permit renewal was submitted and the permit issuance is pending from Maine DEP.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000
WW Treatment	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology		\$200,000			
3316/177/SCADA Server and Dark Fiber Upgrade (CE)		\$200,000			
WW Collection & Pumping	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000
3130/52/Cape Elizabeth Pump Station R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3168/52/Stonegate South Upgrades					\$90,000
3297/52/Broad Cove North Generator		\$80,000			
3298/52/LittleJohn PS HVAC improvements				\$300,000	
WW Treatment	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000
3129/424/Cape Elizabeth WWTF- R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3188/424/Aeration and Clarification Upgrade	\$1,300,000	\$1,500,000			
3189/424/Boiler Upgrade/Replacement		\$150,000			
3207/424/Sludge Handling and Headworks Odor Control				\$750,000	
3225/424/Peabbles Dechlorination Bunker Repurposing					\$15,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,300,000	\$1,500,000	\$1,050,000	\$15,000	\$90,000
R&R	\$165,000	\$435,000	\$85,000	\$85,000	\$85,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds' assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on next page.

Summary

Major Assumptions:

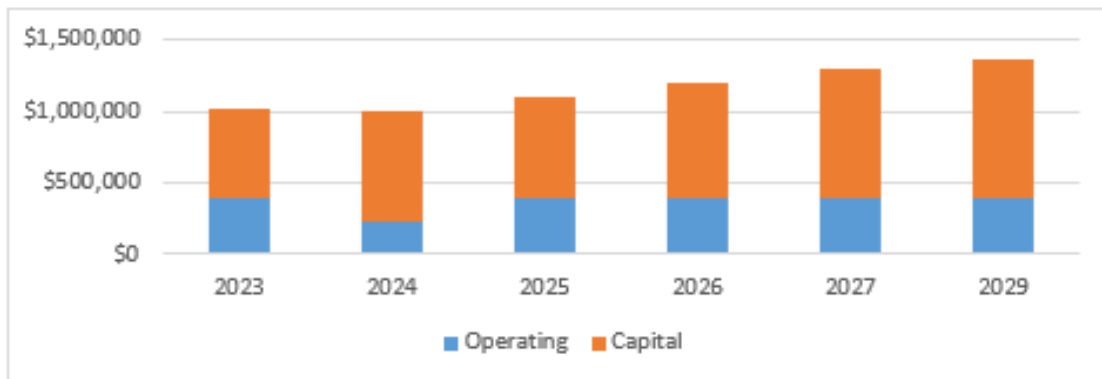
The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$4.8 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Assessment is projected to increase to \$2,939,240 in 2029, a 19% increase over 2025 Budget, with the most significant cost change related to debt service issued to finance capital projects. Debt Percent of Budget is better than target and the Debt Service Ratio is higher than target but is declining over the coming years. Operating Reserve balance and Capital Renewal & Replacement fund (R&R) balance are below the target balances currently.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
19%	17%	18%	22%	25%	27%	26%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
166%	145%	143%	133%	128%	127%	128%

Projections for Rate-Making Purposes (continued)

Operating Fund:

	2022 Actual	2023 Actual	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues:								
Assessment Income	2,061,612	2,300,004	2,390,220	2,474,052	2,634,747	2,808,213	2,918,773	2,939,240
Interest Income	11,644	70,064	40,361	78,865	78,865	78,865	78,865	78,865
Other Income	10,572	25,841	42,445	42,445	42,445	42,445	42,445	42,445
Total Revenues	2,083,828	2,395,909	2,473,026	2,595,362	2,756,057	2,929,523	3,040,083	3,060,550
Operating Expenses:								
Salaries & Wages	243,177	248,834	278,275	298,021	314,452	329,458	340,989	352,924
Employee Benefits	97,837	112,005	123,104	130,056	140,859	151,311	160,390	170,013
Biosolids Disposal	23,291	17,384	29,238	25,814	27,105	28,460	29,883	31,377
Chemicals	30,664	43,184	30,243	35,994	37,074	38,186	39,332	40,512
Contracted Services	452,010	437,275	464,685	473,101	487,294	501,913	516,970	532,479
Heat/Fuel Oil	20,461	23,939	18,915	16,781	17,284	17,803	18,337	18,887
Insurance	7,951	9,450	10,486	11,494	11,839	12,194	12,560	12,937
Materials & Supplies	57,477	52,331	52,766	60,400	62,212	64,078	66,000	67,980
Other Expense	730	1,856	750	750	773	796	820	845
Purchased Power	95,719	112,299	163,160	171,514	178,375	183,726	189,238	194,915
Regulatory/Taxes	1,406	2,188	1,875	2,175	2,240	2,307	2,376	2,447
Tele/Other Utilities	16,438	16,222	15,555	18,385	18,937	19,505	20,090	20,693
Transportation	42,060	40,681	35,625	36,334	38,124	39,768	40,961	42,190
SS - Administration	237,104	240,883	270,358	274,059	285,021	296,422	308,279	320,610
SS - Engineering Services	72,707	76,324	118,545	111,140	115,558	120,151	124,927	129,893
SS - Environmental Services	37,617	32,805	32,921	36,855	38,329	39,862	41,456	43,114
SS - Wastewater Services	164,754	213,698	203,213	210,873	169,308	126,080	81,123	34,368
SS - Water Services	5,014	5,739	3,927	5,458	5,676	5,903	6,139	6,385
	1,606,417	1,687,097	1,853,641	1,919,204	1,950,460	1,977,923	1,999,870	2,022,569
Debt Service & Lease								
Renewal & Replacement - Direct	145,000	155,000	155,000	165,000	175,000	185,000	195,000	205,000
Renewal & Replace - Indirect	30,458	31,560	35,763	39,602	23,264	23,264	23,264	23,264
Capital Finance Expense	549,007	612,854	619,385	676,158	805,597	951,600	1,040,213	1,037,981
Total Operating Expenses	2,155,424	2,299,951	2,473,026	2,595,362	2,756,057	2,929,523	3,040,083	3,060,550
Current Year Surplus(Deficit)	-71,596	95,958	0	0	0	0	0	0
Prior Year Surplus	358,432	286,837	230,374	387,831	387,831	387,831	387,831	387,831
Accumulated Surplus	286,836	382,795	230,374	387,831	387,831	387,831	387,831	387,831
Target Balance(25% of budget)			618,257	648,841	689,014	732,381	760,021	765,138
Above/(Below)			-387,883	-261,010	-301,183	-344,550	-372,190	-377,307

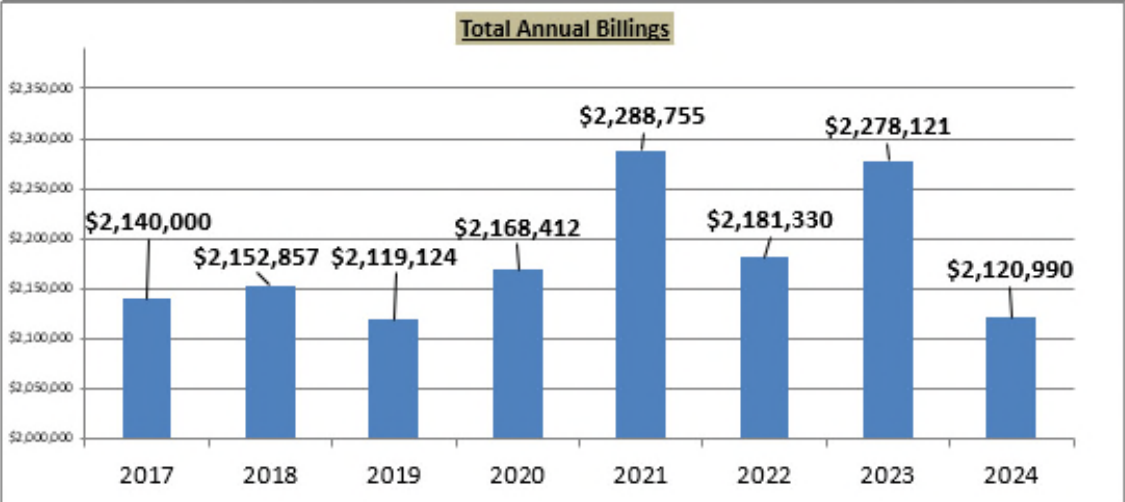
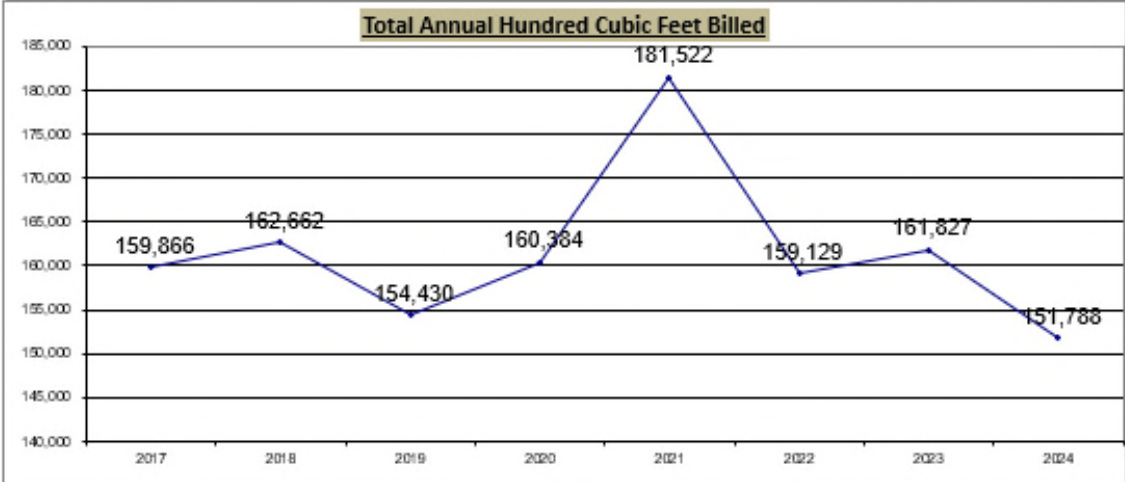
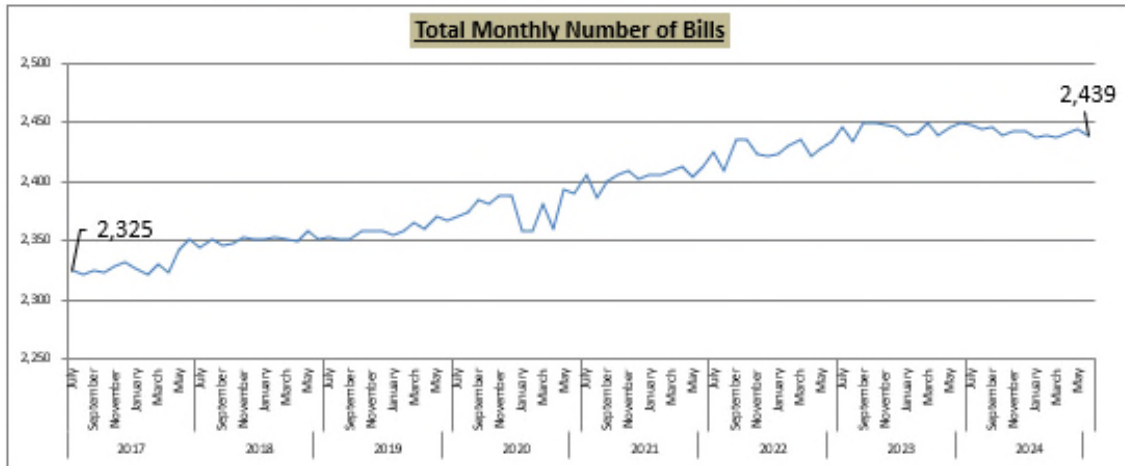
Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$957,000

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
R&R Balance BOY	\$ 776,324	\$ 776,324	\$ 516,324	\$ 616,324	\$ 726,324
Contribution	\$ 165,000	\$ 175,000	\$ 185,000	\$ 195,000	\$ 205,000
Withdrawals	\$ (165,000)	\$ (435,000)	\$ (85,000)	\$ (85,000)	\$ (85,000)
R&R Balance EOY	\$ 776,324	\$ 516,324	\$ 616,324	\$ 726,324	\$ 846,324

Sewer Billing Statistics

PWD provides sewer billing services for the municipality by contract. Sewer is billed based on water consumption and is included on Portland Water District’s water bill. The municipality determines the sewer rate. Dollars collected are forwarded to the municipality weekly.

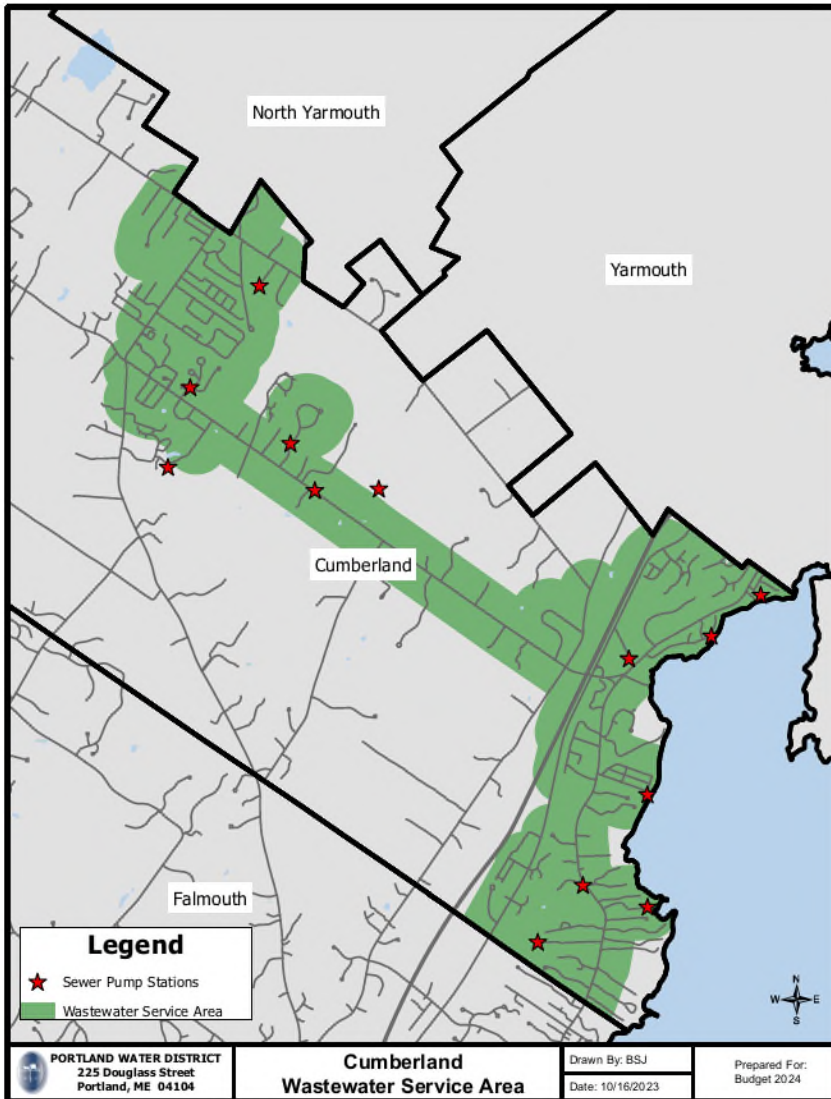
By Municipal Fiscal Year: Jul 1 to Jun 30



Fund: Wastewater - Cumberland

Background

The Portland Water District's charter requires that PWD provide wastewater treatment, collection system and interceptors service to the town. By contract with the town, PWD additionally operates and maintains the collectors in the sewer collection system. PWD contracts with the Town of Falmouth to provide treatment services. Additionally, by contract, PWD provides utility billing services.



Summary of Services Provided:

Treatment
 0.468 million
 gallons/day

Collection System:
 13 Pump Stations with
 31.89 miles of pipe

Utility Billing Services:
 Annual Billings of
 \$1,188,550 on 1,298
 Customers
 (avg. \$76.31/month)

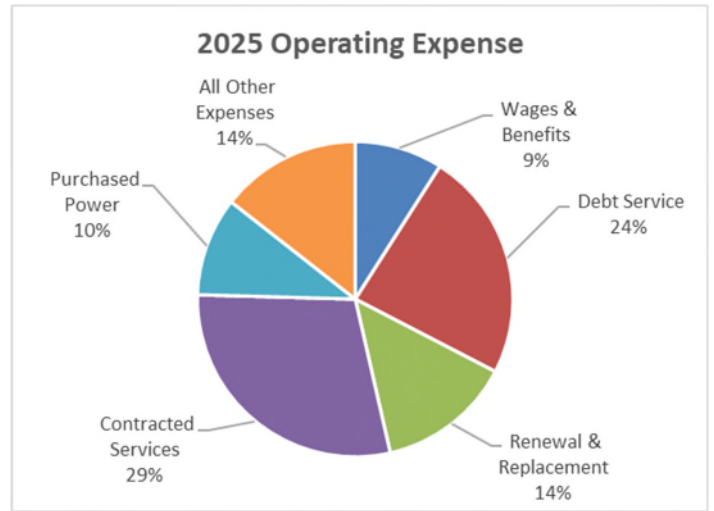
Fund: Wastewater - Cumberland

2025 Financial Summary

The proposed assessment of \$1,428,456 is an increase of \$148,776 or 11.6%.

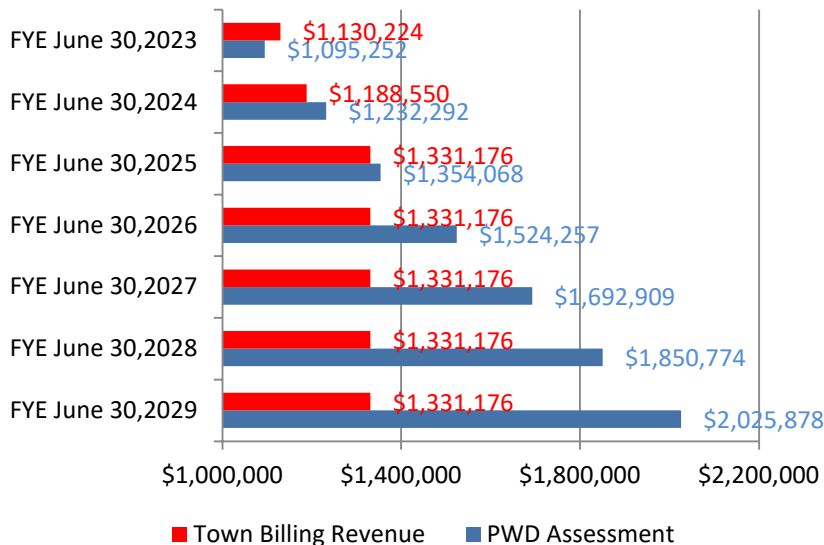
The proposed Operating Expense and Capital budgets are \$1,476,901 and \$30,000, respectively. The Total Expense increase is 12.2% (\$160,315).

Cumberland’s Capital plan consists of \$30,000 for general capital work, no major projects are scheduled for 2025.



Assessment Compared to Ratepayers’ Billing

The municipality’s fiscal year end is June 30, while the PWD’s is December 31. The chart below compares the cash as collected by PWD for sewer billings on their behalf and PWD’s assessment for services rendered. The municipality may incur additional sewer-related costs. The municipality determines if there are adjustments to sewer billing rates. Any shortfall will be paid from the Town’s sewer surplus fund.



Revenue Assumptions:

- Consumption is the 12 months ending June 30, 2024

Rates Assumed:

Effective Date:	Base/Per HCF
Jul 2013	\$34.25/\$4.96
Sep 2013	\$34.25/\$5.29
Sep 2015	\$35.58/\$5.29
Sep 2016	\$36.92/\$5.29
Sep 2018	\$36.92/\$5.52
Oct 2023	\$36.92/\$6.68

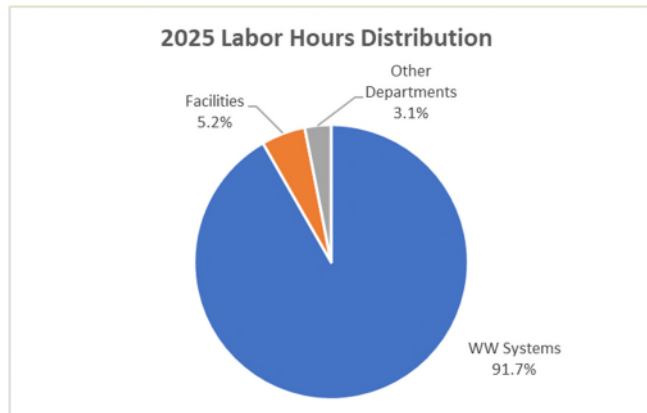
Proposed

Oct 2024	\$41.84/\$7.40
----------	----------------

2025 Operating Expense Highlights

Salaries/Wages – Salaries and wages have increased by 3.9%, or \$3,507, to \$92,651. Regular wages increased an average of 4.2%, hours charged were up 0.3% (9 hours).

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 2.3% (\$895).



Contracted Services – Overall Contracted Services increased 19.8% (\$70,677) to a total of \$428,500. This category includes payments to third party vendors for maintenance services, CCTV services and grease disposal, but by far the largest expense are payments to the Town of Falmouth for wastewater treatment and pumping services which was up \$45,025 in the 2025 Budget. Cumberland is assessed treatment costs based on the percentage of the total treatment plant flow contributed to the treatment plant. Approximately 25% of the treatment flow, and related costs, are attributed to Cumberland. Treatment expenses included increases in biosolids disposal, power and chemicals.

Purchased Power – Overall this category is up \$4,966 (10.4%). This was mostly driven by large increases in transmission and delivery costs which increased \$3,913 or 20% and energy costs were up \$1,053 (5.2%). Renewable energy expenses were unchanged in the 2025 budget.

Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer service, billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services increased \$19,337 or 7.9%.

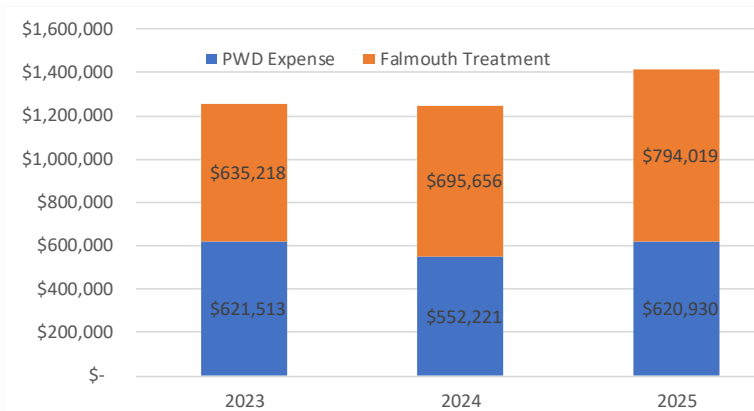
Debt Service – Debt service expense increase 4.3% or \$14,275. The District plans to issue \$1.1 million in new debt for upgrades at the Powell and Tuttle Roads Wastewater Pump Stations.

Renewal and Replacement – This is the annual contribution to fund to finance smaller capital projects. A contribution of \$204,240 will be made in 2025, an increase of \$48,521 from the previous year. Most of this increase (\$42,500) is in the “Contracted” category and reflects changes in Cumberland’s share of upcoming capital projects at the Town of Falmouth’s Wastewater Treatment Facility.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$1,184,904	\$639,840	\$1,279,680	\$1,428,456	\$148,776	11.6%
Interest Income	29,792	17,702	21,976	33,515	11,539	52.5%
<u>Other Income</u>	<u>8,397</u>	<u>5,547</u>	<u>14,930</u>	<u>14,930</u>	<u>0</u>	<u>0.0%</u>
Total Revenue	1,223,093	663,089	1,316,586	1,476,901	160,315	12.2%
Salaries & Wages	97,031	53,718	89,144	92,651	3,507	3.9%
Employee Benefits	44,276	23,876	39,749	40,644	895	2.3%
Contracted Services	305,696	200,701	357,823	428,500	70,677	19.8%
Heat/Fuel Oil	117	763	100	100	0	0.0%
Insurance	3,888	1,836	4,182	1,576	-2,606	-62.3%
Materials & Supplies	31,539	7,821	18,250	18,250	0	0.0%
Purchased Power	36,063	26,037	47,664	52,630	4,966	10.4%
Transportation	29,709	15,842	23,688	24,431	743	3.1%
Tele/Other Utilities	2,072	2,679	2,025	2,025	0	0.0%
SS - Administration	129,940	66,414	140,589	149,873	9,284	6.6%
SS - Engineering Services	36,554	22,513	54,309	63,938	9,629	17.7%
SS - Wastewater Services	59,616	25,211	47,060	46,467	-593	-1.3%
<u>SS - Water Services</u>	<u>3,420</u>	<u>1,442</u>	<u>2,343</u>	<u>3,360</u>	<u>1,017</u>	<u>43.4%</u>
Operating Expense	779,921	448,853	826,926	924,445	97,519	11.8%
Debt Service & Lease Expense	294,967	164,065	333,941	348,216	14,275	4.3%
Renewal & Replacement - Direct	40,000	20,000	40,000	42,000	2,000	5.0%
Renewal & Replace - Indirect	16,843	9,108	18,219	22,240	4,021	22.1%
<u>Renewal & Replace - Contracted</u>	<u>125,000</u>	<u>48,750</u>	<u>97,500</u>	<u>140,000</u>	<u>42,500</u>	<u>43.6%</u>
Total Expense	1,256,731	690,776	1,316,586	1,476,901	160,315	12.2%
Current Year Surplus (Deficit)	-33,638	-27,687	0	0		
<u>Prior Year Surplus</u>	<u>60,778</u>	<u>27,140</u>	<u>11,327</u>	<u>-19,457</u>		
Accumulated Surplus	27,140	-547	11,327	-19,457		

Contracted Services – Treatment Services from Town of Falmouth

A significant portion of Cumberland's total expense involves the treatment services provided by the Town of Falmouth:



Operation Summary Cumberland

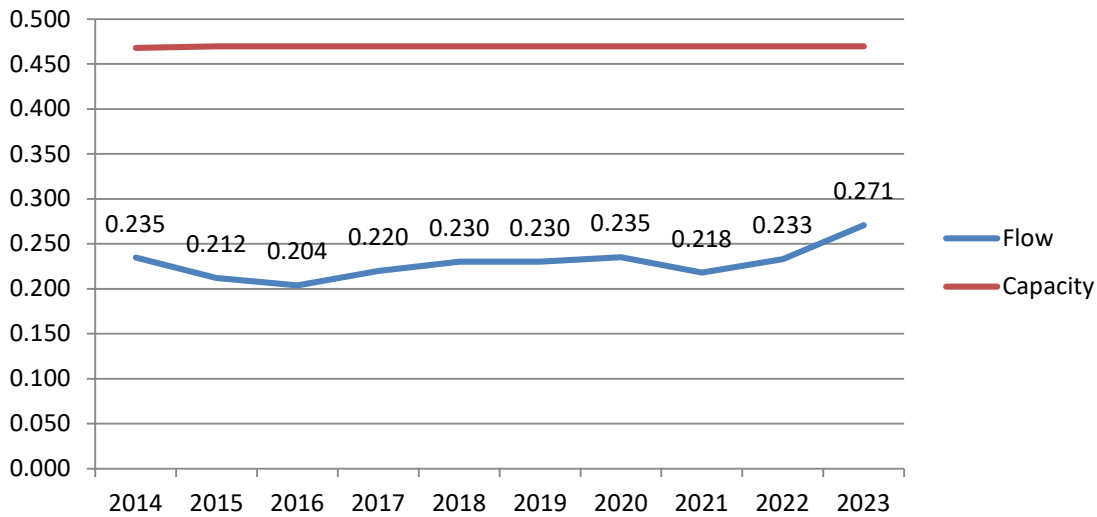
Wastewater Treatment: The wastewater generated in the Town of Cumberland is collected and pumped to the Falmouth Wastewater Treatment Facility (FWWTF). PWD, on behalf of Cumberland, contractually owns 30% of the Falmouth Plant’s design capacity, or 468,000 gallons per day. The town is billed for operating costs based on the ratio of Cumberland flow to the total flow processed at the Falmouth facility. The table below illustrates Cumberland’s flow contribution to the Falmouth plant.

Year	Cumberland Flow	Falmouth WWTF Flow	% Cumberland Flow
2023	0.271 mgd	1.053 mgd	20.5%

FWWTF Capacity	Cumberland Cap (30%)	% Capacity Used	Capacity Remaining
1.56 mgd	0.468 mgd	58%	0.197 mgd

There was an increase in the flow from Cumberland in 2023. Cumberland still has another 197,000 gal per day of capacity remaining in the Falmouth treatment plant. The percentage of the treatment plant flow from Cumberland decreased to 20.5% as Falmouth’s flow also increased in 2023.

**Cumberland - Wastewater Flow
(millions gallons day)**



Wastewater Conveyance – collectors, interceptors and pumping stations

Parameter	2024 Actual to Sept	2025 Projected
Preventive Work Orders	451	550
Corrective Work Orders	14	20
Wet wells cleaned	29	50
Debris removed (tons)	103	150
Dry Weather Overflows	1	1

Operation Summary (continued)

2024 Other Highlights

- All pump stations are continuously monitored with our SCADA system and dispatch service. Operations staff visit each station on a weekly basis. To enhance this, the radio network was upgraded.
- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- Wet wells will continue to be scheduled for cleaning on a quarterly basis unless experience dictates otherwise. There was an increase in the number of wet wells cleaned and the debris removed attributed to the new vector truck and staffing.
- Staff remains responsive to operational and development needs in Cumberland.

2025 Work Plan

- The Powell Rd. Pump Station will be upgraded in 2025. This will include a new generator to ensure reliability during power failures.
- Wet wells will continue to be scheduled for cleaning on a quarterly basis unless experience dictates otherwise.
- Preparation will take place in advance of significant investment in a number of pump stations in the coming years.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
3136/41/Cumberland WW Pump Stations - R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
3171/41/Stony Ridge Pump Replacement		\$300,000			
3172/41/Ocean Terrace PS Pump Replacement, Bypass			\$700,000		
3173/41/Ferne Lane PS Pump Replacement					\$300,000
3174/41/Ledge Rd PS Upgrades				\$200,000	
3175/41/Brookside PS Pump and Electrical Upgrades			\$300,000		
3176/41/Cumberland Meadows PS Upgrades					\$300,000
3177/41/Smalls Brook PS Upgrades			\$200,000		
3299/41/Foreside PS upgrades				\$800,000	
3300/41/Tuttle Road PS upgrades			\$1,000,000		
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds		\$300,000	\$2,200,000	\$1,000,000	\$600,000
R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

The Cumberland fund has a separate contracted R&R reserve that is used to pay its share of capital expenses to the Town of Falmouth. Falmouth operates the facilities and manages the capital projects. They then bill the Cumberland fund for a portion of those capital expenditures because those Falmouth facilities are also used to provide wastewater services to Cumberland. The contracted R&R reserve started in 2018 with a contribution of \$52,910. While currently negative, the balance is projected to become positive by the end of 2027.

Balance 01/01/24	(\$12,220)
Contribution	97,500
<u>Expenditures</u>	<u>(210,449)</u>
2024 Ending Balance	(125,169)
Balance 01/01/25	(125,169)
Contribution	140,000
<u>Expenditures</u>	<u>(165,887)</u>
2025 Ending Balance	(151,056)

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds’ assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on the next page.

Major Assumptions:

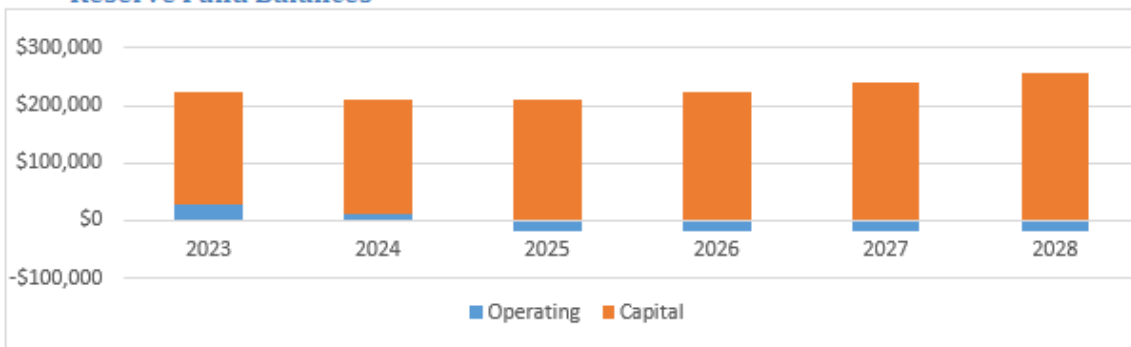
The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$4.3 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Assessment is projected to increase to \$2,115,969 in 2028, a 48% increase over 2025 Budget, with the most significant cost change related to debt service issued to finance capital projects. Unexpected system repair costs has caused the decline in the operating budget surplus. If the actual 2024 results causes a deficit, it will be addressed in 2026 assessment. The funds currently meets its debt related ratio however the ratio is expected to be higher than the target due to needed infrastructure repairs projects.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
23%	25%	24%	30%	34%	38%	41%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
150%	147%	159%	141%	134%	128%	124%

Projections for Rate-Making Purposes (continued)

Operating Fund:

	2023 Actual	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues:							
Assessment Income	1,184,904	1,279,680	1,428,456	1,620,057	1,765,761	1,935,786	2,115,969
Interest Income	29,792	21,976	33,515	33,515	33,515	33,515	33,515
Other Income	8,397	14,930	14,930	14,930	14,930	14,930	14,930
Total Revenues	1,223,093	1,316,586	1,476,901	1,668,502	1,814,206	1,984,231	2,164,414
Operating Expenses:							
Salaries & Wages	97,031	89,144	92,651	95,894	99,250	102,724	106,319
Employee Benefits	44,276	39,749	40,644	43,083	45,668	48,408	51,312
Contracted Services	305,696	357,823	428,500	441,355	454,596	468,234	482,281
Heat/Fuel Oil	117	100	100	103	106	109	112
Insurance	3,888	4,182	1,576	1,623	1,672	1,722	1,774
Materials & Supplies	31,539	18,250	18,250	18,798	19,362	19,943	20,541
Purchased Power	36,063	47,664	52,630	54,735	56,377	58,068	59,810
Tele/Other Utilities	2,072	2,025	2,025	2,086	2,149	2,213	2,279
Transportation	29,709	23,688	24,431	25,164	25,919	26,697	27,498
SS - Administration	129,940	140,589	149,873	155,868	162,103	168,587	175,330
SS - Engineering Services	36,554	54,309	63,938	66,480	69,123	71,871	74,728
SS - Wastewater Services	59,616	47,060	46,467	48,326	50,259	52,269	54,360
SS - Water Services	3,420	2,343	3,360	3,494	3,634	3,779	3,930
	779,921	826,926	924,445	957,009	990,218	1,024,624	1,060,274
Debt Service							
Renewal & Replacement - Direct	40,000	40,000	42,000	44,000	46,000	48,000	50,000
Renewal & Replace - Indirect/Contract	141,843	115,719	162,240	162,240	162,240	162,240	162,240
Capital Finance Expense	476,810	489,660	552,456	711,493	823,988	959,607	1,104,140
Total Operating Expenses	1,256,731	1,316,586	1,476,901	1,668,502	1,814,206	1,984,231	2,164,414
Current Year Surplus(Deficit)	-33,638	0	0	0	0	0	0
Prior Year Surplus	60,778	11,327	-19,457	-19,457	-19,457	-19,457	-19,457
Accumulated Surplus	27,140	11,327	-19,457	-19,457	-19,457	-19,457	-19,457
Target Balance(25% of budget)		329,147	369,225	417,126	453,552	496,058	541,104
Above/(Below)		-317,820	-388,682	-436,583	-473,009	-515,515	-560,561

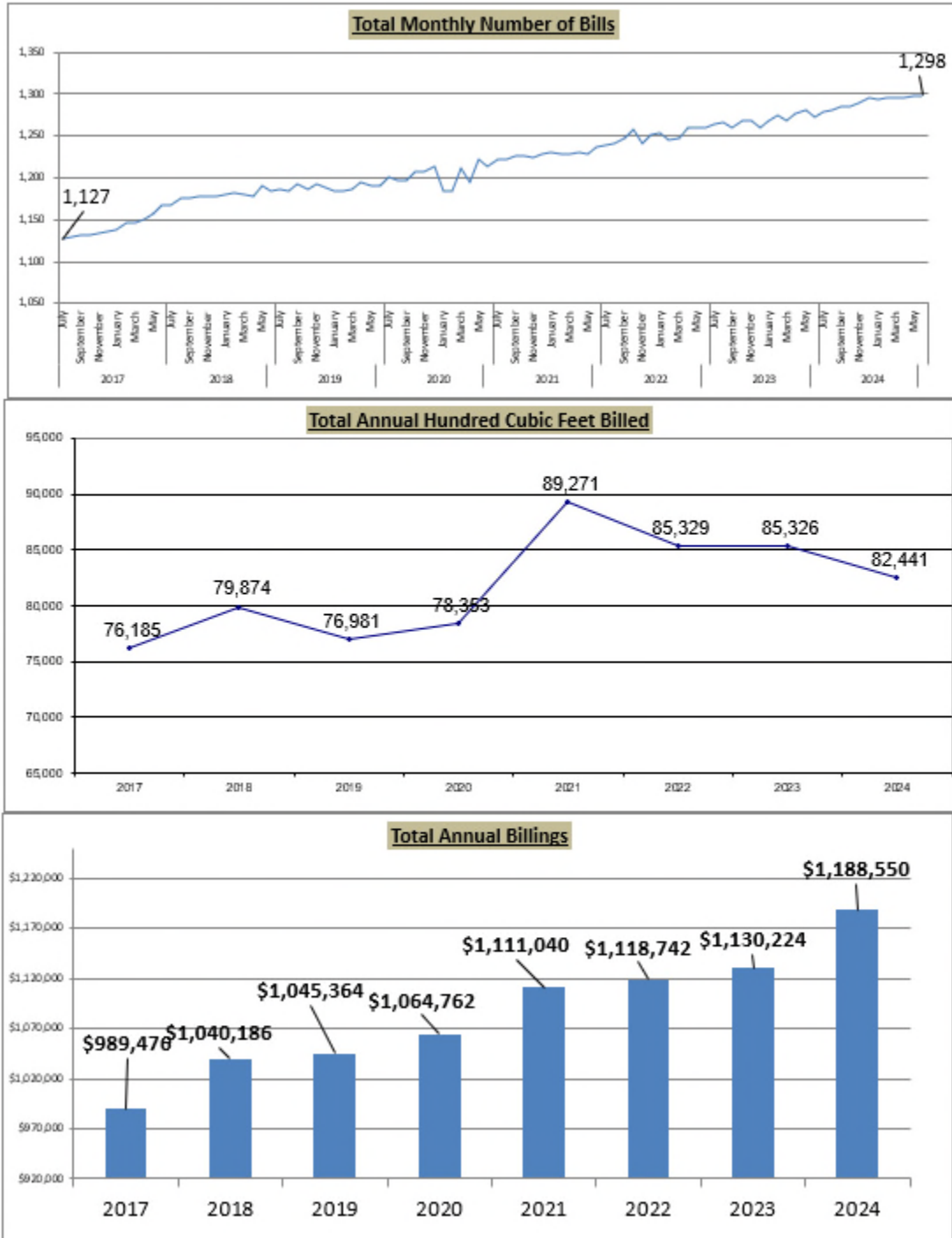
Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$474,000

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
R&R Balance BOY	\$ 197,441	\$ 209,441	\$ 223,441	\$ 239,441	\$ 257,441
Contribution	\$ 42,000	\$ 44,000	\$ 46,000	\$ 48,000	\$ 50,000
Withdrawals	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)
R&R Balance EOY	\$ 209,441	\$ 223,441	\$ 239,441	\$ 257,441	\$ 277,441

Sewer Billing Statistics

PWD provides sewer billing services for the municipality by contract. Sewer is billed based on water consumption and is included on Portland Water District’s water bill. The municipality determines the sewer rate. Dollars collected are forwarded to the municipality weekly.

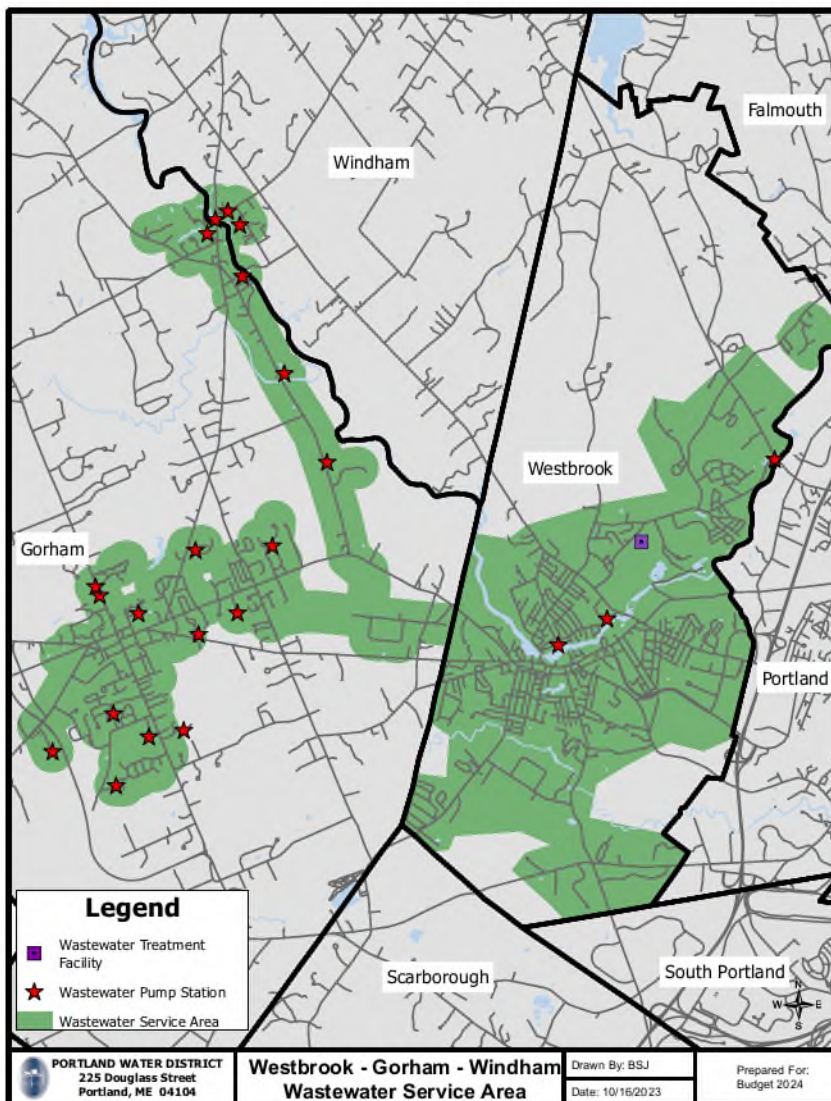
By Municipal Fiscal Year: Jul 1 to Jun 30



Fund: Wastewater - Gorham

Background

The Portland Water District's charter requires PWD to provide wastewater treatment and collection system-interceptors service to the town. By contract with the town, PWD operates and maintains the collectors in the sewer collection system. Gorham's wastewater is treated at the treatment facility located in Westbrook and jointly used by the Town of Windham and City of Westbrook. Additionally, by contract, PWD provides utility billing services.



Summary of Services Provided:

Treatment

1.398 million
gallons/day

Collection System

14 Gorham only & 3
Joint use Pump
Stations with 33.7
miles of pipe

Utility Billing

Annual Billings of
\$1,403,790 for 2,032
Customers (avg.
\$57.57/month)

Fund: Wastewater - Gorham

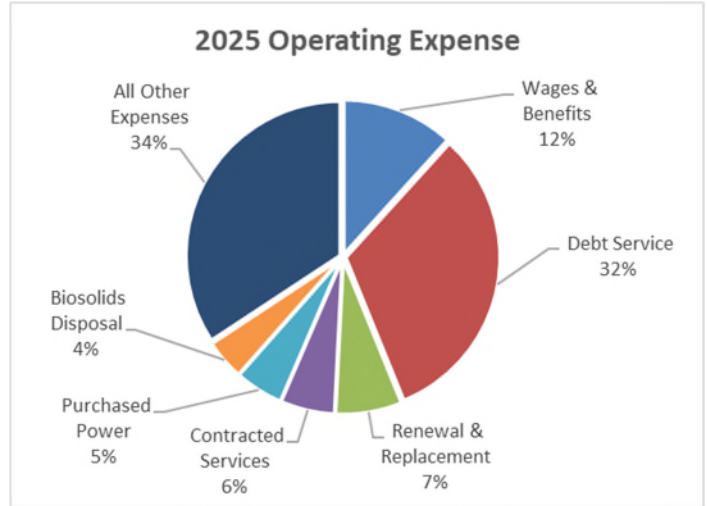
2025 Financial Summary

The proposed assessment is \$1,712,484; this is a 2.2% increase over the prior year.

The proposed Operating Expense and Capital budgets are \$1,758,091 and \$1,070,000, respectively.

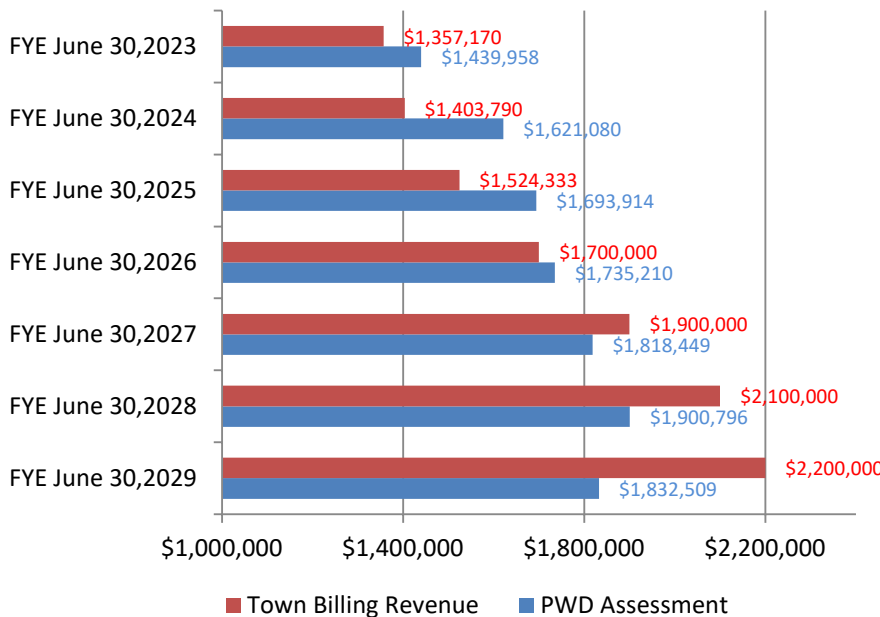
The Total Operating Expense budget increase is \$22,768 or 2.2%. Gorham’s percentage of the wastewater flows decreased 0.5% to 13.5% in the Westbrook Joint account and increased from 33.0% to 37.0% in the Little Falls Joint account.

The Capital budget includes \$450k SCADA upgrades and \$450k the WAS & GBT systems at the Westbrook Regional Wastewater Facility.



Assessment Compared to Ratepayers’ Billing

The municipality’s fiscal year end is June 30, while PWD’s is December 31. The chart below compares the cash as collected by PWD for sewer billings on their behalf and the PWD’s assessment for services rendered. The municipality determines whether to increase the sewer billing rates.



Revenue Assumptions:

- Consumption is the 12 months ending June 30, 2024

Rates History:

Effective Date	Base/Per HCF
Nov 2006	\$13.74/6.29
Apr 2021	\$14.39/\$6.64
Apr 2022	\$15.04/\$6.99
Apr 2023	\$15.69/\$7.34

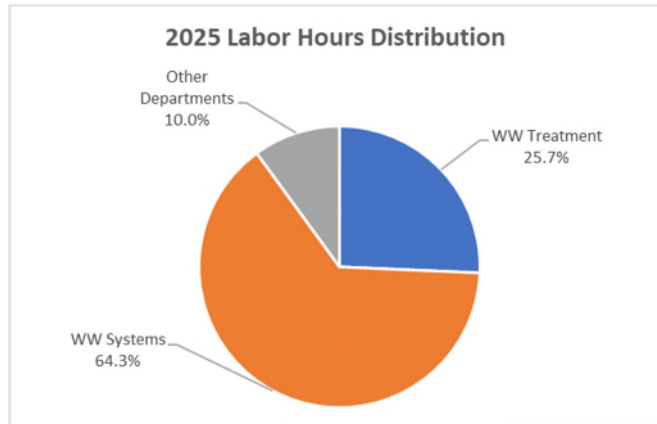
Approved October 2024:

Jan 2025	\$19.69/\$8.09
Jan 2026	\$23.69/\$8.84
Jan 2027	\$27.69/\$9.34
Jan 2028	\$31.69/\$9.84

2025 Operating Expense Highlights

Joint Use Facilities – Operating Expenses for the joint use facilities are allocated based on average flows. For the joint Gorham/ Westbrook/ Windham facilities Gorham's percent fell from 14.0% in 2024 to 13.5% in 2025. For Little Falls (Gorham/ Windham), flows rose from 33.0% to 37.0%.

Salaries/Wages – Salaries and wages have increased by 6.6%, or \$9,270, to \$150,022. Regular wages increased an average of 4.2%, hours charged were up 2.6% (111 hours).



Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 4.7% (\$2,935).

Biosolids Disposal – The projected volume of wet tons processed at the Westbrook Regional Wastewater Treatment Facility (WRWWTF) is expected to increase 2.1% and the budgeted per unit cost of disposal will increase 3.0%. While the costs to the regional treatment plant are expected to increase 4.1%, the budget in Gorham is anticipated to only increase \$304 or 0.4% because of the reduction in Gorham's flow percentage.

Heat/Fuel Oil – This category includes heating oil as well as pipeline natural gas and container delivered propane. The budget for this item was down 31.4% (\$3,073) to \$6,719. This was primarily due to the District being able to secure lower costs per gallon on container fuels.

Purchased Power – Overall this category is up \$4,121 (4.6%) to \$92,779. This was mostly driven by large increases in transmission and delivery rates up \$2,744 (18.8%). Renewable energy expenses were unchanged in the 2025 budget.

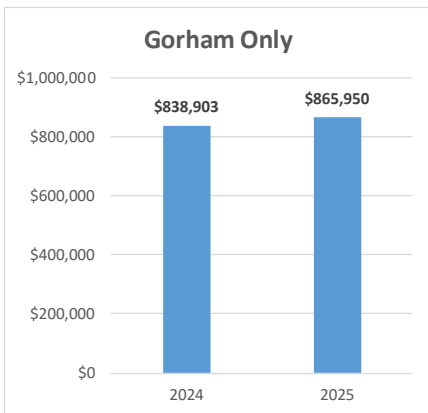
Tele/Other Utilities – The expense group includes water, wastewater and data/cell services. The increase of \$1,025 (23.3%) was because of the increased use of public water at the Cottage Place wastewater pump station.

Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services increased \$6,894 or 1.6%.

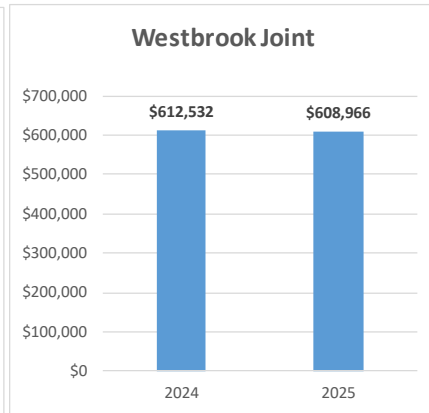
Debt Service - The annual principal and interest payments on bonds issued to finance capital projects. This item decreased 1.1% (\$6,776). The decrease was due to no new debt being planned for in the 2025 Budget.

Renewal & Replacement - Dollars put aside to fund smaller capital projects. A contribution of \$127,214 will be made in 2025.

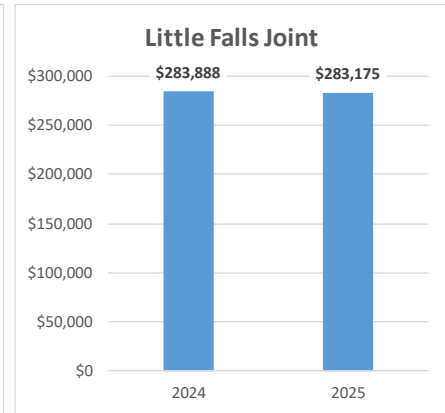
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$1,566,816	\$837,672	\$1,675,344	\$1,712,484	\$37,140	2.2%
Interest Income	23,936	7,411	35,415	21,043	-14,372	-40.6%
Other Income	15,746	10,400	24,564	24,564	0	0.0%
Total Revenue	1,606,498	855,483	1,735,323	1,758,091	22,768	1.3%
Salaries & Wages	123,671	57,350	140,752	150,022	9,270	6.6%
Employee Benefits	56,940	26,559	62,403	65,338	2,935	4.7%
Biosolids Disposal	89,238	46,517	77,041	77,345	304	0.4%
Chemicals	59,678	21,944	44,397	45,686	1,289	2.9%
Contracted Services	97,303	25,089	101,412	104,134	2,722	2.7%
Heat/Fuel Oil	9,103	5,569	9,792	6,719	-3,073	-31.4%
Insurance	2,722	1,448	2,884	3,177	293	10.2%
Materials & Supplies	32,731	12,584	33,921	36,725	2,804	8.3%
Other Expense	279	672	970	1,043	73	7.5%
Purchased Power	68,041	45,427	88,658	92,779	4,121	4.6%
Regulatory/Taxes	1,179	973	914	908	-6	-0.7%
Transportation	25,775	9,069	23,305	24,311	1,006	4.3%
Tele/Other Utilities	6,247	3,297	4,408	5,433	1,025	23.3%
SS - Administration	170,340	90,517	191,326	196,246	4,920	2.6%
SS - Engineering Services	78,007	48,009	115,082	111,385	-3,697	-3.2%
SS - Environmental Services	21,058	9,871	23,363	24,318	955	4.1%
SS - Wastewater Services	95,934	46,527	87,055	90,149	3,094	3.6%
SS - Water Services	5,533	2,335	3,793	5,415	1,622	42.8%
Operating Expense	943,779	453,757	1,011,476	1,041,133	29,657	2.9%
Debt Service & Lease Expense	519,343	289,752	596,520	589,744	-6,776	-1.1%
Renewal & Replacement - Direct	100,000	50,000	100,000	96,700	-3,300	-3.3%
Renewal & Replace - Indirect	24,585	13,665	27,327	30,514	3,187	11.7%
Total Expense	1,587,707	807,174	1,735,323	1,758,091	22,768	1.3%
Current Year Surplus (Deficit)	18,791	48,309	0	0		
Prior Year Surplus	94,176	112,967	101,941	144,627		
Accumulated Surplus	112,967	161,276	101,941	144,627		



- Overall costs up \$27.0k (3.2%)
- Operating Expense up \$62.7 (2.4%)



- Overall Westbrook JT up \$104k (3.2%)
- Gorham's flow percentage down 0.5% (14.0% to 13.5%)
- Gorham's share of all costs down \$3.6k (0.6%)



- Overall Little Falls Joint down \$6.6k (1.5%)
- Gorham's flow percentage up 4.0% (33.0% to 37.0%)
- Gorham's share down \$0.7k (0.3%)

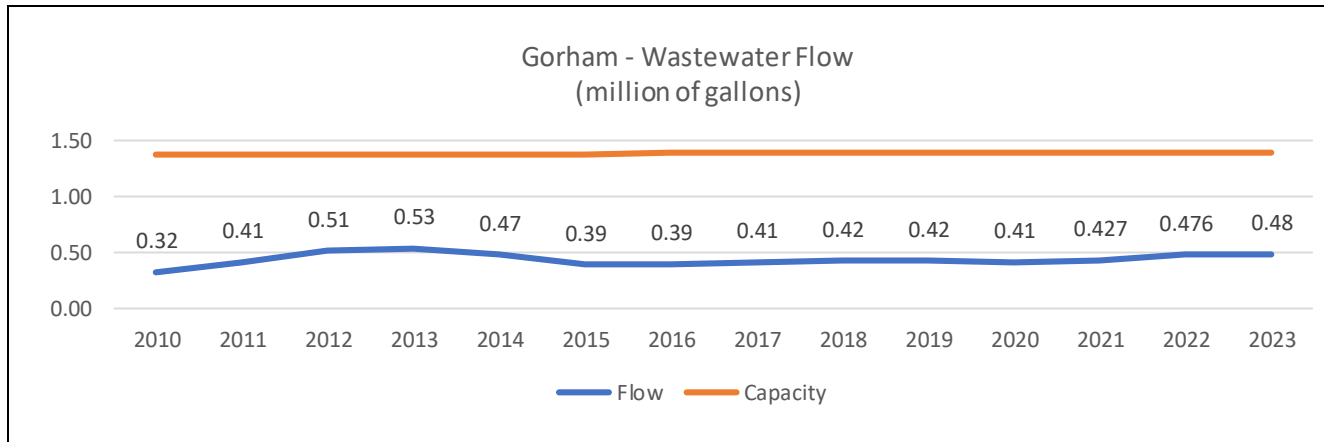
Operation Summary Gorham

Wastewater Treatment: All wastewater generated in Gorham is being treated at the Westbrook/ Gorham/Windham Regional WWTF. The table below shows flow from the Gorham and Little Falls section of Gorham to the regional facility. The Town of Gorham shares operational costs at the treatment facility in Westbrook based on the amount of flow the town contributes to the total flow through the treatment facility. Gorham has 30.8% of the treatment facility capacity, or 1,398,320 gallons per day.

Area	2023 Gorham Flow	Westbrook WWTF Flow	% Gorham Flow
Total Gorham Flow	0.48 mgd	3.56 mgd	13.5%

WGWWTF Capacity	Gorham Capacity (30.8%)	2023 - % Capacity Used	Capacity Remaining
4.54 mgd	1.398 mgd	34%	0.92 mgd

Gorham’s flow remained fairly constant in 2023. The Town of Gorham utilized 34% of the allotted capacity at the treatment plant with 0.92 million gallons per day of capacity remaining at the treatment plant.



Wastewater Conveyance – interceptors and pumping stations

Parameter	2024 Actual to Sept	2025 Projected
Preventive Work Orders	613	650
Corrective Work Orders	15	25
Wet wells cleaned	39	45
Debris removed (tons)	117	125
Dry Weather Overflows	0	0

Operation Summary (continued)

2024 Other Highlights

- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- Following a failed legislative effort to reclassify the water quality designation of the Presumpscot River in 2022, a moratorium on increases or additional licensed discharges to the river was passed in 2023. This essentially caps the permitted capacity of the treatment plant at existing levels. The river water quality reclassification may be considered as part of the current Maine DEP Triennial Review of Maine’s water quality.
- Legislative action that prohibited land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027.
- PWD continues to work with the Town to properly manage growth and the expansion of new systems infrastructure to support growth in the community.

2025 Work Plan

- Asset Management Software will drive the preventive maintenance program, generating both monthly and annual preventive maintenance work orders. Efforts to refine the existing maintenance approach will continue.
- A modernization of the treatment plant’s locker rooms will be evaluated to better meet the needs of our changing workforce. Initial designs show a modernized layout that provides improved facilities that afford more privacy to employees.
- Wet wells are scheduled for cleaning on a quarterly basis unless experience dictates otherwise. Oils and grease remain as challenges throughout PWD’s service area.
- The Biosolids Management Plan findings will be shared with Maine DEP, Maine Legislative Committees, other utilities, and additional stakeholders as a solution to the current biosolids management challenges progress. A Regional Treatment facility is being pursued and a Request for Proposals will be issued in early 2025 to seek possible solutions.
- The effluent permit renewal from Maine DEP for the regional treatment plant is pending from Maine DEP. This could include phosphorus limits.
- PWD has been discussing the treatment plant capacity allocated to the three communities that contribute to our treatment plants; Westbrook, Gorham, and Windham. With continued and planned growth, we expect that some communities will reach their allocations in the future. A study will be completed to more clearly understanding the amount and timing for capacity increases, the work that will be required to accommodate additional loadings at the treatment plant, and how those costs will be allocated. While growth pressures are emerging, the existing treatment plant, and the plan to understand development needs, should allow for the needs of all communities to be served.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$450,000				
WW Collection & Pumping	\$35,000	\$835,000	\$35,000	\$35,000	\$35,000
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
Grand Total	\$1,070,000	\$2,380,000	\$2,170,000	\$180,000	\$170,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds		\$1,800,000	\$2,000,000		
R&R	\$1,070,000	\$580,000	\$170,000	\$180,000	\$170,000
Grand Total	\$1,070,000	\$2,380,000	\$2,170,000	\$180,000	\$170,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$450,000				
3127/177/Westbrook SCADA Server Renewal Program	\$450,000				
WW Collection & Pumping	\$35,000	\$835,000	\$35,000	\$35,000	\$35,000
3137/60/Gorham WW Pump Station - R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3302/411/Cottage Place PS- Generator/Transfer Repl.		\$800,000			
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
3132/416/Westbrook Gorham Windham WWTF R&R	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
3159/416/Plant Water System Rehab/Controls		\$175,000			
3166/416/Process Area Ventilation Upgrades		\$1,000,000			
3247/416/Locker Room Renovation		\$250,000			
3270/416/Process Valve/Actuator Replacement		\$20,000		\$20,000	
3271/416/Structural/Architectural Assessment/Rehab	\$35,000		\$35,000		\$35,000
3272/416/Fire Monitoring System Upgrade					
3273/416/Outfall Condition Assessment				\$25,000	
3198/416/WAS and GBT System Upgrade/Rehabilitation	\$450,000				
3256/416/Sludge Automation & Conveyance Upgrade			\$2,000,000		
Grand Total	\$1,070,000	\$2,380,000	\$2,170,000	\$180,000	\$170,000

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds’ assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on next page.

Major Assumptions:

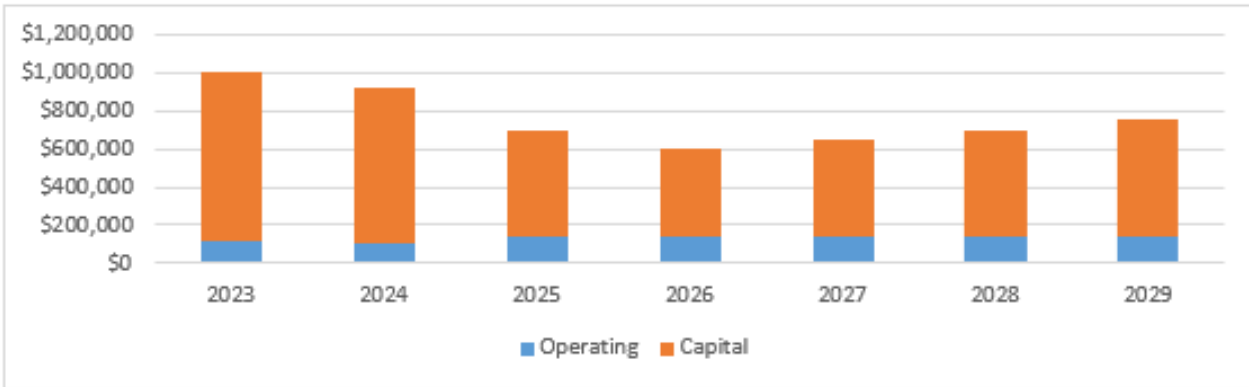
The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$6.0 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Assessment is projected to increase to \$1,742,387 in 2029, a 2% increase over 2025 Budget. The small increase is due to the final Little Falls Conveyance project’s debt service rolling off. The pay off improves the Debt ratios over the period.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
33%	34%	34%	33%	34%	33%	23%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
128%	121%	122%	122%	121%	123%	139%

Projections for Rate-Making Purposes (continued)

Operating Fund:

	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>2026 Forecast</u>	<u>2027 Forecast</u>	<u>2028 Forecast</u>	<u>2029 Forecast</u>
Revenues:							
Assessment Income	1,566,816	1,675,344	1,712,484	1,757,936	1,878,961	1,922,630	1,742,387
Interest Income	23,936	35,415	21,043	21,043	21,043	21,043	21,043
Other Income	15,746	24,564	24,564	24,564	24,564	24,564	24,564
Total Revenues	1,606,498	1,735,323	1,758,091	1,803,543	1,924,568	1,968,237	1,787,994
Operating Expenses:							
Salaries & Wages	123,671	140,752	150,022	157,673	164,792	170,560	176,530
Employee Benefits	56,940	62,403	65,338	70,458	75,485	80,014	84,815
Biosolids Disposal	89,238	77,041	77,345	81,212	85,273	89,537	94,014
Chemicals	59,678	44,397	45,686	47,057	48,469	49,923	51,421
Contracted Services	97,303	101,412	104,134	107,258	110,476	113,790	117,204
Heat/Fuel Oil	9,103	9,792	6,719	6,921	7,129	7,343	7,563
Insurance	2,722	2,884	3,177	3,272	3,370	3,471	3,575
Materials & Supplies	32,731	33,921	36,725	37,827	38,962	40,131	41,335
Other Expense	279	970	1,043	1,074	1,106	1,139	1,173
Purchased Power	68,041	88,658	92,779	96,490	99,385	102,367	105,438
Regulatory/Taxes	1,179	914	908	935	963	992	1,022
Tele/Other Utilities	6,247	4,408	5,433	5,596	5,764	5,937	6,115
Transportation	25,775	23,305	24,311	25,340	26,300	27,089	27,902
SS - Administration	170,340	191,326	196,246	204,096	212,260	220,750	229,580
SS - Engineering Services	78,007	115,082	111,385	115,813	120,417	125,204	130,181
SS - Environmental Services	21,058	23,363	24,318	25,291	26,303	27,355	28,449
SS - Wastewater Services	95,934	87,055	90,149	93,755	97,505	101,405	105,461
SS - Water Services	5,533	3,793	5,415	5,632	5,857	6,091	6,335
	943,779	1,011,476	1,041,133	1,085,700	1,129,816	1,173,098	1,218,113
Debt Service	519,343	596,520	589,744	587,566	654,475	644,862	409,604
Renewal & Replacement - Direct	100,000	100,000	96,700	106,700	116,700	126,700	136,700
Renewal & Replace - Indirect	24,585	27,327	30,514	23,577	23,577	23,577	23,577
Capital Finance Expense	643,928	723,847	716,958	717,843	794,752	795,139	569,881
Total Operating Expenses	1,587,707	1,735,323	1,758,091	1,803,543	1,924,568	1,968,237	1,787,994
Current Year Surplus(Deficit)	18,791	0	0	0	0	0	0
Prior Year Surplus	94,176	101,941	144,627	144,627	144,627	144,627	144,627
Accumulated Surplus	112,967	101,941	144,627	144,627	144,627	144,627	144,627
Target Balance(25% of budget)		433,831	439,523	450,886	481,142	492,059	446,999
Above/(Below)		-331,890	-294,896	-306,259	-336,515	-347,432	-302,372

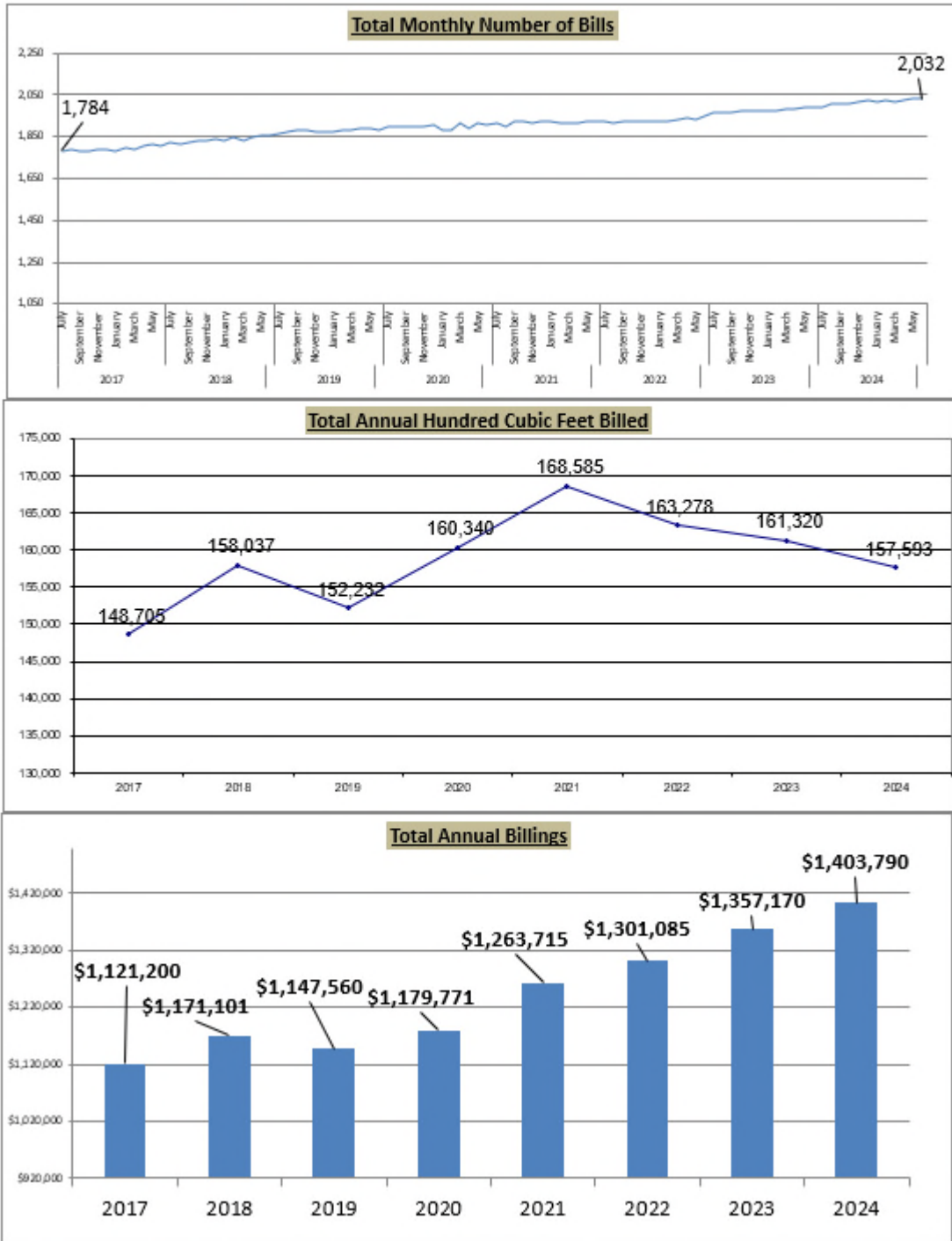
Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$943,000

	<u>2025 Forecast</u>	<u>2026 Forecast</u>	<u>2027 Forecast</u>	<u>2028 Forecast</u>	<u>2029 Forecast</u>
R&R Balance BOY	\$ 815,395	\$ 558,315	\$ 462,155	\$ 502,275	\$ 549,315
Contribution	\$ 96,700	\$ 106,700	\$ 116,700	\$ 126,700	\$ 136,700
Withdrawals	\$ (353,780)	\$ (202,860)	\$ (76,580)	\$ (79,660)	\$ (76,580)
R&R Balance EOY	\$ 558,315	\$ 462,155	\$ 502,275	\$ 549,315	\$ 609,435

Sewer Billing Statistics

PWD provides sewer billing services for the municipality by contract. Sewer is billed based on water consumption and is included on Portland Water PWD’s water bill. The municipality determines the sewer rate. Dollars collected are forwarded to the municipality weekly.

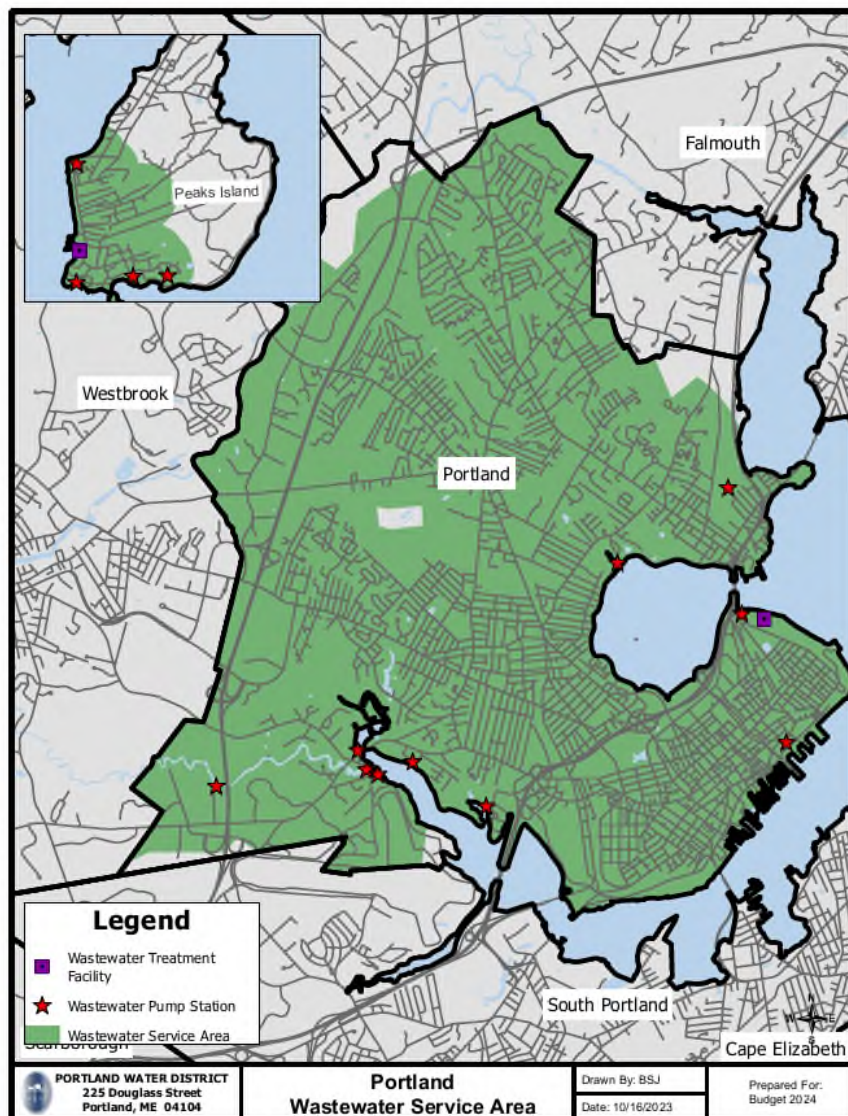
By Municipal Fiscal Year: Jul 1 to Jun 30



Fund: Wastewater - Portland

Background

The Portland Water District's charter authorizes PWD to provide wastewater treatment, collection system and interception services to the city. By contract with the city, PWD also provides Peaks Island's collection system-collector and storm water system services. The city owns and maintains the mainland's collection system, or the sewers that collect and transport wastewater from user's property to PWD's interceptors. Additionally, by contract, PWD provides utility billing services.



Summary of Services

Provided:

Treatment

Mainland: 19.8 million gallons/day

Peaks Island: 0.101 million gallons/day

Collection System

14 Pump Stations with
23.5 miles of pipe

Storm Water system

Peaks Island with 1.9 miles of pipe

Utility Billing

Annual Billings of
\$29,029,750 on 17,313
Customers (avg.
\$139.73/month)

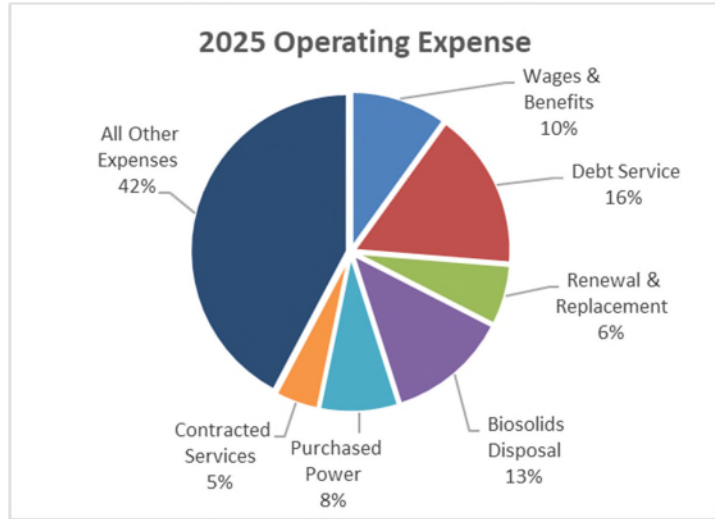
Fund: Wastewater - Portland

2025 Financial Summary

The city’s assessment will increase 6.4%, or \$1,065,996, to \$17,609,172.

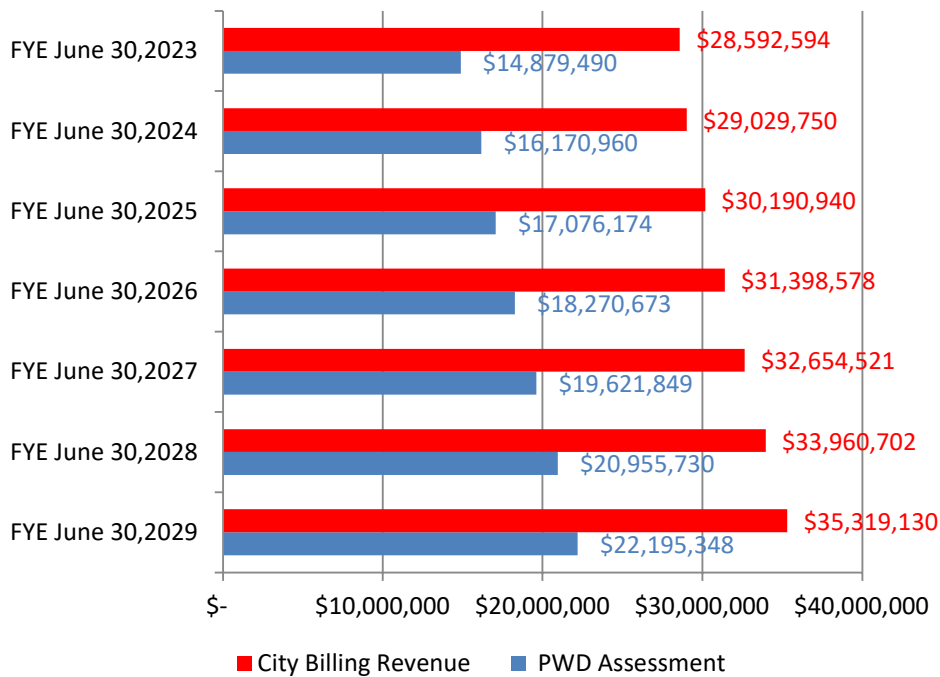
The proposed Operating Expense and Capital budgets are \$18,810,575 and \$8,330,000, respectively.

The Total Expense budget is \$18,810,575 or 7.4%, higher than the previous year. Operating expense increased by \$633,055 or 4.8%. Debt service increased \$762,645 (27.7%) and renewal & replacement (direct and indirect) will decrease \$93,257 to \$1,342,716.



Assessment Compared to Ratepayers’ Billing

The municipality’s fiscal year end is June 30, while the PWD’s is December 31. The chart below compares the sewer billing cash as collected by PWD on their behalf and PWD’s assessment for services rendered. The municipality may incur additional sewer-related costs. The municipality determines whether to increase the sewer billing rates.



Revenue Assumptions:	
-	Consumption is the 12 months ending June 30, 2023
-	Rates Assumed:
Effective Date	Base/Per
Date:	
Jul 1 2013	\$8.35
Jul 1 2014	\$8.81
Jul 1 2015	\$9.70
Jan 1 2016	\$8.20
Jan 1 2017	\$9.35
Jul 1 2017	\$9.65
Jul 1 2018	\$9.95
Jul 1 2019	\$10.40
Dec 1 2020	\$11.15
Sep 1 2021	\$11.80
Jul 1 2022	\$12.30
Jul 1 2023	\$12.75
Jul 1 2024	\$13.00
Assumed 4% increase in July 2025 to 2029.	

2025 Operating Expense Highlights

Salaries/Wages – Salaries and wages have increased by 6.4%, or \$89,471, to \$1,496,707. Regular wages increased an average of 4.2%, hours charged were up 1.4% (632 hours).

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 5.0% (\$30,435).

Biosolids Disposal – The projected volume of wet tons processed is expected to increase 0.2% and the budgeted per unit cost of disposal will increase 3.0%. Overall, the budget in Portland is anticipated to increase \$83,010 or 3.2%.

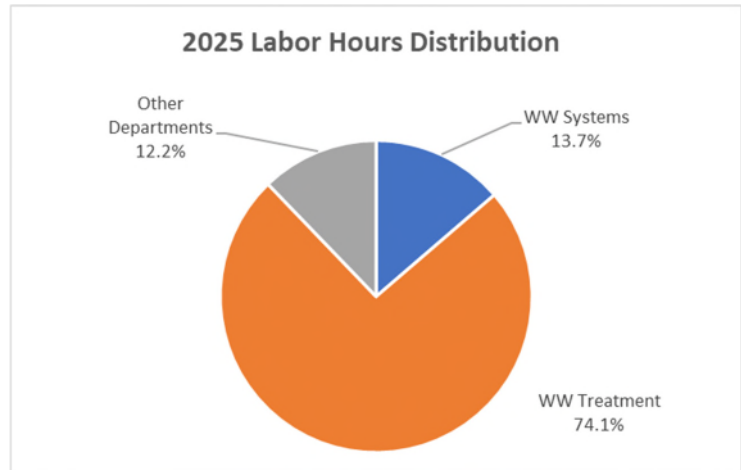
Chemicals – Chemical expense rose 3.4% to a total of \$1,441,113. Projected chemical usage and pricing is relatively unchanged in the 2025 Budget.

Purchased Power – Overall this category is up \$260,854 (17.5%). Energy costs increased in long term contracts for large facilities by about 50% offset with lower usage by 8% totaling an increase in \$198,161. Transmission and delivery costs increased by \$57,543 (9.3%). Renewable energy expenses were unchanged in the 2025 budget.

Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services increased \$118,022 or 3.0%.

Debt Service – This is the annual principal and interest payments on bonds issued to finance capital projects. The expense will increase \$762,945 (27.7%) due to debt related to upgrades at various wastewater pump stations and the treatment facility.

Renewal and Replacement – This is the fund's annual contribution to finance smaller capital projects. A contribution of \$1,342,716 will be made in 2025.



	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$15,798,744	\$8,271,588	\$16,543,176	\$17,609,172	\$1,065,996	6.4%
Interest Income	410,592	213,323	247,603	424,350	176,747	71.4%
Other Income	<u>860,531</u>	<u>272,929</u>	<u>717,053</u>	<u>777,053</u>	<u>60,000</u>	<u>8.4%</u>
Total Revenue	17,069,867	8,757,840	17,507,832	18,810,575	1,302,743	7.4%
Salaries & Wages	1,151,931	638,896	1,407,236	1,496,707	89,471	6.4%
Employee Benefits	509,334	280,207	614,390	644,825	30,435	5.0%
Biosolids Disposal	2,472,105	1,204,561	2,622,140	2,705,150	83,010	3.2%
Chemicals	1,240,753	629,418	1,393,102	1,441,113	48,011	3.4%
Contracted Services	1,208,874	395,392	934,581	976,463	41,882	4.5%
Deferred Cost W/O	19,355	0	0	0	0	n/a
Heat/Fuel Oil	126,689	74,135	113,218	79,355	-33,863	-29.9%
Insurance	45,512	25,338	50,360	55,743	5,383	10.7%
Materials & Supplies	318,777	207,476	405,025	391,525	-13,500	-3.3%
Other Expense	6,217	5,126	-11,100	-10,250	850	-7.7%
Purchasing Power	1,151,896	659,044	1,492,473	1,753,327	260,854	17.5%
Regulatory/Taxes	44,694	2,540	44,530	42,900	-1,630	-3.7%
Transportation	58,728	24,017	65,551	68,791	3,240	4.9%
Tele/Other Utilities	202,347	77,551	214,538	215,428	890	0.4%
SS - Administration	1,652,040	877,252	1,856,050	1,899,049	42,999	2.3%
SS - Engineering Services	483,176	299,617	728,324	695,223	-33,101	-4.5%
SS - Environmental Services	249,981	126,121	260,188	288,291	28,103	10.8%
SS - Wastewater Services	1,154,275	578,121	1,084,572	1,148,619	64,047	5.9%
SS - Water Services	<u>55,489</u>	<u>23,437</u>	<u>38,064</u>	<u>54,038</u>	<u>15,974</u>	<u>42.0%</u>
Operating Expense	12,152,173	6,128,249	13,313,242	13,946,297	633,055	4.8%
Debt Service & Lease Expense	2,684,894	1,321,873	2,758,617	3,521,562	762,945	27.7%
Renewal & Replacement - Direct	1,000,000	590,000	1,180,000	1,055,000	-125,000	-10.6%
Renewal & Replace - Indirect	<u>234,443</u>	<u>127,987</u>	<u>255,973</u>	<u>287,716</u>	<u>31,743</u>	<u>12.4%</u>
Total Expense	16,071,510	8,168,109	17,507,832	18,810,575	1,302,743	7.4%
Current Year Surplus (Deficit)	998,357	589,731	0	0		
Transfer to R&R	-275,000	0	0	0		
Prior Year Surplus	<u>3,452,153</u>	<u>4,175,510</u>	<u>3,583,126</u>	<u>5,072,089</u>		
Accumulated Surplus	4,175,510	4,765,241	3,583,126	5,072,089		

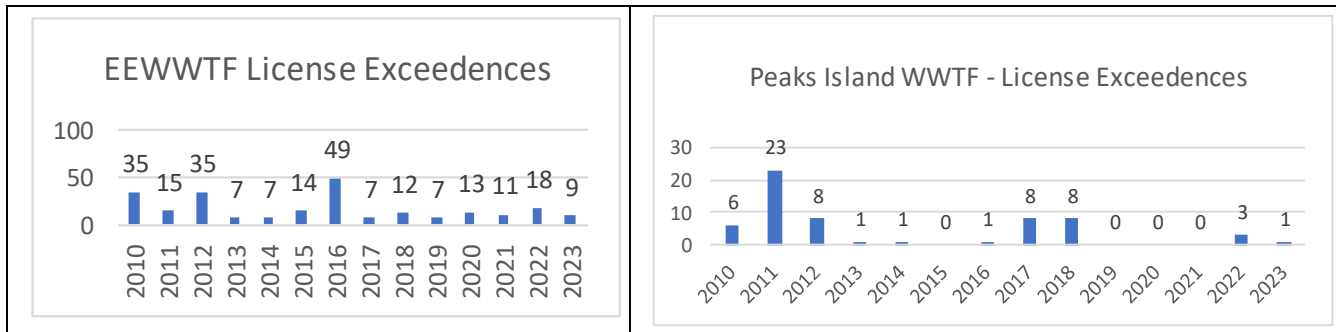
Operation Summary Portland

Wastewater Treatment: The Portland Water District owns, operates and maintains the interceptor and treatment facilities in the City of Portland. The largest facility, the East End WWTF is located off the Eastern Promenade while the Peaks Island facility is located by the ferry dock on the island.

EEWTF Parameter	Capacity	2023 Facility Avg	2022 - % Capacity Used
Flow (million gallons per day)	19.8 mgd	15.5 mgd	78.5%
Biosolids Removed (wet tons/month)	N/A	1,443 wt/month	

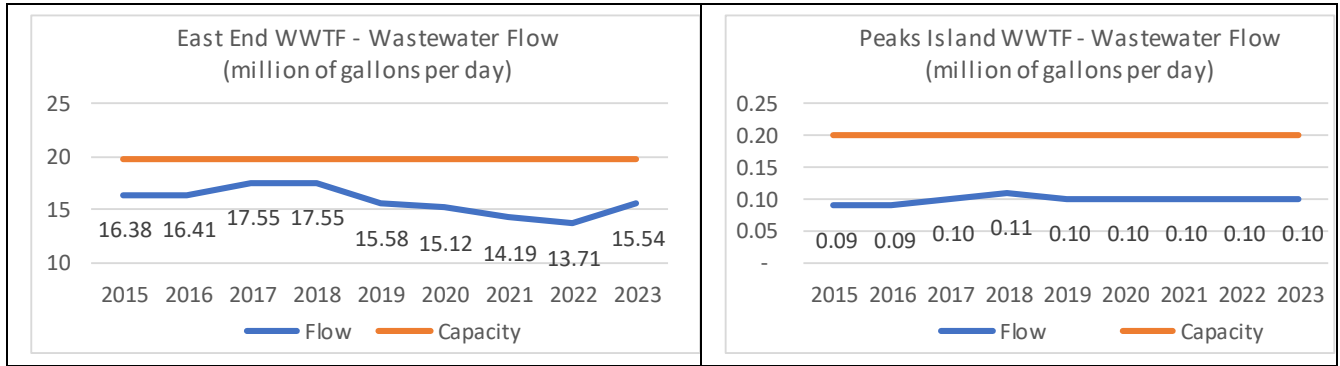
Effluent Permit Requirements:

Parameter	Discussion
Biological Oxygen Demand (BOD)	Measure of organic material and the strength of pollution. The treatment plant removed 94% of the BOD; well above the required 85% removal.
Total Suspended Solids (TSS)	Measure of suspended material in the incoming wastewater; also, the strength of pollution. The treatment plant removed 93% of the TSS, well above the required 85% removal.
Total Residual Chlorine	Used for disinfecting the treated effluent, chlorine must be removed before the effluent is discharged.
Fecal Coliform Bacteria	Following disinfection with chlorine, the fecal coliform level is monitored to confirm the treatment plant effluent was properly disinfected.
Effluent Nitrogen	Nitrogen is considered a pollutant that can contribute to water quality issues. The 2017 permit requires monitoring of nitrogen during the warmer months and the development of a “nitrogen optimization” approach where PWD will be asked to operate the plant to reduce the effluent nitrogen loading using existing facilities. In 2021, the plant demonstrated a 79% reduction in effluent nitrogen loading from historic levels from May to September. Due to operational limitations related to the need to take secondary clarifier #3 out-of-service, negligible nitrogen reduction was affected in 2023 or 2024. Resumption of nutrient optimization is expected to resume in 2025.



Operation Summary (continued)

The treatment facility on Peaks Island provides wastewater treatment to the residents and businesses on Peaks Island. The Peaks Island WWTF permit requires monitoring of effluent nitrogen from the treatment plant. Waste solids generated on the island are hauled to the mainland and processed at the Portland’s East End Wastewater Treatment Facility. With the completion of the Island Avenue sewer extension project and eventual connection of those customers adjacent to the new sewer, the capacity in the treatment plant will have essentially been reached (the summer months, when the population of residents and visitors increases, are the times that strain treatment capacity). In 2018, an analysis of the current capacity, along with suggested upgrades or opportunities for capacity improvements, was completed. Treatment plants have both a hydraulic (flow) and loading (amount of pollution that can be treated) capacity. As shown below, while specific high volume storm events are problematic, the plant flow is within the design capacity of the plant. Additional sewer connections beyond the current amount and those connected as part of the sewer extension, cannot be readily accommodated by the current facility.



Wastewater Conveyance – interceptors and pumping stations

Parameter	2024 Actual to Sept	2025 Projected
Preventive Work Orders	427	550
Corrective Work Orders	26	40
Wet wells cleaned	15	15
Debris removed (tons)	41	45
Dry Weather Overflows	0	0

Operation Summary (continued)

2024 Other Highlights

- Monthly CSO activities continue to be monitored and reported by PWD for regular distribution to stakeholders. Sites are continuously monitored by web-based software. In 2016, many of these decade-old units had reached the end of their service life and were replaced with newer models. This should ensure that the monitors continue to provide monitoring and alarming of CSO sites for the next 10 years. We worked with the city to coordinate the release of flow from the new storage conduit on Baxter Blvd. to PWD's system. That effort continues to go well.
- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- Legislative action that prohibited land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027. A Regional Biosolids Facility is being pursued and a Request for Proposals for the regional solution will be released in 2025.
- Pump issues at the Fore River Pump Station were investigated in 2024. A plan to replace flexible coupling and improve the support base for pumps is being performed on one of the four pumps. Following the completion of the work, the pump will be tested and if the results of the testing are promising, work will be completed on the remaining pumps. If the effort is not successful, replacement of the pumps will likely be required in the future.
- The Stroudwater and Congress St. Pump Stations were upgraded in 2024.
- The refurbishment of the secondary clarifiers at the East End facility will be completed by the end of the year. The project will then address the plant water and one of the gravity thickeners. This project will dramatically improve the plant performance and resiliency.

2025 Work Plan

- Asset Management Software will drive the preventive maintenance program, generating both monthly and annual preventive maintenance work orders. Efforts to refine the existing maintenance approach will continue.
- Evaluation of critical forcemains will take place in 2025. This is part of a larger master planning effort and will be informed by work completed on water transmission mains in 2024.
- The dewatering system upgrade is underway in 2023. This will replace the current rotary press system. Pilot testing of equipment will be completed in 2025.
- Efforts to address biosolids needs will continue through the issuance of a Request for Proposals for a regional facility.
- The Fore River Pump Station pumping system will be evaluated to determine next steps to improve pump performance and expected life following the modification and testing of a pump.
- The India St. and Northeast Pump Stations are being evaluated to determine potential upgrades that include the electrical distribution system and stand by generators.
- Construction on the secondary clarifiers, gravity thickeners, and plant water system will progress.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary					
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$300,000		\$500,000		
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$2,000,000	\$150,000	\$1,050,000	\$225,000	\$125,000
WW Treatment	\$6,030,000	\$2,335,000	\$3,055,000	\$4,405,000	\$5,430,000
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000
Financing Summary					
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$5,780,000	\$1,300,000	\$900,000	\$850,000	\$5,000,000
R&R	\$2,550,000	\$1,385,000	\$3,705,000	\$3,780,000	\$555,000
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000
Projects by Program					
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$300,000		\$500,000		
3268/3/Portland Forcemain Eval /Condition Assessment	\$300,000		\$500,000		
SCADA & Technology		\$200,000			
3315/177/SCADA Server and Dark Fiber Upgrade (PI)		\$200,000			
WW Collection & Pumping	\$2,000,000	\$150,000	\$1,050,000	\$225,000	\$125,000
3135/70/Portland WW Pump Stations - R&R	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
3144/70/Baxter Blvd PS Upgrades Phase II			\$900,000		
3182/423/Torrington Point PS Upgrades				\$100,000	
3187/70/India St PS Generator & HVAC Upgrade		\$1,500,000			
3279/423/Stormwater System Upgrades		\$25,000	\$25,000	\$25,000	
3303/70/Stroudwater PS upgrades, site improvements		\$200,000			
3317/70/WW Systems Portable Equipment Replacement		\$150,000			
WW Treatment	\$6,030,000	\$2,335,000	\$3,055,000	\$4,405,000	\$5,430,000
3019/21/Gravity Thickener #2 Rehabilitation			\$1,750,000		
3020/21/Process Valve and Actuator Replacement		\$150,000	\$30,000	\$30,000	\$30,000
3131/423/Peaks Island R&R		\$50,000	\$50,000	\$50,000	\$50,000
3133/21/East End WWTF R&R		\$275,000	\$275,000	\$275,000	\$275,000
3150/21/HVAC Upgr. - Process Area, Tunnel and Pump Gallery		\$1,750,000			
3154/21/RAS Pump Rehabilitation and AG Building Electrical				\$300,000	\$2,000,000
3155/21/Heating System Expansion				\$300,000	
3157/21/HVAC Upgrades - 2nd Floor Admin				\$175,000	
3167/423/Electrical Service and Power Distribution					\$750,000
3192/423/Aeration System Upgrade				\$300,000	
3193/423/Decanter and Mixer Upgrade, Tanks A and B		\$50,000	\$500,000		
3195/423/RDT Rehabilitation			\$30,000		
3196/423/Activated Sludge Process Control Upgrade				\$100,000	
3197/423/WAS Processing System Upgrade/Rehabilitation			\$150,000		
3204/21/Dewatering & Solids Handling System Upgrade		\$2,500,000			\$5,000,000
3239/423/Sludge Handling Upgrades - Design		\$30,000			
3248/21/Locker Room Renovation		\$550,000			
3253/21/Thickened Primary Sludge Handling Rehabilitation				\$1,000,000	
3266/21/Structural/Architectural Assessment/Rehab		\$75,000		\$75,000	\$75,000
3267/21/Outfall Condition Assessment		\$50,000			
3305/21/Primary Clarifier equipment replacement		\$400,000			
3323/21/EEWWTF Fire Alarm Upgrade		\$150,000			
3324/21/EEWWTF - Grit Removal Upgrade			\$1,300,000		
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds' assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on next page.

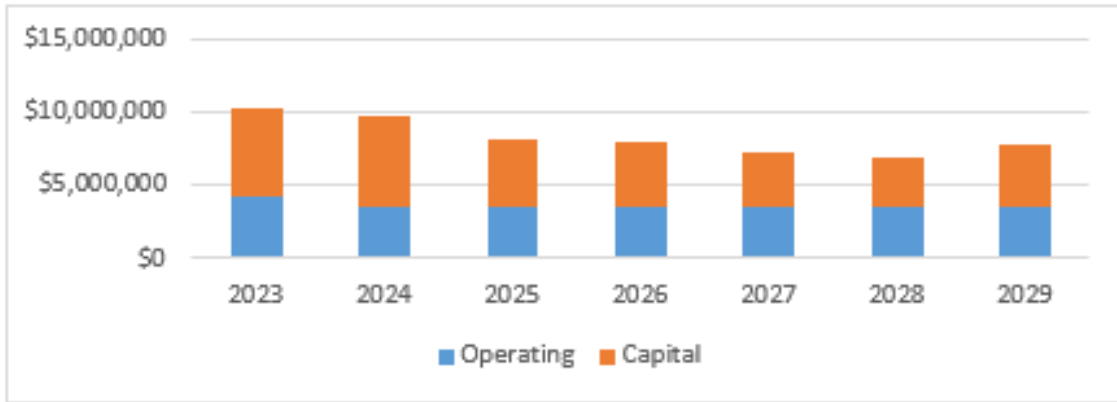
Major Assumptions:

- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$26 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Assessment is projected to increase to \$22,790,761 in 2029, an 29% increase over 2025 Budget, with the most significant cost change related to debt service issued to finance capital projects.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
17%	16%	19%	21%	22%	24%	24%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
183%	152%	138%	132%	130%	129%	128%

Projections for Rate-Making Purposes (continued)

Operating Fund:

	2023 Actual	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues:							
Assessment Income	15,798,744	16,543,176	17,609,172	18,932,174	20,311,524	21,599,935	22,790,761
Interest Income	410,592	247,603	424,350	424,350	424,350	424,350	424,350
Other Income	860,531	717,053	777,053	777,053	777,053	777,053	777,053
Total Revenues	17,069,867	17,507,832	18,810,575	20,133,577	21,512,927	22,801,338	23,992,164
Operating Expenses:							
Salaries & Wages	1,151,931	1,407,236	1,496,707	1,626,092	1,733,005	1,793,660	1,856,438
Employee Benefits	509,334	614,390	644,825	721,515	789,806	837,194	887,426
Biosolids Disposal	2,472,105	2,622,140	2,705,150	2,840,408	2,982,428	3,131,549	3,288,126
Chemicals	1,240,753	1,393,103	1,441,113	1,484,346	1,528,876	1,574,742	1,621,984
Contracted Services	1,208,874	934,581	976,463	1,005,757	1,035,930	1,067,008	1,099,018
Deferred Cost W/O	19,355	0	0	0	0	0	0
Heat/Fuel Oil	126,689	113,218	79,355	81,736	84,188	86,714	89,315
Insurance	45,512	50,360	55,743	57,415	59,137	60,911	62,738
Materials & Supplies	318,777	405,025	391,525	403,271	415,369	427,830	440,665
Other Expense	6,217	-11,100	-10,250	-10,558	-10,875	-11,201	-11,537
Purchased Power	1,151,896	1,492,473	1,753,327	1,823,460	1,878,164	1,934,509	1,992,544
Regulatory/Taxes	44,694	44,530	42,900	44,187	45,513	46,878	48,284
Tele/Other Utilities	202,347	214,538	215,428	221,891	228,548	235,404	242,466
Transportation	58,728	65,551	68,791	79,855	88,251	90,899	93,626
SS - Administration	1,652,040	1,856,050	1,899,049	1,975,011	2,054,011	2,136,171	2,221,618
SS - Engineering Services	483,176	728,324	695,223	722,858	751,592	781,468	812,531
SS - Environmental Services	249,981	260,188	288,291	299,823	311,816	324,289	337,261
SS - Wastewater Services	1,154,275	1,084,572	1,148,619	1,194,564	1,242,347	1,292,041	1,343,723
SS - Water Services	55,489	38,063	54,038	56,200	58,448	60,786	63,217
	12,152,173	13,313,242	13,946,297	14,627,831	15,276,554	15,870,852	16,489,443
Debt Service	2,684,894	2,758,617	3,521,562	4,163,796	4,794,423	5,388,536	5,860,771
Renewal & Replacement - Direct	1,000,000	1,180,000	1,055,000	1,155,000	1,255,000	1,355,000	1,455,000
Renewal & Replace - Indirect	234,443	255,973	287,716	186,950	186,950	186,950	186,950
Capital Finance Expense	3,919,337	4,194,590	4,864,278	5,505,746	6,236,373	6,930,486	7,502,721
Total Operating Expenses	16,071,510	17,507,832	18,810,575	20,133,577	21,512,927	22,801,338	23,992,164
Current Year Surplus(Deficit)	998,357	0	0	0	0	0	0
Transfer to Capital Reserve	-275,000						
Prior Year Surplus	3,452,153	3,583,126	3,583,126	3,583,126	3,583,126	3,583,126	3,583,126
Accumulated Surplus	4,175,510	3,583,126	3,583,126	3,583,126	3,583,126	3,583,126	3,583,126
Target Balance(25% of budget)		4,376,958	4,702,644	5,033,394	5,378,232	5,700,335	5,998,041

Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$6,300,000

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
R&R Balance BOY	\$ 6,138,081	\$ 4,643,081	\$ 4,413,081	\$ 3,713,081	\$ 3,288,081
Contribution	\$ 1,055,000	\$ 1,155,000	\$ 1,255,000	\$ 1,355,000	\$ 1,455,000
Withdrawals	\$(2,550,000)	\$(1,385,000)	\$(1,955,000)	\$(1,780,000)	\$(555,000)
R&R Balance EOY	\$ 4,643,081	\$ 4,413,081	\$ 3,713,081	\$ 3,288,081	\$ 4,188,081

East End Treatment Facility Secondary Clarifier and Primary Gallery Upgrade

A significant driver of Portland’s increased assessment in the coming years is the debt service cost to finance the upgrade of the East End Treatment Facility Primary Clarifier and Primary Gallery. The three existing secondary clarifiers at the East End Wastewater Treatment Facility are beyond their useful life and have experienced several failures. Preliminary engineering work began in 2021 and the Board approved the project’s construction contract in 2023. The multi-year plan includes almost \$830,000 of annual debt service costs.

CIP 2022, Project # 21/3152 – Primary Sludge Handling and Gallery Upgrade Project. This project was under construction with a scheduled completion date of June 2025]



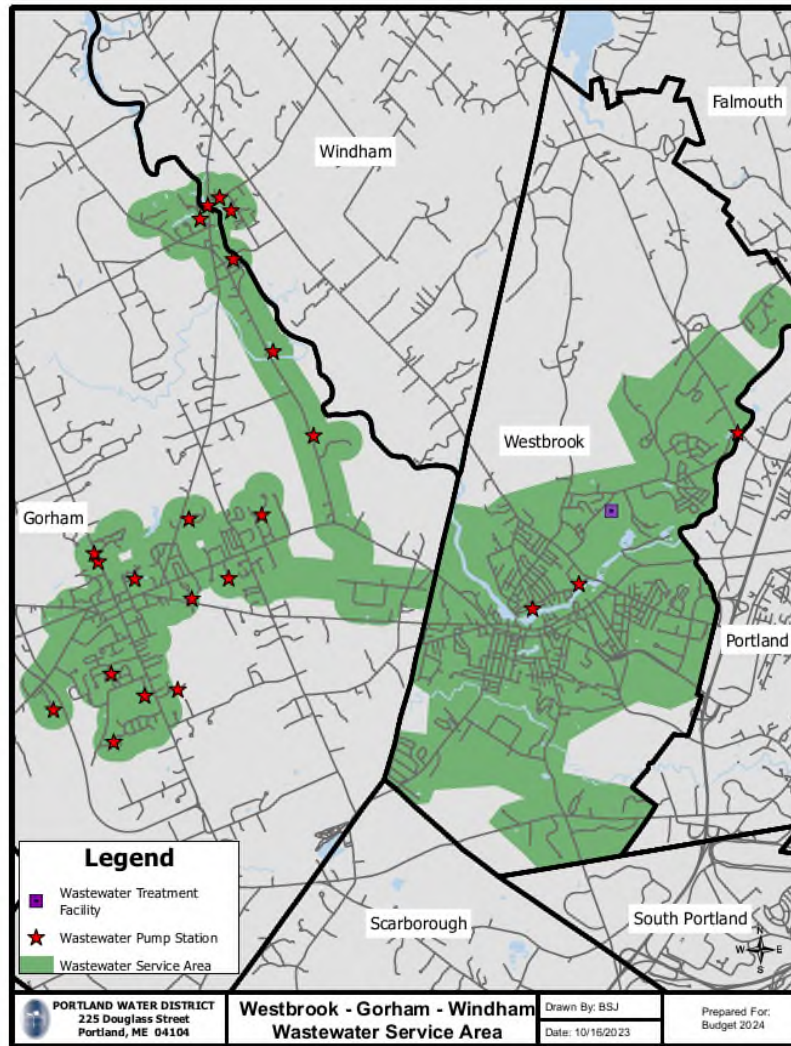
Existing 45-year-old plant water system to be replaced as part of this project



Fund: Wastewater - Westbrook

Background

The Portland Water District's charter authorizes PWD to provide wastewater treatment, collection system, and interceptor service to the city. Westbrook's wastewater is treated at the treatment facility located in Westbrook and jointly used by the towns of Windham and Gorham. The city maintains the collection system-collectors that transport wastewater from user's property to PWD's interceptor system. Additionally, by contract, PWD provides utility billing services.



Summary of Services Provided:

Treatment

4.54 million gallons/day

Collection System

*2 Westbrook only & 1
Joint use Pump Stations
with 8.2 miles of pipe*

Utility Billing

*Annual Billings of
\$5,764,197 on 4,840
Customers (avg.
\$99.24/month)*

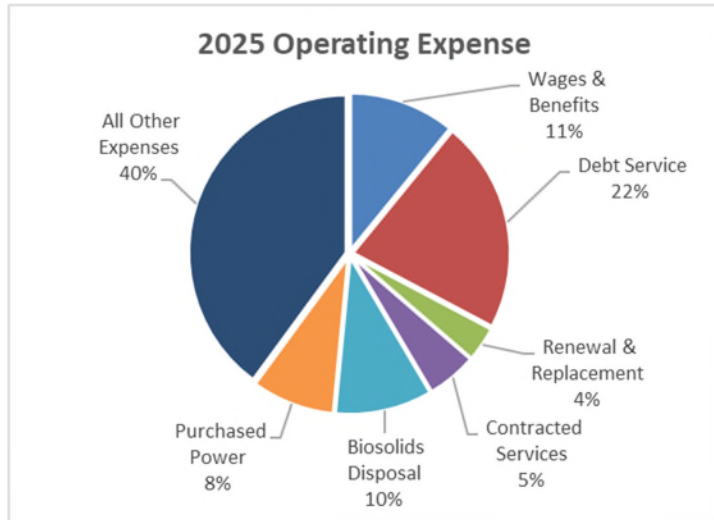
Fund: Wastewater - Westbrook

2025 Financial Summary

The proposed assessment of \$4,111,872 represents a 2.9% increase over the previous year. This is an increase of \$115,908.

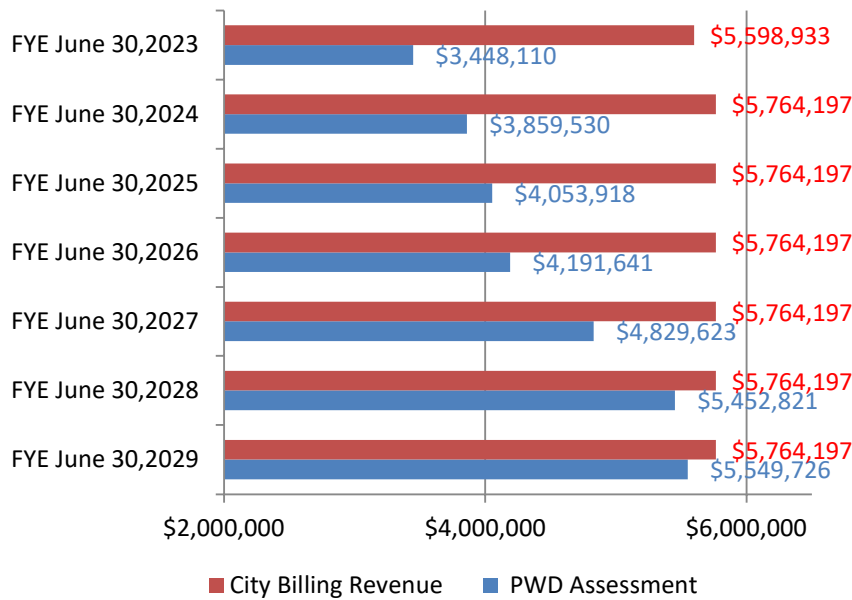
The proposed Operating Expense and Capital budgets are \$4,439,372 and \$1,455,000, respectively.

The Total Expense budget is \$203,179 higher (4.8%) than the previous year. Operating Expense increased by \$201,538 or 6.7%, Debt Service decreased by 0.9% to \$1,059,935 and Renewal & Replacement (direct and indirect) funding increased by \$11,795 from the previous year to \$175,421.



Assessment Compared to Ratepayers' Billing

The municipality's fiscal year end is June 30, while PWD's is December 31. The chart below compares the sewer billing cash as collected by PWD on their behalf and PWD's assessment for services rendered. The municipality may incur additional sewer-related costs. The municipality determines whether to increase the sewer billing rates.



Revenue Assumptions:

- Consumption assumed is based on consumption through June 30, 2024

Rates History:

Effective Date	Base/Per HCF
Jan 2013	\$11.13/\$6.13
Jan 2019	\$11.53/\$6.53
Jan 2020	\$11.93/\$6.93
Jan 2021	\$12.33/\$7.00
Jan 2022	\$12.73/\$7.73

2025 Operating Expense Highlights

Joint Use Facilities – Operating Expenses for the joint use facilities are allocated based on average flows. For the joint Gorham/Westbrook/Windham facilities Westbrook’s percent rose from 84.0% in 2024 to 84.75% in 2025.

Salaries/Wages – Salaries and wages have increased by 12.3%, or \$40,568, to \$371,405. Regular wages increased an average of 5.0%, hours charged were up 6.9% (662 hours).

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expense increased 8.5% (\$12,285).

Biosolids Disposal – The projected volume of wet tons at the Westbrook Regional Wastewater Treatment Facility (WRWWTF) is expected to increase 2.1% and the budgeted per unit cost of disposal will increase 3.0%. Overall, the budget in Westbrook is anticipated to increase \$23,308 or 5.0%.

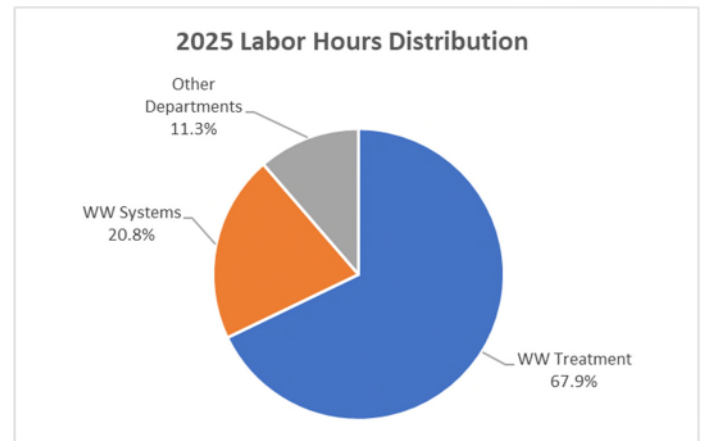
Heat/Fuel Oil – This category includes heating oil as well as container propane. The budget for this item was down 22.3% (\$9,333) to \$32,446. This was primarily due to the District being able to secure lower costs per gallon on container fuels.

Purchased Power – Overall this category is up \$22,523 (5.7%). This was mostly driven by large increases in energy costs which increased \$11,923 or 5.2%. Transmission and delivery increased \$10,600 (9.9%). Renewable energy expenses were unchanged in the 2025 budget.

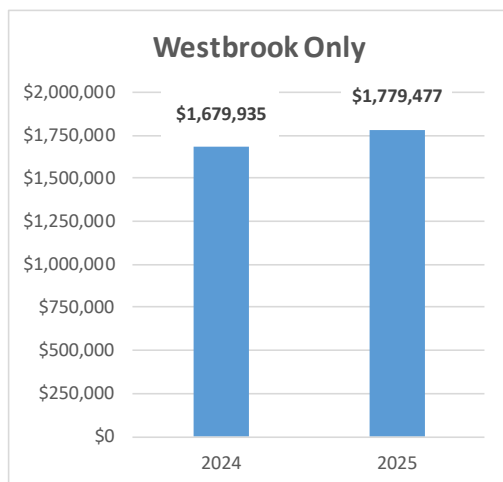
Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services increased \$41,200 or 4.1%.

Debt Service – The annual principal and interest payments on bonds issued to finance capital projects, this item decreased 0.9% (\$10,154). The decrease was due to no new debt being planned for in the 2025 Budget.

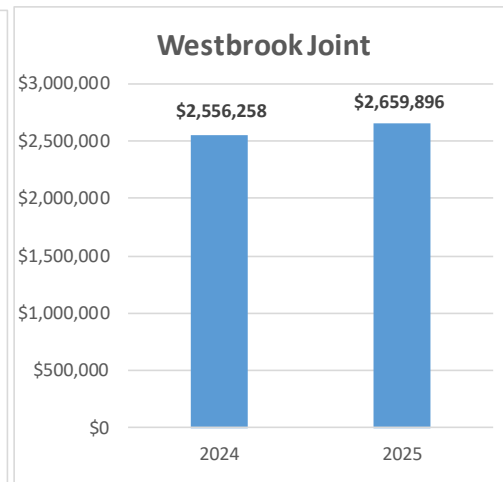
Renewal & Replacement - Dollars put aside to fund smaller capital projects. A contribution of \$175,421 will be made in 2025.



	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$3,723,096	\$1,997,982	\$3,995,964	\$4,111,872	\$115,908	2.9%
Interest Income	140,907	95,508	136,416	168,187	31,771	23.3%
Other Income	123,163	72,456	103,813	159,313	55,500	53.5%
Total Revenue	3,987,166	2,165,946	4,236,193	4,439,372	203,179	4.8%
Salaries & Wages	285,058	162,755	330,837	371,405	40,568	12.3%
Employee Benefits	123,911	71,258	145,162	157,447	12,285	8.5%
Biosolids Disposal	513,887	279,104	462,244	485,552	23,308	5.0%
Chemicals	308,561	117,443	242,346	258,613	16,267	6.7%
Contracted Services	227,362	67,762	236,527	251,117	14,590	6.2%
Deferred Cost W/O	25,000	0	0	0	0	n/a
Heat/Fuel Oil	43,491	22,506	41,779	32,446	-9,333	-22.3%
Insurance	12,907	7,198	14,345	15,924	1,579	11.0%
Materials & Supplies	108,365	43,490	71,581	93,004	21,423	29.9%
Other Expense	1,941	4,035	5,050	5,161	111	2.2%
Purchased Power	297,341	202,177	392,874	415,397	22,523	5.7%
Regulatory/Taxes	6,788	5,838	5,481	5,695	214	3.9%
Transportation	14,248	8,169	13,372	13,868	496	3.7%
Tele/Other Utilities	55,332	31,878	35,280	51,587	16,307	46.2%
SS - Administration	410,448	217,898	460,488	473,510	13,022	2.8%
SS - Engineering Services	111,573	70,966	172,897	156,957	-15,940	-9.2%
SS - Environmental Services	101,465	50,998	105,635	117,532	11,897	11.3%
SS - Wastewater Services	288,512	136,860	256,696	284,723	28,027	10.9%
SS - Water Services	14,410	6,086	9,884	14,078	4,194	42.4%
Operating Expense	2,950,600	1,506,421	3,002,478	3,204,016	201,538	6.7%
Debt Service & Lease Expense	906,348	518,036	1,070,089	1,059,935	-10,154	-0.9%
Renewal & Replacement - Direct	168,000	50,000	100,000	105,000	5,000	5.0%
Renewal & Replace - Indirect	56,893	31,813	63,626	70,421	6,795	10.7%
Total Expense	4,081,841	2,106,270	4,236,193	4,439,372	203,179	4.8%
Current Year Surplus (Deficit)	-94,675	59,676	0	0		
Prior Year Surplus	313,278	218,603	61,608	160,909		
Accumulated Surplus	218,603	278,279	61,608	160,909		



- Overall costs up \$99.5k (5.9%)
- Operating Expense up \$63.8k (4.9%)

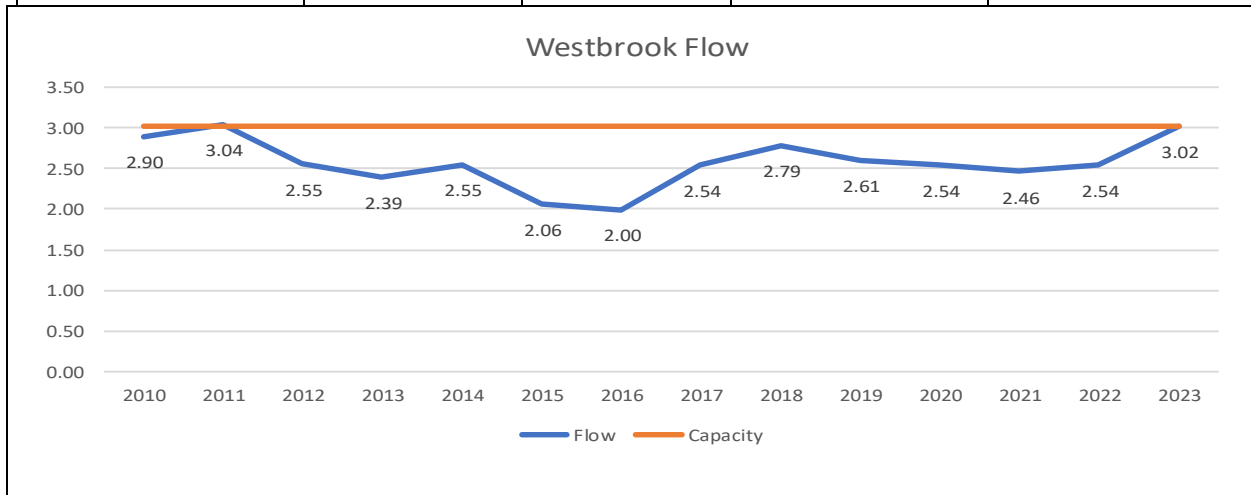


- Overall Westbrook JT up \$104k (3.2%)
- Westbrook's flow percent up 0.75% (84.0% to 84.75%)
- Westbrook's share of all costs up \$103.6k (4.1%)

Operation Summary Westbrook

Wastewater Treatment: The wastewater generated in the City of Westbrook is pumped to the Westbrook/Gorham/Windham Regional WWTF on Park Road. Flows from the Little Falls section of Gorham and the Town of Windham, including the Maine Correctional Center, are conveyed to this facility. The table below depicts flows from each contributing community. The chart illustrates capacity used for each community and total plant capacity being used based on the treatment plant capacity of 4.54 MGD.

Municipality (Design Flow)	2023 Flow (mgd)	% of 2023 WWTF Flow	Reserved Capacity (mgd)	% of Capacity Used
Westbrook (66.6%)	3.02	84.8 %	3.023	100 %
Gorham (30.8%)	0.48	13.5 %	1.398	34 %
Windham (2.6%)	0.064	1.7 %	0.118	54 %
Total Plant Flow	3.56		4.54	78 %



The following tables depict some of the key parameters that are monitored at the facility.

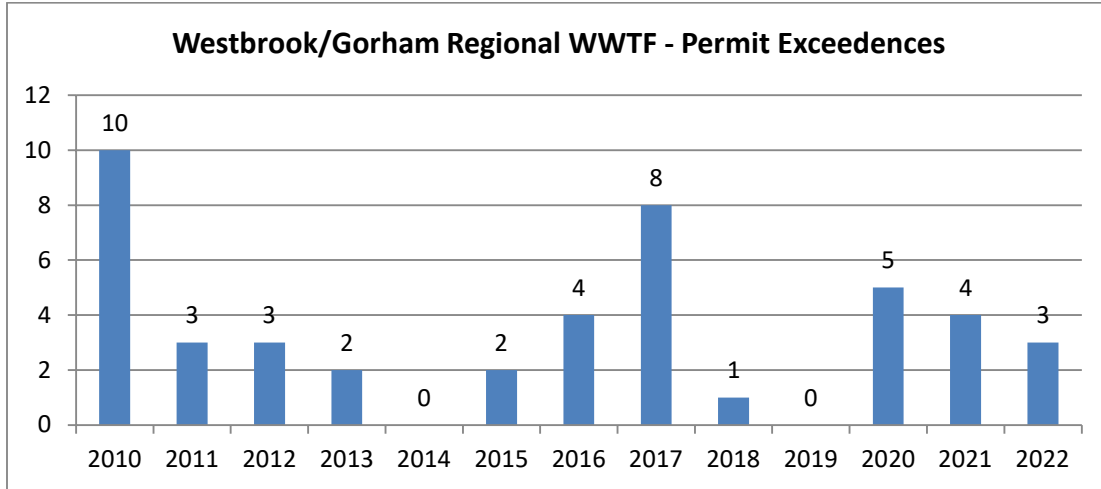
WGWTF Parameter	DEP Limit	2022 Facility Average
Biosolids Removed (wet tons/month)	N/A	339 wet ton/month

Parameter	Discussion
Biological Oxygen Demand (BOD)	Measure of organic material and the strength of pollution. The treatment plant removed 91% of the BOD, well above the required 85% removal.
Total Suspended Solids (TSS)	Measure of suspended material in the incoming wastewater. The treatment plant removed 88% of the TSS, well above the required 85% removal.
Total Residual Chlorine	Used for disinfecting the treated effluent, chlorine must be removed before the effluent is discharged. The permit limit was met at all times.
Fecal Coliform Bacteria	Following disinfection with chlorine, the fecal coliform level is monitored to confirm the treatment plant effluent was properly disinfected.
Phosphorus	The permit includes a requirement to monitor phosphorus in the plant’s effluent discharge. Phosphorus can contribute to water quality concerns that might include algae and low dissolved oxygen. The monitoring will likely create a baseline for consideration if effluent permit limitations are established in the future.

Operation Summary (continued)

Effluent Permit Requirements:

The effluent permit was renewed in 2017. An application for renewal was submitted and the permit is pending from Maine DEP. The City of Westbrook is a joint permittee for their obligations under the CSO Long Term Control Plan. The Combined Sewer Overflow Long-Term Control Plan was approved by Maine DEP in 2024 and includes a storage conduit and Westbrook collection system flow monitoring.



Wastewater Conveyance – interceptors and pumping stations

Parameter	2024 Actual to Sept	2025 Projected
Preventive Work Orders	960	1,050
Corrective Work Orders	49	55
Wet wells cleaned	52	63
Debris removed (tons)	143	165
Dry Weather Overflows	0	0

2024 Other Highlights

- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- Construction of the upgraded aeration system and secondary clarifiers was completed. There are some issues that include the electrical system and back up power, scum removal, and ragging of mixing equipment in the tanks. These will continue to be addressed in the coming months.
- Following a failed legislative effort to reclassify the water quality designation of the Presumpscot River in 2022, a moratorium on increases or additional licensed discharges to the river was passed in 2023. This essentially caps the permitted capacity of the treatment plant at existing levels. This issue has been raised in the current Maine DEP Triennial Review process.
- Legislative action that prohibited land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027.

- A regional biosolids solution is being pursued and a Request for Proposals for a solution is being prepared.
- PWD continues to work with the Town to properly manage growth and the expansion of new systems infrastructure to properly support growth in the community. A capacity evaluation will begin in 2024 to assess required growth, related upgrades to allow for this increased growth, and a means of cost allocation for this growth.
- The Combined Sewer Overflow Long Term Control Plan Update began in 2022. In 2024, the plan was approved by Maine DEP. The plan includes a 1,000,000 gal storage conduit and flow monitoring in the Westbrook collection system to identify possible areas of infiltration and inflow.

2025 Work Plan

- Asset Management Software will drive the preventive maintenance program, generating both monthly and annual preventive maintenance work orders. Efforts to refine the existing maintenance approach will continue.
- A modernization of the treatment plant's locker rooms will be evaluated to better meet the needs of our changing workforce. Initial designs show a modernized layout that provides improved facilities that afford more privacy to employees.
- The Biosolids Management Plan effort to issue a Request for Proposals will be issued for a regional biosolids facility in 2025.
- The effluent permit renewal from Maine DEP for the regional treatment plant is pending.
- PWD has been discussing the treatment plant capacity allocated to the three communities that contribute to our treatment plants; Westbrook, Gorham, and Windham. With continued and planned growth, we expect that some communities will reach their allocations in the future. A study will identify the amount and timing for capacity increases, the work that will be required to accommodate additional loadings at the treatment plant, and how those costs will be allocated. While growth pressures are emerging, the existing treatment plant, and the plan to understand development needs, should allow for the needs of all communities to be served.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning					
SCADA & Technology	\$450,000				
WW Collection & Pumping	\$420,000	\$10,840,000	\$240,000	\$40,000	\$540,000
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
Grand Total	\$1,455,000	\$12,385,000	\$2,375,000	\$185,000	\$675,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$300,000	\$11,800,000	\$2,000,000		
R&R	\$1,155,000	\$585,000	\$375,000	\$185,000	\$675,000
Grand Total	\$1,455,000	\$12,385,000	\$2,375,000	\$185,000	\$675,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning					
3289//Westbrook Capacity Eval.					
SCADA & Technology	\$450,000				
3127/177/Westbrook SCADA Server Renewal Program	\$450,000				
WW Collection & Pumping	\$420,000	\$10,840,000	\$240,000	\$40,000	\$540,000
3134/411/Westbrook WW Systems R&R	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
3230/29/Flow Metering	\$80,000				
3275/60/Dana Ct. Forcemain Replacement			\$200,000		
3302/411/Cottage Place PS- Generator/Transfer Repl.		\$800,000			
3306/411/East Bridge St PS - Generator/Transfer Replac.					\$500,000
3310/29/Westbrook CSO Storage Conduit	\$300,000	\$10,000,000			
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
3132/416/Westbrook Gorham Windham WWTF R&R	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
3159/416/Plant Water System Rehab/Controls		\$175,000			
3166/416/Process Area Ventilation Upgrades		\$1,000,000			
3247/416/Locker Room Renovation		\$250,000			
3270/416/Process Valve/Actuator Replacement		\$20,000		\$20,000	
3271/416/Structural/Architectural Assessment/Rehab	\$35,000		\$35,000		\$35,000
3273/416/Outfall Condition Assessment				\$25,000	
3198/416/WAS and GBT System Upgrade/Rehabilitation	\$450,000				
3256/416/Sludge Automation & Conveyance Upgrade			\$2,000,000		
Grand Total	\$1,455,000	\$12,385,000	\$2,375,000	\$185,000	\$675,000

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds’ assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on next page.

Major Assumptions:

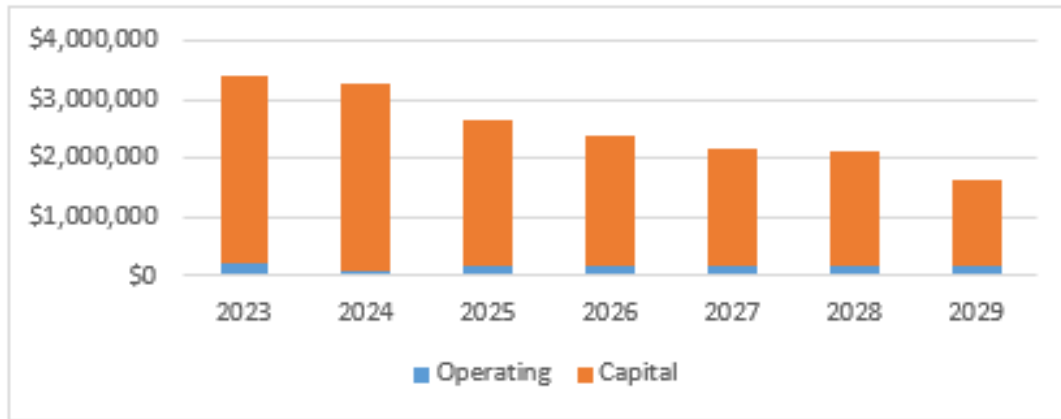
The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$17.1 million of capital projects. Most new debt assumed a 20-year life between 4% interest.

Summary of Projection Impact:

Assessment is projected to increase to \$5,581,646 in 2029, a 36% increase over 2025 Budget, primarily due to federally mandated CSO Conduit Storage facility planned to be constructed in 2026. That project causes the Debt ratios to decline over the next several years.

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
22%	25%	24%	24%	37%	36%	34%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
114%	115%	117%	112%	107%	107%	107%

Projections for Rate-Making Purposes (continued)**Operating Fund:**

	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>2026 Forecast</u>	<u>2027 Forecast</u>	<u>2028 Forecast</u>	<u>2029 Forecast</u>
Revenues:							
Assessment Income	3,723,096	3,995,964	4,111,872	4,271,409	5,387,836	5,517,805	5,581,646
Interest Income	140,907	136,416	168,187	168,187	168,187	168,187	168,187
Other Income	123,163	103,813	159,313	159,313	159,313	159,313	159,313
Total Revenues	3,987,166	4,236,193	4,439,372	4,598,909	5,715,336	5,845,305	5,909,146
Operating Expenses:							
Salaries & Wages	285,058	330,837	371,405	399,404	413,383	428,851	443,861
Employee Benefits	123,911	145,162	157,447	174,394	189,858	201,249	213,324
Biosolids Disposal	513,887	462,244	485,552	509,830	535,322	562,088	590,192
Chemicals	308,561	242,346	258,613	266,371	274,362	282,593	291,071
Contracted Services	227,362	236,527	251,117	258,651	266,411	274,403	282,635
Deferred Cost W/O	25,000	0	0	0	0	0	0
Heat/Fuel Oil	43,491	41,779	32,446	33,419	34,422	35,455	36,519
Insurance	12,907	14,345	15,924	16,402	16,894	17,401	17,923
Materials & Supplies	108,365	71,581	93,004	95,794	98,668	101,628	104,677
Other Expense	1,941	5,050	5,161	5,316	5,475	5,639	5,808
Purchased Power	297,341	392,874	415,397	432,013	444,973	458,322	472,072
Regulatory/Taxes	6,788	5,481	5,695	5,866	6,042	6,223	6,410
Tele/Other Utilities	55,332	35,280	51,587	53,135	54,729	56,371	58,062
Transportation	14,248	13,372	13,868	16,284	17,773	18,306	18,855
SS - Administration	410,448	460,488	473,510	492,450	512,148	532,634	553,939
SS - Engineering Services	111,573	172,897	156,957	163,196	169,683	176,428	183,441
SS - Environmental Services	101,465	105,635	117,532	122,233	127,122	132,207	137,495
SS - Wastewater Services	288,512	256,696	284,723	296,112	307,956	320,274	333,085
SS - Water Services	14,410	9,884	14,078	14,641	15,227	15,836	16,469
	2,950,600	3,002,478	3,204,016	3,355,511	3,490,448	3,625,908	3,765,838
Debt Service	906,348	1,070,089	1,059,935	1,109,821	2,086,311	2,075,820	1,994,731
Renewal & Replacement - Direct	168,000	100,000	105,000	110,000	115,000	120,000	125,000
Renewal & Replace - Indirect	56,893	63,626	70,421	23,577	23,577	23,577	23,577
Capital Finance Expense	1,131,241	1,233,715	1,235,356	1,243,398	2,224,888	2,219,397	2,143,308
Total Operating Expenses	4,081,841	4,236,193	4,439,372	4,598,909	5,715,336	5,845,305	5,909,146
Current Year Surplus(Deficit)	-94,675	0	0	0	0	0	0
Prior Year Surplus	313,278	61,608	160,909	160,909	160,909	160,909	160,909
Accumulated Surplus	218,603	61,608	160,909	160,909	160,909	160,909	160,909
Target Balance(25% of budget)		1,059,048	1,109,843	1,149,727	1,428,834	1,461,326	1,477,287
Above/(Below)		-997,440	-948,934	-988,818	-1,267,925	-1,300,417	-1,316,378

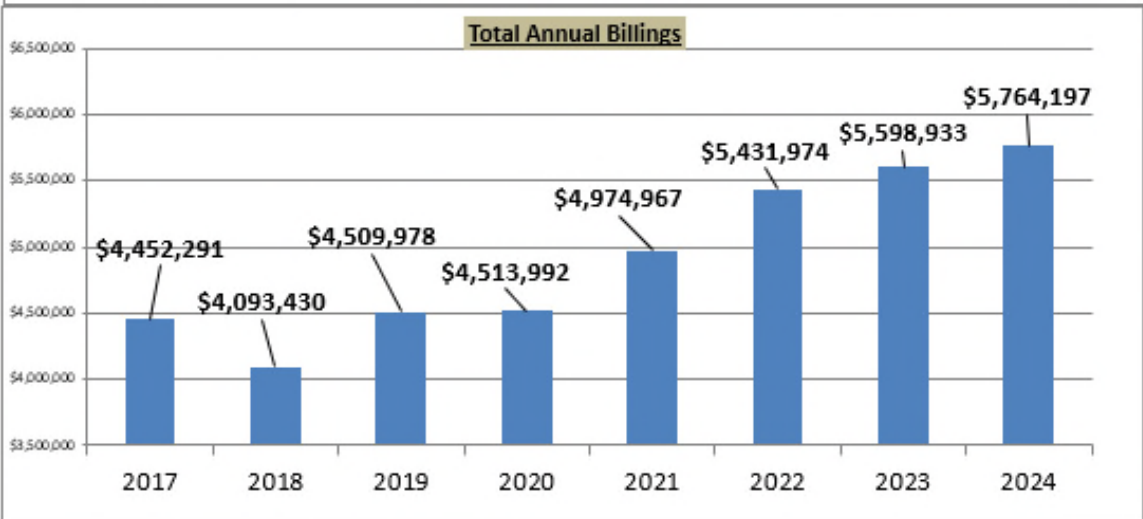
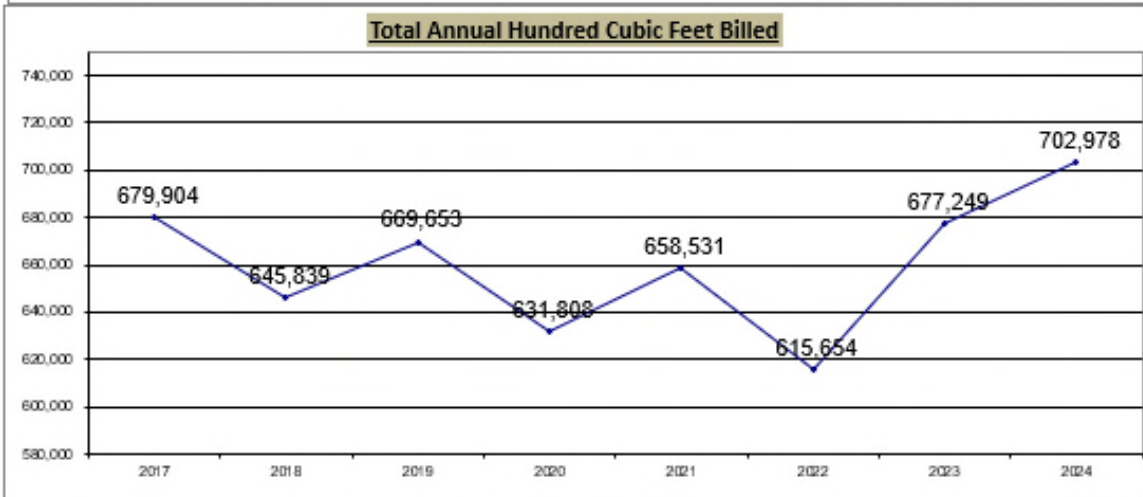
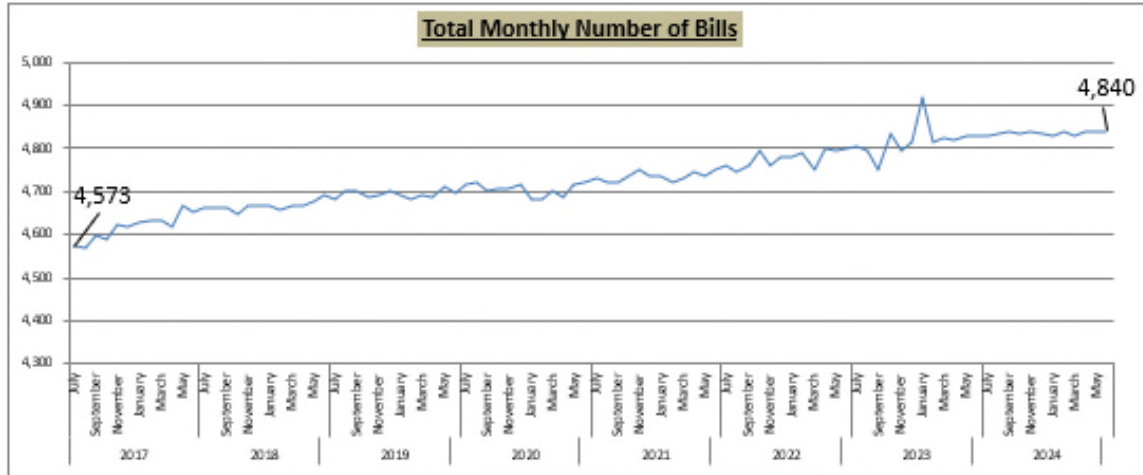
Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$1,168,000

	2025	2026	2027	2028	2029
	Forecast	Forecast	Forecast	Forecast	Forecast
R&R Balance BOY	\$ 3,205,600	\$ 2,501,290	\$ 2,208,320	\$ 1,993,410	\$ 1,976,840
Contribution	\$ 105,000	\$ 110,000	\$ 115,000	\$ 120,000	\$ 125,000
Withdrawals	\$ (809,310)	\$ (402,970)	\$ (329,910)	\$ (136,570)	\$ (629,910)
R&R Balance EOY	\$ 2,501,290	\$ 2,208,320	\$ 1,993,410	\$ 1,976,840	\$ 1,471,930

Sewer Billing Statistics

PWD provides sewer billing services for the municipality by contract. Sewer is billed based on water consumption and is included on Portland Water District’s water bill. The municipality determines the sewer rate. Dollars collected are forwarded to the municipality weekly.

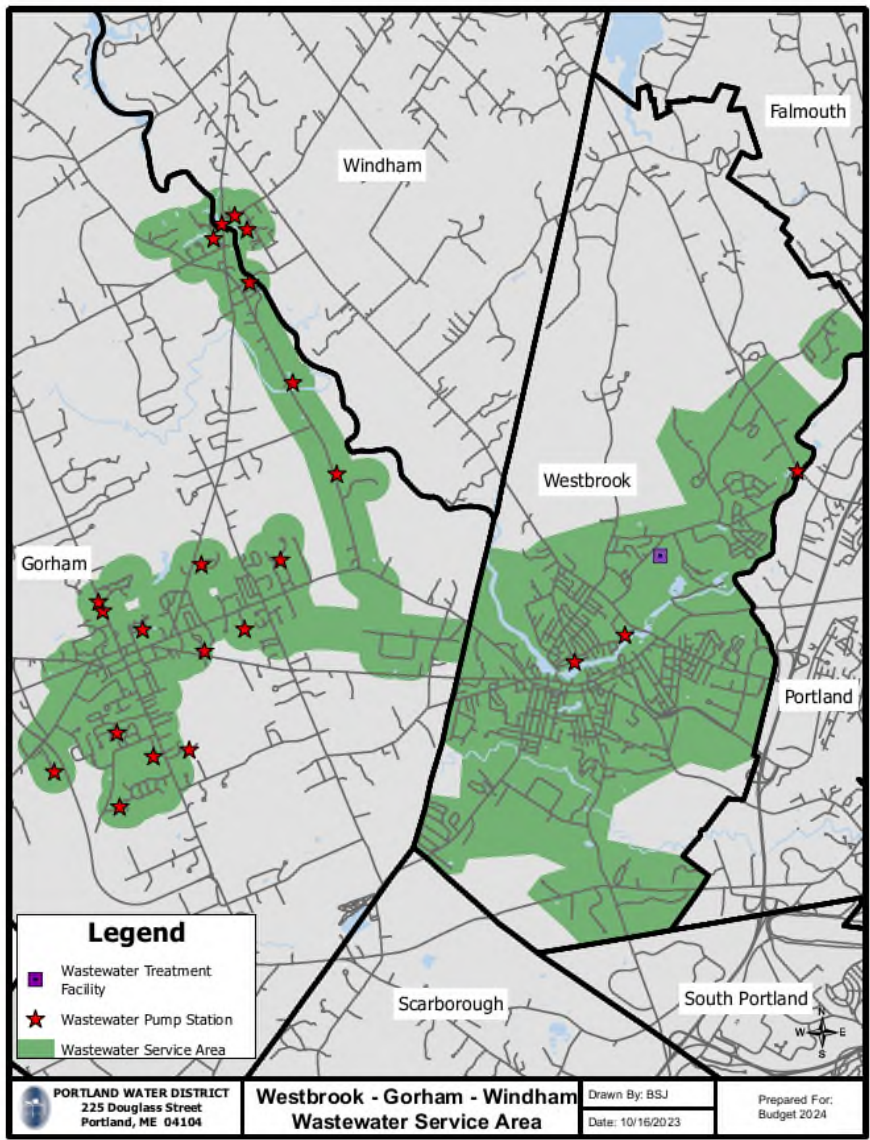
By Municipal Fiscal Year: Jul 1 to Jun 30



Fund: Wastewater – Windham

Background

The Portland Water District’s charter authorizes PWD to provide wastewater treatment and collection system-interceptors service to the town. By contract with the town, PWD additionally operates and maintains the collectors in the sewer collection system. Windham’s wastewater is treated at the treatment facility located in Westbrook and jointly used by Windham, the Town of Gorham and City of Westbrook. Additionally, by contract, PWD provides utility billing services.



Summary of Services Provided:

Treatment
0.188 Million gallons/day

Collection System
2 Windham only & 3 Joint use Pump Stations with 7.9 miles of pipe

Utility Billing
Annual Billings of \$369,867 with 62 Customers.

Fund: Wastewater - Windham

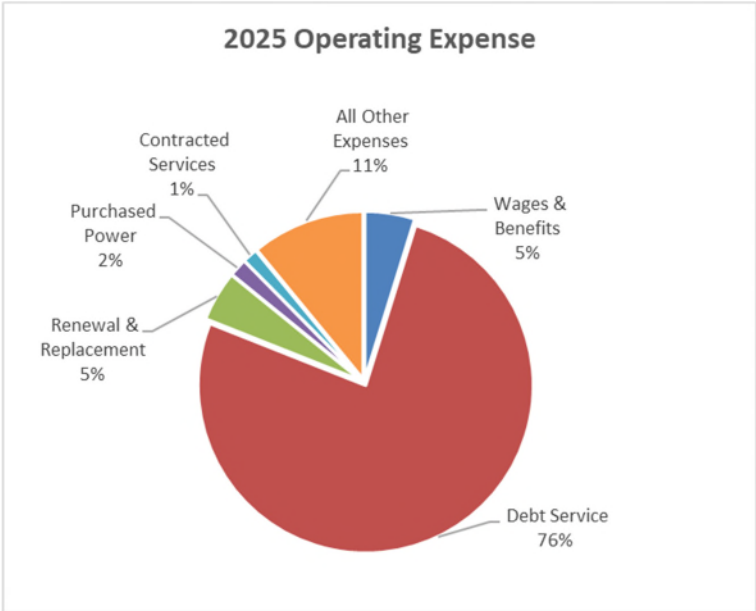
2025 Financial Summary

The town’s proposed assessment of \$1,307,652 represents a 61.7% (\$499,164) increase over the previous assessment. The majority of increase is related to interest cost on the bond anticipation note financing the new North Windham treatment facility.

The proposed Operating Expense and Capital budgets are \$1,343,532 and \$11,055,000, respectively.

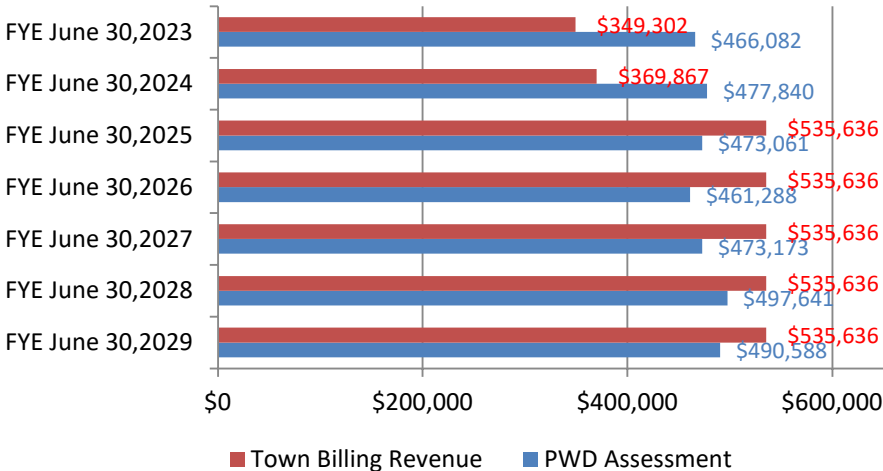
Operating Expense decreased by 8.9% or \$24,977. Windham’s percentage of flows at joint use facilities decreased from both Gorham/Westbrook/Windham and Little Falls.

The vast majority of the Capital Budget is the \$11.05 million budgeted for work on the North Windham wastewater treatment and collections systems.



Assessment Compared to Ratepayers’ Billing

The municipality’s fiscal year end is June 30, while PWD’s is December 31. The chart below compares the cash as collected by PWD for sewer billings on their behalf and PWD’s **South Windham** assessment for services rendered. Any shortfall of billing revenue is made up from the Town’s general funds.



Revenue Assumptions:	
-	Consumption is the 12 months ending June 30, 2023
-	Rates History:
Effective Date	Base/Per HCF
April 2009	\$48.84/\$3.24
May 2020	\$48.84/\$7.00
Jul 2022	\$48.84/7.75
Jul 2023	\$48.84/9.77
Mar 2024	\$51.00/10.20

2025 Operating Expense Highlights

Joint Use Facilities – Operating Expenses for the joint use facilities are allocated based on average flows. For the joint Gorham/Westbrook/ Windham facilities Windham’s percent fell from 2.0% in 2024 to 1.75% in 2025. For Little Falls (Gorham/Windham), flows dropped from 67.0% to 63.0%.

Salaries/Wages – Salaries and wages have decreased by 7.4%, or \$3,556, to \$44,723. Regular wages increased an average of 4.2%, hours charged were down 11.5% (164 hours).

Employee Benefits – The benefit rate (including FICA) decreased from 49.39% in 2024 to 48.64%, a decrease of 0.76%. The amount of Employee Benefits expenses decreased 9.7% (\$2,148).

Biosolids Disposal – The projected volume of wet tons processed at the Westbrook Regional Wastewater Treatment Facility (WRWWTF) is expected to increase 2.1% and the budgeted per unit cost of disposal will increase 3.0%. Overall, the budget in Windham is anticipated to decrease \$980 or 8.9%.

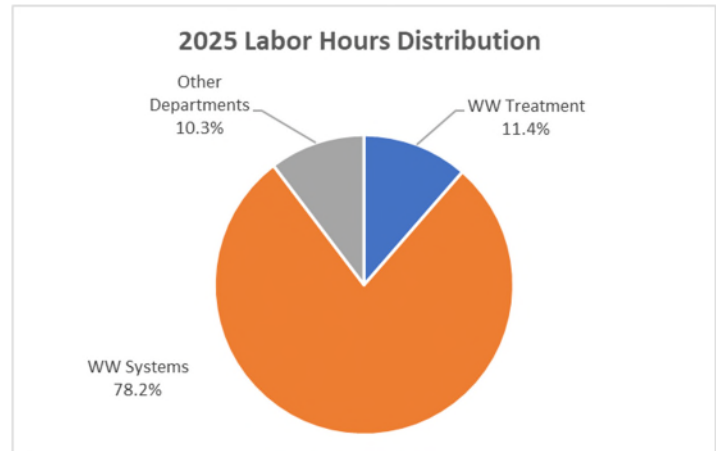
Contracted Services – Overall this category was up \$1,694 or 9.6%. This increase is mostly driven by the outsourcing of snow removal at the wastewater pump stations.

Heat/Fuel Oil – This category includes heating oil as well as pipeline natural gas and container delivered propane. The budget for this item was down 16.5% (\$556) to \$2,818. This was primarily due to the District being able to secure lower costs per gallon on container fuels.

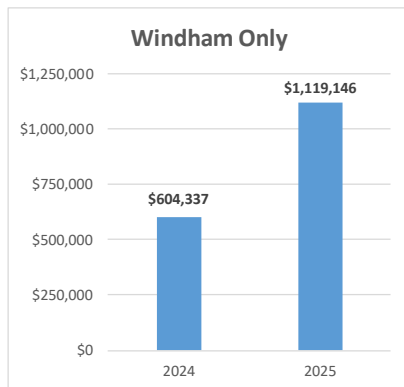
Support Services – These costs are related to general work done that cannot be directly charged to a fund as noted above (such as customer billing or information technology) or work done on behalf of several municipalities at the same time (engineering or laboratory services) that is allocated based on the value to each fund. Overall, Support Services decreased \$18,882 or 15.6%.

Debt Service - The annual principal and interest payments on bonds issued to finance capital projects. This budget rose \$516,401 (101.8%) as work on the North Windham project continues.

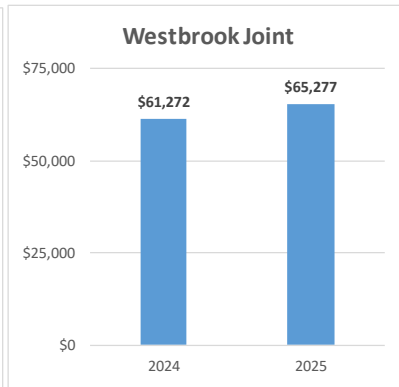
Renewal & Replacement - Dollars put aside to fund capital projects. A contribution of \$65,226 will be made in 2025.



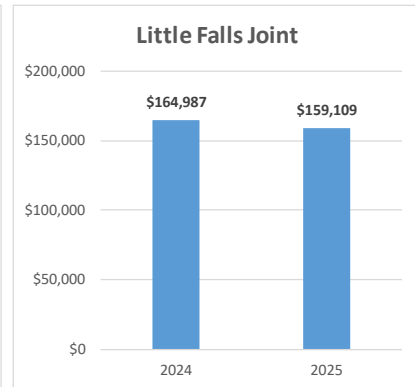
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Assessment Income	\$515,808	\$404,244	\$808,488	\$1,307,652	\$499,164	61.7%
Interest Income	24,958	15,971	15,776	29,552	13,776	87.3%
Other Income	<u>3,799</u>	<u>2,509</u>	<u>6,336</u>	<u>6,336</u>	<u>0</u>	<u>0.0%</u>
Total Revenue	544,565	422,724	830,600	1,343,540	512,940	61.8%
Salaries & Wages	23,107	22,639	48,279	44,723	-3,556	-7.4%
Employee Benefits	10,237	10,295	22,153	20,005	-2,148	-9.7%
Biosolids Disposal	12,309	6,645	11,006	10,026	-980	-8.9%
Chemicals	16,533	7,610	13,902	12,987	-915	-6.6%
Contracted Services	28,708	10,560	17,651	19,345	1,694	9.6%
Heat/Fuel Oil	3,164	1,873	3,374	2,818	-556	-16.5%
Insurance	1,322	774	1,541	1,625	84	5.5%
Materials & Supplies	6,415	5,421	8,864	8,769	-95	-1.1%
Other Expense	39	96	110	96	-14	-12.7%
Purchased Power	16,310	11,730	23,433	23,314	-119	-0.5%
Regulatory/Taxes	162	139	131	117	-14	-10.7%
Transportation	6,622	4,174	7,347	7,787	440	6.0%
Tele/Other Utilities	774	402	538	622	84	15.6%
SS - Administration	46,553	27,751	59,192	47,937	-11,255	-19.0%
SS - Engineering Services	19,497	14,096	32,797	26,241	-6,556	-20.0%
SS - Environmental Services	3,255	1,440	3,670	3,573	-97	-2.6%
SS - Wastewater Services	21,628	13,527	25,276	24,143	-1,133	-4.5%
SS - Water Services	<u>553</u>	<u>234</u>	<u>379</u>	<u>538</u>	<u>159</u>	<u>42.0%</u>
Operating Expense	217,188	139,406	279,643	254,666	-24,977	-8.9%
Debt Service & Lease Expense	336,791	197,803	507,239	1,023,640	516,401	101.8%
Renewal & Replacement - Direct	36,250	18,125	36,250	58,250	22,000	60.7%
Renewal & Replace - Indirect	<u>5,943</u>	<u>3,733</u>	<u>7,464</u>	<u>6,976</u>	<u>-488</u>	<u>-6.5%</u>
Total Expense	596,172	359,067	830,596	1,343,532	512,936	61.8%
Current Year Surplus (Deficit)	-51,607	63,657	4	8		
Prior Year Surplus	<u>165,964</u>	<u>114,357</u>	<u>196,743</u>	<u>189,036</u>		
Accumulated Surplus	114,357	178,014	196,747	189,044		



- Overall costs up \$515k (85.2%)
 - Debt Service was up \$512k



- Overall Westbrook JT up \$104k (3.2%)
 - Windham's flow percent down 0.25% (2.0% to 1.75%)
 - Windham's share of all costs up \$4.0k (6.5%)



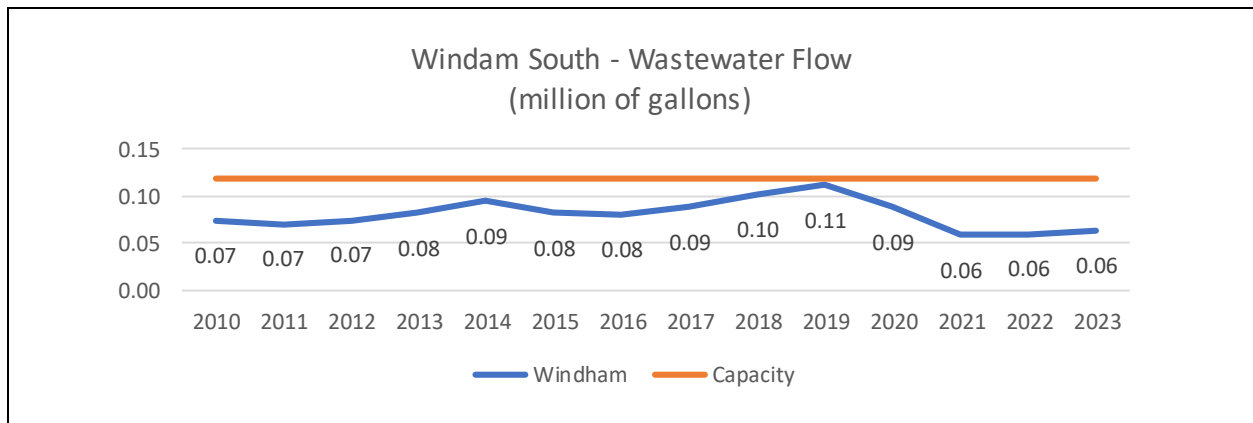
- Overall Little Falls Joint down \$6.6k (1.5%)
 - Windham's flow percentage was down 4.0% (67% to 63%)
 - Windham's share up 3.6% (\$5.9k)

Operation Summary Windham

Wastewater Treatment

Wastewater generated within the Town of Windham, including the Maine Correctional Center and the Little Falls area of Gorham, is conveyed to the Westbrook/Gorham/Windham Regional WWTF. The Town of Windham has reserved 2.6% of a design capacity of 4.54 million gallons a day, or 118,040 gallons. The table below shows the volume of flows to the Westbrook/Gorham/Windham Regional Wastewater Treatment Facility.

Area	2023 Windham Flow	Westbrook WWTF Flow	% Windham Flow
Windham	0.064 mgd	3.56 mgd	1.7%
WGWTF Capacity	Windham Capacity (2.6%)	% Capacity Used	Capacity Remaining
4,540,000 gal/day	0.118 mgd	54 %	0.054 mgd



Wastewater Conveyance – collectors, interceptors and pumping stations

Parameter	2024 Actual to Sept	2025 Projected
Preventive Work Orders	120	150
Corrective Work Orders	8	10
Wet wells cleaned	11	15
Debris removed (tons)	21	30
Dry Weather Overflows	0	0

Operation Summary (continued)

2024 Other Highlights

- Following the selection of a project delivery team that consisted of an engineering consultant and construction manager, detailed design has progressed and the initial construction of inlet sewers and the drip dispersal effluent system have begun. Major process equipment associated with the membrane treatment system have been purchased as well. Design continues on the remainder of the collection system and the treatment plant and major parts of the collection system are currently under construction.
- With our asset management system, we continue to proactively manage maintenance. Our Maintenance and Operations Team has been systematically reviewing our systems and treatment assets to create a prioritized listing of equipment to refine our preventive maintenance program. This effort is ongoing.
- Wet well and sewer siphon cleanings were performed on a regular schedule.
- Following a failed legislative effort to reclassify the water quality designation of the Presumpscot River in 2022, a moratorium on increases or additional licensed discharges to the river was passed in 2023. This essentially caps the permitted capacity of the treatment plant at existing levels. This issue will be pursued as part of Maine DEP's Triennial Review of water quality.
- Construction of the upgraded aeration system was completed. A few issues are being resolved.
- Legislative action that prohibits land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027.

2024 Work Plan

- Construction on the collection system and treatment plant will continue through the year.
- Asset Management Software will drive the preventive maintenance program, generating both monthly and annual preventive maintenance work orders. Efforts to refine the existing maintenance approach will continue.
- A modernization of the treatment plant's locker rooms will be evaluated to better meet the needs of our changing workforce. Initial designs show a modernized layout that provides improved facilities that afford more privacy to employees.
- Wet wells are scheduled for cleaning on a quarterly basis unless experience dictates otherwise. Oils and grease remain challenges throughout PWD's service area.
- The Biosolids Management Plan effort continues. A Request for Proposals for a regional facility will be issued in 2025.
- The effluent permit renewal from Maine DEP for the regional treatment plant is pending.

Capital Summary

A five-year capital plan is updated each year. The projects are prioritized based on operational needs and financing availability. The table below indicates the projects scheduled for the next fiscal year and the funding source of those projects. Detailed descriptions of the projects can be found in the Capital Finance and Capital Expenditures sections.

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$450,000				
WW Collection & Pumping	\$20,000	\$820,000	\$20,000	\$770,000	\$20,000
WW Treatment	\$10,585,000	\$8,545,000	\$12,135,000	\$145,000	\$135,000
Grand Total	\$11,055,000	\$9,365,000	\$12,155,000	\$915,000	\$155,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$10,000,000	\$8,800,000	\$12,000,000	\$750,000	
R&R	\$1,055,000	\$565,000	\$155,000	\$165,000	\$155,000
Grand Total	\$11,055,000	\$9,365,000	\$12,155,000	\$915,000	\$155,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$450,000				
3127/177/Westbrook SCADA Server Renewal Program	\$450,000				
WW Collection & Pumping	\$20,000	\$820,000	\$20,000	\$770,000	\$20,000
3138/180/Windham- Little Falls WW System - R&R	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
3139/180/Windham - Depot St/Keddy Mill Forcemain				\$750,000	
3302/411/Cottage Place PS- Generator/Transfer Repl.		\$800,000			
WW Treatment	\$10,585,000	\$8,545,000	\$12,135,000	\$145,000	\$135,000
3132/416/Westbrook Gorham Windham WWTF R&R	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
3159/416/Plant Water System Rehab/Controls		\$175,000			
3166/416/Process Area Ventilation Upgrades		\$1,000,000			
3241/182/North Windham WWTF	\$10,000,000	\$7,000,000	\$10,000,000		
3247/416/Locker Room Renovation		\$250,000			
3270/416/Process Valve/Actuator Replacement		\$20,000		\$20,000	
3271/416/Structural/Architectural Assessment/Rehab	\$35,000		\$35,000		\$35,000
3273/416/Outfall Condition Assessment				\$25,000	
3198/416/WAS and GBT System Upgrade/Rehabilitation	\$450,000				
3256/416/Sludge Automation & Conveyance Upgrade			\$2,000,000		
Grand Total	\$11,055,000	\$9,365,000	\$12,155,000	\$915,000	\$155,000

Projections for Rate-Making Purposes

Multi-year projections are made for each of the wastewater funds’ assessment. The projections provide guidance to the wastewater municipalities to assist them in determining their wastewater sewer rates. A summary of the projection is provided on next page.

Major Assumptions:

The assumptions incorporated in the projections are as follows:

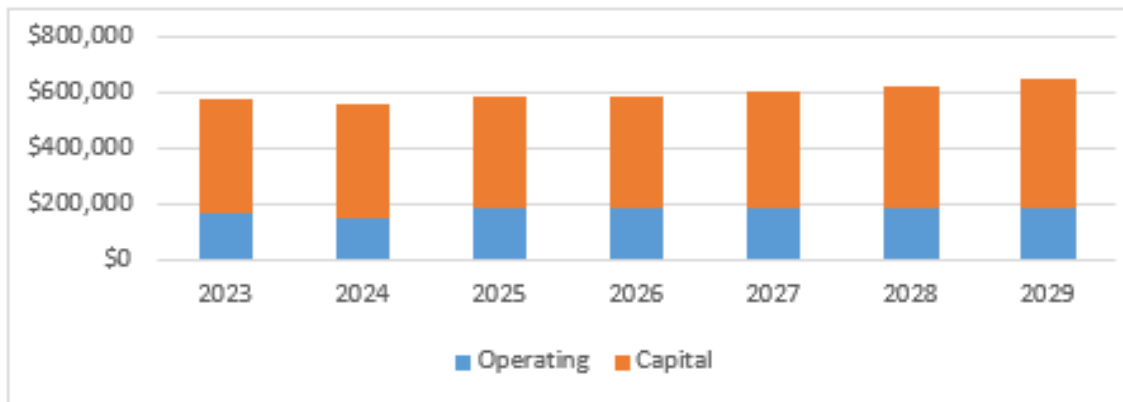
- Salary increases with an annual increase of 3.5%. Wastewater staffing increased for all funds by 3 full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.
- New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$33.6 million of capital projects. The new North Windham system is \$27 million of the total. A 30-year flat debt service payment bond will be issued in 2026 for the project. The remaining projects financed with debt is assumed to have a 20-year life with 4% interest rate.

Summary of Projection Impact:

Assessment is projected to increase to \$4,388,245 in 2029. The significant increase reflects the costs related to the new North Windham treatment plant and related infrastructure. The South Windham’s assessment is projected to be \$467,301, \$9,663 or 2% higher. Relatively low increase is due to the debt service related to the Little Fall Conveyance Project drops off in 2028.

Ratios Only for the South Windham Fund:

Reserve Fund Balances



Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

2023	2024	2025	2026	2027	2028	2029
43%	37%	39%	38%	38%	40%	32%

Debt Service Ratio – Target: Greater or Equal to 125%

2023	2024	2025	2026	2027	2028	2029
147%	123%	123%	123%	123%	122%	130%

Projections for Rate-Making Purposes (continued)

Operating Fund: Windham North and South Systems

	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Interest Income	6,893	1,090	24,958	15,776	29,552	29,558	29,558	29,558	29,558
Other Income	1,587	1,912	3,799	6,336	6,336	6,336	6,336	6,336	6,336
Total Revenues	526,892	518,810	544,565	830,600	1,343,540	2,196,874	3,569,217	3,935,755	4,046,660
Operating Expenses:									
Salaries & Wages	33,599	39,513	23,107	48,279	44,723	46,288	47,908	49,585	51,320
Employee Benefits	13,712	17,718	10,237	22,153	20,005	21,205	22,477	23,826	25,256
Biosolids Disposal	13,474	11,763	12,309	11,006	10,026	10,527	11,053	11,606	12,186
Chemicals	12,534	12,570	16,533	13,902	12,987	13,377	13,778	14,191	14,617
Contracted Services	7,716	15,262	28,708	17,651	19,345	19,925	20,523	21,139	21,773
Deferred Cost W/O	0	0	0	0	0	0	0	0	0
Facilities	0	0	0	0	0	0	0	0	0
Heat/Fuel Oil	3,842	4,611	3,164	3,374	2,818	2,903	2,990	3,080	3,172
Insurance	1,441	1,393	1,322	1,541	1,625	1,674	1,724	1,776	1,829
Materials & Supplies	8,760	8,736	6,415	8,864	8,769	9,032	9,303	9,582	9,869
Other Expense	84	92	39	110	96	891,142	1,208,017	1,517,092	1,674,573
Purchased Power	17,615	12,945	16,310	23,433	23,314	24,247	24,974	25,723	26,495
Regulatory/Taxes	200	129	162	131	117	121	125	129	133
Tele/Other Utilities	972	530	774	538	622	641	660	680	700
Transportation	6,164	9,831	6,622	7,347	7,787	8,021	8,262	8,510	8,765
SS - Administration	43,708	51,033	46,553	59,192	47,937	49,854	51,848	53,922	56,079
SS - Engineering Services	15,123	21,721	19,497	32,797	26,241	27,284	28,369	29,497	30,670
SS - Environmental Services	4,783	3,948	3,255	3,670	3,573	3,716	3,865	4,020	4,181
SS - Wastewater Services	17,311	24,692	21,628	25,276	24,143	25,109	26,113	27,158	28,244
SS - Water Services	485	296	553	379	538	560	582	605	629
	201,523	236,783	217,188	279,643	254,666	1,155,626	1,482,571	1,802,121	1,970,491
Debt Service	202,656	239,778	336,791	507,239	1,023,640	972,402	2,016,300	2,036,788	1,977,823
Renewal & Replacement - Direct	18,500	36,250	36,250	36,250	58,250	64,750	66,250	92,750	94,250
Renewal & Replace - Indirect	5,443	5,999	5,943	7,464	6,976	4,096	4,096	4,096	4,096
Capital Finance Expense	226,599	282,027	378,984	550,953	1,088,866	1,041,248	2,086,646	2,133,634	2,076,169
Total Operating Expenses	428,122	518,810	596,172	830,596	1,343,532	2,196,874	3,569,217	3,935,755	4,046,660
Current Year Surplus(Deficit)	98,770	0	-51,607	4	8	0	0	0	0
Prior Year Surplus	67,194	49,808	165,964	196,743	189,037	189,045	189,045	189,045	189,045
Accumulated Surplus	165,964	49,808	114,357	196,747	189,045	189,045	189,045	189,045	189,045

Capital Expenditures: (See details in the Capital Expenditure section) Target Balance: \$196,000

South Windham System:

	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
R&R Balance BOY	\$ 409,743	\$ 401,083	\$ 406,663	\$ 424,403	\$ 443,383
Contribution	\$ 38,250	\$ 39,750	\$ 41,250	\$ 42,750	\$ 44,250
Withdrawals	\$ (46,910)	\$ (34,170)	\$ (23,510)	\$ (23,770)	\$ (23,510)
R&R Balance EOY	\$ 401,083	\$ 406,663	\$ 424,403	\$ 443,383	\$ 464,123

Projections for Rate-Making Purposes (continued)

Operating Fund: South Windham Only

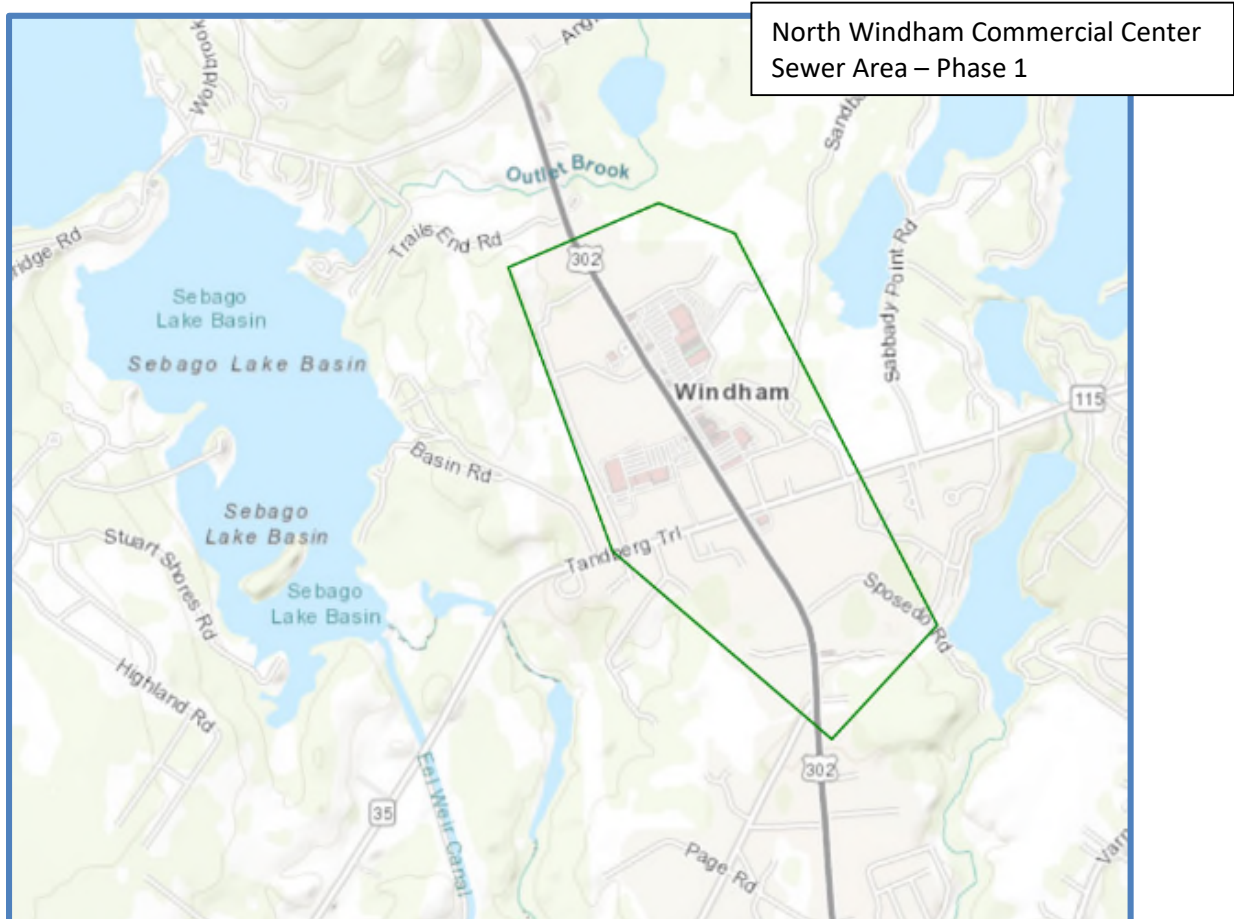
	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2025 Forecast</u>	<u>2026 Forecast</u>	<u>2027 Forecast</u>	<u>2028 Forecast</u>	<u>2029 Forecast</u>
Revenues:							
Assessment Income	467,196	488,484	457,644	464,937	481,408	513,874	467,301
Interest Income	24,958	15,776	29,552	29,558	29,558	29,558	29,558
Other Income	3,799	6,336	6,336	6,336	6,336	6,336	6,336
Total Revenues	495,953	510,596	493,532	500,831	517,302	549,768	503,195
Operating Expenses:							
Salaries & Wages	27,351	48,279	44,723	46,288	47,908	49,585	51,320
Employee Benefits	12,186	22,153	20,005	21,205	22,477	23,826	25,256
Biosolids Disposal	12,309	11,006	10,026	10,527	11,053	11,606	12,186
Chemicals	16,533	13,902	12,987	13,377	13,778	14,191	14,617
Contracted Services	21,577	17,651	19,345	19,925	20,523	21,139	21,773
Heat/Fuel Oil	3,164	3,374	2,818	2,903	2,990	3,080	3,172
Insurance	1,322	1,541	1,625	1,674	1,724	1,776	1,829
Materials & Supplies	4,730	8,864	8,769	9,032	9,303	9,582	9,869
Other Expense	39	110	96	99	102	105	108
Purchased Power	16,310	23,433	23,314	24,247	24,974	25,723	26,495
Regulatory/Taxes	162	131	117	121	125	129	133
Tele/Other Utilities	774	538	622	641	660	680	700
Transportation	6,533	7,347	7,787	8,021	8,262	8,510	8,765
SS - Administration	46,553	59,192	47,937	49,854	51,848	53,922	56,079
SS - Engineering Services	19,497	32,797	26,241	27,284	28,369	29,497	30,670
SS - Environmental Services	3,255	3,670	3,573	3,716	3,865	4,020	4,181
SS - Wastewater Services	21,628	25,276	24,143	25,109	26,113	27,158	28,244
SS - Water Services	553	379	538	560	582	605	629
	214,476	279,643	254,666	264,583	274,656	285,134	296,026
Debt Service							
Renewal & Replacement - Direct	191,275	187,239	193,640	192,402	197,300	217,788	158,823
Renewal & Replace - Indirect	36,250	36,250	38,250	39,750	41,250	42,750	44,250
Capital Finance Expense	5,943	7,464	6,976	4,096	4,096	4,096	4,096
Total Operating Expenses	447,944	510,596	493,532	500,831	517,302	549,768	503,195
Current Year Surplus(Deficit)	48,009	0	0	0	0	0	0
Prior Year Surplus	120,194	150,869	180,826	180,826	180,826	180,826	180,826
Accumulated Surplus	168,203	150,869	180,826	180,826	180,826	180,826	180,826

Town of Windham –New Treatment System

In recent years, the Town of Windham has redoubled its efforts to address wastewater treatment needs in the northern area of the Town. These efforts led to the development of a Comprehensive Wastewater Management Plan (CWWMP) published in May 2018. On May 26, 2020, the Town and PWD signed a Memorandum of Agreement to partner on the procurement of engineering services and construction of wastewater treatment facilities in North Windham to serve the “Phase 1 Area” which can be generally described as the commercial center along Route 302 north of River Rd and south of Chaffin Pond.

Per the Memorandum of Agreement, the Town has determined that a wastewater treatment system is needed in the North Windham Area to mitigate groundwater pollution and would allow for more sustainable growth opportunities (North Windham System).

Engineering Services has begun construction with an anticipated plant start date by early 2026.



Projections for Rate-Making Purposes (continued)

Operating Fund: North Windham Only

The Town identified the North Windham area as an area needing public sewer. The public sewer project is estimated to cost almost \$47 million with source of funding as listed below:

Source of Funds	
County ARPA	\$ 1,530,000
Federal Grant	\$ 2,000,000
Town ARPA	\$ 1,700,000
Bond - 30 Year at 2%	\$ 39,000,000
Bond Principal Forgiveness	\$ 3,250,000
Total	\$ 47,480,000

The State Revolving Loan fund has committed to providing more than \$3.2M of principal forgiveness on the 30-year bonds. The current interest rate on the bond is 2%. Costs during construction will be financed by a bond anticipation note (BAN) with an interest rate close to 2%. The BAN will be converted to a 30-year bond in 2026.

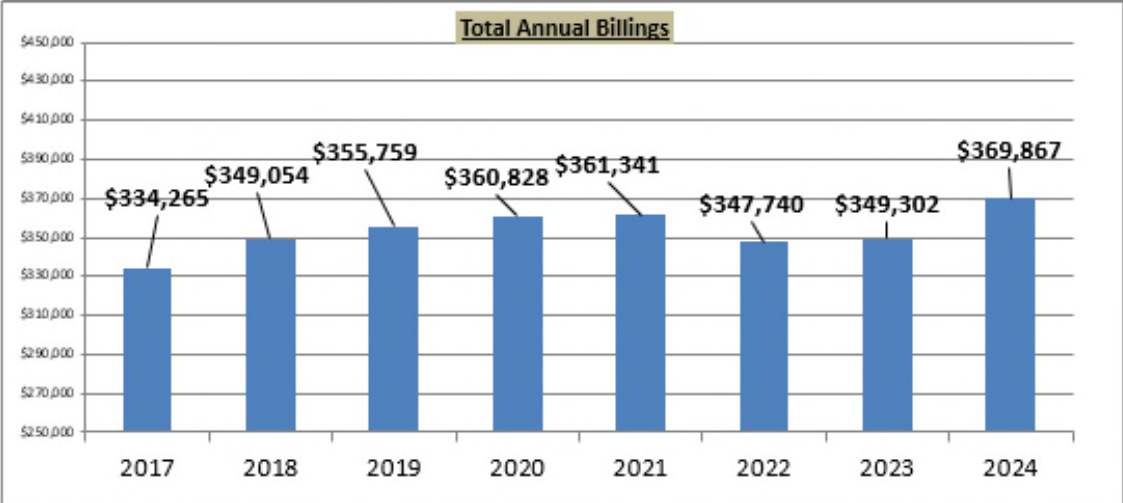
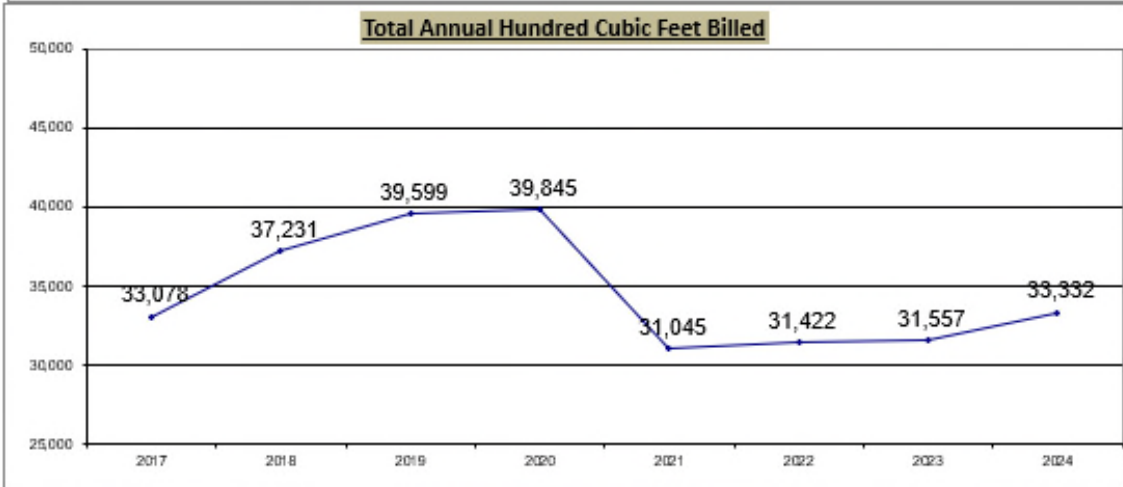
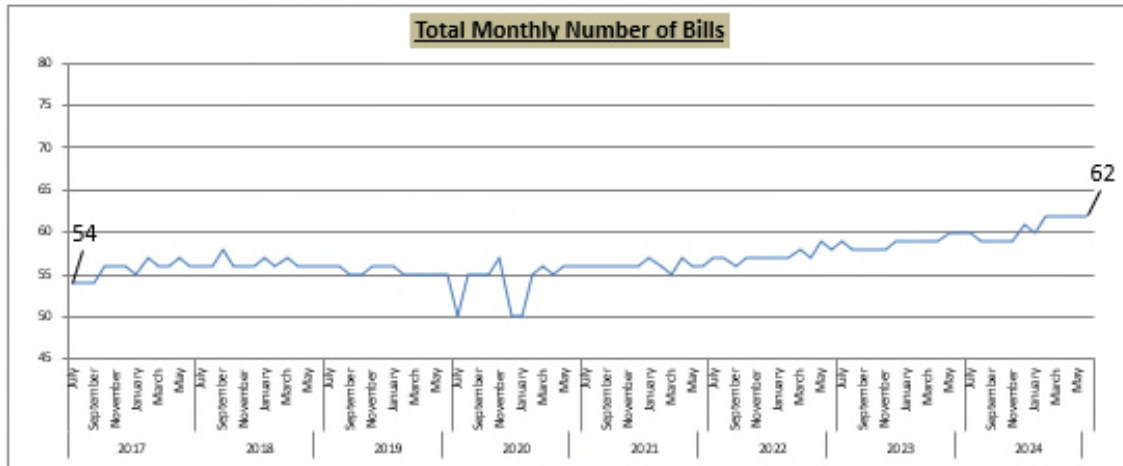
Assuming the funding sources above, the estimated annual North Windham fund costs are listed below.

	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>2026 Forecast</u>	<u>2027 Forecast</u>	<u>2028 Forecast</u>	<u>2029 Forecast</u>
Revenues:							
Assessment Income	48,612	320,004	850,008	1,696,043	3,051,915	3,385,987	3,543,465
Interest Income		0	0	0	0	0	0
Total Revenues	48,612	320,004	850,008	1,696,043	3,051,915	3,385,987	3,543,465
Operating Expenses:							
Salaries & Wages	-4,244						
Employee Benefits	-1,949						
Contracted Services	7,131						
Materials & Supplies	1,685						
Other Expense				891,043	1,207,915	1,516,987	1,674,465
Transportation	89						
	2,712	0	0	891,043	1,207,915	1,516,987	1,674,465
Debt Service	145,516	320,000	830,000	780,000	1,819,000	1,819,000	1,819,000
Renewal & Replacement - Direct		0	20,000	25,000	25,000	50,000	50,000
Renewal & Replace - Indirect		0	0	0	0	0	0
Capital Finance Expense	145,516	320,000	850,000	805,000	1,844,000	1,869,000	1,869,000
Total Operating Expenses	148,228	320,000	850,000	1,696,043	3,051,915	3,385,987	3,543,465
Current Year Surplus(Deficit)	-99,616	4	8	0	0	0	0
Prior Year Surplus	45,770	45,874	8,211	8,219	8,219	8,219	8,219
Accumulated Surplus	-53,846	45,878	8,219	8,219	8,219	8,219	8,219

Sewer Billing Statistics

PWD provides sewer billing services for the municipality by contract. Sewer is billed based on water consumption and is included on Portland Water District’s water bill. The municipality determines the sewer rate. Dollars collected are forwarded to the municipality weekly.

By Municipal Fiscal Year: Jul 1 to Jun 30



Falmouth Assessment & Scarborough/South Portland Contracted Services

Background

By contract, PWD provides utility billing and collection services for Falmouth, Scarborough and South Portland. Wastewater services are provided in the towns of Falmouth and Scarborough by their towns' Sanitary District, both independent wastewater utilities, and in the city of South Portland by Water Resource Protection, a department of the City of South Portland. For Scarborough and South Portland, PWD estimates the cost to provide the billing and payment collection service as documented in the annual budget and bills the municipalities the estimated cost. The amount is billed to the municipality in equal monthly payments. For Falmouth, in addition to the billing and payment collection service costs, PWD will assess the town for debt service costs related to the bond that PWD issued on behalf of Falmouth. The debt and the related assets will be part of PWD's balance sheet but Falmouth will operate and maintain the assets. PWD is proposing the same assessment as last year, \$314,112 in Falmouth. Scarborough's and South Portland's annual assessment both increased by 31.6% and 5.0% respectfully.

Falmouth:						
	2023	2024	2024	2025	Budget	Budget
	Actual	Jan-Jun	Budget	Budget	Diff \$	Diff %
Assessment Income	\$314,112	\$157,056	\$314,112	\$314,112	\$0	0.0%
Interest Income	3,951	2,205	2,845	4,981	2,136	75.1%
Total Revenue	318,063	159,261	316,957	319,093	2,136	0.7%
Operating Expense	16,012	8,675	17,756	18,572	816	4.6%
Debt Service & Lease Expense	289,252	138,823	287,036	284,505	(2,531)	-0.9%
Total Expense	305,264	147,498	304,792	303,077	(1,715)	-0.6%
Current Year Surplus (Deficit)	12,799	11,763	12,165	16,016		
Prior Year Surplus	41,381	54,180	52,330	70,090		
Accumulated Surplus	54,180	65,943	64,495	86,106		
Scarborough:						
	2023	2024	2024	2025	Budget	Budget
	Actual	Jan-Jun	Budget	Budget	Diff \$	Diff %
Contracted Billing Income	\$13,284	\$6,972	\$13,944	\$18,348	\$4,404	31.6%
Interest Income	135	22	192	108	-84	-43.8%
Total Revenue	13,419	6,994	14,136	18,456	4,320	30.6%
Operating Expense	4,955	2,141	3,403	4,932	1,529	44.9%
Debt Service & Lease Expense	6,737	3,297	6,596	9,189	2,593	39.3%
Renewal & Replace - Indirect	5,597	2,798	5,603	5,881	278	5.0%
Total Expense	17,289	8,236	15,602	20,002	4,400	28.2%
Current Year Surplus (Deficit)	(3,870)	(1,242)	(1,466)	(1,546)		
Prior Year Surplus	4,968	1,098	2,020	-1,598		
Accumulated Surplus	1,098	-144	554	-3,144		
South Portland:						
	2023	2024	2024	2025	Budget	Budget
	Actual	Jan-Jun	Budget	Budget	Diff \$	Diff %
Contracted Billing Income	\$228,984	\$118,458	\$236,916	\$248,760	\$11,844	5.0%
Interest Income	4,359	2,936	4,537	6,024	1,487	32.8%
Total Revenue	233,343	121,394	241,453	254,784	13,331	5.5%
Operating Expense	155,626	79,134	160,564	171,203	10,639	6.6%
Debt Service & Lease Expense	47,846	23,477	46,955	57,940	10,985	23.4%
Debt Service	33,680	16,967	33,934	34,040	106	0.3%
Total Expense	237,152	119,578	241,453	263,183	21,730	9.0%
Current Year Surplus (Deficit)	(3,809)	1,816	-	(8,399)		
Prior Year Surplus	21,919	18,110	12,234	22,251		
Accumulated Surplus	18,110	19,926	12,234	13,852		

Introduction

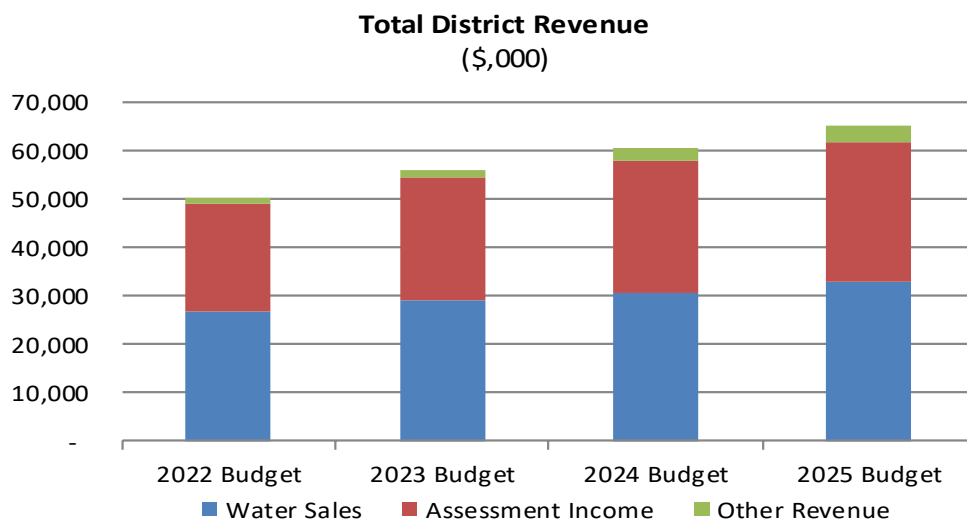
PWD receives revenue from two major sources: payments by individual customers for water services (Water Revenue, 50.4%) and payments from municipalities for wastewater services (Wastewater Assessments, 44.4%). Additional revenue comes from service fees and other sources. Water revenues in 2025 are projected to increase 6.8% from the 2024 budget. The increase in revenues reflects the impact of a proposed 5.9% average rate increase on January 1, 2025 and a 1.4% increase in assumed metered water usage. Metered water revenue is dependent on weather conditions, so a conservative budget estimate is used. The Wastewater Assessments for Cape Elizabeth, Cumberland, Gorham, Westbrook, Windham and Portland increased to cover estimated 2025 costs.

Contracted Billing Income (0.41% of budgeted revenue) is revenue paid by the City of South Portland and Town of Scarborough for wastewater billing services.

Interest Income has risen 28.8% over last years' budget due to higher projected investment income because of higher interest rates. See the interest income section for more info.

Other income (2.4% of budgeted revenue) is derived from other activities such as cross connection fees, leased property, customer connection and activation fees, jobbing surcharge, net energy billing credits and septage haulers fees, which are further detailed in this section.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Water Sales	28,091,431	14,088,133	30,779,641	32,871,615	\$2,091,974	6.8%
Assessment Income	25,403,484	13,503,492	27,006,984	28,957,800	1,950,816	7.2%
Contracted Billing Income	242,268	125,430	250,860	267,108	16,248	6.5%
Interest Income	1,716,772	771,345	1,171,042	1,508,568	337,526	28.8%
Other Income	<u>1,630,287</u>	<u>642,458</u>	<u>1,467,700</u>	<u>1,585,259</u>	<u>117,559</u>	<u>8.0%</u>
Total Revenues	\$57,084,242	\$29,130,858	\$60,676,227	\$65,190,350	\$4,514,123	7.4%



Water Sales

Water sales consist of:

- **Metered Revenue** from residential, governmental, industrial, and commercial customers. Customers are billed a monthly minimum based on meter size, which includes one hundred cubic feet (HCF) of water (748 gallons). For amounts greater than 1 HCF, customers pay based on a four-tier declining block structure, where higher tiers of consumption cost incrementally less than lower tiers. Metered member rates effective January 1, 2025 are expected to be:

Monthly Member Water Rates:		
From	To	Rate
1 HCF	30 HCF	\$3.02
30 HCF	100 HCF	\$2.85
100 HCF	500 HCF	\$2.52
Greater than 500 HCF		\$1.45

- **Public Fire Protection** revenue comes from charges to municipalities for hydrants. Eleven communities pay a monthly fee based on the number of the hydrants in the community and a proportionate share of water system costs to ensure water is available to fight fires.
- **Private Fire Protection** revenue comes from charges to private users for hydrants and sprinklers. Customers are assessed a monthly fee based on the service line to the hydrant/sprinkler. The fee is based on a proportionate share of water system costs to ensure water is available to fight fires.
- **Other Water Revenue** such as interest on delinquent customer balances and customer penalties.

The Water Sales 2025 Budget of \$32,871,615 reflects an assumed rate of usage calculated on subsequent pages with a proposed average rate adjustment of 5.9%.

Water Sales rates are normally adjusted annually. PWD had a 6.4% average rate adjustment on January 1, 2024. Prior to 2016, all water rate adjustments were subject to review and approval by the Maine Public Utilities Commission (PUC). Starting in 2016, the PUC authorized PWD's Board of Trustees to approve rate adjustments solely through their actions. The Board will continue to follow the same PUC public input process before authorizing rate changes.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Metered Revenue	24,953,245	12,418,124	27,489,462	29,325,970	1,836,508	6.7%
Public Fire Protection	1,641,304	864,741	1,738,188	1,827,705	89,517	5.2%
Private Fire Protection	1,369,621	732,573	1,459,188	1,562,940	103,752	7.1%
Other Water Revenue	<u>127,261</u>	<u>72,695</u>	<u>92,803</u>	<u>155,000</u>	<u>62,197</u>	<u>67.0%</u>
Total Water Sales	\$28,091,431	\$14,088,133	\$30,779,641	\$32,871,615	2,091,974	6.8%

Water Sales - Cost of Service Study

A cost of service study is completed every 10 years to compare the revenue generated by each metered revenue customer class—residential, commercial, industrial and government—as well as fire protection with the costs of providing services to those customers. The most common and widely used cost of service or cost allocation process is presented in the American Water Works Association’s manual of practice M1 - Principles of Water Rates, Fees, and Charges. The process consists of several steps to determine the cost of providing service to various classes of customers.

1. Costs are first assigned to various functions such as supply, treatment, pumping and distribution. PWD’s accounting system readily provides this functional breakdown.
2. The functional costs are then allocated to various types of service provided by the water utility or cost components. The most common method is termed the “base-extra capacity method”. Under this method, the functional costs are allocated to the categories:
 - Base: costs that vary with the amount of water use, independent of peak demands
 - Extra Capacity: costs that are associated with meeting peak demand requirements
 - Customer: costs that are related to customer service and independent of water use. These are often subdivided into:
 - a. General or billing costs (meter reading, collection, etc.)
 - b. Meter and service costs (cost of meter or service line repair, maintenance and testing)
 - Direct Fire Protection: costs associated with public fire hydrants
3. Lastly, the costs that have been allocated to cost components are distributed to customer classes or groups based on the relative amount of use that each class has of the various cost components.

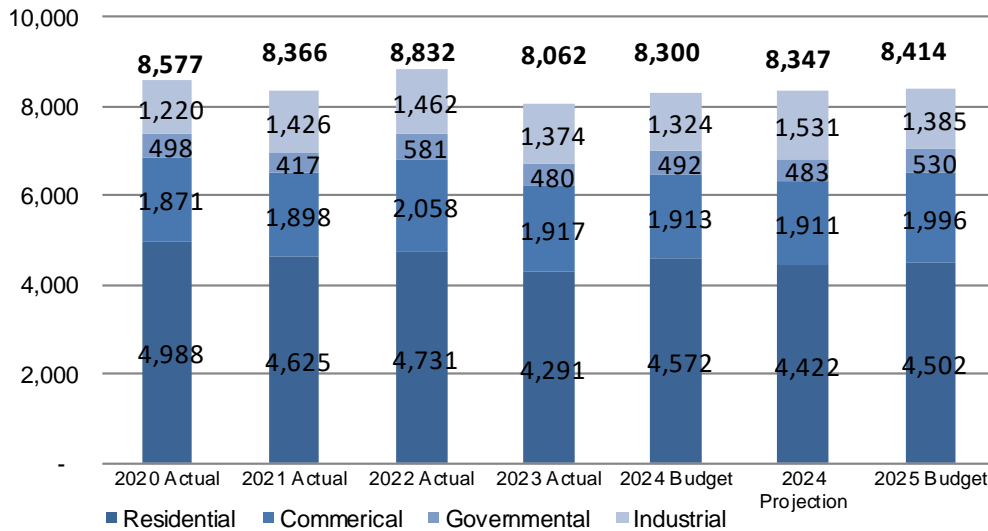
In general, PWD has followed the guidance in the AWWA’s M1 Manual to develop the cost-of-service analysis for PWD.

The last cost of service study was conducted in 2016. The study indicated that industrial and commercial customers were not paying the full cost of service. Because the rate change needed to those customers would create rate shock and impact economic development, a policy was established to gradually increase the rates impacting those customers over subsequent rate adjustments. The Board confirmed continuing the practice done since 2007 of increasing those rates at a rate of 150% of the rate adjustment for residential customers. The increases are made through a combination of adjustments to base or meter charges and to the volumetric rates, including adjustments to each consumption tier or block.

Water Sales – Metered Revenue

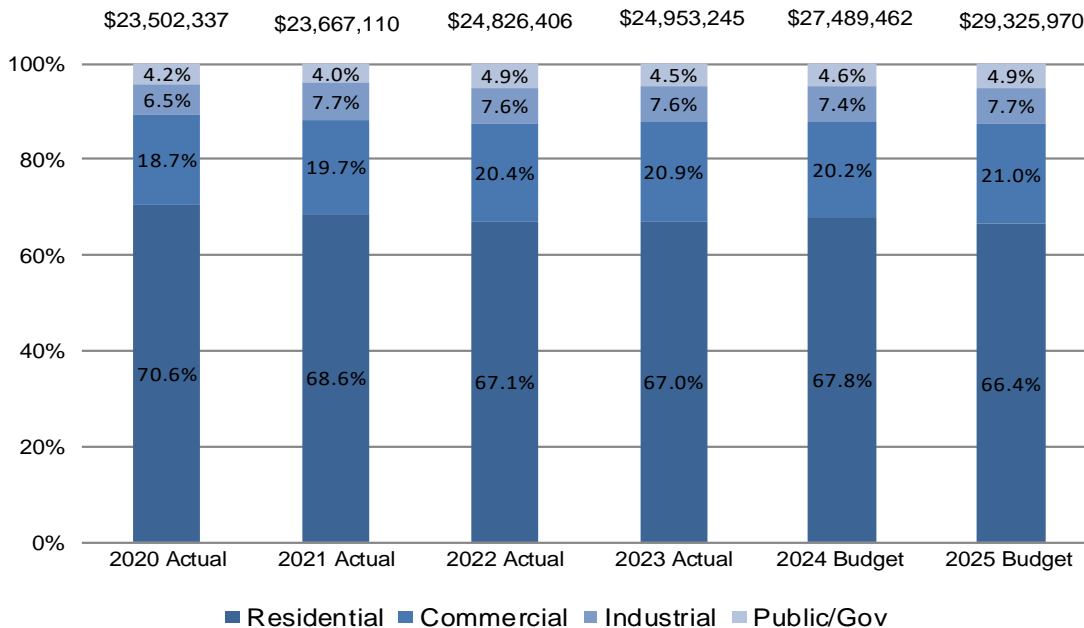
Metered water revenue has risen from \$23.5 million in 2020 to the 2025 budgeted amount of \$29.3 million (24.7% increase). The projected increase in revenue in the 2025 Budget was a result of a 5.9% average rate increase and a 13.7% increase in assumed metered water usage. PWD measures metered consumption and categorizes usage into four customer classes: Residential, Commercial, Industrial, and Governmental/Public. The consumption patterns of each of these customer classes vary from one another and these variations have been taken into consideration in estimating the consumption used for the budget (see detailed discussion on subsequent pages).

Historical Consumption vs. 2025 Budget
(,000 HCF)



The ratio of each customer class as a percentage of all sales (shown below) has been fairly stable.

Metered Water Revenue



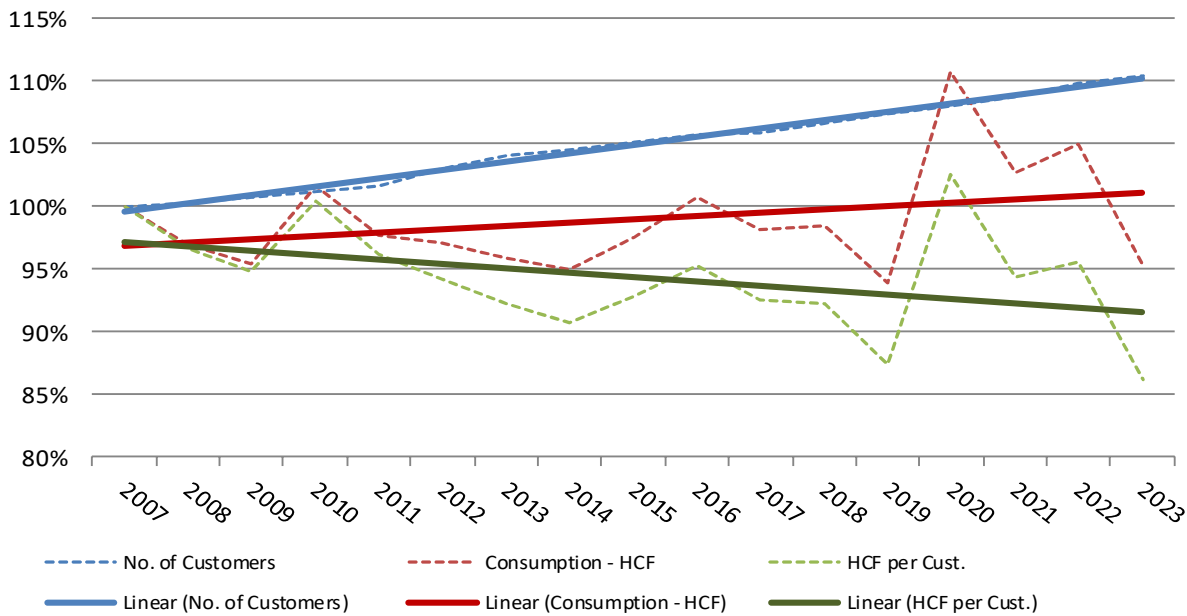
Water Sales – Metered Revenue - Consumption

Residential

Residential consumption makes up about 53.5% of total metered consumption and generates roughly 66.4% of PWD’s total metered water revenue. The two segments of residential consumption are monthly billed customers and seasonal customers. Monthly billed customers receive bills year-round on a monthly basis. Seasonal customers receive a bill in the spring for the minimum consumption level and a bill in the fall for any excess usage above the minimum.

For monthly customers, consumption has been calculated by determining the core level of consumption, then estimating the amount of additional usage that largely occurs during the summer months. The monthly core level was reached by taking the average of the lowest three months of each year in the sample data and annualizing that value.

**Residential Customer & Consumption Trends
2007-2023 (Indexed)**

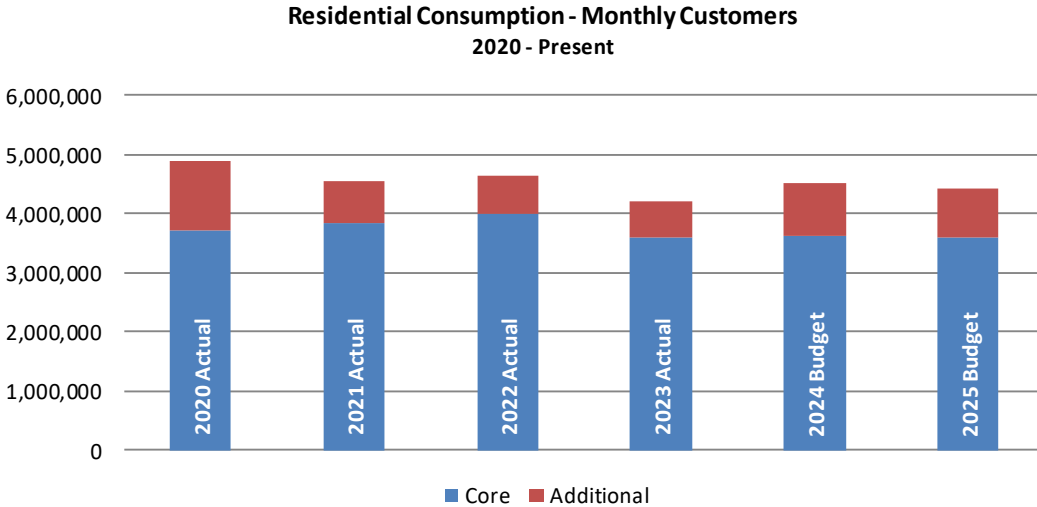


As shown above, overall consumption (red line) has been relatively flat over the last 10 years, even though the number of customers (blue) has been increasing. Therefore, the consumption per customer (green) is declining. These trends were taken into account when estimating the residential core usage for 2025.

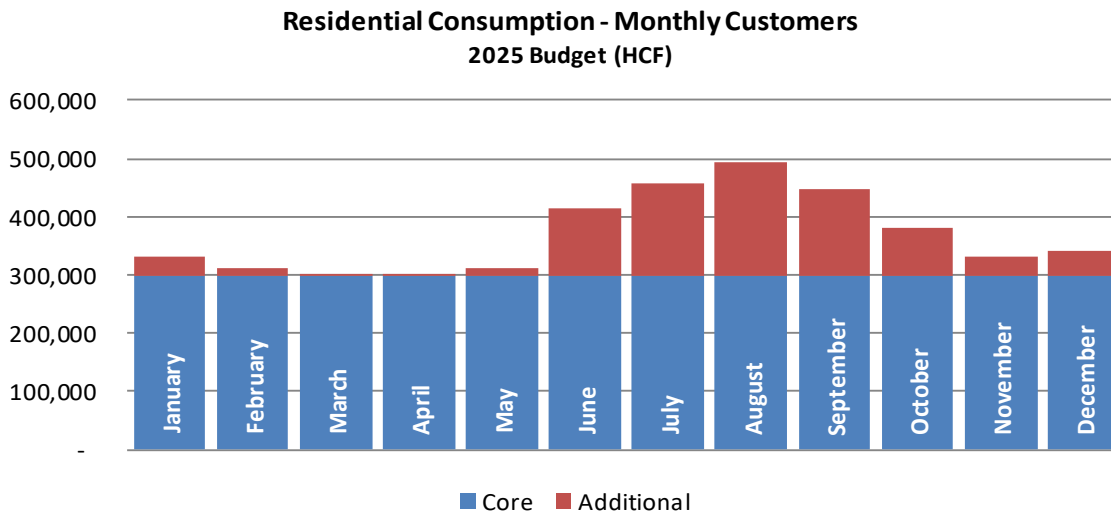
PWD determined the additional usage by averaging the percentage of additional consumption over the core in the sample years. For the 2025 budget, the core consumption was approximately 3.60 million HCF (hundred cubic feet) and the additional usage was 23% of the core. This is in line with historical data.

Water Sales – Metered Revenue - Consumption

Residential (continued)



The monthly additional consumption was determined based on the average monthly consumption from a rolling three-year period ending August 2024. Approximately 74% of the additional consumption is used between the months of June through September.



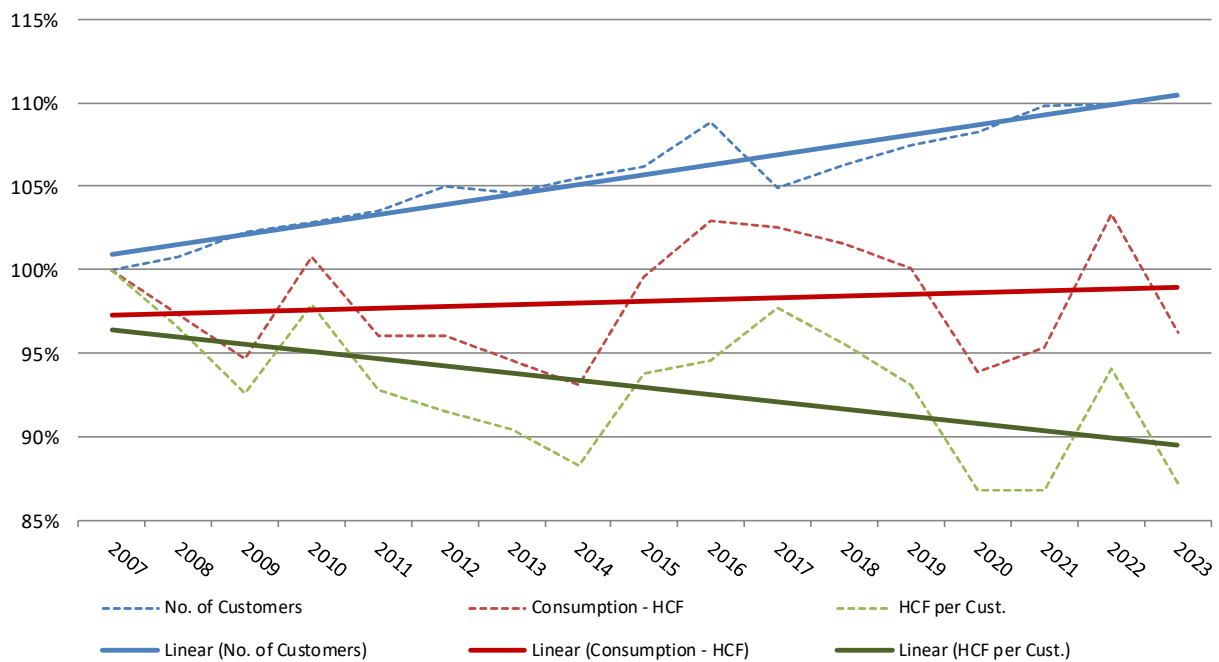
Consumption by seasonal customers makes up only 1.73% of total residential consumption. Residential seasonal consumption for the budget was based on 2023 accounts and 2019 & 2022 additional results and broken out by month with consideration of the three-year average from 2022-2024 and is approximately 79,485 HCF for the year.

Water Sales – Metered Revenue - Consumption

Commercial

For estimating commercial usage, consumption was also split between monthly billed and seasonal customers, similar to the residential class. In the same manner as residential consumption, monthly customer consumption has been calculated by determining the core level of consumption, then estimating the amount of additional usage. The monthly core level was reached by taking the average of the lowest three months of each year in the sample data and annualizing that value. The rate of increase in commercial customers is slower than residential, and the decrease in consumption per customer is less gradual than with residential customers.

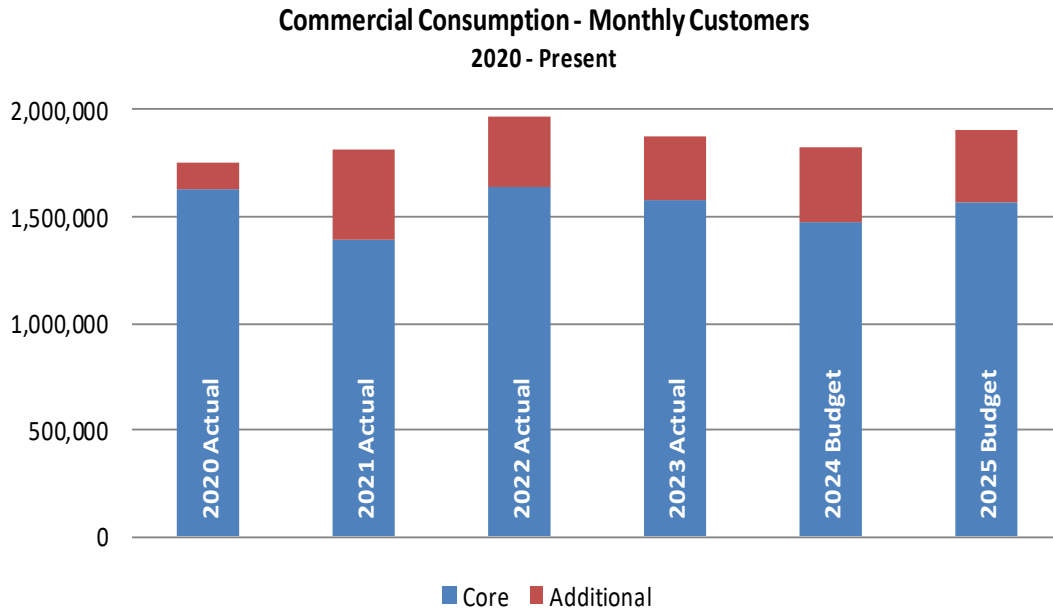
**Commercial Customer & Consumption Trends
2007-2023 (Indexed)**



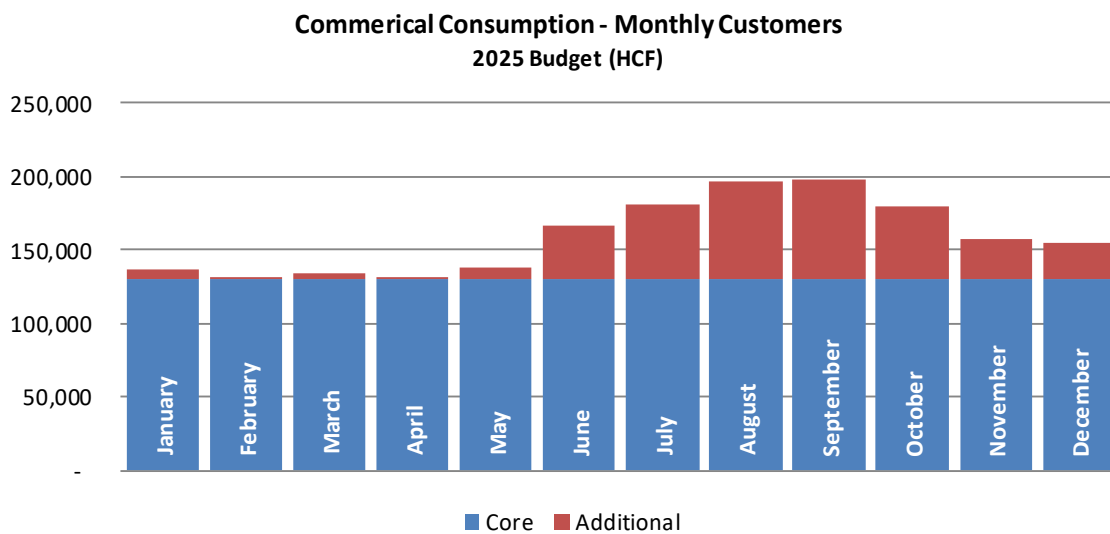
Additional usage was determined by averaging the percentage of additional consumption over the core in the sample years. For the 2025 budget, the core consumption increased 14% from last year to 1.56 million HCF. The additional usage budgeted for 2025 is 21.7% of the core.

Water Sales – Metered Revenue - Consumption

Commercial (continued)



The monthly additional consumption is determined based on the average monthly consumption from a rolling three-year period ending August 2024. Approximately 65% of the additional consumption is used between the months of June through September.



Consumption by seasonal customers makes up only 4.3% of total commercial consumption. Commercial seasonal consumption for the budget was based on 2023 accounts and 2019 & 2022 additional results and is approximately 90,000 HCF for the year.

Water Sales – Metered Revenue - Consumption

Industrial

In 2023, approximately 87% of industrial usage has come from just four customers: Calpine, Texas Instruments, Sappi Fine Paper, and Diodes/ON Semiconductor. PWD makes an effort every year to contact these customers to get an estimate of their expected water needs for the coming year. Overall Industrial usage is budgeted at 1.38 million HCF for 2025. Industrial customers we've used the assumption of the last 12 months which is from August 2023 to July 2024.

Calpine

The Calpine power plant is PWD's largest customer. Located in Westbrook, Calpine uses two combustion turbines routed to two heat recovery steam generators that provide steam to a turbine. This facility produces enough electric power to meet the needs of more than 500,000 homes throughout New England. The energy market can significantly impact production at the plant. In 2018 and 2019, Calpine had some substantial breaks in usage when the plant was offline due to lack of demand and to save on overhead costs. Calpine's usage is highly variable, which PWD has taken into consideration. Actual usage in 2024 as of August is projected to be well above 800,000 HCF. PWD chose to use their actual last 12 month's usage but subtract about 100,000 HCF to be conservative which comes to 700,000 HCF.

Texas Instruments

Texas Instruments is a company that designs and makes semiconductors that are sold to electronics designers and manufacturers globally. In 2011, the company bought National Semiconductor, a semiconductor manufacturer specializing in analog devices and subsystems that operates a wafer fabrication plant in South Portland. They have had steady usage in the last few years therefore PWD is keeping their usage budget in line with the last 12 months at 284,000 HCF.

Sappi Fine Paper

Sappi Fine Paper North America is the leading producer and supplier of coated fine paper, pulp and release paper in the United States. The company has two facilities in Westbrook, a mill and a technology center. The mill is primarily a production facility for specialty release papers and films. The technology center is equipped with two state-of-the-art pilot coaters that enable prototype development for both coated fine papers and specialty release paper. Production was downsized by shutting a paper machine recently. This impacted their usage in 2022, 2023, and 2024 YTD therefore PWD reduced their estimated usage to 135,000 HCF from 150,000 for the 2025 budget.

Diodes Inc (formerly ON Semi or Fairchild Semiconductor)

In September 2016, Fairchild Semiconductor was purchased by ON Semiconductor and in 2024 On Semi was acquired by Diodes Inc. The company still operates as a lead electronics component manufacturer, making tiny silicon chips used in a variety of industries, including cellular technology, home goods and automotive applications. Diodes Inc operates a manufacturing facility in South Portland and their last 12 months of usage came to 121,000 HCF which is a decrease from last years' budget of 29,000 HCF.

Water Sales – Metered Revenue - Consumption

Public/Governmental

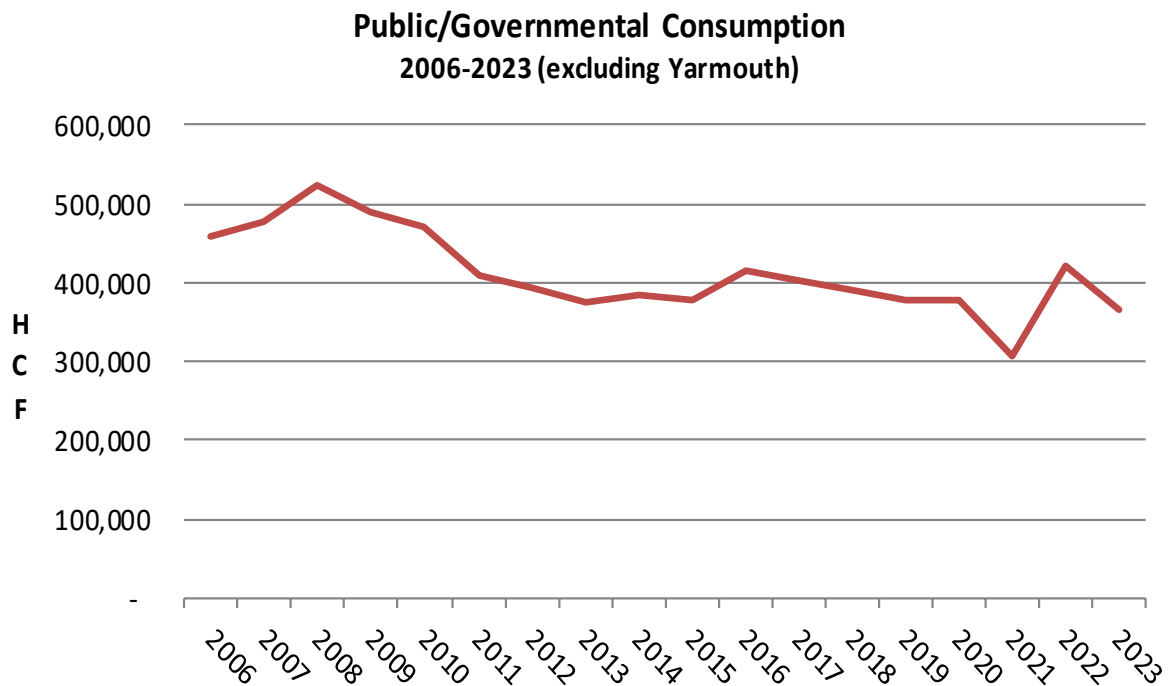
Yarmouth Water District

Approximately 24% of public/governmental consumption comes from usage by the Yarmouth Water District that provides water almost entirely to the Wyman Power Plant on Cousins Island. Wyman Power Plant is a spot producer of power for the Northeast and is only used during peak energy demand because, as an oil-fired generator, it has become less efficient at producing power.

Wyman Power Plant ran consistently over recent years because it supplements with natural gas fired units in New England, which generate roughly half the region's power and are much cheaper to operate. PWD is predicting that their usage will stay similar as the budget from the last two years, 130,000 HCF.

Other Public/Governmental Customers

Public/Governmental consumption has been in decline since the economic downturn of 2008. Government entities have sought out ways to decrease expenditures including their water and sewer bills. PWD's wastewater treatment facility used significantly more water due to equipment breakdown in 2022. This has skewed the results but has been lowered in 2024.



Water Sales – Metered Revenue – Rates

Water Rate Schedule

A 5.9% average rate adjustment is proposed to be implemented effective 1/1/2025. The Board of Trustees will review and approve any rate adjustment in November 2024.

Meter or Service Line Size	1/1/24 Member Rate	1/1/24 Non-member Rate	1/1/25 Proposed Member Rate	1/1/25 Proposed Non-member Rate
Private Fire Monthly Fee				
2	\$4.65	\$5.34	\$4.89	\$5.62
3	10.40	11.93	10.94	12.54
4	18.54	21.32	19.49	22.42
6	44.30	50.92	46.58	53.54
8	74.16	85.24	77.98	89.63
10	115.84	133.29	121.81	140.15
12	166.79	191.83	175.38	201.71
16	296.53	341.03	311.80	358.59
Minimum Monthly Charges				
5/8	\$11.49	\$13.22	\$12.08	\$13.90
3/4	13.54	15.56	14.24	16.36
1	17.57	20.23	18.47	21.27
1 1/2	31.22	35.89	32.83	37.74
2	52.90	60.81	56.99	65.51
3	95.99	110.35	103.41	118.87
4	144.48	166.14	155.64	178.97
6	279.16	321.02	300.73	345.82
8	440.75	506.87	474.80	546.03
10	638.18	733.91	687.48	790.60
12	844.79	971.48	910.05	1,046.53
Low income	2.87	3.32	3.02	3.49
Monthly Volume Charge				
First 100 Cf	minimum	minimum	minimum	minimum
Next 2,900 Cf	\$2.87	\$3.32	\$3.02	\$3.49
Next 7,000 Cf	2.65	3.06	2.85	3.30
Next 40,000 Cf	2.34	2.67	2.52	2.88
Over 50,000 Cf	1.35	1.56	1.45	1.68

Typical Customer Increases	Member	Current	Proposed 5.9%	\$	%
Residential (per month)	.62" meter, 7 HCF	\$28.71	\$30.20	\$1.49	5.19%
Commercial (per month)	.62" meter, 40 HCF	121.22	128.16	6.94	5.73%
Small Industrial (per month)	2" meter, 1,300 HCF	2,337.63	2,512.07	174.44	7.46%
Large Industrial (per month)	8" meter, 56,000 HCF	76,570.48	82,244.88	5,674.40	7.41%
Sprinkler (per year)	6" meter	531.60	558.96	27.36	5.15%
Public Fire (per year)		1,738,188	1,827,705	89,517	5.15%
Seasonal (per year)	.62" meter	279.10	293.47	14.37	5.15%

Water Sales – Metered Revenue - Rates

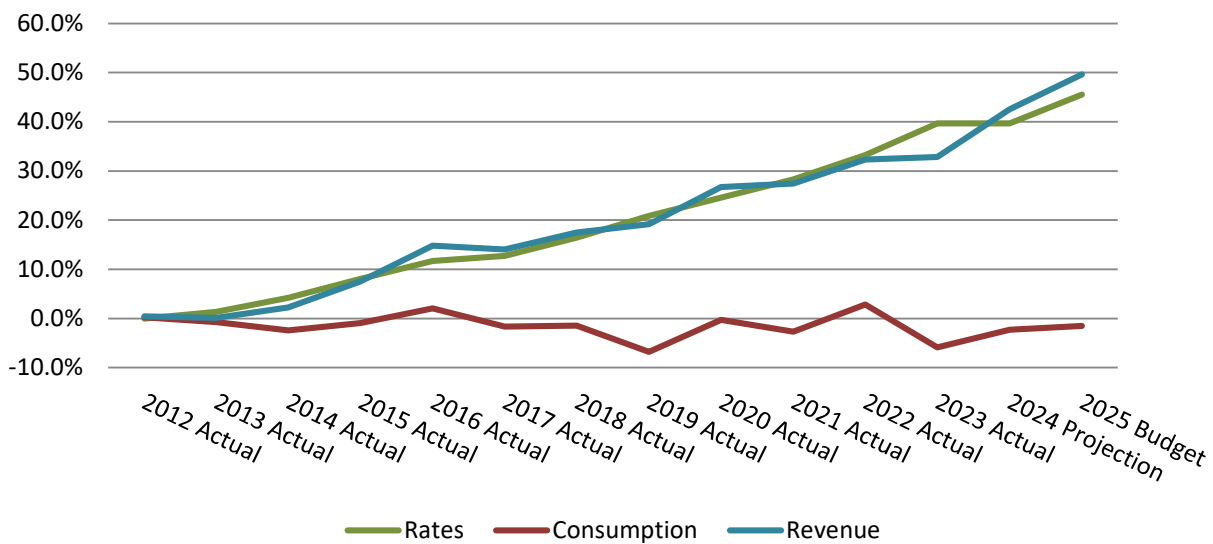
Water Rate Schedule (continue)

Water rates were unchanged from 2002 through 2006. Rate changes since that time were:

<u>Effective Date</u>	<u>Metered Rates</u>	<u>Public Fire Projection Rates</u>
01/01/07	3.5% increase	11.0% increase
01/01/08	3.8% increase	unchanged
01/01/09	7.0% increase	3.0% increase
05/01/10	3.6% increase	3.5% increase
05/01/11	2.0% increase	2.0% increase
05/01/13	1.3% increase	1.5% increase
05/01/14	2.9% increase	3.0% increase
05/01/15	3.8% increase	3.8% increase
05/01/16	3.7% increase	3.7% increase
05/01/17	1.0% increase	1.0% increase
05/01/18	3.8% increase	3.75% increase
05/01/19	4.4% increase	4.36% increase
12/01/20	3.4% increase	3.4% increase
03/01/22	3.7% increase	3.6% increase
01/01/23	5.6% increase	5.0% increase
01/01/24	6.4% increase	5.7% increase
01/01/25	5.9% increase	5.2% increase

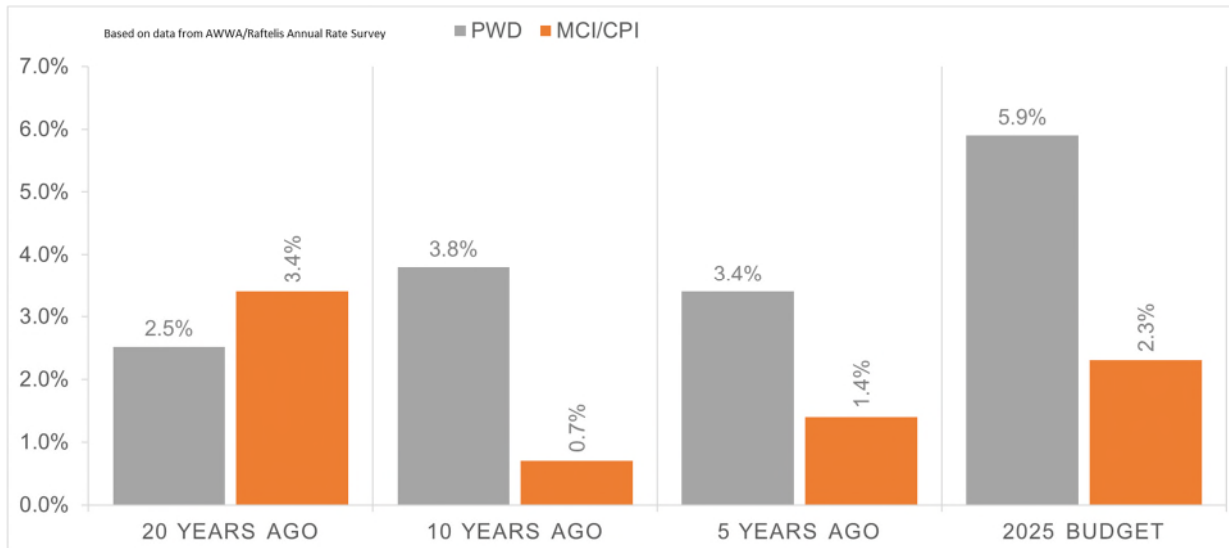
Changes in metered revenue are strongly correlated to changes in rates. There is also a relationship between metered revenue growth and changes in consumption. The graph below reflects this correlation. The revenue line runs closely to rates, while changes in its slope correspond to changes in consumption. The 7.1% increase in water revenue from 2024 Projection to 2025 Budget was a result of 5.9% increase in metered rates as well as an increase in usage by 0.8%.

Cumulative Change in Metered Revenue
Metered Revenue vs. Revenue Drivers

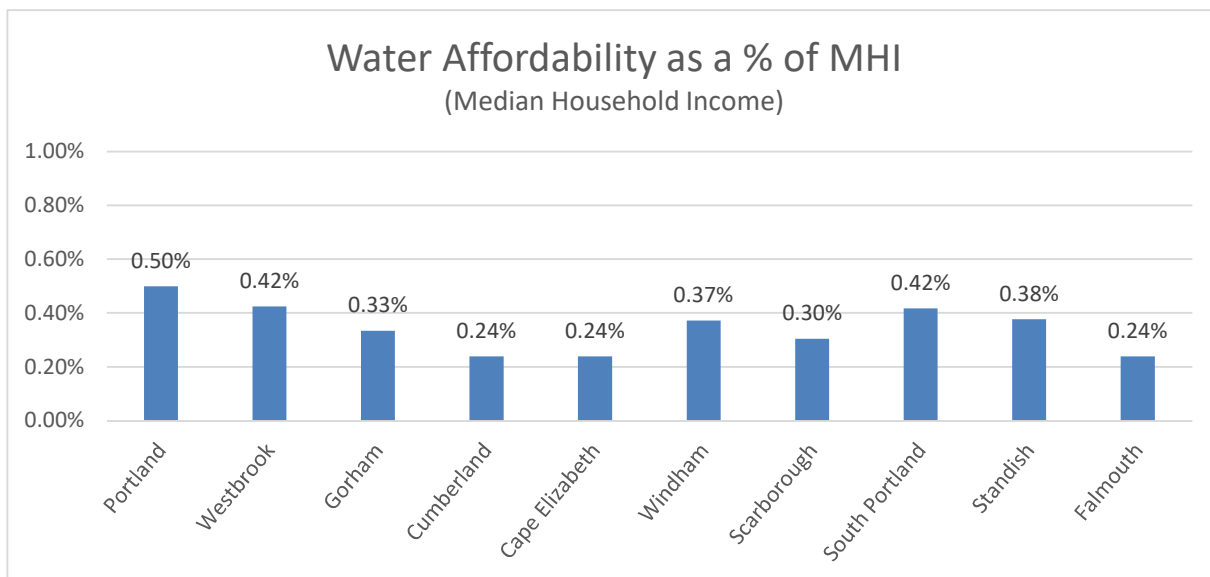


Water Sales – Rate Affordability Study

The graph below shows water rates at PWD have been close to rate of inflation over the past 20 years with the most recent rate adjustments linked to much higher-than-normal inflation in the past three years and the need for additional funding for infrastructure improvements has been made. The CPI (consumer price index) had shot up in 2022 and 2023 but has recently leveled off. The proposed budget has been gradually increased to cover expenses.



With residential rates increasing, a study was conducted to understand the financial burden water rates are having on our customers. An industry benchmark compares a typical bill with the average usage for a month in a household of three to the median household income (MHI). From many studies and PWD’s purposes, a factor of 2% and under MHI is considered affordable. Table below is based on current rates.



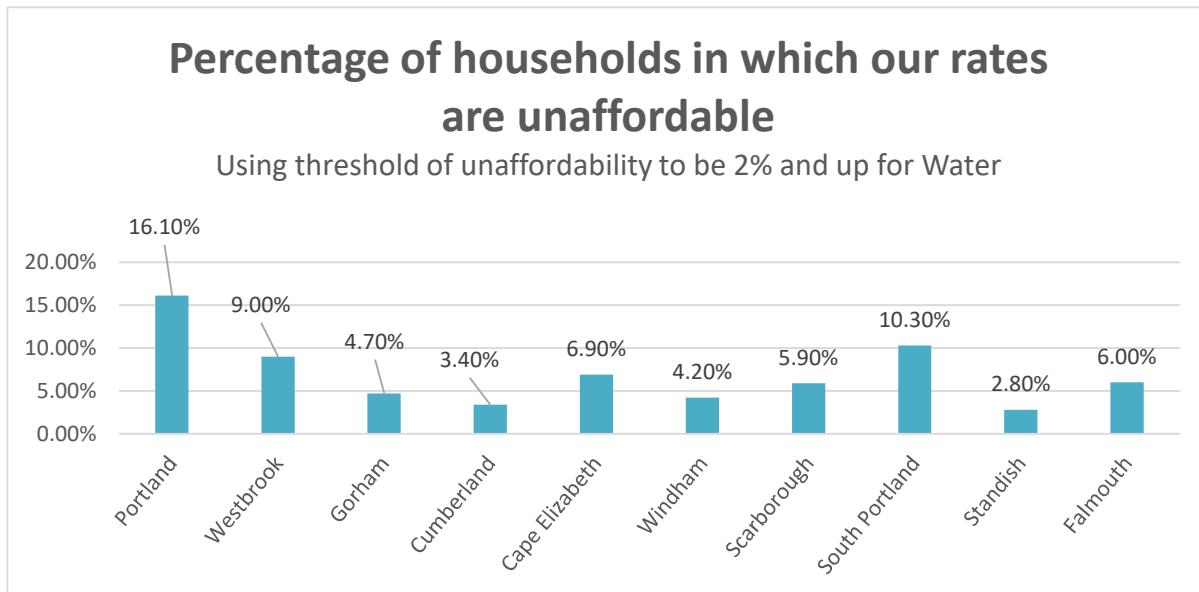
Water Sales – Rate Affordability Study (continued)

The table below indicates most Portland customer’s water bills are affordable (below 2% of MHI) with only customers in the lowest income and larger households reaching unaffordable levels (orange and red colors). Table below is based on current rates.

Water 2024

Household Income	Value	Annual Bill as Percentage of Household Income by Household Size									
		HCF	2	5	7	10	12	14	17	19	22
		Household Size	1	2	3	4	5	6	7	8	9
20th Percentile	\$ 26,200		0.66%	1.05%	1.31%	1.71%	1.97%	2.24%	2.63%	2.89%	3.29%
40th Percentile	\$ 48,100		0.36%	0.57%	0.72%	0.93%	1.07%	1.22%	1.43%	1.58%	1.79%
Median	\$ 60,500		0.28%	0.46%	0.57%	0.74%	0.85%	0.97%	1.14%	1.25%	1.42%
60th Percentile	\$112,900		0.15%	0.24%	0.31%	0.40%	0.46%	0.52%	0.61%	0.67%	0.76%
80th Percentile	\$202,200		0.09%	0.14%	0.17%	0.22%	0.26%	0.29%	0.34%	0.37%	0.43%

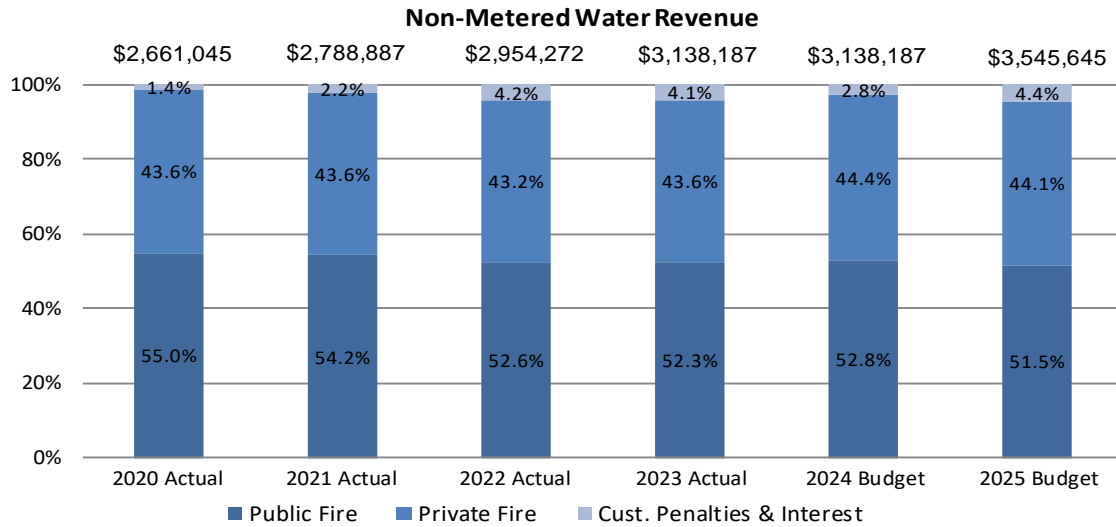
Using an alternative tool (Affordability Assessment Tool created by the University of North Carolina), an estimated number of households having unaffordable water bills was calculated. The tool uses information from the 2022 U.S. Census Bureau Website.



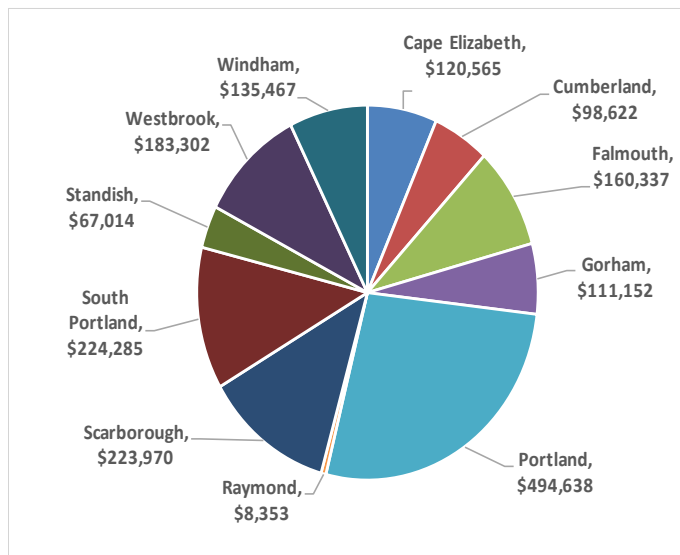
To assist low-income households, PWD offers 2 different programs. Qualifying households are given a \$8 discount on each month’s bill. Customers can also participate in the ‘conservation program’ that provides and installs low flow devices to reduce the customer water consumption and ultimately their bill.

Water Sales – Non-Metered Revenue

Non-metered water revenue has risen from \$2.6 million in 2020 to the budgeted amount of \$3.5 million (33%) for 2025.



Public Fire Protection Revenue



Private Fire Protection Revenue

Service Line Size (inches)	Annual Fee	Number of Customers
2	\$ 58.68	378
3	\$ 131.28	0
4	\$ 233.88	272
6	\$ 558.96	1356
8	\$ 935.76	642
10	\$ 1,461.72	35
12	\$ 2,104.56	23
16	\$ 3,741.60	1

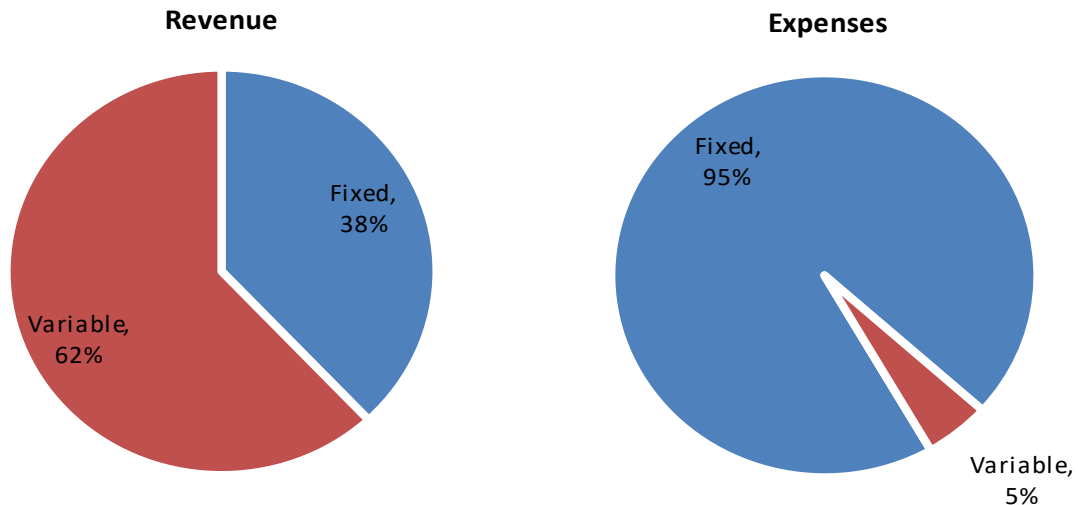
Allocated based on number of hydrants and inch feet of mains in each municipality.

Allocated between service line sizes based on the relative demand on the water system.

Water Sales - Long-Term Considerations

Revenue & Expense: Fixed vs. Variable

As shown below, approximately 38% of the PWD's water revenue is fixed, generated from minimum charges on metered accounts and fire protection charges. The remaining 62% varies depending on consumption levels. In comparison, 95% of the PWD's expenses are fixed, largely infrastructure costs.



Slow Customer Growth

Population growth in the PWD's service area is lower than in other parts of the country and is not expected to increase much. Customers in 2023 total versus 2022 had been increased by an average of 0.6% due to Residential increasing by 287.

Cost of Service Gap

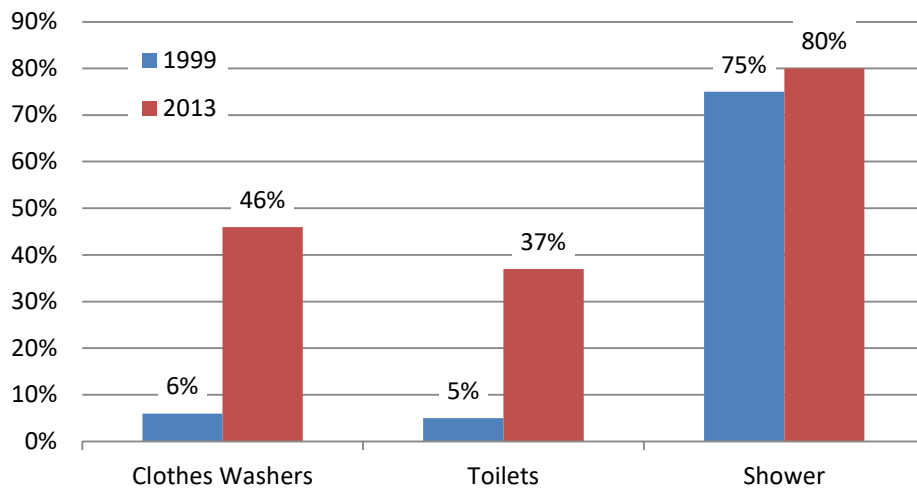
The last Cost of Service Study was completed in 2016. The study indicated that industrial/commercial customers generate less revenue than it costs to serve them. The Board requested the gap be closed over future rate adjustments by increasing revenue generated by industrial/commercial customers at higher increments. The proposed rate schedule will continue to have greater impact on larger customers by a factor of 150% compared to smaller ones. The next cost of service study was planned for 2026 but with the implementation of the new meter and meter reading system may delay. During 2025-2028, new meters and meter reading system will be implemented. Since the current meters usage registration declines over time, the installation of new meters may increase consumption by up to 6%. The cost of service study may want to be done a year after installation to get a good baseline consumption.

Water Sales - Long-Term Considerations (continued)

Decline in Consumption

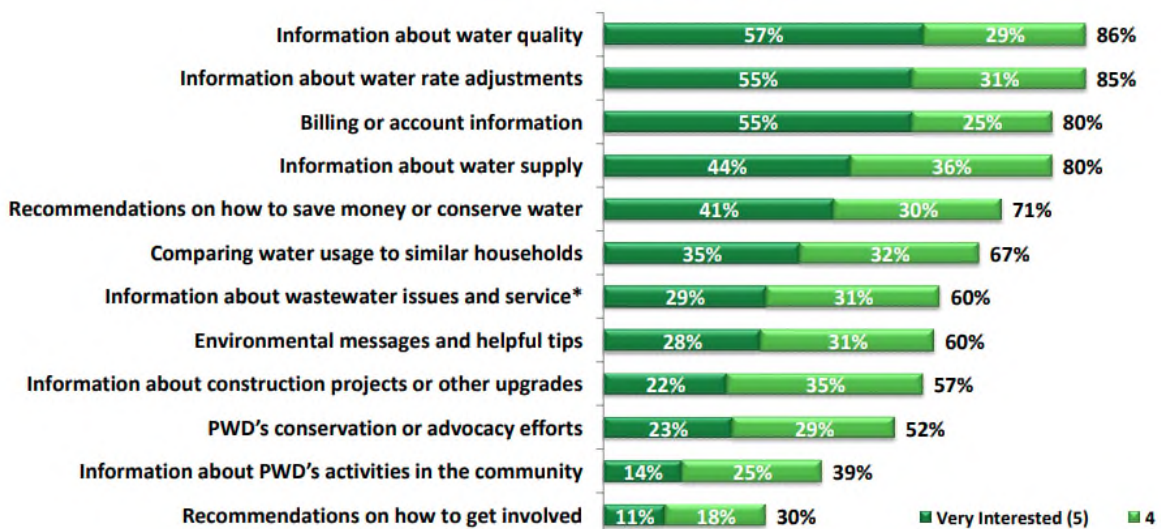
There has been a nationwide trend in recent years toward lower consumption levels. This trend also appears in PWD’s consumption data. Some factors contributing to this decline are more efficient appliances and fixtures, increasing water/ sewer rates, and a decrease in average household size. A recent Water Resources Foundation Study found a significant increase in households using more water efficient fixtures and appliances.

WRF Study - Household Conservation Efforts



A survey in 2023 to PWD customers asked “How interested are you in receiving the following info from PWD?” The graph below shows customers’ responses to that question:

Interest in Information From PWD



Wastewater Assessment & Contracted Billing Income

Wastewater Assessments are amounts payable by each municipality for wastewater services provided by PWD. The assessments cover the operating and debt service costs of operating wastewater facilities maintained by PWD. The assessments are billed in monthly installments. In 2025, the assessments for each municipality were increased excluding Falmouth and Windham (see table below).

Wastewater Assessments

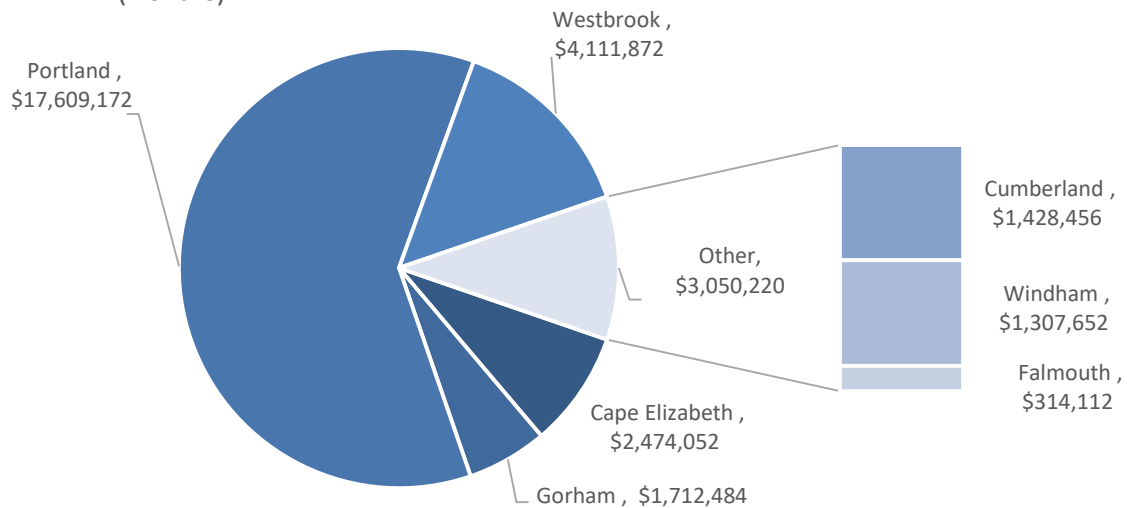
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Cape Elizabeth	2,300,004	1,195,110	2,390,220	2,474,052	83,832	3.5%
Cumberland	1,184,904	639,840	1,279,680	1,428,456	148,776	11.6%
Falmouth	314,112	157,056	314,112	314,112	-	0.0%
Gorham	1,566,816	837,672	1,675,344	1,712,484	37,140	2.2%
Portland	15,798,744	8,271,588	16,543,176	17,609,172	1,065,996	6.4%
Westbrook	3,723,096	1,997,982	3,995,964	4,111,872	115,908	2.9%
Windham	515,808	404,244	808,488	1,307,652	499,164	61.7%
	\$25,403,484	\$13,503,492	\$27,006,984	\$28,957,800	\$ 1,950,816	7.2%

Contracted Billing Income is revenue paid by municipalities for wastewater billing services provided. Scarborough and South Portland operate and maintain their own wastewater collection and treatment systems. PWD only provides billing-related services for those communities.

Contracted Billing Income

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Scarborough	13,284	6,972	13,284	13,944	660	5.0%
South Portland	228,984	118,458	228,984	236,916	7,932	3.5%
	\$242,268	\$125,430	\$242,268	\$250,860	\$ 8,592	3.5%

Wastewater Assessments (Dollars)



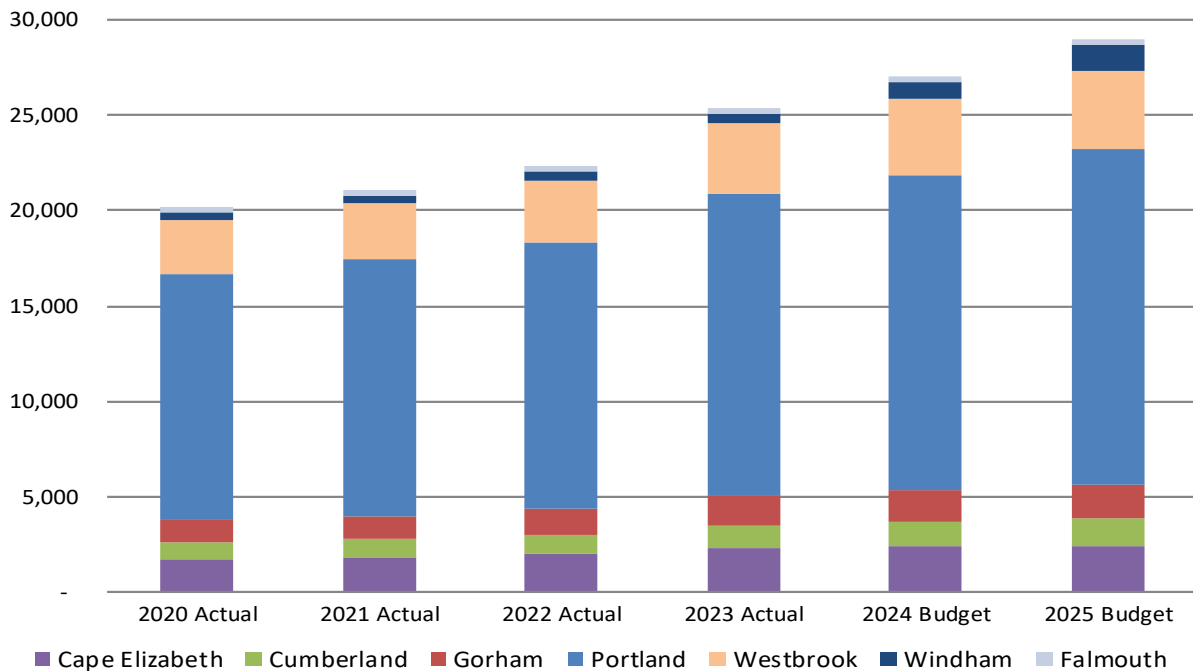
Wastewater Assessments Revenue Trend

Wastewater assessments rose from \$20.2 million in 2020 to a budgeted \$28.9 million in 2025 (an increase of 43%). While operating costs did increase over this time period, the majority of the increases were due to capital projects done to upgrade existing wastewater facilities.

Wastewater Assessments by Fund:

	Cape Eliz.	Cumberland	Gorham	Portland	Westbrook	Windham	Falmouth	Total
2020 Actual	1,705,380	965,292	1,160,676	12,863,340	2,820,768	389,004	314,112	20,218,572
2021 Actual	1,835,412	989,268	1,188,840	13,441,944	2,903,244	410,916	314,112	21,083,736
2022 Actual	2,061,612	1,005,600	1,313,100	13,960,236	3,173,124	518,412	314,112	22,346,196
2023 Actual	2,300,004	1,184,904	1,566,816	15,798,744	3,723,096	515,808	314,112	25,403,484
2024 Budget	2,390,220	1,279,680	1,675,344	16,543,176	3,995,964	808,488	314,112	27,006,984
2025 Budget	2,474,052	1,428,456	1,712,484	17,609,172	4,111,872	1,307,652	314,112	28,957,800

Assessments by Fund (2020-Present)
(\$,000)



Current Municipal Wastewater Rates

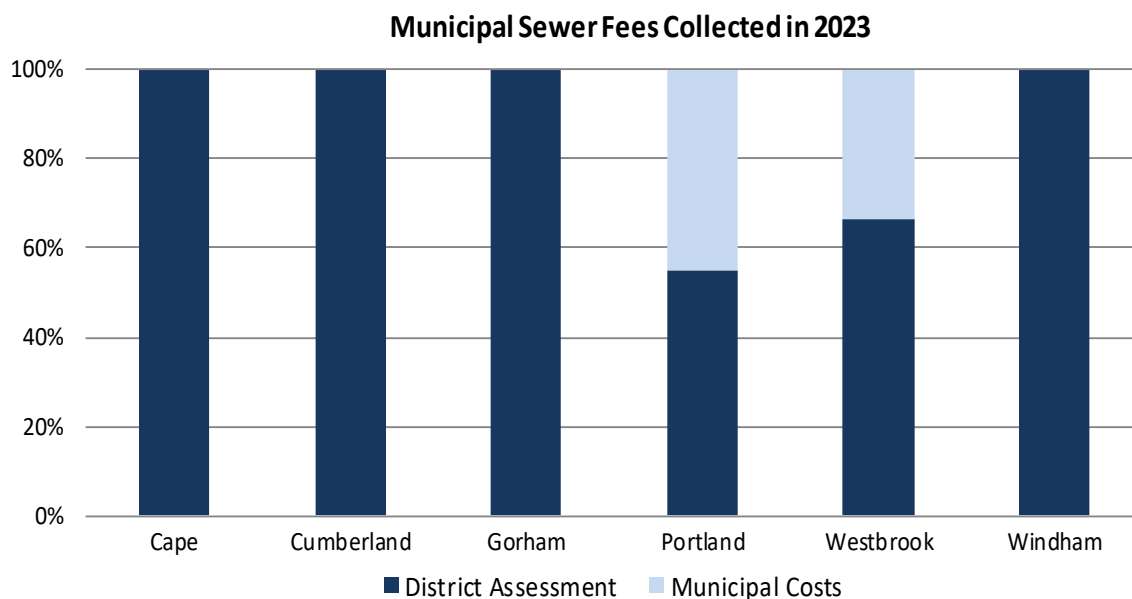
Wastewater rates are established by each municipality. The rates are designed to cover the municipal costs, including PWD's annual assessment. The table below indicates the municipal sewer fees for municipalities for whom the PWD provides billing services. These fees are included on the monthly bill, which includes PWD's water fees. Customers remit their payments for both water and sewer fees to the PWD. On a weekly basis, the sewer fees are then remitted to the municipalities. Once a month, the municipality pays 1/12th of the annual assessment to PWD from these sewer fees.

Sewer Rates as of 10/1/2024

	Minimum HCF	Minimum Charge	Additional HCF
Cape Elizabeth	1	\$ 52.51	\$ 6.03
Cumberland	0	\$ 36.92	\$ 6.68
Gorham	1	\$ 15.69	\$ 7.34
South Portland	1	\$ 6.95	\$ 6.95
Portland	1	\$ 12.75	\$ 12.75
Westbrook	1	\$ 12.73	\$ 7.73
Windham	5	\$ 51.00	\$ 10.20

HCF= Hundred Cubic Feet (748 gallons)

The chart below indicates the percent of sewer fees collected in 2023 that the municipalities used to pay PWD's assessment and their internal costs. In 2023, Windham's sewer fees were less than the PWD's assessment by \$160,112. The shortfall was covered by the town's prior year surplus or general fund appropriation.



Interest Income

PWD's investment policy limits investments to US Government obligations, certificates of deposit that are fully insured or collateralized, and other similar issues with the goal of protecting PWD's principal balances. The budgeted rate of return on investments was based on the current annual returns and cash balances as of May 2024. Rates of return have been high in the current year and PWD took that into account for 2025 while still being conservative using an average of 4%.

In 2008, the Windham fund purchased assets from the Westbrook fund. This purchase was funded by a loan between funds of \$264,733 and has an average interest rate of 4.395%. Westbrook will receive \$1,891 from that loan in 2025.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Water Fund	\$1,008,077	\$ 379,078	\$ 665,921	\$ 741,943	76,022	11.4%
Wastewater Operating Funds:						
Cape Elizabeth	70,064	37,188	40,361	78,865	38,504	95.4%
Cumberland	29,792	17,702	21,976	33,515	11,539	52.5%
Falmouth	3,951	2,205	2,845	4,981	2,136	75.1%
Gorham	23,936	7,411	35,415	21,043	(14,372)	-40.6%
Portland	410,592	213,323	247,603	424,350	176,747	71.4%
Westbrook	140,907	95,508	136,416	168,187	31,771	23.3%
Windham	<u>24,958</u>	<u>15,971</u>	<u>15,776</u>	<u>29,552</u>	<u>13,776</u>	<u>87.3%</u>
	704,200	389,308	500,392	760,493	260,101	52.0%
Contracted Billing:						
Scarborough	135	22	192	108	(84)	-43.8%
South Portland	<u>4,359</u>	<u>2,936</u>	<u>4,537</u>	<u>6,024</u>	<u>1,487</u>	<u>32.8%</u>
	4,494	2,958	4,729	6,132	1,403	29.7%
Total	\$1,716,771	\$ 771,344	\$ 1,171,042	\$ 1,508,568	\$ 337,526	28.8%

Other Income

Other revenues consist of fees charged for various other services including fees related to new water assets, new account setups, work done for outside parties and the acceptance of septage. The specific fees are outlined below:

Revenue Type	Revenue Description
Water Related Fees	Fees collected for meter replacement or damages and the inspection of water backflow devices.
Customer Connection Fees	Application fees for new mains, services and meters.
Customer Activation Fees	Fees for new account activations.
Jobbing Revenue	Revenue for work performed by PWD employees that is billable to outside parties.
Lease Revenue	Revenue from lessees for use of land or assets of the PWD.
Septage Hauler Fees	Fees from outside septage haulers for the treatment of wastewater delivered to PWD wastewater treatment facilities.
Net Energy Billing Credits	Credits earned from participating in a renewable energy program.
Wastewater Misc. Income	Treatment services provided at the Westbrook Regional Wastewater Treatment Facility for Portland's Riverside area per inter-municipal agreement.

Water Fund:	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Water Related Fees	\$43,767	\$12,554	\$16,000	\$43,500	\$27,500	171.9%
Customer Connection Fees	72,008	40,018	60,000	72,000	12,000	20.0%
Customer Activation Fee	74,510	33,556	76,000	75,000	(1,000)	-1.3%
Jobbing Surcharge	156,401	44,913	35,000	50,000	15,000	42.9%
Lease Revenue	89,962	-	89,962	89,962	-	0.0%
Net Energy Billing Credits	115,211	76,101	198,859	198,859	-	0.0%
Miscellaneous Income	40,952	54,405	82,738	31,297	(51,441)	-62.2%
Total Water Division	\$592,811	\$261,547	\$558,559	\$560,618	\$2,059	0.4%

Wastewater Funds:	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Diff \$	Diff %
Septage - Portland	319,720	98,535	240,000	300,000	60,000	25.0%
Net Energy Billing Credits	384,621	254,055	669,141	669,141	-	0.0%
Miscellaneous Income	333,136	28,320	-	55,500	55,500	n/a
Total Wastewater Divisions	1,037,477	380,910	909,141	1,024,641	115,500	12.7%
Total Water & Wastewater	\$1,630,288	\$642,457	\$1,467,700	\$1,585,259	\$117,559	8.0%

Fund Balance

Operating Fund Balance is the accumulated excess of revenues over expenses on a budgetary basis (see Financial Policy section for differences between budgetary and generally accepted accounting principles). Watershed Protection Land funds was established from transfers from the Operating Fund Balances (Watershed Reserve) or net proceeds from land sales (Land Cash Reserve). Other Reserves consists of Water Capital Reserve for main renewal projects, Water Rate Stabilization to provide funds to mitigate future rate increases, Water Master Plan provides funding for ongoing infrastructure master plan and Portland Wastewater for Portland's share of expanding the treatment facility.

The Water, Cumberland and Westbrook funds had deficits in 2024 as expenses were higher than expected. No use of operating reserves is expected in 2025.

	01/01/24	2024	12/31/24	2025	12/31/25	Balance	%
Water	\$6,803,197	(\$895,921)	\$5,907,276	-	\$5,907,276	\$8,208,642	18.0%
Cape Elizabeth	382,795	5,036	387,831	-	387,831	\$648,841	14.9%
Cumberland	27,140	(46,597)	(19,457)	-	(19,457)	\$369,225	-1.3%
Gorham	112,967	31,660	144,627	-	144,627	\$439,523	8.2%
Portland	4,175,510	896,579	5,072,089	-	5,072,089	\$4,702,644	27.0%
Westbrook	218,603	(57,694)	160,909	-	160,909	\$1,109,844	3.6%
Windham	114,357	74,679	189,036	-	189,036	\$207,649	22.8%
	11,834,569	7,742	11,842,311	-	11,842,311	15,686,367	18.9%

Falmouth & Contracted Billing Operating Surpluses:

	Balance 01/01/24	Projected 2024	Balance 12/31/24	Budget 2025	Balance 12/31/25
Falmouth	\$54,180	\$15,910	\$70,090	\$16,016	86,106
Scarborough	1,098	(\$2,696)	(1,598)	(1,546)	(3,144)
So. Portland	18,110	\$4,141	22,251	(8,399)	13,852
	\$73,388	\$17,355	\$90,743	\$6,071	96,814

Watershed Protection Land Funds (Goal 15.0%)

	Balance 01/01/24	Projected 2024	Balance 12/31/24	Budget 2025	Balance 12/31/25	Target Balance	Projection %
PUC Reg Land Fund	\$1,215,848	\$45,000	\$1,260,848	\$45,000	\$1,305,848	\$4,930,742	4.0%
Trustee Watershed	666,879	(266,834)	400,045	(18,630)	381,415	*	
	\$1,882,727	(\$221,834)	\$1,660,893	\$26,370	\$1,687,263	\$4,930,742	5.1%

* - Approximately \$160,000 of the balance is reserved for future debt service payments on the Tiger Hill Easement purchase

Other Reserves:

	Balance 01/01/24	Projected 2024	Balance 12/31/24	Budget 2025	Balance 12/31/25
Water Capital Reserve	\$1,799,838	\$839,396	\$2,639,234	(\$1,000,000)	\$1,639,234
Water Rate Stabilization	\$300,000	\$0	\$300,000	\$0	\$300,000
Water Master Plan	\$944,548	(\$944,548)	\$0	\$0	\$0
Portland Wastewater	\$116,149	\$13,000	\$129,149	\$14,000	\$143,149

Fee Schedule for Non-Water Tariff Services

Proposed to be adopted by the Board of Trustees effective January 1, 2025. In red are changes.

	Description	Fee
A. Water		
1. Winter hydrant inspection	Inspection of private hydrants to verify the operability of hydrant during winter months	\$4 per month on monthly water bill. Cost covers the average cost to inspect hydrant.
2. Damage Hydrants	Repair of hydrants damaged by customers	Costs to repair including labor, benefit overhead, stock items with normal markup (25%), third-party expenses and \$7 finance department administrative fee
B. Wastewater		
1. Industrial pretreatment permit	Initial and periodic review of the customer premises to assure compliance with IPT regulations	\$300 for initial and every 3-year renewal.
2. Septage and Holding Tank Waste	Qualifying haulers may deliver septage, holding tank and other waste to PWD treatment facilities (adopted Board Order 22-038)	The fees for septage will increase from \$137/1000 gal to \$142/1000 gal. The fee for holding tank waste will increase from \$60/1000 gal to \$62/1000 gal. The administration fee will increase from \$62/1000 gal to \$64/1000 gal. The fee for other waste will be determined based on the relative strength of the waste compared to the most current rates for holding and septage
3. Submeter Fee - Monthly	Covers the operating and capital cost of the submeter program	\$2 per month at the request of Cumberland, Gorham, South Portland and Westbrook
4. Submeter Fees -Other	The cost to investigate why a submeter cannot be read after the initial installation of meter/Encoder Receiver Transmitter (ERT).	Sub meter verification fee from \$20 to \$21
5. Submeter Fees – Portland Only	Costs or replacing submeters for Portland residents.	Submeter Replacement ERT & Meter \$150 Submeter ERT Only Upgrade fee \$105 Fees are per City's request.
6. Sewer Manhole/Main Inspection Fees	Applicants installing sewer main infrastructure shall be responsible for the cost of inspection of all manholes installed as well as CCTV inspection of all new sewer mains to NASSCO Standards. (adopted Board Order 22-010 3/28/2022)	These fees are to be determined at the time of Main Extension Agreement development.
C. General		
1. Purchases from Stock Room	Qualified third-parties and employees may purchase items from the stockroom – see policy 7.15-02.	Inventory value plus a 50% mark up (See Policy 7.15-02).
2. Freedom of Information Request	Members of the Public requesting access to public records	Per state law (\$1 for first page, \$0.50 for each additional page, optional \$15/hour to compile data.) Payment in advance may be required.

Introduction

Operating Expenses are recorded to each department by expense category by fund and program. A summary of all expense categories is provided with an explanation of major assumptions and changes. Additionally, operating expenses for each department are provided. PWD has five departments – Water Operations, Wastewater Operations, Environmental Services, Engineering Services and Administrative Services. For each department, the following information is provided:

- Description of Core Services
- Key Statistics
- Performance Benchmarks
- Past Accomplishments
- Current Year Projects and Initiatives
- Financial Summary in total and by sub-departments with a summary of each sub-department fund and program expenses

2025 Financial Summary by Category

	2024 Budget	2025 Budget	Diff \$	Diff %
Salaries & Wages	\$14,807,506	\$15,503,928	\$696,422	4.7%
Employee Benefits	6,865,956	7,121,966	256,010	3.7%
Biosolids Disposal	3,201,668	3,303,887	102,219	3.2%
Chemicals	2,726,202	2,804,389	78,187	2.9%
Contracted Services	5,880,841	6,274,757	393,916	6.7%
Heat/Fuel Oil	403,490	362,261	(41,229)	-10.2%
Insurance	324,792	349,785	24,993	7.7%
Materials & Supplies	2,000,480	2,165,148	164,668	8.2%
Other Expense	672,939	779,121	106,182	15.8%
Purchased Power	2,941,373	3,363,671	422,298	14.4%
Regulatory/Taxes	344,496	336,991	(7,505)	-2.2%
Tele/Other Utilities	516,099	530,738	14,639	2.8%
<u>Transportation</u>	<u>1,275,299</u>	<u>1,310,363</u>	<u>35,064</u>	<u>2.7%</u>
Dept Expense	41,961,141	44,207,005	2,245,864	5.4%
<u>Trans Offset</u>	<u>(896,935)</u>	<u>(931,533)</u>	<u>(34,598)</u>	<u>3.9%</u>
Fund Expense	41,064,206	43,275,472	2,211,266	5.4%

2025 Financial Summary by Department

	Number of Employees	2024 Budget	Number of Employees	2025 Budget	Budget Diff \$	Budget Diff %
Water Services	56	\$11,075,470	56	\$11,773,550	\$698,080	6.3%
Wastewater Services	39	14,804,746	40	15,585,198	780,452	5.3%
Environmental Services	15	2,560,113	15	2,775,194	215,081	8.4%
Engineering Services	36	5,379,840	38	5,818,414	438,574	8.2%
Administration	43	7,368,187	42	7,488,234	120,047	1.6%
Non-Departmental	<u>0</u>	<u>772,785</u>	<u>0</u>	<u>766,415</u>	<u>(6,370)</u>	<u>-0.8%</u>
	189	41,961,141	191	44,207,005	2,245,864	5.4%

Departmental Expense by Category

Salaries/Wages:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
660111 - SALARIES/WAGES NON-UNION	\$5,513,480	\$2,882,758	\$6,126,610	\$6,435,865	\$309,255	5.0%
660112 - WAGES/OVERTIME NON-UNION	418	142	1,224	1,582	358	29.2%
660113 - DOUBLETIME NON-UNION	252	-	-	-	-	n/a
660121 - WAGES/REGULAR UNION	6,888,943	3,600,388	7,665,158	7,999,394	334,236	4.4%
660122 - WAGES/OVERTIME UNION	707,871	332,733	720,391	768,855	48,464	6.7%
660123 - WAGES/DOUBLETIME UNION	92,019	51,817	100,446	106,941	6,495	6.5%
660124 - WAGES/STANDBY TIME UNION	228,842	124,552	247,421	255,741	8,320	3.4%
660125 - OPEN POSITIONS	-	-	(320,445)	(328,390)	(7,945)	2.5%
660126 - SHIFT DIFF - NIGHT	4,534	2,214	4,380	4,380	-	0.0%
660131 - WAGES - REGULAR - TEMPS	120,518	54,139	235,321	232,560	(2,761)	-1.2%
660132 - WAGES - OVERTIME- TEMPS	314	-	-	-	-	n/a
660136 - CONTRACTED - TEMP	52,446	-	-	-	-	n/a
66014 - VACATION ACCRUAL	16,844	-	-	-	-	n/a
660141 - TRUSTEES COMPENSATION	23,400	11,300	27,000	27,000	-	0.0%
66015 - SICKTIME ACCRUAL	153,291	-	-	-	-	n/a
Salaries & Wages Total	13,803,172	7,060,043	14,807,506	15,503,928	696,422	4.7%

Labor rates for all employees were assumed to be 4.2% higher than the rates used in the 2024 Budget.

Combined, the two regular labor accounts (660111 & 660121) increased \$643,491 (4.7%). Total hours increased 3,277 (0.8%) due to the headcount additions. The budgeted dollars for labor reflect work on operating (O&M) activities. Labor planned for capital projects is included as part of the Capital Improvement Plan (CIP) later in this document. Overall, the percentage of labor planned for CIP projects went from 3.8% of total labor in 2024 to 4.1% in 2025.

Budgeted hours for overtime/double-time increased slightly (1.6%) while standby went down by 79 hours (1.1%).

PWD's overall regular (non-temporary) headcount increased by two (2) to 191. Asset Engineering added two (2) positions and Wastewater Treatment added one (1) maintenance operator offset by the decrease of one (1) position from Information Services.

Positions	2024 Budget	2025 Budget	Change
Full Time	186	188	2
Part Time	3	3	0
Total	189	191	2

The Human Resources section has additional details.

Departmental Expense by Category (continued)

Employee Benefits:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
660401 - FICA - EMPLOYERS' SHARE	\$1,047,602	\$547,545	\$1,132,779	\$1,196,325	\$63,546	5.6%
660405 - SAFETY/WHY PROGRAM ITEMS	42,289	7,991	41,206	42,300	1,094	2.7%
660408 - PROGRAMS ADMINISTRATION	-	-	275	275	-	0.0%
660411 - MEALS ALLOWANCE	14,150	6,020	14,300	14,280	(20)	-0.1%
660413 - PWD TRAINING PROGRAM	556	3,030	-	-	-	n/a
6604151 - FIELD UNIFORMS	247	1,172	1,200	1,200	-	0.0%
660418 - STIPENDS	13,500	9,200	13,000	11,900	(1,100)	-8.5%
660419 - EMPLOYEE BENEFITS-MISC OTH	58,454	29,123	30,900	65,006	34,106	110.4%
660423 - JURY DUTY REIMBURSEMENT	(97)	(113)	-	-	-	n/a
660424 - SIGNING BONUS	11,500	500	9,000	9,000	-	0.0%
660491 - FRINGE BENEFITS-REG/SAL	5,246,109	2,690,291	5,623,296	5,781,680	158,384	2.8%
Employee Benefits Total	6,434,310	3,294,759	6,865,956	7,121,966	256,010	3.7%

The amount noted is the operating funds' portion of employee benefit cost. As with labor, a small portion of benefit expense is charged to capital projects.

The largest item (Fringe Benefits - 660491) covers the PWD's portion of employee benefits, most notably health insurance and pension. This charge is applied as a percentage of regular labor (excluding overtime, double time, etc.) charges. In the 2025 Budget, the percentage was 40.99%, which is a decrease from 2024's percentage of 41.74% as the rise of benefit costs (3.2%) was lower than the rise in total (operating and capital) regular labor (5.1%) which is the basis it is allocated upon.

The Human Resource section has additional details.

Biosolids Disposal:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
663571 - BIOSOLIDS DISPOSAL	\$3,104,922	\$1,548,120	\$3,201,668	\$3,303,887	\$102,219	3.2%
Biosolids Disposal Total	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%

The material remaining at the end of the wastewater treatment process is called biosolids. The cost of biosolids disposal is the volume disposed (wet tons) times the rate per ton:

Facility (wet tons)	2024	2025	Change	%	2024 % Solids	2025 % Solids
Portland (East End)	18,585	18,623	38	0.2%	21.0%	21.0%
Westbrook	3,914	3,995	81	2.1%	21.0%	21.0%
Cape Elizabeth	210	180	(30)	-14.3%	21.0%	21.0%
Peaks Island	39	37	(2)	-5.1%	21.0%	21.0%
Total	22,748	22,835	87	0.4%		

The budget assumes a disposal rate of \$143.41/wet ton, that is a 3% increase over the 2024 Budget assumption of \$139.23. The change in per unit cost is due to the predicted consumer price index factor.

Departmental Expense by Category (continued)

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
662063 - COPIER MAINTENANCE/TONER	\$17,884	\$9,330	\$15,000	\$15,000	-	0.0%
6631 - ENGINEERING SERVICES	135,500	23,256	85,000	116,000	31,000	36.5%
6632 - ACCOUNTING SERVICES	35,500	43,220	54,000	50,000	(4,000)	-7.4%
66331 - LEGAL - LABOR RELATIONS	50,478	23,223	68,000	75,000	7,000	10.3%
66333 - BOND COUNSEL	7,500	-	7,500	7,500	-	0.0%
66339 - LEGAL - OTHER	25,400	18,614	24,500	37,000	12,500	51.0%
663511 - GRAPHIC DESIGN	-	-	-	18,900	18,900	n/a
663512 - RESEARCH & MEASUREMENT	-	-	-	4,000	4,000	n/a
663521 - TRAFFIC CONTROL	233,757	121,826	154,950	182,450	27,500	17.7%
6635221 - PAVING - MINOR REPAIR	741,574	400,934	526,000	552,500	26,500	5.0%
663523 - SIDEWALK	6,909	9,183	18,500	18,500	-	0.0%
663524 - STREET OPENING	49,685	40,980	63,600	68,600	5,000	7.9%
663525 - CONTRACTOR CONSTRUCTION	954,880	189,410	774,400	859,400	85,000	11.0%
663527 - EMERGENCY RESPONSE- FEMA	10,020	7,946	-	-	-	n/a
66353 - REPAIR SERVICES	221,614	74,427	301,650	257,250	(44,400)	-14.7%
66354 - MAINTENANCE SERVICES	1,364,804	668,462	1,056,054	1,182,609	126,555	12.0%
663542 - LARGE METER TESTING	10,106	1,918	12,500	12,500	-	0.0%
663543 - CSO FLOW MONITORING	122,206	50,197	154,500	155,000	500	0.3%
663544 - MAINT SERVICES - CCTV	28,708	11,958	61,250	61,250	-	0.0%
663545 - RADIO SERVICING AND EQUIP	4,465	-	3,000	3,000	-	0.0%
663546 - MAINTENANCE - SNOW REMOVL	146,174	88,914	164,433	189,511	25,078	15.3%
663547 - WASTE SLUDGE TRANSPORT	36,002	19,599	46,400	39,800	(6,600)	-14.2%
663551 - LAB ANALYSIS	67,235	26,155	60,045	93,900	33,855	56.4%
663553 - PHOTOGRAPHY SERVICES	-	-	1,500	1,500	-	0.0%
663561 - COMPUTER LICENSES	130,104	85,044	118,606	92,888	(25,718)	-21.7%
663562 - COMPUTER MAINTENANCE	459,354	349,228	595,805	603,116	7,311	1.2%
663563 - COMPUTER CONSULTING/OTHER	12,438	19,188	30,600	30,600	-	0.0%
663572 - GRIT & SCREENS DISPOSAL	57,808	28,868	69,000	72,800	3,800	5.5%
663573 - GREASE DISPOSAL	73,816	27,980	59,300	60,300	1,000	1.7%
663574 - DISPOSAL SERVICES	50,972	18,057	45,130	45,690	560	1.2%
6635801 - EMPLOYEE HEALTH SERVICES	9,123	3,956	10,000	10,000	-	0.0%
663581 - UTILITY BILLING PRINTING	90,457	35,135	86,000	84,769	(1,231)	-1.4%
663582 - PAYMENT PROCESSING	124,707	64,489	131,550	127,260	(4,290)	-3.3%
663583 - RECEIVABLE COLLECTIONS	3,405	1,294	3,000	2,000	(1,000)	-33.3%
663584 - BANK SERVICE CHARGES	20,259	11,150	20,000	30,000	10,000	50.0%
663585 - TREATMENT CONTRACT SERVIC	545,045	318,275	636,550	667,725	31,175	4.9%
6635851 - WW DEWATERING SERVICES	4,334	2,643	8,786	7,269	(1,517)	-17.3%
6635852 - WW DEWATERING SRVS CREDIT	(4,334)	(2,643)	(5,300)	(4,800)	500	-9.4%
663587 - COURIER SERVICES	25,262	13,134	22,070	22,070	-	0.0%
663588 - EQUIPMENT MAINTENANCE	5,972	214	13,400	8,800	(4,600)	-34.3%
663592 - RECRUITING SERVICES	37,123	22,744	15,000	37,500	22,500	150.0%
663594 - DIGSAFE	61,502	33,621	61,900	67,880	5,980	9.7%
663595 - OUTPLACEMENT SERVICES	7,490	7,722	500	500	-	0.0%
663598 - HR CONSULTANT SERVICES	11,723	10,696	15,000	35,000	20,000	133.3%
6635982 - TREE TRIMMING / REMOVAL	-	-	6,000	9,700	3,700	61.7%
6635984 - LANGUAGE INTERPRETATION	818	245	500	500	-	0.0%
6635985 - VEHICLE FLEET GPS SERVICE	25,997	-	28,000	30,000	2,000	7.1%
663599 - MISC OTHER SERVICES	92,179	100,010	82,304	48,450	(33,854)	-41.1%
6636 - TECHNICAL SERVICES	36,928	23,382	59,350	50,950	(8,400)	-14.2%
66361 - SEBAGO CLEAN WATERS	-	30,000	60,000	60,000	-	0.0%
66362 - LAKES ENVIRONMENTAL ASSOC	-	4,250	17,000	17,000	-	0.0%
66363 - CUMB COUNTY SOIL & WATER	9,009	22,438	38,008	55,620	17,612	46.3%
Contracted Services Total	6,161,892	3,060,672	5,880,841	6,274,757	393,916	6.7%

Departmental Expense by Category (continued)

Contracted Services, which had a budget increase of \$393,916 or 6.7%, covers a large variety of services provided by outside vendors. The budgeted expenditures for 2025 were \$6.27 million. Budget changes of note include:

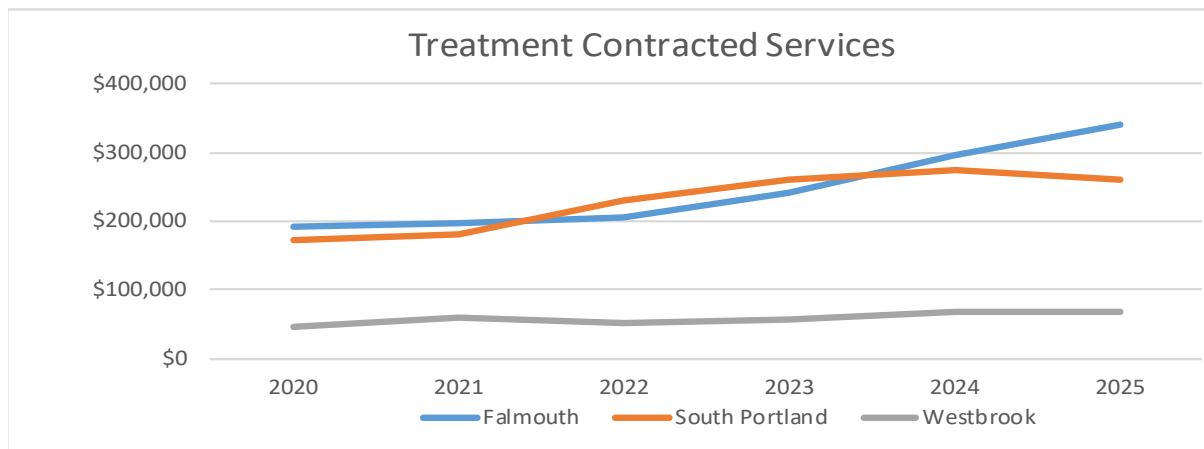
6631 -- Engineering Services (up \$31,000 or 36.5%) – Wastewater treatment has increased their engineering services due to predicted projects in 2025 and raised in line with 2024 actuals.

663525 – Contractor Construction (up \$85,000 or 11%) – Water Services have raised their contractor construction budgets to be more in line with actuals.

66354 – Maintenance Services (up \$126,555 or 12%) – Water and Wastewater services increased their budgets for maintenance of assets to cover historical costs.

663511 & 663512 - Graphic Design and Research & Measurement (new \$18,900 & \$4,000) – These are costs from the Public Relations Director previously carried in other expense lines.

663585 - Treatment Contracted Services (up \$31,175 or 4.9%) – This item was budgeted for \$667,725 in 2025. South Portland and Falmouth treat the wastewater flows from Cape Elizabeth and Cumberland, respectively. PWD is assessed and pays an annual fee to those communities for that service and Cape Elizabeth’s flows to South Portland increased. Portland also pays Westbrook for flows from the Riverside area. Costs for debt service related to the upgrades of the Mill Creek Wastewater Pump Station and related force main are reflected under the debt service totals for Cumberland and Falmouth.



Departmental Expense by Category (continued)

Heat/Fuel Oil:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
66161 - HEATING OIL	\$172,465	\$100,011	\$124,798	\$164,671	\$39,873	32.0%
661621 - PIPELINE DELIVERED PROPAN	163,125	85,706	129,430	107,890	(21,540)	-16.6%
661622 - CONTAINER DELIVERED	79,826	58,429	113,212	58,150	(55,062)	-48.6%
66166 - UNLEADED GAS	25,266	6,580	36,050	31,550	(4,500)	-12.5%
Heat/Fuel Oil Total	440,682	250,726	403,490	362,261	(41,229)	-10.2%

The first three accounts in this category (66161 to 661622) involve fuel used for facilities' heat or backup generators. Unleaded Gas (66166) is for PWD vehicles that fuel up at remote locations and for the boat used in the PWD's Sebago Lake monitoring efforts. Heating Oil costs have increased due to the per unit cost up by 8% and usage at the water treatment plant increased by 33%.

	2024 Assumption		2025 Assumption		% Change	
	Units	Per Unit	Units	Per Unit	Units	Per Unit
Heating Oil:						
Water Treatment/Ozone Plant	30,490	\$2.69	40,595	\$2.88	33.1%	7.1%
Westbrook WWTF	8,500	\$2.69	8,906	\$2.80	4.8%	4.1%
Cape Elizabeth WWTF	3,604	\$2.64	3,437	\$2.82	-4.6%	6.8%
Peaks Island WWTF	2,200	\$3.69	2,104	\$5.30	-4.4%	43.6%
Water - Throttling Valve Building	<u>820</u>	<u>\$2.78</u>	<u>699</u>	<u>\$2.83</u>	<u>-14.8%</u>	<u>1.8%</u>
	45,614	\$2.74	55,741	\$2.95	22.2%	8.0%

Insurance:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
6656 - VEHICLE INSURANCE	\$28,835	\$17,241	\$29,354	\$35,489	\$6,135	20.9%
6657 - GEN LIABILITY INSURANCE	80,674	37,808	87,303	87,303	-	0.0%
66591 - DAMAGES AND CLAIMS	7,113	-	-	-	-	n/a
66592 - DAMAGES & CLAIMS-GOODWILL	4,248	139	6,000	10,000	4,000	66.7%
66593 - UMBRELLA INSURANCE COVER	7,991	3,659	8,708	8,049	(659)	-7.6%
66594 - PROFESSION/CRIME BONDING	53,002	26,471	57,565	58,237	672	1.2%
66599 - PROPERTY & BOILER INSUR	126,004	70,133	135,862	150,707	14,845	10.9%
Insurance Total	307,867	155,451	324,792	349,785	24,993	7.7%

Insurance costs include premiums paid on coverage for PWD property as well as small claims paid directly to outside parties. PWD's asset values have grown in the last year, therefore we have increased the insurance coverage in each category.

Departmental Expense by Category (continued)

Materials & Supplies:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
6619 - ASSET PURCHASES	\$314,456	\$202,696	\$300,435	\$380,535	\$80,100	26.7%
662012 - CRUSHED GRAVEL	988	1,187	1,750	1,750	-	0.0%
662014 - CRUSHED STONE	369	-	750	750	-	0.0%
662015 - LOAM	132	-	-	-	-	n/a
662017 - SAND AND SALT	-	-	3,500	3,500	-	0.0%
662018 - BANKRUN GRAVEL	492	-	1,000	1,000	-	0.0%
662019 - GRAVEL - TYPE A (DOT)	860	-	1,500	1,500	-	0.0%
66202 - TOOLS	73,849	27,884	55,125	69,575	14,450	26.2%
66203 - VENDOR PURCHASED SUPPLIES	616,580	370,383	553,135	547,593	(5,542)	-1.0%
662041 - MATERIALS INVENTORY	312,913	164,879	257,121	269,780	12,659	4.9%
662042 - SUPPLIES INVENTORY	160,072	74,054	118,200	130,650	12,450	10.5%
66204201 - INVENTORY - QPR	-	-	750	750	-	0.0%
66204202 - INVENTORY - BNKRUN GRAVEL	18,705	11,508	17,000	17,000	-	0.0%
66204203 - INVENTORY - CRUSHD GRAVEL	12,516	8,421	11,000	11,000	-	0.0%
66204204 - INVENTORY - CRUSHED STONE	3,447	679	2,250	2,250	-	0.0%
66204205 - INVENTORY - LOAM	2,616	496	1,250	1,250	-	0.0%
66204206 - INVENTORY - TYPE A GRAVEL	41,036	18,022	31,500	41,500	10,000	31.7%
662043 - TOOL INVENTORY	152,350	77,565	96,175	100,225	4,050	4.2%
66204301 - INVENTORY - TONER	2,817	1,350	2,450	3,650	1,200	49.0%
66204302 - INVENTORY - PAPER	2,993	1,248	4,300	4,550	250	5.8%
66204303 - INVENTORY - COMPUTER EQUIP	12,095	2,568	9,925	12,575	2,650	26.7%
662044 - METER INVENTORY	(12,595)	41,501	5,750	6,250	500	8.7%
662046 - HYDRANT INVENTORY	82,460	49,390	61,000	73,500	12,500	20.5%
662047 - GARAGE INVENTORY	17,183	11,832	11,900	14,150	2,250	18.9%
66204701 - INVENTORY - UNLEADED GAS	158,914	69,215	144,266	140,915	(3,351)	-2.3%
66204702 - INVENTORY - DIESEL	69,110	41,479	57,696	64,800	7,104	12.3%
66204703 - INVENTORY - TIRES	20,877	2,268	13,000	13,000	-	0.0%
66205 - CONSUMABLE SUPPLIES	116,776	53,894	96,075	105,700	9,625	10.0%
66206 - COMPUTER RELATED EQUIP	49,490	31,744	62,577	58,850	(3,727)	-6.0%
66207 - EQUIPMENT PARTS	60,124	68,058	78,100	85,600	7,500	9.6%
663564 - COMPUTER-RELATED EQUIP	-	-	1,000	1,000	-	0.0%
Materials & Supplies Total	2,291,625	1,332,321	2,000,480	2,165,148	164,668	8.2%

This group is a wide array of items including vehicle fuel and parts, bulk materials such as gravel, water infrastructure items related to fixed assets (mains, meters & hydrants) and office supplies. These materials are consumed during normal operations and are used for the repair and maintenance of PWD assets.

The 2025 Budget increased \$164,668 or 8.2% with the majority being asset purchases (below the capitalization level) which increased by \$80,100 across several departments. Also, material prices have risen over the past few years and 2025 budget has been adjusted to reflect those increases.

The assumptions for vehicle fuel were:

Fuel Type	2024 Assumption		2025 Assumption		% Change	
	Units	Per Unit	Units	Per Unit	Units	Per Unit
Unleaded Gas	54,646	\$2.64	53,785	\$2.62	-1.6%	-0.8%
Diesel	<u>21,448</u>	\$2.69	<u>22,500</u>	\$2.88	<u>4.9%</u>	<u>7.1%</u>
	76,094		76,285		0.3%	

Departmental Expense by Category (continued)

Other Expense:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
66411 - INTERNAL RENTAL CHARGES	\$51,030	\$26,800	\$53,600	\$53,600	-	0.0%
6642 - EQUIPMENT RENT	17,787	13,278	21,900	22,600	700	3.2%
66601 - PUBLIC RELATIONS	1,583	240	5,950	4,700	(1,250)	-21.0%
66609 - OTHER ADVERTISING	7,212	5,717	12,450	6,350	(6,100)	-49.0%
666901 - MARKETING	-	-	-	51,800	51,800	n/a
6670 - BAD DEBT EXPENSE	(150,000)	-	-	-	-	n/a
6675111 - INSTATE TRAINING/CONF	122,942	53,344	123,170	144,500	21,330	17.3%
6675112 - OUT OF STATE TRAINING/CON	69,750	54,154	92,450	105,000	12,550	13.6%
6675121 - IN STATE CONFERENCES	177	-	-	-	-	n/a
667513 - DUES	91,366	10,097	85,883	97,161	11,278	13.1%
667514 - PROFESSIONAL LICENSES	12,909	3,812	11,305	17,475	6,170	54.6%
667515 - PERIODICAL SUBSCRIPTIONS	7,235	3,985	7,095	7,455	360	5.1%
667517 - PLANT OPER LICENSE FEES	75	-	150	400	250	166.7%
667521 - POSTAGE - THIRD PARTY	213,417	95,278	207,000	221,349	14,349	6.9%
667522 - POSTAGE - INTERNAL	18,765	9,243	17,350	18,275	925	5.3%
667523 - POSTAGE - EXPRESS DELIVER	1,138	655	1,975	1,635	(340)	-17.2%
667531 - PRINTING COSTS	42,696	18,832	67,871	64,821	(3,050)	-4.5%
667532 - PHOTOCOPYING COSTS	(80)	-	-	-	-	n/a
667533 - FORMS STOCK	962	1,004	1,700	1,950	250	14.7%
667552 - SAFETY TRAINING	2,110	-	12,250	16,050	3,800	31.0%
667553 - DOT SUBSTANCE ABUSE	2,364	1,395	3,000	3,000	-	0.0%
667554 - EPA / OSHA COMPLIANCE	927	-	-	-	-	n/a
667555 - SAFETY EXPENSES	24,507	20,392	41,720	43,220	1,500	3.6%
667556 - FREIGHT CHARGES (STOCK)	8	355	-	-	-	n/a
667561 - WATERSHED GRANTS/SUPPORT	44,956	6,100	33,900	35,900	2,000	5.9%
6675611 - GRANTS - PASS-THROUGH	(10,696)	-	-	-	-	n/a
667581 - ANNUAL LAND CONTRIB CAPE	-	4,000	-	-	-	n/a
667591 - UNIFORMS	3,523	704	2,250	5,150	2,900	128.9%
667592 - FOOD SUPPLIES	8,967	4,836	9,410	11,470	2,060	21.9%
667593 - VENDOR INTEREST CHARGES	(6,285)	-	(4,500)	(7,100)	(2,600)	57.8%
667598 - GEN MANAGER CONTINGENCY	-	-	35,000	35,000	-	0.0%
6675981 - GEN MNG - TRUSTEES	15,743	6,930	22,750	22,750	-	0.0%
6675982 - GEN MNG - COMMUNITY	19,940	2,600	37,000	27,000	(10,000)	-27.0%
667599 - OTHER MISCELLANEOUS	28,524	6,333	5,050	7,650	2,600	51.5%
6676 - EXPENSE OFFSET	(183,355)	(138,937)	(251,740)	(257,040)	(5,300)	2.1%
6706 - AMORT OF U P ACQ ADJUSTS	17,000	8,500	17,000	17,000	-	0.0%
Other Expense Total	477,197	219,647	672,939	779,121	106,182	15.8%

Other expenses increased by \$106,182 (15.8%) due to training/conferences (\$249,500, up \$33,880 or 15.7%), new marketing costs of \$51,800 as well as postage cost increases of \$14,934.

Departmental Expense by Category (continued)

Purchased Power:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
66151 - POWER - LARGE ENERGY	\$657,638	\$336,940	\$706,035	\$979,794	\$273,759	38.8%
66152 - POWER - LARGE T&D	522,612	294,372	673,376	765,256	91,880	13.6%
66153 - POWER - MEDIUM ENERGY	373,347	310,570	569,799	576,835	7,036	1.2%
66154 - POWER - MEDIUM T&D	308,819	155,420	312,572	336,959	24,387	7.8%
66155 - POWER - SMALL ENERGY	56,841	65,015	108,478	115,686	7,208	6.6%
66156 - POWER - SMALL T&D	95,299	58,346	111,213	135,841	24,628	22.1%
66157 - POWER - OTHER CHARGES	24	-	-	-	-	n/a
66158 - LOAD RESPONSE	(12,191)	(13,890)	(8,100)	(14,700)	(6,600)	81.5%
661510 - RENEW ENERGY EXPENSE	212,846	101,649	460,000	460,000	-	0.0%
661511 - RENEW ENERGY FEES	7,566	2,362	8,000	8,000	-	0.0%
Purchased Power Total	2,222,801	1,310,784	2,941,373	3,363,671	422,298	14.4%

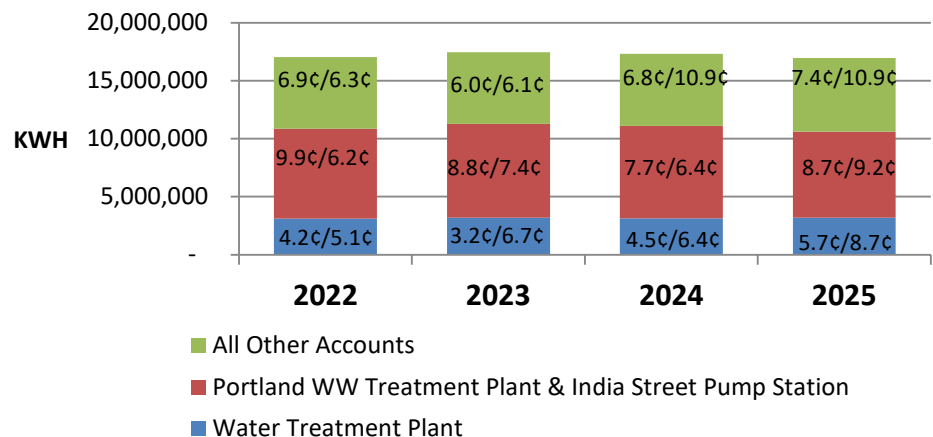
Electricity is delivered through the Central Maine Power transmission & distribution (T&D) system. The average 2025 rate per kwh ranges from \$0.072 to \$0.128. Large energy contracts with fixed rates are partially or fully locked in through the end of 2025 and the small/medium accounts are locked in through 2026.

PWD takes a number of steps to reduce its electricity costs including:

- Sponsors solar development generating net energy bill credits of \$400,000, the costs above at \$468,000 net with \$868,000 in revenue.
- Utilizes a special electricity rate at the India Street/Marginal Way location saving an estimated \$70,000 annually
- Participates in two emergency electricity grid load response programs saving \$14,700
- Monitors grid demand and reduces its system load on peak day and therefore reducing it demand charges.

Electricity Usage by Contract and Average T&D/Energy Rate

This chart shows the average rates for these 3 large accounts as well as the remaining 105 small and medium accounts.



Departmental Expense by Category (continued)

Regulatory/Taxes:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
667516 - PERMITS	\$45,000	\$11,851	\$42,061	\$42,781	\$720	1.7%
667518 - REGULATORY REQUIRED FEES	13,425	1,718	14,650	12,795	(1,855)	-12.7%
670821 - STANDISH REAL ESTATE TAX	53,378	26,676	55,500	55,800	300	0.5%
670822 - OTHER R/E TAX(NON-STANDI)	8,516	2,742	9,260	3,330	(5,930)	-64.0%
670823 - PUC ASSESSMENT	127,376	119,045	127,500	126,760	(740)	-0.6%
670824 - ME DRINKING WTR PROGRAM	85,471	-	85,525	85,525	-	0.0%
670825 - PUC PUBLIC ADVOCATE	9,736	9,636	10,000	10,000	-	0.0%
Regulatory/Taxes Total	342,902	171,668	344,496	336,991	(7,505)	-2.2%

PWD pays real estate taxes to the Town of Standish (670821) & Towns of Windham and Gorham (670822). PWD also pays annual assessments to the Maine Public Utility Commission (PUC) and the Maine Drinking Water Program which had little to no change from 2024. The PUC fee is based on each utility's revenues and time spent on matters related to each industry sector.

Telephone/Other Utilities:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
66101 - WATER	\$157,105	\$43,384	\$150,374	\$156,186	\$5,812	3.9%
66102 - WASTEWATER	102,341	61,391	97,009	109,195	12,186	12.6%
66103 - STORMWATER CHARGES	38,742	20,739	40,005	41,246	1,241	3.1%
66111 - TELEPHONE LINES	29,833	17,920	32,920	32,980	60	0.2%
66112 - DATA LINES	176,066	128,447	160,932	159,172	(1,760)	-1.1%
66113 - CELLULAR PHONES	34,866	13,671	34,859	31,959	(2,900)	-8.3%
Tele/Other Utilities Total	538,953	285,552	516,099	530,738	14,639	2.8%

The category is up \$14,639 (2.8%) in 2025. Most of the increase is associated with higher water and wastewater usage and in line with 2023 actuals.

Transportation:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
66501 - TRANSPORTATION - INTERNAL	\$703,074	\$326,025	\$734,241	\$774,355	\$40,114	5.5%
665018 - TRANS - LAKE BOAT	7,500	3,750	7,500	7,500	-	0.0%
665019 - TRANS INTERNAL INACTIVE	545,068	253,302	463,423	450,608	(12,815)	-2.8%
66502 - TRANSPORTATION - EXTERNAL	47,529	22,891	44,000	47,900	3,900	8.9%
66503 - MILEAGE REIMBURSEMENT	26,315	14,458	26,085	29,900	3,815	14.6%
66504 - MTA TRANS-PASS TOLL FEES	31	-	50	100	50	100.0%
Transportation Total	1,329,517	620,426	1,275,299	1,310,363	35,064	2.7%

A standard 40-hour week is charged for most vehicles. Transportation is charged when the vehicle is in use to Internal (66501) with the balance to Inactive (665019). Internal increased \$40,114 in 2025 due to 1 added vehicle to the fleet. External (66502) involves ferries to go the islands and vehicles rented from outside vendors. Mileage Reimbursement (66503) is paid to employees who use their own vehicles when conducting PWD business.

Water Services – Purpose Statement

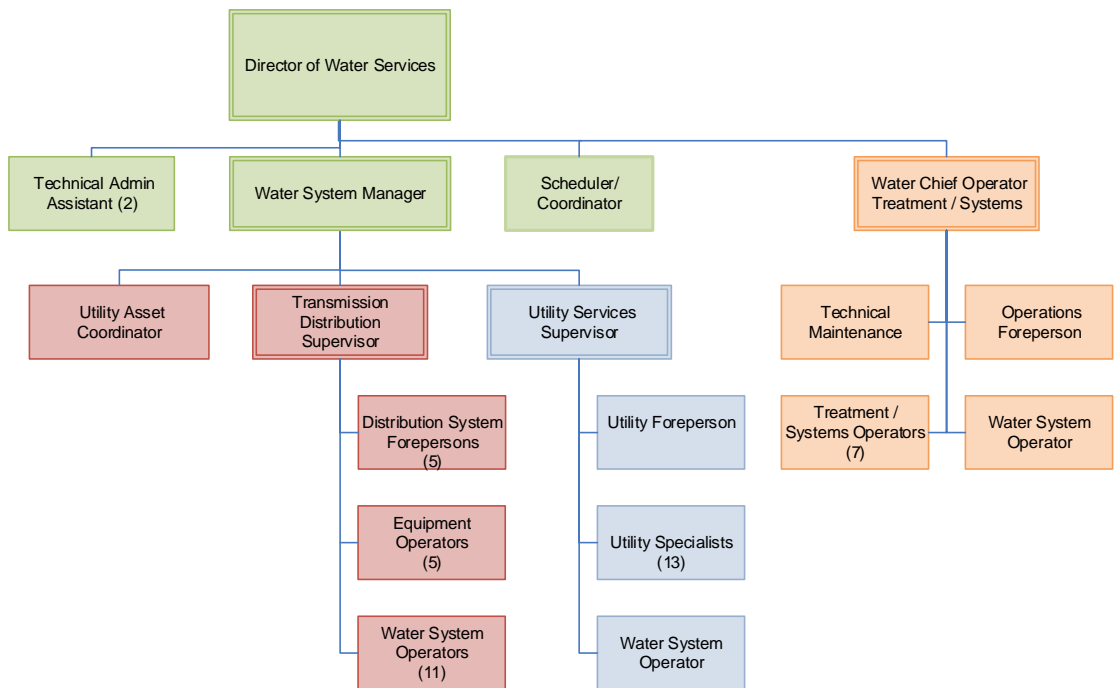
To operate and maintain water system infrastructure including the treatment, water storage, and distribution systems.

Core Services

Water Operations is responsible for operating and maintaining the Sebago Lake and Steep Falls Well water treatment and water distribution systems by providing the following services:

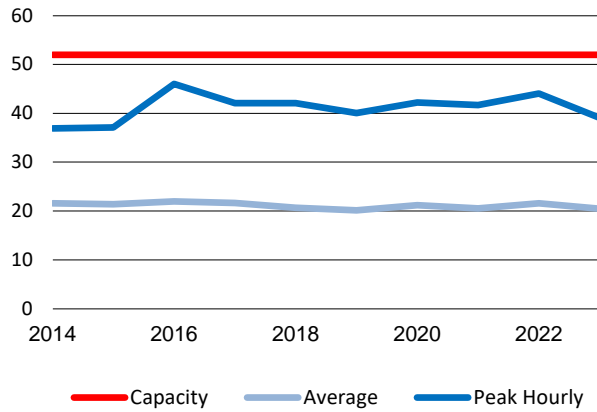
- Operation and maintenance of distribution system including emergency response, contractor inspection (Transmission/Distribution Group – A2; **red** in the organization chart).
- Operation and maintenance of the pumping, treatment, storage and chemical addition facilities (Treatment Group - A3; **orange** in organization chart).
- Field support services including customer meter and water quality inquiries, back-flow inspection, system flushing, hydrant inspection and contractor inspection (Utility Services Group – A6; **blue** in the organization chart).

Water Operations has a five-person group (Administration Group- A1; **green** in organization chart) that directs, oversees and provides administrative support.



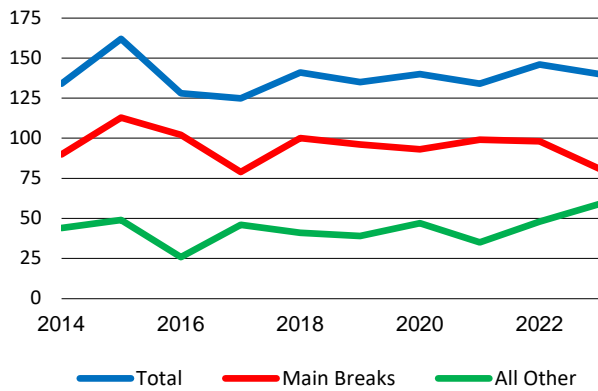
Key Statistics

Plant Production
(in millions of gallons a day)

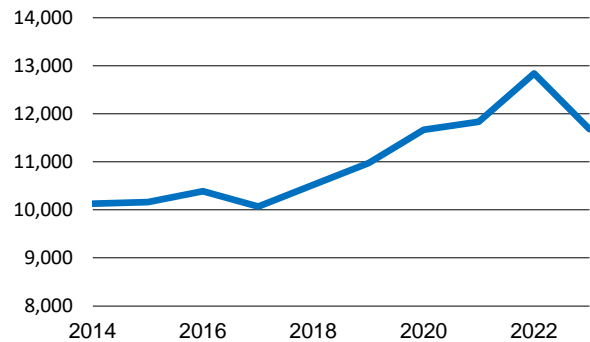


Water Supply	Surface – 99%
	Groundwater -1%
Water Treatment	Ozone, Ultraviolet, Chloramination, Corrosion Control, Fluoridation
Water Mains	1020 miles
Valves	12,349
Hydrants	5,285
Service Lines	57,467
Water Storage	10 (+1 non-active)
Booster Stations	6
Backflow Devices	8,577

Leaks Repaired



Digsafe Locates Performed Annually



- Leaks repaired each year vary by number/severity of leaks and is a significant budgetary variable.
- DigSafe locates include marking of water and wastewater infrastructure for others who are working near PWD’s assets.

Performance Benchmarks

	2023 Actual	2024 Projected	2025 Goal
Corporate Goal 1 – Public Health and Safety			
Compliance of Water Regulations	100%	100%	100%
95% of Distribution System Chlorine Residuals	0.50 mg/l	0.70 mg/l	> 0.50 mg/l
Meetings with Fire Depts.	2	3	3
Corporate Goal – Reliable & Sustainable Service			
Breaks/Leaks per 100 miles of main ¹	12.7	<15	<15
Transmission valves exercised	445	448	448
Distribution valves exercised	177	150	150
Corporate Goal 4 – High Value			
Department Cost / million gal	\$1,569	\$1,476	\$1,560
Treatment Cost / million gal	\$438	\$400	\$464
Unaccounted for Water %	15.6%	14.0%	14.0%
Corporate Goal 5 – High-Performance and Supportive Work Environment			
Employee Training Hours	107	200	80

¹ In 2024, PWD adopted the Partnership for Safe Water criteria for breaks/leaks per 100 miles of main to align PWD with industry standards. In addition to mains and valves, PWD will now include breaks/leaks on hydrants, other appurtenances, and failures caused by contractor hits. Due to the additional failure types included in this metric, the resulting trend is expected to be higher than in the past. In addition, PWD plans the use Partnership for Safe Water standard of less than 15 breaks/leaks per 100 miles of main as the goal.

Accomplishments

Water Field Transmission-Distribution

- Water Operations recently undertook one of the largest water main renewal projects in recent years on Olympia St., Helene St., Vail St., and part of Cleveland St. in Portland. The project involved replacing the outdated 2.25" cement-lined cast iron pipes from 1955 and 1956 with modern 4" zinc-coated ductile iron pipes. The updated standard now includes ductile iron with zinc coating for added corrosion resistance, along with V-Bio poly wrap for enhanced protection. This renewal was essential, as A2 crews had responded to over 15 leaks in the area over the years, signaling that the aging infrastructure needed to be replaced. The project covered just over 900 feet of pipe and renewed 25 service lines. Additionally, the crew installed approximately 2,400 feet of 4" and 2" HDPE temporary water mains to ensure uninterrupted water service for customers throughout the project. The renewal was a major success, improving reliability and resilience in the area's water distribution system.



- Over the past five years, Water Operations has focused on developing the water main renewal skillset among newer staff while reinforcing the process with experienced team members. These projects not only provide valuable hands-on training opportunities for the department but also offer significant cost benefits for PWD, making them a win-win for both staff development and operational efficiency. Renewals are something that A2 will continue to do moving forward

Water Field Transmission-Distribution (continued)

- A2 took advantage of a mild winter and renewed 1,200 feet of 2" galvanized seasonal water main on Upper A St. on Peaks Island in late March.

This project included a new connection to a year-round water main, along with the installation of new services and irrigation boxes for outside seasonal meter sets (as pictured). Although most seasonal water mains are typically run along the surface, A2 chose to install this segment within the gravel roadway, burying it about 12 inches deep. This approach not only protects the infrastructure but also keeps it out of public view. The seasonal mains are shut off and blown out with compressed air for the winter, then reactivated for the summer.



Seasonal Main, Upper A St., Peaks Island



1" HDPE Seasonal Service Connection

Water Field Transmission-Distribution (continued)

- Vacuum excavation equipment, first introduced to PWD in 2017, has since become an integral part of the department's operations, significantly shaping how A2 completes its work. The graph below illustrates the growth in the usage of vacuum equipment from 2021 to the present, showing the annual utilization of each unit. One of our key focuses has been ensuring that our fleet is appropriately sized to handle the increasing workload. The latest addition to the fleet, the Ditch Witch W12 (pictured below), stands out with its large water and spoil tank capacity, heated pressure washer, and powerful vacuum system, making it a crucial asset for the organization.



Portland Water District Ditch Witch W12 Vacator

In addition to assisting with water main leaks, hydrant installations, and service work, this equipment has been valuable in supporting engineering by verifying the depth of utilities potentially in conflict with projects and contributing to the LCRR inventory. Vacuum excavation has become a core function within the department, and its role in our operations will continue to expand moving forward.

	2021	2022	2023	2024 ¹	Equip. Totals
Ditch Witch Vacuum Trailer	590	715	747	453	2,504
Pacific Tech Vacuum and Valve Turner	758	432	581	328	2,099
Ditch Witch Vacuum Truck	-	-	29	632	661
Annual Use Hours	1,348	1,146	1,357	1,413	5,263

¹ 2024 through September

Water Field Transmission-Distribution (continued)

Replaced six Vivax-MetroTech vLoc3-Pro Locators

- The new locators offer 8 locating features and a range of configurable frequencies allowing the Utility Specialist to tune the locator in and be more accurate with infrastructure locations. All 14 Utility Specialist now have this style locator.
- They have rechargeable batteries saving us the effort of carrying extra batteries or being caught without the needed power supply
- The new locators should help reduce the amount of time spent on an individual Dig Safe due to their precision and configurable options.
- Each locator is equipped with a 5" transmitter clamp that allows the Utility Specialist to hook onto an asset creating a direct connection that can be traced to another asset.



Vehicle Replacements

- Standard vans are going away -Our two oldest vans were replaced with trucks; the truck have a deck in the bed to access the entire length of the truck bed and allow tool storage. Caps were added to keep the equipment out of the elements
- Going forward the trucks will be a three-quarter cab to allow warm storage for backflow testing kits that cannot tolerate freezing temperatures along with locators to extend the battery life.

Water Treatment-Systems

- Zero reportable accidents or lost time employee injuries
- Met all Primary and Secondary water treatment regulations associated to the Surface Water Treatment Rules and the Long Term 2 Enhanced Surface Water Treatment Regulations
- Upgrades to the Steep Falls Pump Station continued in 2024. The electrical system at the facility was completely upgraded. Part of the conversion was to convert the station voltage from 240V to the more standard 208V. This involved the replacement of the electrical service and the power distribution panels. The voltage change also necessitated the installation of a new standby power generator. Further work included the installation of new VFDs for the pumps.

Water Treatment-Systems (continued)

- A standby power generator was installed at Cumberland Reservoir. This site has particular importance for Wastewater and SCADA communications. After this April's storm which left many sites without power for multiple days and in some cases inaccessible due to fallen trees. This addition will add to the district's resiliency and better position us for the inevitable storms to come.



- Chemical injection line replacements. These lines carry the treatment chemicals from the chemical storage area, to the injection point a distance of approximately 500'. A new spare line with double containment was built first. Once complete this was used to carry the hypo injection, while the old leaking hypo line was dismantled and replaced. The order of these operations was crucial and allowed us uninterrupted water production while the work was done. There are four more chemical lines that will need to be replaced based on their life expectancy.



2025 Projects and Initiatives

Water Transmission-Distribution

- Continued to increase the amount of cleared ROW, when projects require access. Currently over 14.5 miles of ROW have been cleared. Staff continue to maintain areas that have already been cleared.
- Continue to replace 1-2 transmission valves >16 inch each year
- Continue to target small diameter galvanized main renewals. These mains are on streets that are not part of any paving upgrades and prioritized by the number of leaks.
- PWD normally targets 1-3 a year. While 2" galvanized pipe is a common choice for seasonal mains, PWD is planning a system-wide initiative, with federal funding available in 2025, to remove all galvanized seasonal and deep water mains over the next three years. The seasonal mains will be replaced with 2" HDPE.
- The next planned seasonal main renewal will be a 1,000-foot section of 2" galvanized pipe on Knickerbocker Rd., also on Peaks Island.
- Purchase of Gutermann Ground Mics is planned 2025
 - Plan to add two ground mics for leak detection.
 - They offer a more precise listening option to detect where the leak is originating from.
 - This would increase the overall efficiencies for both A2 and A6 in leak detection and repairs. The less time we spend searching for leaks the quicker we can begin the repairs.
 - These will not replace the digital correlating loggers.



Water Utility Services

Large Meter Testing

- The Utility Specialist will continue to test and calibrate 3" and 4" meters in-house during 2025. This is cost savings over having to send the meter out for testing and calibration also saving time by completing the tests at PWD.

Water Utility Services – (continued)

Service Valve Location

Sebago Technics will be working with PWD to locate roughly 40,000 service valves

- When a service valve cannot be located it will be turned over to Utility Services to locate/GPS and then potentially to A2 for repair
- This project was created to give A6 the GPS information that is needed to mark out a Dig Safe in our service areas with the proper equipment. The Utility Specialist should be able walk-back to any GPS point in our system when completed
- One of the locating options being field tested is the Trimble DA2 Catalyst, this unit offers a hands-free carrying option for the Utility Specialist

AMI and Meter Project

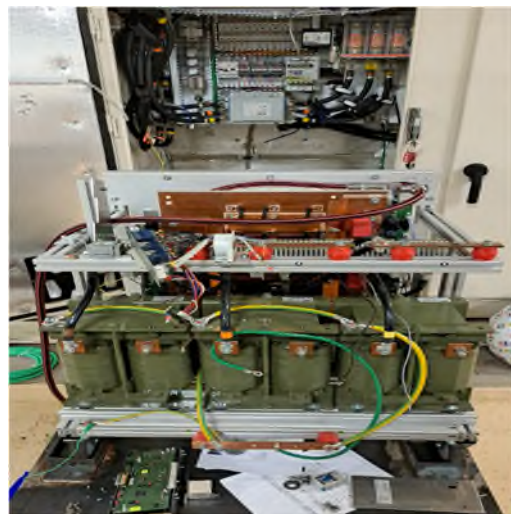
- A6 is in the process of investigating all of the meter pits in our system, there are roughly 2000 pits that will need to be entered to change out the current water meter to a water meter that can communicate with PWD via AMI system, we are documenting any issues we find and proactively working with customers to make repairs
- Utility Specialist will be called upon to help locate services for the meter install contractor to maintain the install deadlines and keep the project on the correct timeline
- Ideally PWD can add two Utility Specialists to assist in the completion of the two ongoing projects

Water Treatment- Systems

- Continued 100% compliance with all Primary and Secondary Water Treatment, including primary treatment with Ozone and UV light, pH and corrosion control, Lead and Copper Rule, secondary disinfection with chloramines, and fluoridation.
- Identifying critical assets, ensuring proper maintenance is performed, and planning for asset replacement has become a greater focus for the Treatment/Systems area.
- Upgrades to the Steep Falls Systems chemical feed systems is planned. This includes moving the chemical storage out of the original building footprint, to make chemical handling safer and easier for the operators.
- The Treatment/Systems area continues to experience changes in staff. Of the 11 employees, there are only 5 employees with greater than 5 years of experience, and 5 with less than one year. A significant amount of time in the next couple years will be dedicated to training the new employees on operation of processes, as well as helping them obtain the required license certifications for their positions.

Water Treatment- Systems – (continued)

- North Windham finish water pump upgrades. These pumps provide water to the Freeman Hill reservoir and the busy North Windham area. Demands in the area have grown significantly in the area of the last couple of decades and plans to accommodate this are to upgrade with larger pumping capacity to keep pace with the ever-growing demands. These pumps were installed during original construction of the SLWTF in 1992-1993.
- Ozone generator power control upgrades. We are currently working with Veolia to build and replace the failed power control module. Timelines of build and install are placing it in late December first of January.
- PWD has contracted for the build of two power control modules, with plans to retrofit the currently operating unit, once the current offline generator is updated and operating to PWD's satisfaction. Ozone Generator



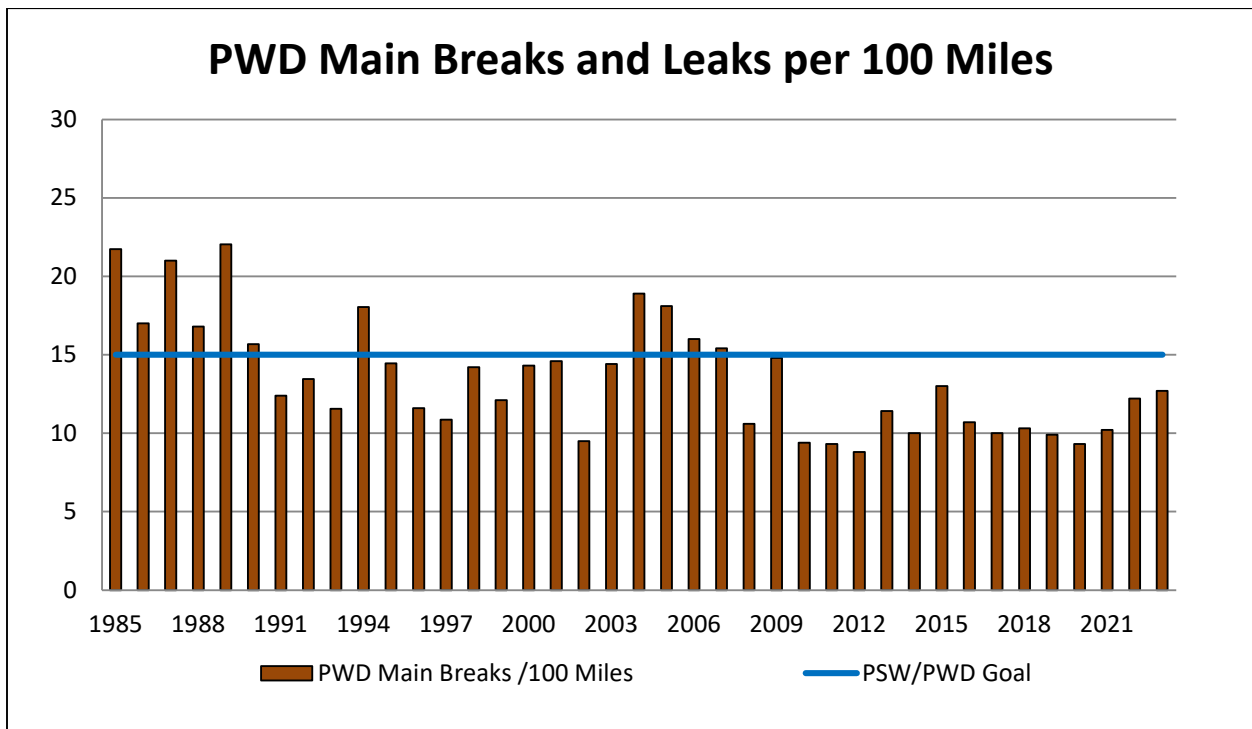
Water Distribution

A key determinant of Water Services budget is the number of water main breaks. Main breaks occur for a number of reasons, including age, pressure surges, and cold weather. The long-term trend indicates a declining number of leaks partially due to the capital investments made in prior years.

The Partnership for Safe Water (PSW), a group supported by US EPA and the American Water Works Association, among others, recommends a goal of less than 15 main breaks per 100 miles of main per year.

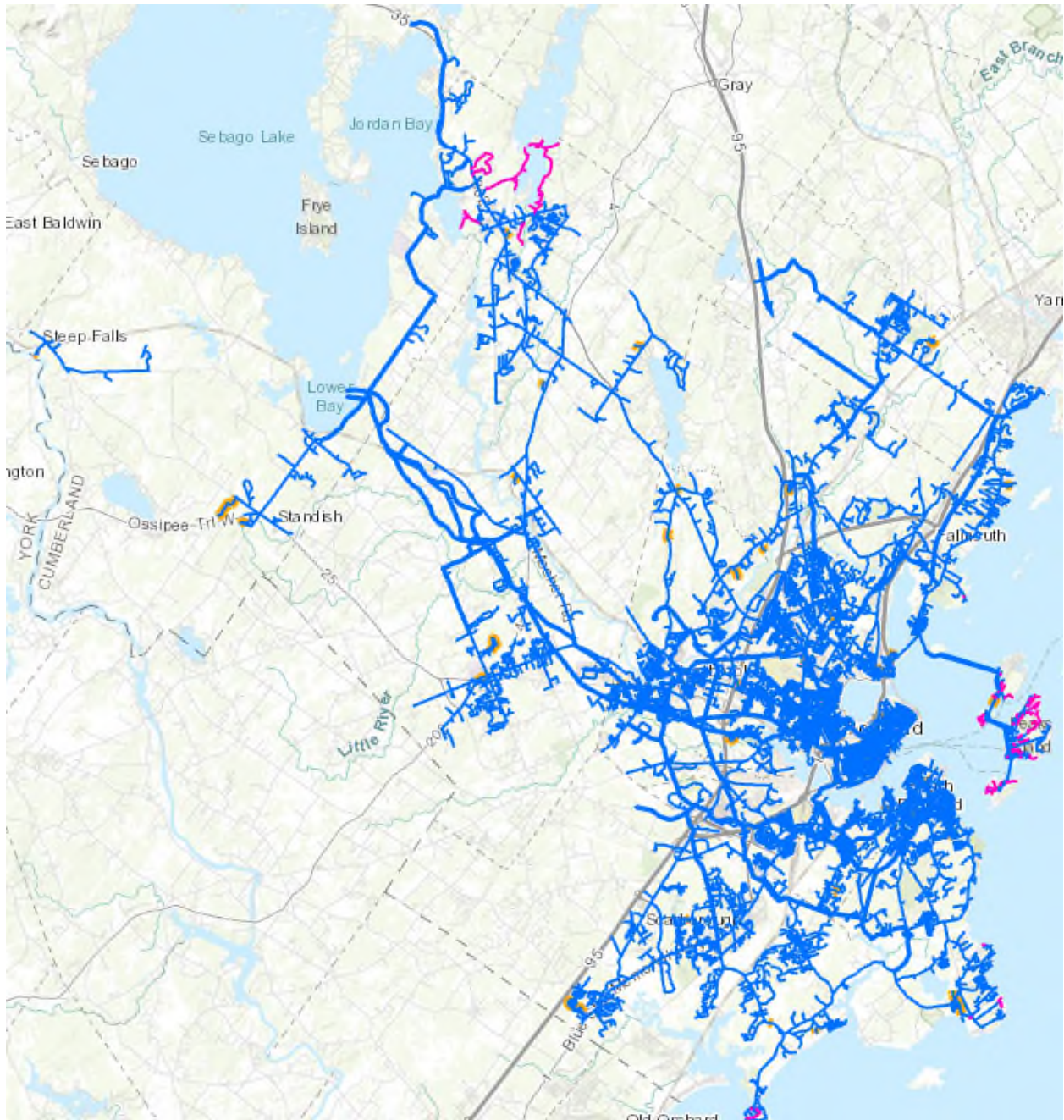
In 2024, PWD adopted the Partnership for Safe Water criteria for breaks/leaks per 100 miles of main to align PWD with industry standards. In addition to mains and valves, PWD will now include breaks/leaks on hydrants, other appurtenances, and failures caused by contractor hits. Due to the additional failure types included in this metric, the resulting trend is expected to be higher than in the past.

The operating budget assumes the typical number of main breaks in a year. As the chart indicates, some years are significantly higher than average resulting in significantly higher expenses.



Representative of breaks/leaks associated to water mains, valves, hydrants, other appurtenances, and failures caused by contractor hits. Excludes those on water service lines. (Note: aligned with PSW definition)

Water Services



Water Services operates and maintains two treatment systems, Sebago Lake and Steep Falls Well. Water is delivered through more than 1,000 miles of mains (see map - blue lines are year-round and pink are seasonal mains). The system has over 5,200 hydrants, 57,000 service pipes and 10 tank/standpipes.

Financial Overview

The Water Services Budget for 2025 has increased 6.3% for a total increase of \$698,080. The majority of the increases are in the areas of salaries, wages and benefits, along with increases in contracted services, materials and supplies, and power.

A1 – The Water Administration area increased 4.7% or \$36,403 due to increases in salaries & wages, employee benefits and training.

A2 – The Water Transmission & Distribution budget has increased 7.4% or \$351,150. Aside from salaries & wages, benefits, and transportation, there are significant increases in materials & supplies (\$63,125), and contracted services (\$154,500).

A3 - A3 has a budget increase of 7.4% or \$259,216. Salaries, wages, and benefits increases totaled \$52,343. The most significant increases were in power (\$120,038), and contracted services (\$28,350), fuel oil (\$20,872), and materials & supplies. (\$19,808).

A6 – The Utility Services 2025 budget increased by \$51,311 or 2.4%. Salaries, wages and benefits accounted for \$52,089. Materials & supplies contributed \$10,587 to the increase, while reductions in contracted services (-\$2,100), telephone/other utilities (-\$1,740) and transportation (-\$7,550) offset some of the increases.

Water Services: Total**Financial Summary:**

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Sub-Group:						
A1 - WATER ADMINISTRATION	739,901	398,491	769,230	805,633	36,403	4.7%
A2 - WTR TRANSMISSION/DISTRIB	5,498,591	2,424,420	4,720,886	5,072,036	351,150	7.4%
A3 - WATER TREATMENT	3,197,240	1,672,617	3,482,558	3,741,774	259,216	7.4%
A6 - WATER UTILITY SERVICES	2,015,142	1,099,550	2,102,796	2,154,107	51,311	2.4%
Grand Total	11,450,874	5,595,078	11,075,470	11,773,550	698,080	6.3%
Expense Type:						
Salaries & Wages	4,015,509	2,037,368	4,106,610	4,297,386	190,776	4.6%
Employee Benefits	1,759,935	881,330	1,753,212	1,818,193	64,981	3.7%
Chemicals	887,419	374,816	999,911	1,009,997	10,086	1.0%
Contracted Services	2,289,094	966,602	1,862,100	2,042,850	180,750	9.7%
Heat/Fuel Oil	137,256	77,869	115,512	136,384	20,872	18.1%
Insurance	35,347	19,643	36,148	43,214	7,066	19.5%
Materials & Supplies	907,552	520,672	689,997	783,917	93,920	13.6%
Other Expense	48,853	34,075	81,546	84,971	3,425	4.2%
Purchased Power	406,022	207,258	495,297	615,335	120,038	24.2%
Regulatory/Taxes	1,210	700	781	781	-	0.0%
Tele/Other Utilities	97,320	72,543	96,381	87,741	(8,640)	-9.0%
Transportation	865,356	402,203	837,975	852,781	14,806	1.8%
Grand Total	11,450,874	5,595,078	11,075,470	11,773,550	698,080	6.3%
Headcount:						
Full Time	56	56	56	55	-1	-1.8%
Part Time	0	0	0	0	0	n/a
Total	56	56	56	55	0	-1.8%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages						
660111 - SALARIES/WAGES NON-UNION	\$675,740	\$381,310	\$722,544	\$770,689	\$48,145	6.7%
660121 - WAGES/REGULAR UNION	2,601,672	1,313,124	2,716,732	2,831,975	115,243	4.2%
660122 - WAGES/OVERTIME UNION	483,240	213,336	469,593	486,528	16,935	3.6%
660123 - WAGES/DOUBLETIME UNION	55,330	30,960	55,813	57,150	1,337	2.4%
660124 - WAGES/STANDBY TIME UNION	151,406	84,139	165,421	172,137	6,716	4.1%
660125 - OPEN POSITIONS	-	-	(114,483)	(114,483)	-	0.0%
660126 - SHIFT DIFF - NIGHT	2,166	1,108	2,190	2,190	-	0.0%
660131 - WAGES - REGULAR - TEMPS	31,221	13,390	88,800	91,200	2,400	2.7%
660132 - WAGES - OVERTIME- TEMPS	210	-	-	-	-	n/a
660136 - CONTRACTED - TEMP	2,255	-	-	-	-	n/a
66014 - VACATION ACCRUAL	3,466	-	-	-	-	n/a
66015 - SICKTIME ACCRUAL	8,803	-	-	-	-	n/a
Salaries & Wages Total	4,015,509	2,037,368	4,106,610	4,297,386	190,776	4.6%
Employee Benefits						
660401 - FICA - EMPLOYERS' SHARE	311,185	156,266	314,155	328,741	14,586	4.6%
660405 - SAFETY/WHY PROGRAM ITEMS	15,521	3,415	16,431	16,270	(161)	-1.0%
660411 - MEALS ALLOWANCE	13,860	5,510	13,570	13,570	-	0.0%
660413 - PWD TRAINING PROGRAM	149	280	-	-	-	n/a
6604151 - FIELD UNIFORMS	-	1,172	-	-	-	n/a
660418 - STIPENDS	6,500	5,300	6,000	5,500	(500)	-8.3%
660419 - EMPLOYEE BENEFITS-MISC OTH	15,700	8,797	6,200	15,306	9,106	146.9%
660423 - JURY DUTY REIMBURSEMENT	(69)	(113)	-	-	-	n/a
660424 - SIGNING BONUS	11,500	500	9,000	9,000	-	0.0%
660491 - FRINGE BENEFITS-REG/SAL	1,385,589	700,202	1,387,856	1,429,806	41,950	3.0%
Employee Benefits Total	1,759,935	881,330	1,753,212	1,818,193	64,981	3.7%
Chemicals						
66181 - AMMONIA	47,566	21,705	53,564	56,097	2,533	4.7%
66182 - CAUSTIC SODA	141,540	51,777	176,438	171,607	(4,831)	-2.7%
66183 - FLUORINE COMPOUND	48,525	36,596	71,236	73,320	2,084	2.9%
66184 - ZINC ORTHOPHOSPHATE	166,764	83,247	177,592	194,709	17,117	9.6%
66185 - SODIUM HYPOCHLORITE	396,204	137,512	436,889	421,514	(15,375)	-3.5%
661892 - LIQUID OXYGEN (LOX)	86,820	43,980	84,192	92,750	8,558	10.2%
Chemicals Total	887,419	374,816	999,911	1,009,997	10,086	1.0%
Contracted Services						
6631 - ENGINEERING SERVICES	1,613	-	6,000	6,000	-	0.0%
663521 - TRAFFIC CONTROL	232,400	121,826	154,000	181,500	27,500	17.9%
6635221 - PAVING - MINOR REPAIR	738,065	400,934	526,000	552,500	26,500	5.0%
663523 - SIDEWALK	6,909	9,183	18,500	18,500	-	0.0%
663524 - STREET OPENING	49,585	40,980	63,600	68,600	5,000	7.9%
663525 - CONTRACTOR CONSTRUCTION	899,118	162,650	712,400	777,400	65,000	9.1%
66353 - REPAIR SERVICES	45,607	18,007	46,500	47,200	700	1.5%
66354 - MAINTENANCE SERVICES	174,171	152,660	195,026	249,726	54,700	28.0%
663542 - LARGE METER TESTING	10,106	1,918	12,500	12,500	-	0.0%
663546 - MAINTENANCE - SNOW REMOVL	56,275	30,047	58,110	58,110	-	0.0%
663561 - COMPUTER LICENSES	32,061	17,934	36,514	36,514	-	0.0%
663562 - COMPUTER MAINTENANCE	-	164	-	-	-	n/a
663574 - DISPOSAL SERVICES	8,184	337	5,290	5,040	(250)	-4.7%
663587 - COURIER SERVICES	2,950	1,642	2,760	2,760	-	0.0%
663588 - EQUIPMENT MAINTENANCE	5,972	214	11,900	7,300	(4,600)	-38.7%
663592 - RECRUITING SERVICES	11,203	4,425	3,500	3,500	-	0.0%
663594 - DIGSAFE	5,000	2,000	2,500	5,000	2,500	100.0%
6635982 - TREE TRIMMING / REMOVAL	-	-	6,000	9,700	3,700	61.7%
663599 - MISC OTHER SERVICES	9,878	518	1,000	1,000	-	0.0%
66363 - CUMB COUNTY SOIL & WATER	-	1,164	-	-	-	n/a
Contracted Services Total	2,289,094	966,602	1,862,100	2,042,850	180,750	9.7%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Heat/Fuel Oil						
66161 - HEATING OIL	\$111,438	\$59,456	\$84,300	\$118,892	\$34,592	41.0%
661622 - CONTAINER DELIVERED	25,819	18,413	31,212	17,492	(13,720)	-44.0%
Heat/Fuel Oil Total	137,256	77,869	115,512	136,384	20,872	18.1%
Insurance						
66599 - PROPERTY & BOILER INSUR	35,347	19,643	36,148	43,214	7,066	19.5%
Insurance Total	35,347	19,643	36,148	43,214	7,066	19.5%
Materials & Supplies						
6619 - ASSET PURCHASES	80,493	57,707	80,035	107,535	27,500	34.4%
662012 - CRUSHED GRAVEL	988	1,187	1,750	1,750	-	0.0%
662014 - CRUSHED STONE	369	-	750	750	-	0.0%
662015 - LOAM	132	-	-	-	-	n/a
662017 - SAND AND SALT	-	-	3,500	3,500	-	0.0%
662018 - BANKRUN GRAVEL	492	-	1,000	1,000	-	0.0%
662019 - GRAVEL - TYPE A (DOT)	860	-	1,500	1,500	-	0.0%
66202 - TOOLS	46,199	15,782	31,550	35,800	4,250	13.5%
66203 - VENDOR PURCHASED SUPPLIES	154,039	137,372	104,794	118,302	13,508	12.9%
662041 - MATERIALS INVENTORY	253,772	117,191	189,680	201,880	12,200	6.4%
662042 - SUPPLIES INVENTORY	70,256	32,065	57,700	62,900	5,200	9.0%
66204201 - INVENTORY - QPR	-	-	750	750	-	0.0%
66204202 - INVENTORY - BNKRUN GRAVEL	18,705	11,508	17,000	17,000	-	0.0%
66204203 - INVENTORY - CRUSHD GRAVEL	12,516	8,421	11,000	11,000	-	0.0%
66204204 - INVENTORY - CRUSHED STONE	3,447	679	2,250	2,250	-	0.0%
66204205 - INVENTORY - LOAM	2,616	496	1,250	1,250	-	0.0%
66204206 - INVENTORY - TYPE A GRAVEL	41,036	18,022	31,500	41,500	10,000	31.7%
662043 - TOOL INVENTORY	120,382	57,742	67,700	74,300	6,600	9.7%
66204301 - INVENTORY - TONER	247	750	-	700	700	n/a
66204302 - INVENTORY - PAPER	44	-	-	-	-	n/a
66204303 - INVENTORY-COMPUTER EQUIP	1,671	651	2,000	2,400	400	20.0%
662044 - METER INVENTORY	1,196	5,980	5,750	6,250	500	8.7%
662046 - HYDRANT INVENTORY	87,109	49,086	61,000	73,500	12,500	20.5%
662047 - GARAGE INVENTORY	5,335	3,190	3,750	3,750	-	0.0%
66205 - CONSUMABLE SUPPLIES	1,926	582	4,225	4,100	(125)	-3.0%
66206 - COMPUTER RELATED EQUIP	3,722	2,260	9,563	10,250	687	7.2%
Materials & Supplies Total	907,552	520,672	689,997	783,917	93,920	13.6%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Other Expense						
6642 - EQUIPMENT RENT	7,697	8,709	12,350	12,350	-	0.0%
6675111 - INSTATE TRAINING/CONF	42,088	18,383	52,000	53,500	1,500	2.9%
6675112 - OUT OF STATE TRAINING/CON	9,420	14,633	15,000	15,500	500	3.3%
6675121 - IN STATE CONFERENCES	177	-	-	-	-	n/a
667513 - DUES	416	1,060	1,150	1,210	60	5.2%
667514 - PROFESSIONAL LICENSES	4,456	1,279	3,000	5,850	2,850	95.0%
667515 - PERIODICAL SUBSCRIPTIONS	1,150	-	120	-	(120)	-100.0%
667517 - PLANT OPER LICENSE FEES	75	-	-	-	-	n/a
667521 - POSTAGE - THIRD PARTY	373	-	3,725	2,750	(975)	-26.2%
667522 - POSTAGE - INTERNAL	75	26	250	100	(150)	-60.0%
667523 - POSTAGE - EXPRESS DELIVER	58	30	200	200	-	0.0%
667531 - PRINTING COSTS	3,259	1,465	5,871	5,871	-	0.0%
667555 - SAFETY EXPENSES	1,200	723	12,720	12,720	-	0.0%
667592 - FOOD SUPPLIES	3,338	1,885	1,460	2,620	1,160	79.5%
667599 - OTHER MISCELLANEOUS	1,531	(218)	1,500	100	(1,400)	-93.3%
6676 - EXPENSE OFFSET	(26,460)	(13,900)	(27,800)	(27,800)	-	0.0%
Other Expense Total	48,853	34,075	81,546	84,971	3,425	4.2%
Purchased Power						
66151 - POWER - LARGE ENERGY	177,353	75,939	199,298	274,896	75,598	37.9%
66152 - POWER - LARGE T&D	121,875	64,074	140,265	182,096	41,831	29.8%
66153 - POWER - MEDIUM ENERGY	33,908	25,621	62,177	56,659	(5,518)	-8.9%
66154 - POWER - MEDIUM T&D	44,851	20,204	53,269	51,374	(1,895)	-3.6%
66155 - POWER - SMALL ENERGY	14,768	17,179	22,872	29,120	6,248	27.3%
66156 - POWER - SMALL T&D	24,473	15,204	25,016	34,190	9,174	36.7%
66158 - LOAD RESPONSE	(11,205)	(10,964)	(7,600)	(13,000)	(5,400)	71.1%
Purchased Power Total	406,022	207,258	495,297	615,335	120,038	24.2%
Regulatory/Taxes						
667516 - PERMITS	700	700	781	781	-	0.0%
667518 - REGULATORY REQUIRED FEES	510	-	-	-	-	n/a
Regulatory/Taxes Total	1,210	700	781	781	-	0.0%
Tele/Other Utilities						
66101 - WATER	3,251	1,494	4,200	4,200	-	0.0%
66102 - WASTEWATER	15,473	2,747	14,971	14,971	-	0.0%
66103 - STORMWATER CHARGES	36	1,116	-	-	-	n/a
66111 - TELEPHONE LINES	6,312	2,889	4,920	4,920	-	0.0%
66112 - DATA LINES	63,515	61,456	62,060	55,460	(6,600)	-10.6%
66113 - CELLULAR PHONES	8,733	2,841	10,230	8,190	(2,040)	-19.9%
Tele/Other Utilities Total	97,320	72,543	96,381	87,741	(8,640)	-9.0%
Transportation						
66501 - TRANSPORTATION - INTERNAL	501,224	226,454	521,140	532,566	11,426	2.2%
665019 - TRANS INTERNAL INACTIVE	329,654	155,841	288,485	287,675	(810)	-0.3%
66502 - TRANSPORTATION - EXTERNAL	27,072	15,056	21,400	24,400	3,000	14.0%
66503 - MILEAGE REIMBURSEMENT	7,406	4,852	6,950	8,140	1,190	17.1%
Transportation Total	865,356	402,203	837,975	852,781	14,806	1.8%

Water Services: Water Administration (A1)**Financial Summary:**

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$487,076	\$261,350	\$504,914	\$531,490	\$26,576	5.3%
Employee Benefits	234,953	123,450	246,226	255,063	8,837	3.6%
Contracted Services	-	164	-	-	-	n/a
Materials & Supplies	762	1,797	1,550	1,950	400	25.8%
Other Expense	13,104	9,821	11,030	12,920	1,890	17.1%
Tele/Other Utilities	3,415	1,554	3,810	3,570	(240)	-6.3%
Transportation	592	355	1,700	640	(1,060)	-62.4%
Grand Total	739,901	398,491	769,230	805,633	36,403	4.7%
Programs:						
32 - LEAD/COPPER COMPLIANCE	\$2,003	\$224	\$0	\$0	\$0	n/a
54 - ASSET MANAGEMENT	-	-	-	67,357	67,357	n/a
57 - MEANS COORDINATION	-	3,699	-	21,273	21,273	n/a
98 - TRAINING	26,945	25,618	34,985	35,003	18	0.1%
99 - ADMINISTRATION	710,953	368,951	734,245	682,000	(52,245)	-7.1%
Grand Total	739,901	398,491	769,230	805,633	36,403	4.7%
Funds:						
20 - WATER GENERAL	\$739,904	\$398,653	\$769,230	\$805,633	\$36,403	4.7%
Grand Total	739,904	398,653	769,230	805,633	36,403	4.7%
Headcount:						
Full-Time	5	6	6	5	-1	-16.7%
Part-Time	0	0	0	0	0	n/a
Total	5	6	6	5	-1	-16.7%

Water Services: Water Transmission/Distribution (A2)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$1,588,696	\$769,298	\$1,472,432	\$1,563,905	\$91,473	6.2%
Employee Benefits	695,990	320,863	603,996	628,435	24,439	4.0%
Contracted Services	1,976,356	749,450	1,500,850	1,655,350	154,500	10.3%
Materials & Supplies	567,201	261,658	460,325	523,450	63,125	13.7%
Other Expense	42,798	24,542	53,100	52,910	(190)	-0.4%
Tele/Other Utilities	13,629	14,014	13,700	8,720	(4,980)	-36.4%
Transportation	613,920	284,594	616,483	639,266	22,783	3.7%
Grand Total	5,498,591	2,424,420	4,720,886	5,072,036	351,150	7.4%

Programs:

1 - SEASONAL WATER SUPPLY	\$151,693	\$73,386	\$161,144	\$174,242	\$13,098	8.1%
10 - GENERAL DISTRIBUTION	305,983	149,233	308,063	333,908	25,845	8.4%
11 - DISTRIB VALVE MAINTENAN	2,215,944	958,542	1,859,328	2,016,284	156,956	8.4%
12 - PAVING BOX WORK	656,041	403,336	749,315	752,542	3,227	0.4%
13 - EMERGENCY MAINTENANCE	1,346	-	-	-	-	n/a
14 - DISTRIBUTION FLUSHING	657	-	-	-	-	n/a
17 - HYDRANT REPAIR	327,679	157,888	236,140	284,755	48,615	20.6%
18 - LAKE SYSTEM MAINTENAN	2	-	1,457	-	(1,457)	-100.0%
2 - METER READING	6,679	2,248	550	-	(550)	-100.0%
20 - METER REPAIR/TESTING	10,303	-	9,849	10,287	438	4.4%
25 - WATER STORAGE	-	9,789	-	-	-	n/a
32 - LEAD/COPPER COMPLIANCE	-	26,647	-	6,500	6,500	n/a
34 - DISTRIBUTION MAINTENANC	-	480	-	-	-	n/a
4 - CONTRACTOR REL PROJ	639,021	90,176	501,957	550,500	48,543	9.7%
44 - WW PUMPING	2,020	-	2,938	3,098	160	5.4%
45 - WW TREATMENT	510	-	225	-	(225)	-100.0%
90 - VEHICLES	73,349	42,081	52,208	57,363	5,155	9.9%
91 - SNOW REMOVAL	19,721	10,028	25,632	26,038	406	1.6%
92 - BULK MATERIALS ADJUSTM	-	-	2,500	2,500	-	0.0%
98 - TRAINING	134,418	68,428	132,021	138,841	6,820	5.2%
99 - ADMINISTRATION	953,223	432,158	677,559	715,178	37,619	5.6%
Grand Total	5,498,591	2,424,420	4,720,886	5,072,036	351,150	7.4%

Funds:

10 - GENERAL	\$108,192	\$52,302	\$87,689	\$93,688	\$5,999	6.8%
20 - WATER GENERAL	5,363,892	2,350,505	4,606,688	4,943,273	336,585	7.3%
30 - WATER STANDISH	23,977	21,613	23,346	31,977	8,631	37.0%
53 - WW CUMBERLAND	-	-	2,938	3,098	160	5.4%
57 - WW PORTLAND	510	-	225	-	(225)	-100.0%
61 - WW GORHAM	2,020	-	-	-	-	n/a
Grand Total	5,498,591	2,424,420	4,720,886	5,072,036	351,150	7.4%

Headcount:

Full-Time	24	23	23	23	0	n/a
Part-Time	0	0	0	0	0	n/a
Total	24	23	23	23	0	0.0%

Water Services: Water Treatment (A3)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$836,405	\$424,169	\$916,610	\$956,872	\$40,262	4.4%
Employee Benefits	343,440	182,537	398,958	411,039	12,081	3.0%
Chemicals	887,419	374,816	999,911	1,009,997	10,086	1.0%
Contracted Services	281,645	207,019	329,950	358,300	28,350	8.6%
Heat/Fuel Oil	137,256	77,869	115,512	136,384	20,872	18.1%
Insurance	35,347	19,643	36,148	43,214	7,066	19.5%
Materials & Supplies	189,826	140,975	104,524	124,332	19,808	19.0%
Other Expense	(18,461)	(9,014)	(8,680)	(6,980)	1,700	-19.6%
Purchased Power	406,022	207,258	495,297	615,335	120,038	24.2%
Regulatory/Taxes	1,210	700	781	781	-	0.0%
Tele/Other Utilities	55,896	26,624	56,071	54,391	(1,680)	-3.0%
Transportation	41,235	20,021	37,476	38,109	633	1.7%
Grand Total	3,197,240	1,672,617	3,482,558	3,741,774	259,216	7.4%
Programs:						
1 - SEASONAL WATER SUPPLY	\$465	\$38	\$1,645	\$1,697	\$52	3.2%
11 - DISTRIB VALVE MAINTENANCE	3,683	783	2,481	2,564	83	3.3%
12 - PAVING BOX WORK	545	30	1,026	1,061	35	3.4%
17 - HYDRANT REPAIR	-	-	697	723	26	3.7%
18 - LAKE SYSTEM MAINTENANCE	253,048	125,659	156,406	173,096	16,690	10.7%
2 - METER READING	-	-	164	170	6	3.7%
24 - OPERATIONS	284,732	127,498	356,746	365,370	8,624	2.4%
25 - WATER STORAGE	32,747	57,597	59,093	58,414	(679)	-1.1%
28 - MONITORING	2,551	2,327	196	2,402	2,206	1125.5%
34 - DISTRIBUTION MAINTENANCE	37,279	24,187	90,727	93,391	2,664	2.9%
45 - WW TREATMENT	-	-	113	116	3	2.7%
6 - WATER TREATMENT	2,150,559	1,133,948	2,488,678	2,701,167	212,489	8.5%
94 - TECHNOLOGY TEAMS	-	-	880	908	28	3.2%
98 - TRAINING	109,661	50,390	47,604	51,813	4,209	8.8%
99 - ADMINISTRATION	321,969	150,159	276,102	288,882	12,780	4.6%
Grand Total	3,197,240	1,672,617	3,482,558	3,741,774	259,216	7.4%
Funds:						
20 - WATER GENERAL	\$3,133,268	\$1,634,843	\$3,412,625	\$3,663,233	\$250,608	7.3%
30 - WATER STANDISH	63,972	37,774	69,820	78,425	8,605	12.3%
57 - WW PORTLAND	-	-	113	116	3	2.7%
Grand Total	3,197,240	1,672,617	3,482,558	3,741,774	259,216	7.4%
Headcount:						
Full-Time	11	11	11	11	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	11	11	11	11	0	0.0%

Water Services: Utility Services (A6)

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$1,103,332	\$582,551	\$1,212,654	\$1,245,119	\$32,465	2.7%
Employee Benefits	485,553	254,479	504,032	523,656	19,624	3.9%
Contracted Services	31,094	9,969	31,300	29,200	(2,100)	-6.7%
Materials & Supplies	149,763	116,241	123,598	134,185	10,587	8.6%
Other Expense	11,412	8,726	26,096	26,121	25	0.1%
Tele/Other Utilities	24,381	30,351	22,800	21,060	(1,740)	-7.6%
Transportation	209,609	97,233	182,316	174,766	(7,550)	-4.1%
Grand Total	2,015,142	1,099,550	2,102,796	2,154,107	51,311	2.4%
Programs:						
1 - SEASONAL WATER SUPPLY	\$37,415	\$11,832	\$55,135	\$35,113	(\$20,022)	-36.3%
10 - GENERAL DISTRIBUTION	151,639	98,387	95,408	129,635	34,227	35.9%
11 - DISTRIB VALVE MAINTENANCE	6,256	1,381	14,088	9,002	(5,086)	-36.1%
12 - PAVING BOX WORK	2,723	2,389	5,578	1,610	(3,968)	-71.1%
14 - DISTRIBUTION FLUSHING	79,678	31,433	104,825	89,491	(15,334)	-14.6%
15 - DIGSAFE LOCATES	318,609	166,781	336,282	341,207	4,925	1.5%
16 - CROSS CONNECTION	17,505	5,046	24,820	19,598	(5,222)	-21.0%
17 - HYDRANT REPAIR	94,083	48,310	193,333	154,533	(38,800)	-20.1%
19 - WINTER HYDRANT PUMP	62,268	29,700	56,666	68,526	11,860	20.9%
2 - METER READING	34,495	45,499	70,141	34,851	(35,290)	-50.3%
20 - METER REPAIR/TESTING	295,670	131,085	179,384	277,495	98,111	54.7%
21 - LARGE METER TESTING	14,094	3,284	28,069	22,422	(5,647)	-20.1%
25 - WATER STORAGE	261	-	-	220	220	n/a
26 - SUBMETERS	-	-	1,470	-	(1,470)	-100.0%
3 - LEAK SURVEYS	77,306	27,949	23,704	85,568	61,864	261.0%
31 - VEHICLE CLEANING	4,045	1,410	4,358	6,534	2,176	49.9%
32 - LEAD/COPPER COMPLIANCE	658	3	-	-	-	n/a
4 - CONTRACTOR REL PROJ	61	110	294	101	(193)	-65.6%
7 - GENERAL INVESTIGATION	155,651	129,640	239,908	189,579	(50,329)	-21.0%
76 - COLLECTION	1,903	6,024	10,891	2,227	(8,664)	-79.6%
90 - VEHICLES	8,495	5,524	4,136	8,862	4,726	114.3%
94 - TECHNOLOGY TEAMS	13,196	5,278	1,960	2,021	61	3.1%
98 - TRAINING	94,061	70,242	111,414	112,027	613	0.6%
99 - ADMINISTRATION	545,070	278,245	540,932	563,485	22,553	4.2%
Grand Total	2,015,142	1,099,550	2,102,796	2,154,107	51,311	2.4%
Funds:						
10 - GENERAL	\$324,044	\$147,353	\$226,838	\$317,338	\$90,500	39.9%
20 - WATER GENERAL	1,675,871	945,023	1,866,190	1,828,876	(37,314)	-2.0%
30 - WATER STANDISH	5,113	6,696	6,126	7,471	1,345	22.0%
50 - WASTEWATER GENERAL	164	-	-	202	202	n/a
51 - WW CAPE ELIZABETH	53	-	245	-	(245)	-100.0%
53 - WW CUMBERLAND	5,579	-	245	-	(245)	-100.0%
55 - WW WINDHAM LF	498	439	1,960	-	(1,960)	-100.0%
57 - WW PORTLAND	-	-	245	-	(245)	-100.0%
59 - WW SOUTH PORTLAND	-	-	245	-	(245)	-100.0%
61 - WW GORHAM	3,573	-	457	220	(237)	-51.9%
62 - WW WESTBROOK	248	40	245	-	(245)	-100.0%
Grand Total	2,015,142	1,099,550	2,102,796	2,154,107	51,311	2.4%
Headcount:						
Full-Time	16	16	16	16	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	16	16	16	16	0	0.0%

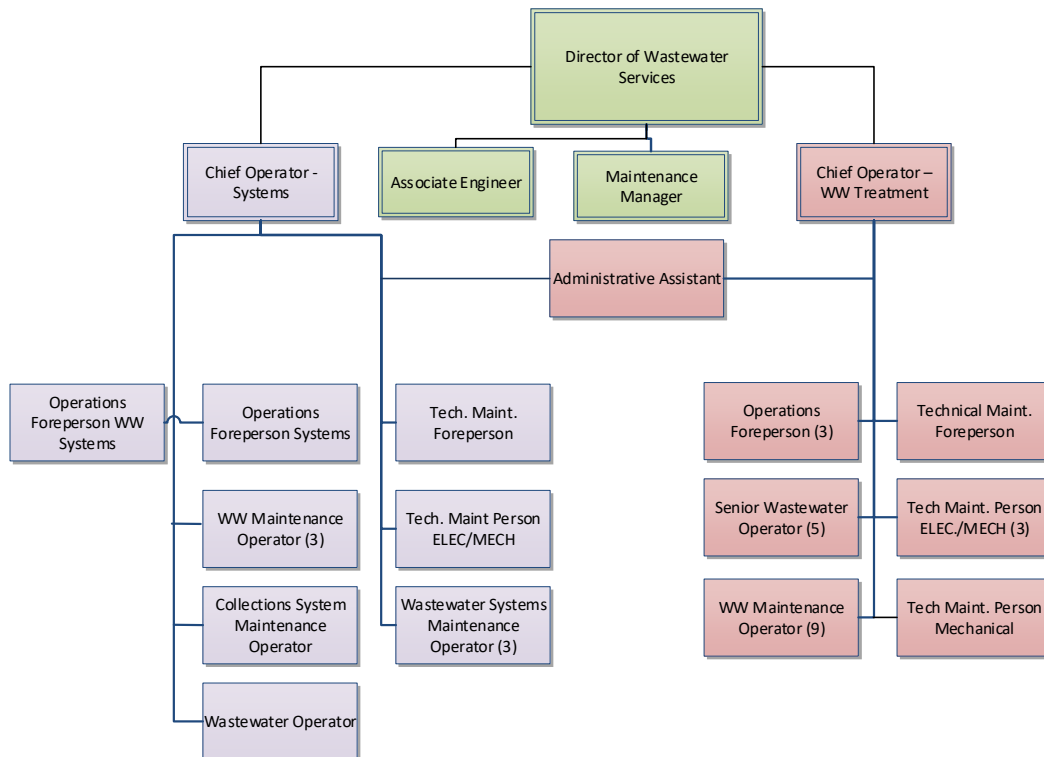
Wastewater Services – Purpose Statement

To provide effective high-quality customer-oriented wastewater collection and treatment services in an efficient and responsive manner meeting Federal and State of Maine discharge standards and to protect Casco Bay.

Core Services

PWD’s Wastewater Services Group is responsible for portions of the wastewater infrastructure in Cape Elizabeth, Cumberland, Gorham, Portland (including Peaks Island), Westbrook and Windham. Further, the PWD owns and operates the Westbrook/Gorham/Windham Regional treatment plant, the Cape Elizabeth treatment plant, the Peaks Island treatment plant, and the East End treatment plant in Portland. By the end of 2025, a new facility servicing North Windham will come online.

Administration for the Wastewater Services Group is comprised of the Director of Wastewater Services who oversees and provides administrative support to the operational units (Wastewater Administration – B1; green in organization chart). The operation and maintenance staff of 24 are directly responsible for the operation and maintenance of PWD’s four treatment plants (Treatment – B3; red in organization chart). Operators from each area are regularly involved in the operation of all four (soon to be five) treatment facilities and several of PWD’s pump stations. Wastewater Systems staff of 13 people is responsible for the operation and maintenance of interceptors, force mains, pump stations, collectors, flow monitoring, and combined sewer regulators with the water operations groups (Systems – L9; purple in organization chart). The operator training program includes time in treatment, systems, and laboratory areas with specific support to assist operators to obtain required experience and license certifications.



Key Statistics

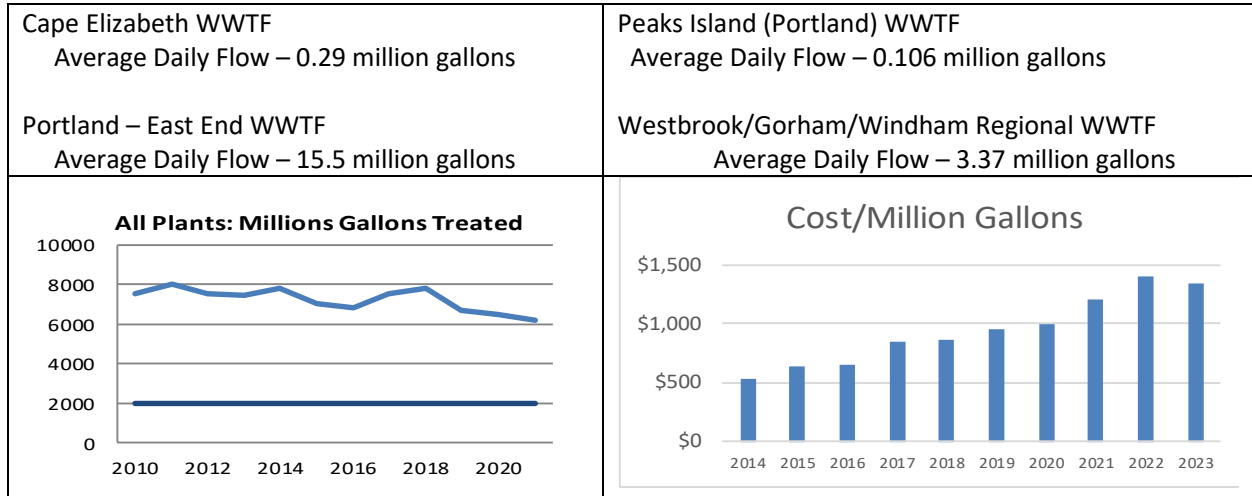
Wastewater Services Group Facts

- The Wastewater Services Group operates four wastewater treatment plants, with a fifth facility opening in North Windham late 2025, and provides sewer services to six communities. The East End treatment plant is the largest municipal treatment facility in Maine.
- PWD's Combined Sewer Overflow (CSO) monitoring efforts include a web-based system that allows for near real-time monitoring and alarming of 100% of the total overflow sites for PWD and several member municipalities.
- The East End Treatment plant maximizes flow to the treatment facility during wet weather events as a critical component of the City of Portland's CSO management efforts, treating about half of the total wet weather flow generated in the collection system. This effort reduces the overall CSO discharge in Portland by nearly 50% and is a vital part of the CSO control program.
- The Westbrook/Gorham/Windham Regional WWTF and Cape Elizabeth WWTF also maximize the amount of flow accepted during wet weather events. Accepting this additional flow provides treatment and decreases the amount of combined sewer and wet weather overflows in Westbrook and Cape Elizabeth.
- In 2022, PWD collaborated with the Town of Windham to complete a conceptual design of a new collection system, treatment plant, and groundwater dispersal system to serve the most intensively developed areas of the Rt. 302 corridor. Construction has begun, and the facility is scheduled to be online late 2025.
- The Wastewater Operator apprentice program has been in place for nearly a decade. This effort has helped address workforce management issues due to employee retirements. These positions work in each of PWD's treatment plants and the wastewater systems and pumping group. This effort has been essential and very beneficial, as nearly the entire operations team has been replaced through retirements and changes in job assignments. Improvements in onboarding training now has new hires ready to complete permit required tasks in all facilities within their first 5 weeks.
- Beginning in 2016, nutrient optimization efforts at the East End WWTF have reduced nitrogen loadings to Casco Bay. Annual seasonal total nitrogen loadings have been reduced by 62% to 75% in past years. In 2022, initial results indicate a similar seasonal mass loading reduction has been realized through PWD's adaptive management approach. These efforts were put on hold in 2023 to accommodate the construction of three new secondary clarifiers. They will resume in early 2025. Staff at the facilities have closely managed the disinfection system to improve operation of the disinfection system during nearly complete nitrification. Similar efforts at the Cape Elizabeth and Peaks Island plants have also reduced effluent nitrogen levels discharged to Casco Bay.
- Permit renewals for all treatment facilities are pending. While the Maine Department of Environmental Protection (DEP) has begun to develop both Casco Bay and Maine nitrogen criteria, the need for stringent nitrogen permit limits is not clear. PWD will negotiate with DEP and will engage with various stakeholders during this process. It is yet to be seen how the City of Portland's pending Integrated Planning Process will affect this, as further investment in nitrogen effort beyond those demonstrated by PWD are expected as part of the ongoing investment in water quality efforts that primarily focus on investment to reduce combined sewer overflows from the city's collection system.

Wastewater Services Group Facts (continued)

- Wastewater Systems staff perform regular sampling support to the PWD Industrial Pretreatment Program that monitors industrial discharges to the collection system.
- In response to concerns related to a class of chemical referred to as PFAS, PWD's wastewater operations have experienced significant operational challenges:
 - Legislative action in 2022 eliminated land application and composting as biosolids management options in Maine. While PWD has routinely land filled biosolids, the elimination of options that managed an estimated 60% of the biosolids in Maine have caused landfill capacity and operational challenges.
 - In anticipation of these issues, PWD had completed a study to identify possible technologies to address biosolids management challenges in the face of PFAS challenges. This study has since served as the foundation for a more intensive Biosolids Master Plan that will identify immediate dewatering system improvement, mid-term capital recommendations, and a review of emerging technologies. The plan includes a roadmap that highlights specific decision points and related drives for the reduction of the volume of biosolids and possibly treatment of PFAS.
 - In 2023, the Biosolids Master Planning effort continued with a Request for Information for technologies and parties interested in providing solutions. The effort will develop a possible scope, budget, siting requirements, and permitting opportunities for a regional biosolids management system.
 - This effort has continued in 2024 with a refined review of the capacity of the East End for advanced systems and an effort to further a regional effort in Southern Maine. It is anticipated that a Request for Proposals will be issued in early 2025 for the regional solution.
 - The East End and Westbrook/Gorham/Windham facilities' dewatering systems are under review to determine possible upgrades. The upgrades will increase processing capacity, further reduce the volume of biosolids, and prepare PWD for future biosolids management options.
 - PWD partnered with Maine DEP in testing the influent and effluent at PWD's wastewater treatment plants in late 2022. This 10-month program was part of a state-wide effort required by 2022 legislative actions. PWD has been included in a continued effort to further characterize PFAS sources and discharges to the sewer system from residential, commercial, and industrial sources. The initial results of these efforts demonstrate the vast majority of the influent PFAS loading is from domestic and commercial users, likely resulting from the PFAS content in everyday products.
- PWD has been a leader in the effort of wastewater-based epidemiology, specifically, the testing of treatment plant influent for SARS-CoV-2 (the virus that causes COVID-19) since July of 2020. In 2021 and 2022, PWD has engaged with fully funded efforts to provide samples for testing by national labs. The data is shared with the Maine Center for Disease Control (MECDC) and the public through the MECDC website. This effort has expanded to provide information on many viruses, including RSV, Norovirus, Influenza, Monkey Pox and Hepatitis, among others.
- Efforts to manage odors from treatment plants and pump stations continue to reduce odors and the associated complaints. Several fans and chemical pumps were replaced in 2024. The treatment plant as well as Northeast pump station systems will have their media changed by early 2025.

Wastewater Treatment Facilities – 2024 Flow Summary



Performance Benchmarks

	2024 Projected	2025 Goal
<u>Wastewater Systems</u>		
Corporate Goal 2 – Environmental Stewardship		
Wet wells cleaned	165	>125
Feet of pipe cleaned*	22,000	>20,000
Feet of pipe televised*	28,000	>30,000
Dry weather overflows	3	0
Corporate Goal 3 - Reliable & Sustainable Service		
Corrective Maintenance tasks (Systems)	175	<200
Corporate Goal 4 – High Value		
Preventive Work Orders (Systems)	3,800	3,300
<u>Treatment Operations</u>		
Corporate Goal 2 – Environmental Stewardship		
Total license excursions	10	0
Corporate Goal 3 - Reliable & Sustainable Service		
Biosolids removed (wet tons)	22,000	23,000
% BOD removed	93	>85
% Suspended Solids removed	93	>85

*Note: PWD has completed a 10-year effort to inspect/CCTV the collection and interception system. These levels will decrease as the results of this program continues.

Accomplishments

- Flow monitoring of combined sewer overflow events - PWD continuously monitors 100% of all combined sewer overflows in Portland, Westbrook, and Cape Elizabeth. Alarms are generated when dry weather overflows occur and PWD responds immediately to address the issue. This program plays a significant role in the development and performance measurement of combined sewer overflow Long Term Control Plans in Portland, Westbrook, and Cape Elizabeth.
- Effluent Permits and East End Nutrient Optimization Efforts - Renewal permit applications were submitted to Maine DEP. It is expected that effluent limits related to nitrogen or phosphorus may be a topic of interest, either from DEP, EPA or various water quality stakeholders.
- East End WWTF Upgrades
 - In 2024 the three secondary clarifiers will be replaced with new spiral-rake design mechanisms. In 2025, the project will also include a replacement gravity thickener in the primary sludge system, new plant water pumping system and several electrical component upgrades.
 - In 2024, Primary clarifier #1 and #2 received new stainless steel sludge collection screws. Primary clarifier #1 received new chains and flights as well. Work on the remaining clarifier is scheduled in the coming years.
 - Despite significant challenges due to equipment failure and project coordination, treatment quality was maintained at a high level throughout 2024.
 - Asset management through condition assessment, maintenance program creation, and new asset maintenance is an ongoing effort.
- Westbrook/Gorham/Windham Regional WWTF upgrades
 - The aeration system and clarifiers upgrade has been completed. Challenges associated with the project include foaming in the aeration tanks, blower control and reliability and mixers that are susceptible to failure due to ragging. This ragging has been determined to be passing through our screening due to grinders being installed in the collection system. With some effort, it is expected many of these will be overcome in 2025.
 - Following a failed legislative effort to reclassify the water quality designation of the Presumpscot River in 2022, a moratorium on increases or additional licensed discharges to the river was passed in 2023. This essentially caps the permitted capacity of the treatment plant at existing levels. The next review of water classification is currently underway as part of Maine's Triennial Water Quality Review.
 - Ground has been broken on the construction of the North Windham WWTF. The plant should be coming online in late 2025.
 - PWD has been discussing the capacity allocated to the three communities that contribute to Westbrook/Gorham/Windham WWTF. With continued and planned growth, some communities will reach their allocations in the future. A study is planned to more clearly understand the amount and timing for capacity increases, the work that will be required to accommodate additional loadings at facility, and how those costs will be allocated. While growth pressures are emerging, the facility, and the plan to understand development needs, should allow for the needs of all communities to be served.

- Improvements to Pump Station reliability
 - PWD monitors all systems through a SCADA computer system. Treatment plants can be remotely operated from the East End WWTF, the Westbrook/Gorham Regional WWTF, or the Douglass St. office during emergencies using the SCADA system. In 2020, wastewater staff took over daily alarm monitoring and dispatch responsibilities as part of PWD's pandemic response plan and that has continued.
 - To improve the reliability of systems during power interruption, PWD requires generators at new pump stations and has installed an average of three generators per year at its pump stations. The majority of pump stations that require emergency generators have been upgraded or have had generators installed during construction as part of PWD's new infrastructure standards. Bypass connections are also installed to allow the stations to be serviced by a portable pumping unit, if needed.

- Training improvements
 - In 2024, we improved our onboarding process by creating a structured, five-week, training program that ensures all new hires are capable to perform all permit required duties at all treatment facilities. When the North Windham plant comes online, this training will be expanded to 6 weeks.

 - Staff completed an assessment of all pump stations in 2021. A summary report has been prepared for each community that PWD serves. These findings continue to guide the development and implementation of PWD's long-range capital improvement program and help to communicate the work that has been completed to maintain proper system performance.

 - Lead by the Asset Management and Planning Department, design and construction of pump station and force main upgrades have been completed. With the number of pump stations in PWD's service area, these efforts are nearly continuous.

2025 Projects and Initiatives

B1 – Administration

- PWD continue to monitor changing regulations related to phosphorus, nitrogen, and high flow management. With the renewal of permits at the treatment plants, PWD will monitor efforts that could affect the next series of permit renewals.
- The City of Portland has completed their draft Integrated Planning effort to prioritize water quality commitments. This effort will assess combined sewer, stormwater, and wastewater treatment obligations and prioritize the use of resources to address the various efforts with a goal of improving receiving water quality. The City is continuing with efforts in negotiating the final permit and long-term control plan, which will inform future requirements for PWD.
- The Westbrook CSO Long Term Control Plan has been approved by Maine DEP. The plan includes a 1,000,000 gallon storage tank to attenuate peak wet weather flows and monitoring of the Westbrook sub catchments in the City's collection system to identify areas of excessive infiltration and inflow. A preliminary design of the storage conduit will be completed in 2025 to determine the recommended volume, location, and refined budget for the project.
- With continued changes brought about from staff transitions, an increased emphasis on recruiting, training, and developing the team within wastewater services will remain a focus of management with the support of the Human Resources Department.
- Staff has supported the effort to implement the EAM asset management system. Operations and maintenance team members have begun to leverage the new system to perform more preventive work and to document completed work. 2024 saw an increase of almost 2500 documented maintenance work orders. PWD's Maintenance and Operations Team has been systematically reviewing PWD's systems and treatment assets to create a prioritized listing of equipment to refine PWD's preventive maintenance program. These efforts will continue through 2025.
- Legislative action that prohibited land application of biosolids due to PFAS concerns has created management challenges throughout Maine. A biosolids management plan began in 2022 and identified near, mid, and longer-range options for biosolids management that included possible regional efforts to economically manage biosolids in the future. A more detailed effort has continued in 2023. This includes a detailed review of nearly 30 technical responses to a Request for Information. The contract to manage current biosolids will provide some potential certainty in disposal and cost through 2027.
- The Regional Biosolids Management

2025 Projects and Initiatives

B3, L9 – Operations

- Wastewater treatment facility operators continue to focus on effluent compliance including making process control adjustments to the operation of the facility as needed, most recently in efforts to manage effluent nitrogen from the Cape Elizabeth, Peaks Island, and East End WWTFs. Facility operations are now routinely driven by the operations team as they work to realize established process control objectives. Daily communication supported by weekly reviews by all staff have enabled the successes to be sustained.
- The operations team continues to focus on implementing safe work practices throughout the workplace. Focus areas include confined space, lock-out tag-out programs, electrical safety, and the regular use of personal protective equipment by staff. Continued effort to emphasize safety continue and are supported by PWD's Safety Specialist.

Corporate Goal – Reliability

B1 – Administration

- The move towards more proactive maintenance and operations is a priority. This includes input to system design to ensure redundancy and resilience are considered during design and operations planning. Developing and enhancing asset management plans for existing and new systems is ongoing and will be vital to ensure successful and efficient operations over time.

B3, L9 – Operations

- The Maintenance Manager (Planning and Scheduling) is helping to further refine the preventive maintenance program as the EAM system is implemented. The review and criticality rating of all wastewater equipment has been completed. This prioritized review has identified the most important equipment and allowed resources to be applied to those areas that are more critical to successful performance.
- Continue developing preventive maintenance practices that lead to an improved mix of preventive to corrective work order history. It is anticipated that the new asset management system and efforts to leverage the system will further enhance these efforts.
- Monitor pump system's ability to minimize pump station downtime. The installation of generators at key pump stations along with bypass pumping connections helps to minimize service interruptions.
- Continue the condition assessment program of combining line cleaning and CCTV inspection of 10% of each community's buried infrastructure. PWD completed assessment of PWD's entire buried sewer infrastructure at the end of 2018. PWD continues to have lines televised and inspected on a rolling basis to keep up with line condition.
- PWD performs manhole inspections aiming to get 20% of the manholes in each community inspected. This helps maintain the system and recognize potential sources of inflow/infiltration. To date we have completed 1234 inspections out of 2816 assets.

Corporate Goal – Reliability (continued)

B3, L9 – Operations (continued)

- A comprehensive evaluation of the HVAC and electrical systems at each facility began in 2016. This evaluation identified aging systems in need of refurbishment and replacement. The project included a review of energy management in the recommendation of future projects. The first projects from this assessment have been completed, and more are scheduled for work in the CIP plan.

Corporate Goal – Affordability

B1 – Administration

- Improved reliance on established operating parameters, Standard Operating Procedures (SOPs), and preventive maintenance continue to improve performance and reliability.

B3, L9 – Operations

- Managed departmental budgets with area supervisors that lead to cost savings measures, i.e., improved dewatered solids at the Westbrook/Gorham/Windham and East End WWTFs, station visits, chemical use, etc.; major budget items, including chemicals, power, biosolids, and others are monitored using the WIMS data management system to monitor and control operations and budgets. (dewatering, odor control, disinfection, aeration, etc.) and rely on process data to manage the processes.
- Continue to implement and regularly communicate process control measures in the operation of wastewater treatment facilities.
- The Biosolids Management Plan will provide a metric-based decision roadmap that will include projects intended to respond to or manage future biosolids management costs and increases. A regional solution will be considered as the economic, siting, and permitting needs are developed.

Corporate Goal – Environment

B1 – Administration

- Continue to monitor existing performance and developing regulations, including permit renewals, biosolids management challenges, and other legislative and regulatory efforts. PWD regularly participates in Maine DEP and trade association sponsored workgroups to review proposed efforts.

B3, L9 – Operations

- Treatment and Systems teams work to have facilities operate in accordance with permit requirements. Effluent permit violations have decreased in recent years, with a goal of no violations from PWD's facilities and systems. Renewed emphasis on this goal has occurred in 2023 and the number of permit violation has dropped by more than 50% in 2024.

Corporate Goal – Environment (continued)

B3, L9 – Operations(continued)

- Through process control enhancements at the Peaks Island and Cape Elizabeth WWTFs, these facilities are managing effluent nitrogen levels. With the upgraded aeration system and the requirement for a “nutrient optimization approach” at the East End WWTF, efforts to manage and monitor effluent nitrogen began in 2018. The Westbrook/Gorham/Windham Regional WWTF has undergone a major aeration system upgrade which will improve facility performance, enhance wet weather performance, and possibly reduce effluent nitrogen discharges.
- The developing concern over a class of chemicals referred to as PFAS continues to challenge the management of biosolids generated through wastewater treatment statewide. Staff is engaged locally, regionally, and nationally in ongoing efforts to manage biosolids given the awareness of PFAS. The Biosolids Management Plan will help guide these efforts.

Corporate Goal – Employees and Work Environment

B1 – Administration

- Promote PWD’s professional development program of a minimum 80 hours of training each year; training across the Wastewater Services Department has increased
- Operators are encouraged to obtain required licenses and to continue with advanced licenses for wastewater treatment and collections.

B3, L9 – Operations

- Provide support to employees through annual performance reviews and regular support.
- Equipment lifts, confined space entry equipment, and personal protective equipment, and other related safety items are invested in to support the work of PWD’s employees.
- A focused effort on ladder safety and fall protection has led to the installation of fall protection devices on vertical ladders at treatment facilities.

Financial Overview

The Wastewater Services Group continues to operate with a goal of delivering effective services at reasonable costs to its member communities. Overall, the 2025 budget total includes an increase of \$780,452 to \$15,585,198. This is a 5.3% increase from the 2024 budget.

Salaries/Wages: Staffing was increased by 1 due to the expansion of the service territory to North Windham. Maintenance support for all facilities continues to come from the central treatment maintenance group at the East End WWTF with these efforts coordinated through PWD's Maintenance Manager. The scheduling of employees at facilities has been adjusted to increase the presence at PWD's facilities during normal working hours. Retirements and attrition have increased the number of open positions and PWD is regularly working to fill these roles. Overall, this category has increased by \$137,558 or 4.5%.

Biosolids Disposal: Following several years of dramatically increasing biosolids costs, related to legislative action limiting the options available in Maine, costs have stabilized with a new biosolids management contract that has locked in price increases relative to inflation. Overall, this category has increased \$102,219 or 3.2%

Chemicals: Overall, chemical costs have stabilized from the previous year and are expected to increase by 4.1% (Costs rose 37.9% in 2024) or \$70,401. The total budgeted amount is \$1,794,392. Some of the stabilization is a reduction in Sodium Hypochlorite use at the Westbrook Facility due to treatment improvements caused by the aeration upgrade.

Contracted Services: Contracted services include the costs of the Falmouth and South Portland facilities to treat flows conveyed by PWD from Cumberland and Northern Cape Elizabeth. Contracted Services also includes a maintenance agreement related to the CSO monitoring services. These entities are seeing similar challenges related to inflationary cost increases and biosolids management challenges. The budget amount increased by \$110,973, or 5.4%, to a total of \$2,166,261.

Heat/Fuel Oil: The budget continues to decreased, this year by 26.2%, or \$48,958, to \$138,220 based on past use and the energy market prices for oil and propane that continue to drop.

Purchased Power: Purchased Power increased 16.3%, or \$300,699, to \$2,148,180 due to increases in the electricity rates and the cost of delivery in the medium and small accounts partially offset by saving on long term contracts at the large facilities. These costs are allocated based on the percentage of the total flow from the community at the facility.

Wastewater Services: Total

Financial Summary:

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Sub-Group:						
B1 - WASTEWATER ADMINISTRATIO	\$501,781	\$244,866	\$477,222	\$495,057	\$17,835	3.7%
B3 - WASTEWATER TREATMENT	9,997,686	5,103,806	10,893,903	11,419,747	525,844	4.8%
L9 - WASTEWATER SYSTEMS	3,546,662	1,769,603	3,433,621	3,670,394	236,773	6.9%
Grand Total	14,046,129	7,118,276	14,804,746	15,585,198	780,452	5.3%
Expense Type:						
Salaries & Wages	\$2,692,049	\$1,420,078	\$3,066,759	\$3,204,317	\$137,558	4.5%
Employee Benefits	1,224,399	648,554	1,392,064	1,433,645	41,581	3.0%
Biosolids Disposal	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%
Chemicals	1,668,708	795,317	1,723,991	1,794,392	70,401	4.1%
Contracted Services	2,250,730	936,897	2,055,288	2,166,261	110,973	5.4%
Deferred Cost W/O	25,000	-	-	-	-	n/a
Heat/Fuel Oil	206,579	126,179	187,178	138,220	(48,958)	-26.2%
Insurance	75,801	41,818	83,798	89,537	5,739	6.8%
Materials & Supplies	586,348	336,988	602,483	623,166	20,683	3.4%
Other Expense	77,304	42,162	57,550	71,750	14,200	24.7%
Purchased Power	1,512,341	945,481	1,847,481	2,148,180	300,699	16.3%
Regulatory/Taxes	55,012	11,584	52,930	51,795	(1,135)	-2.1%
Tele/Other Utilities	303,599	140,380	289,279	307,552	18,273	6.3%
Transportation	263,337	124,717	244,277	252,496	8,219	3.4%
Grand Total	14,046,129	7,118,276	14,804,746	15,585,198	780,452	5.3%
Headcount:						
Full Time	39	39	39	40	1	2.6%
Part Time	0	0	0	0	0	n/a
Total	39	39	39	40	1	2.6%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages						
660111 - SALARIES/WAGES NON-UNION	\$488,461	\$253,088	\$502,237	\$525,222	\$22,985	4.6%
660121 - WAGES/REGULAR UNION	1,869,421	1,007,247	2,294,615	2,379,679	85,064	3.7%
660122 - WAGES/OVERTIME UNION	180,043	95,042	190,063	216,678	26,615	14.0%
660123 - WAGES/DOUBLETIME UNION	33,622	20,226	40,876	45,880	5,004	12.2%
660124 - WAGES/STANDBY TIME UNION	74,274	37,375	80,700	80,351	(349)	-0.4%
660125 - OPEN POSITIONS	-	-	(57,242)	(59,363)	(2,121)	3.7%
660126 - SHIFT DIFF - NIGHT	2,368	1,106	2,190	2,190	-	0.0%
660131 - WAGES - REGULAR - TEMPS	14,586	5,994	13,320	13,680	360	2.7%
66014 - VACATION ACCRUAL	6,442	-	-	-	-	n/a
66015 - SICKTIME ACCRUAL	22,832	-	-	-	-	n/a
Salaries & Wages Total	2,692,049	1,420,078	3,066,759	3,204,317	137,558	4.5%
Employee Benefits						
660401 - FICA - EMPLOYERS' SHARE	205,604	109,030	234,606	245,125	10,519	4.5%
660405 - SAFETY/WHY PROGRAM ITEMS	8,962	2,811	8,340	8,780	440	5.3%
660411 - MEALS ALLOWANCE	260	500	530	510	(20)	-3.8%
660413 - PWD TRAINING PROGRAM	320	2,750	-	-	-	n/a
660418 - STIPENDS	2,700	1,700	2,800	2,200	(600)	-21.4%
660419 - EMPLOYEE BENEFITS-MISC OTH	9,295	6,060	2,200	10,644	8,444	383.8%
660491 - FRINGE BENEFITS-REG/SAL	997,258	525,703	1,143,588	1,166,386	22,798	2.0%
Employee Benefits Total	1,224,399	648,554	1,392,064	1,433,645	41,581	3.0%
Biosolids Disposal						
663571 - BIOSOLIDS DISPOSAL	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%
Biosolids Disposal Total	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%
Chemicals						
661811 - SODIUM BICARBONATE	57,348	23,715	31,100	44,344	13,244	42.6%
661812 - SODIUM BISULFITE	261,965	143,503	200,027	268,615	68,588	34.3%
66182 - CAUSTIC SODA	18,969	6,426	13,282	22,503	9,221	69.4%
66185 - SODIUM HYPOCHLORITE	671,989	283,706	757,648	771,582	13,934	1.8%
66189 - POLYMER	643,200	330,782	709,796	675,210	(34,586)	-4.9%
661899 - OTHER CHEMICALS	15,237	7,185	12,138	12,138	-	0.0%
Chemicals Total	1,668,708	795,317	1,723,991	1,794,392	70,401	4.1%
Contracted Services						
6631 - ENGINEERING SERVICES	121,841	16,679	69,000	100,000	31,000	44.9%
663521 - TRAFFIC CONTROL	1,357	-	950	950	-	0.0%
663525 - CONTRACTOR CONSTRUCTION	55,762	26,761	62,000	82,000	20,000	32.3%
663527 - EMERGENCY RESPONSE- FEMA	10,020	4,064	-	-	-	n/a
66353 - REPAIR SERVICES	140,523	20,740	229,750	177,650	(52,100)	-22.7%
66354 - MAINTENANCE SERVICES	892,922	303,729	502,592	566,397	63,805	12.7%
663543 - CSO FLOW MONITORING	122,206	50,197	154,500	155,000	500	0.3%
663544 - MAINT SERVICES - CCTV	28,708	11,958	61,250	61,250	-	0.0%
663546 - MAINTENANCE - SNOW REMOVL	59,163	40,867	58,773	87,401	28,628	48.7%
663547 - WASTE SLUDGE TRANSPORT	36,002	19,599	46,400	39,800	(6,600)	-14.2%
663551 - LAB ANALYSIS	8,201	3,980	7,160	4,300	(2,860)	-39.9%
663561 - COMPUTER LICENSES	51,100	37,215	58,642	29,674	(28,968)	-49.4%
663562 - COMPUTER MAINTENANCE	-	164	375	375	-	0.0%
663572 - GRIT & SCREENS DISPOSAL	57,808	28,868	69,000	72,800	3,800	5.5%
663573 - GREASE DISPOSAL	73,816	27,980	59,300	60,300	1,000	1.7%
663574 - DISPOSAL SERVICES	20,186	9,550	15,440	15,200	(240)	-1.6%
663585 - TREATMENT CONTRACT SERVIC	545,045	318,275	636,550	667,725	31,175	4.9%
6635851 - WW DEWATERING SERVICES	4,334	2,643	8,786	7,269	(1,517)	-17.3%
6635852 - WW DEWATERING SRVS CREDIT	(4,334)	(2,643)	(5,300)	(4,800)	500	-9.4%
663587 - COURIER SERVICES	5,901	3,284	5,520	5,520	-	0.0%
663592 - RECRUITING SERVICES	14,997	9,577	5,000	20,500	15,500	310.0%
663599 - MISC OTHER SERVICES	15,319	3,413	9,600	16,950	7,350	76.6%
Contracted Services Total	2,260,877	936,897	2,055,288	2,166,261	110,973	5.4%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Heat/Fuel Oil						
66161 - HEATING OIL	\$61,028	\$40,555	\$40,498	\$45,779	\$5,281	13.0%
661621 - PIPELINE DELIVERED PROPAN	93,886	50,215	72,630	55,783	(16,847)	-23.2%
661622 - CONTAINER DELIVERED	50,986	35,409	73,500	36,108	(37,392)	-50.9%
66166 - UNLEADED GAS	680	-	550	550	-	0.0%
Heat/Fuel Oil Total	206,579	126,179	187,178	138,220	(48,958)	-26.2%
Insurance						
66599 - PROPERTY & BOILER INSUR	75,801	41,818	83,798	89,537	5,739	6.8%
Insurance Total	75,801	41,818	83,798	89,537	5,739	6.8%
Materials & Supplies						
6619 - ASSET PURCHASES	139,686	74,085	152,600	182,000	29,400	19.3%
66202 - TOOLS	10,520	3,547	12,875	13,400	525	4.1%
66203 - VENDOR PURCHASED SUPPLIES	205,588	105,798	228,041	210,041	(18,000)	-7.9%
662041 - MATERIALS INVENTORY	75,699	45,482	60,291	60,750	459	0.8%
662042 - SUPPLIES INVENTORY	57,738	23,263	45,625	47,775	2,150	4.7%
662043 - TOOL INVENTORY	20,437	9,722	17,475	14,925	(2,550)	-14.6%
66204301 - INVENTORY - TONER	82	-	-	-	-	n/a
66204303 - INVENTORY-COMPUTER EQUIP	1,314	352	500	-	(500)	-100.0%
662047 - GARAGE INVENTORY	2,914	2,576	1,875	2,925	1,050	56.0%
66205 - CONSUMABLE SUPPLIES	11,478	3,965	1,050	1,150	100	9.5%
66206 - COMPUTER RELATED EQUIP	768	140	4,051	4,600	549	13.6%
66207 - EQUIPMENT PARTS	60,124	68,058	78,100	85,600	7,500	9.6%
Materials & Supplies Total	586,348	336,988	602,483	623,166	20,683	3.4%
Other Expense						
6642 - EQUIPMENT RENT	8,744	2,934	5,750	6,450	700	12.2%
66609 - OTHER ADVERTISING	-	-	350	350	-	0.0%
6675111 - INSTATE TRAINING/CONF	32,038	11,579	25,800	42,400	16,600	64.3%
6675112 - OUT OF STATE TRAINING/CON	9,490	11,099	13,500	16,000	2,500	18.5%
667513 - DUES	13,855	660	12,200	5,000	(7,200)	-59.0%
667514 - PROFESSIONAL LICENSES	4,301	1,375	2,100	2,500	400	19.0%
667515 - PERIODICAL SUBSCRIPTIONS	1,295	290	450	400	(50)	-11.1%
667517 - PLANT OPER LICENSE FEES	-	-	150	400	250	166.7%
667521 - POSTAGE - THIRD PARTY	189	2,172	75	75	-	0.0%
667522 - POSTAGE - INTERNAL	9	-	100	100	-	0.0%
667523 - POSTAGE - EXPRESS DELIVER	166	309	175	175	-	0.0%
667531 - PRINTING COSTS	242	-	-	-	-	n/a
667533 - FORMS STOCK	-	-	750	750	-	0.0%
667552 - SAFETY TRAINING	-	-	1,600	1,600	-	0.0%
667554 - EPA / OSHA COMPLIANCE	927	-	-	-	-	n/a
667555 - SAFETY EXPENSES	14,012	16,435	19,800	20,800	1,000	5.1%
667556 - FREIGHT CHARGES (STOCK)	-	355	-	-	-	n/a
667592 - FOOD SUPPLIES	397	465	550	550	-	0.0%
667599 - OTHER MISCELLANEOUS	16,209	7,390	-	-	-	n/a
6676 - EXPENSE OFFSET	(24,570)	(12,900)	(25,800)	(25,800)	-	0.0%
Other Expense Total	77,304	42,162	57,550	71,750	14,200	24.7%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Purchased Power						
66151 - POWER - LARGE ENERGY	\$480,285	\$261,001	\$506,737	\$704,898	\$198,161	39.1%
66152 - POWER - LARGE T&D	400,737	230,297	533,111	583,160	50,049	9.4%
66153 - POWER - MEDIUM ENERGY	291,382	248,371	418,494	434,875	16,381	3.9%
66154 - POWER - MEDIUM T&D	234,839	123,112	228,491	248,981	20,490	9.0%
66155 - POWER - SMALL ENERGY	39,204	44,752	79,724	81,295	1,571	2.0%
66156 - POWER - SMALL T&D	66,855	40,873	81,424	96,671	15,247	18.7%
66158 - LOAD RESPONSE	(961)	(2,902)	(500)	(1,700)	(1,200)	240.0%
Purchased Power Total	1,512,341	945,481	1,847,481	2,148,180	300,699	16.3%
Regulatory/Taxes						
667516 - PERMITS	42,097	9,866	38,280	39,000	720	1.9%
667518 - REGULATORY REQUIRED FEES	12,915	1,718	14,650	12,795	(1,855)	-12.7%
Regulatory/Taxes Total	55,012	11,584	52,930	51,795	(1,135)	-2.1%
Tele/Other Utilities						
66101 - WATER	148,648	39,418	140,791	147,580	6,789	4.8%
66102 - WASTEWATER	80,931	56,782	74,538	88,224	13,686	18.4%
66103 - STORMWATER CHARGES	22,144	11,207	22,900	23,598	698	3.0%
66111 - TELEPHONE LINES	3,795	2,415	4,140	4,100	(40)	-1.0%
66112 - DATA LINES	40,969	27,661	39,576	37,936	(1,640)	-4.1%
66113 - CELLULAR PHONES	7,112	2,897	7,334	6,114	(1,220)	-16.6%
Tele/Other Utilities Total	303,599	140,380	289,279	307,552	18,273	6.3%
Transportation						
66501 - TRANSPORTATION - INTERNAL	143,052	70,300	145,989	148,924	2,935	2.0%
665019 - TRANS INTERNAL INACTIVE	98,496	44,873	77,693	79,052	1,359	1.7%
66502 - TRANSPORTATION - EXTERNAL	16,631	6,694	17,800	18,800	1,000	5.6%
66503 - MILEAGE REIMBURSEMENT	5,157	2,850	2,795	5,720	2,925	104.7%
Transportation Total	263,337	124,717	244,277	252,496	8,219	3.4%
Deferred Cost W/O						
66754 - DEFERRED COSTS WRITE OFF	25,000	-	-	-	-	n/a
Deferred Cost W/O Total	25,000	-	-	-	-	n/a
Grand Total	14,046,129	7,118,276	14,804,746	15,585,198	780,452	5.3%

Wastewater Services: Wastewater Administration (B1)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$315,786	\$156,860	\$299,998	\$313,144	\$13,146	4.4%
Employee Benefits	148,908	75,059	150,727	155,849	5,122	3.4%
Contracted Services	2,796	190	-	-	-	n/a
Heat/Fuel Oil	75	-	-	-	-	n/a
Materials & Supplies	1,375	26	1,363	2,250	887	65.1%
Other Expense	26,901	9,194	21,100	16,700	(4,400)	-20.9%
Tele/Other Utilities	2,896	1,683	2,934	3,414	480	16.4%
Transportation	3,044	1,855	1,100	3,700	2,600	236.4%
Grand Total	501,781	244,866	477,222	495,057	17,835	3.7%
Programs:						
54 - ASSET MANAGEMENT	\$0	\$0	\$0	\$85,358	\$85,358	n/a
98 - TRAINING	27,483	24,002	26,237	17,902	(8,335)	-31.8%
99 - ADMINISTRATION	474,298	220,864	450,985	391,797	(59,188)	-13.1%
Grand Total	501,781	244,866	477,222	495,057	17,835	3.7%
Funds:						
50 - WASTEWATER GENERAL	\$501,781	\$244,866	\$477,222	\$495,057	\$17,835	3.7%
Grand Total	501,781	244,866	477,222	495,057	17,835	3.7%
Headcount:						
Full-Time	3	3	3	3	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	3	3	3	3	0	0.0%

Wastewater Services: Wastewater Treatment (B3)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$1,448,949	\$795,456	\$1,755,384	\$1,839,064	\$83,680	4.8%
Employee Benefits	651,138	355,587	775,012	797,389	22,377	2.9%
Biosolids Disposal	3,104,922	1,548,120	3,201,668	3,303,887	102,219	3.2%
Chemicals	1,653,471	788,132	1,711,853	1,782,254	70,401	4.1%
Contracted Services	1,238,825	543,127	1,217,688	1,244,243	26,555	2.2%
Heat/Fuel Oil	184,757	109,157	164,848	120,386	(44,462)	-27.0%
Insurance	39,206	21,788	43,413	47,933	4,520	10.4%
Materials & Supplies	327,861	232,575	453,391	469,400	16,009	3.5%
Other Expense	37,159	26,710	18,350	31,000	12,650	68.9%
Purchased Power	964,087	566,798	1,216,408	1,445,876	229,468	18.9%
Regulatory/Taxes	54,430	10,902	50,730	50,395	(335)	-0.7%
Tele/Other Utilities	205,937	66,767	203,565	204,061	496	0.2%
Transportation	86,944	38,688	81,593	83,859	2,266	2.8%
Grand Total	9,997,686	5,103,806	10,893,903	11,419,747	525,844	4.8%
Programs:						
44 - WW PUMPING	\$15,985	\$7,098	\$6,000	\$6,189	\$189	3.2%
45 - WW TREATMENT	9,369,683	4,813,239	10,351,771	10,797,004	445,233	4.3%
54 - ASSET MANAGEMENT	-	-	-	44,157	44,157	n/a
98 - TRAINING	104,666	81,016	117,147	141,530	24,383	20.8%
99 - ADMINISTRATION	507,352	202,454	418,985	430,867	11,882	2.8%
Grand Total	9,997,686	5,103,806	10,893,903	11,419,747	525,844	4.8%
Funds:						
50 - WASTEWATER GENERAL	\$612,026	\$283,143	\$536,132	\$616,554	\$80,422	15.0%
51 - WW CAPE ELIZABETH	617,095	380,954	748,651	754,510	5,859	0.8%
57 - WW PORTLAND	6,711,025	3,383,223	7,510,866	7,818,245	307,379	4.1%
62 - WW WESTBROOK	-	-	550	568	18	3.3%
64 - WW JOINT WESTBROOK	1,841,168	925,114	1,790,359	1,895,478	105,119	5.9%
65 - WW JOINT LF	305	-	-	-	-	n/a
66 - WW PEAKS ISLAND	216,066	131,372	307,345	334,392	27,047	8.8%
Grand Total	9,997,686	5,103,806	10,893,903	11,419,747	525,844	4.8%
Headcount:						
Full-Time	23	23	23	24	1	4.3%
Part-Time	0	0	0	0	0	n/a
Total	23	23	23	24	1	4.3%

Wastewater Services: Wastewater Systems (L9)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$927,314	\$467,762	\$1,011,377	\$1,052,109	\$40,732	4.0%
Employee Benefits	424,353	217,909	466,325	480,407	14,082	3.0%
Chemicals	15,237	7,185	12,138	12,138	-	0.0%
Contracted Services	1,009,109	393,580	837,600	922,018	84,418	10.1%
Heat/Fuel Oil	21,747	17,022	22,330	17,834	(4,496)	-20.1%
Insurance	36,595	20,030	40,385	41,604	1,219	3.0%
Materials & Supplies	257,112	104,387	147,729	151,516	3,787	2.6%
Other Expense	13,244	6,258	18,100	24,050	5,950	32.9%
Purchased Power	548,253	378,684	631,073	702,304	71,231	11.3%
Regulatory/Taxes	583	682	2,200	1,400	(800)	-36.4%
Tele/Other Utilities	94,766	71,931	82,780	100,077	17,297	20.9%
Transportation	173,349	84,173	161,584	164,937	3,353	2.1%
Deferred Cost W/O	25,000	-	-	-	-	n/a
Grand Total	3,546,662	1,769,603	3,433,621	3,670,394	236,773	6.9%
Programs:						
41 - PRETREATMENT	\$15,052	\$9,796	\$32,834	\$27,089	(\$5,745)	-17.5%
44 - WW PUMPING	2,605,234	1,248,924	2,423,627	2,585,206	161,579	6.7%
45 - WW TREATMENT	252,624	158,870	334,706	405,278	70,572	21.1%
46 - CSO'S	426	-	-	-	-	n/a
54 - ASSET MANAGEMENT	-	-	-	31,612	31,612	n/a
63 - SAMPLE ANALYSIS	371	-	-	-	-	n/a
90 - VEHICLES	36,454	40,810	27,611	33,533	5,922	21.4%
95 - DOUGLASS STREET	18,265	10,217	26,845	22,437	(4,408)	-16.4%
98 - TRAINING	53,070	37,741	86,958	80,131	(6,827)	-7.9%
99 - ADMINISTRATION	565,165	263,245	501,040	485,108	(15,932)	-3.2%
Grand Total	3,546,662	1,769,603	3,433,621	3,670,394	236,773	6.9%
Funds:						
10 - GENERAL	\$33,356	\$22,479	\$37,062	\$36,131	(\$931)	-2.5%
20 - WATER GENERAL	4,284	310	4,465	4,382	(83)	-1.9%
50 - WASTEWATER GENERAL	680,167	357,831	645,994	648,650	2,656	0.4%
51 - WW CAPE ELIZABETH	430,090	233,321	416,349	455,944	39,595	9.5%
53 - WW CUMBERLAND	515,955	317,257	558,130	634,766	76,636	13.7%
55 - WW WINDHAM LF	37,759	24,333	44,521	49,343	4,822	10.8%
57 - WW PORTLAND	1,094,620	449,325	909,451	974,349	64,898	7.1%
61 - WW GORHAM	203,759	77,147	243,834	251,395	7,561	3.1%
62 - WW WESTBROOK	196,333	102,523	207,012	219,315	12,303	5.9%
64 - WW JOINT WESTBROOK	225,195	109,146	197,198	220,623	23,425	11.9%
65 - WW JOINT LF	63,567	49,453	84,605	84,411	(194)	-0.2%
66 - WW PEAKS ISLAND	61,205	26,478	85,000	91,085	6,085	7.2%
67 - WW NORTH WINDHAM	371	-	-	-	-	n/a
Grand Total	3,546,662	1,769,603	3,433,621	3,670,394	236,773	6.9%
Headcount:						
Full-Time	13	13	13	13	0	0.0%
Part-Time	0	0	0	0	0	n/a

Environmental Services

Environmental Services – Purpose Statement

Environmental Services is organized to monitor and protect water quality from watershed to tap and wastewater from collection to discharge.

Core Services

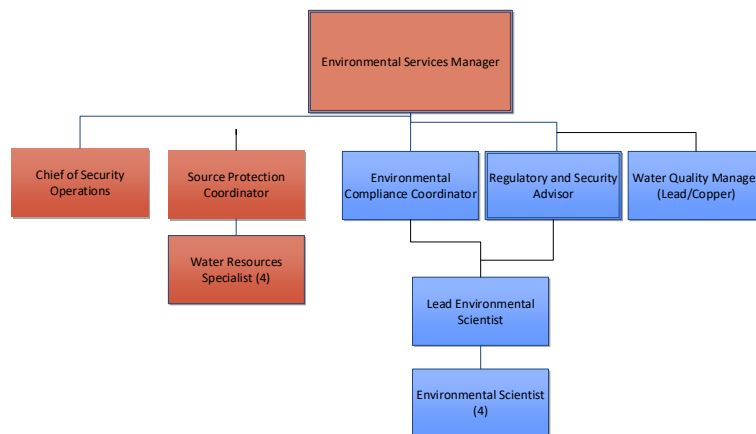
Environmental Services has five core areas of focus. Divided into two groups:

Water Resources Group (A5; red in the organization chart)

- The Source Protection Section monitors Sebago Lake and the watershed; inspects development projects in the watershed to minimize their impact; works with watershed partners to install pollution prevention and mitigation projects; works with watershed land trusts to help landowners seeking to conserve their land in perpetuity; and supports education and outreach activities related to water quality.
- The Security Group provides daily protection of Sebago Lake by patrolling Lower Bay, enforcing the rules of access to the Sebago Lake Land Reserve, and partnering with first responders to react to land and water incidents.

Water Quality Group (L6; blue in organization chart)

- The Environmental Laboratories ensure the proper collection, analysis and reporting of water, wastewater and biosolids samples for compliance purposes and to support the effective functioning of water and wastewater operations.
- The Environmental Compliance Section is responsible for ensuring PWD meets all requirements of two significant regulatory programs: the Industrial Pretreatment Programs (IPT) on the wastewater side and of the Total Coliform Rule (TCR) on the water side of our business. The IPT programs are designed to ensure discharges from industrial users do not impact District operations or pollute the Presumpscot River or Casco Bay and the TCR requires monitoring of our water distribution system to protect our customers from waterborne disease.
- The Lead and Copper Program is organized to comply with the new Lead and Copper Rule Revisions (LCRR) and Improvements (LCRI) which require an intensive effort to identify and replace lead service line components if they exist. This includes inventory of service line materials, water testing, customer communications, and reporting.

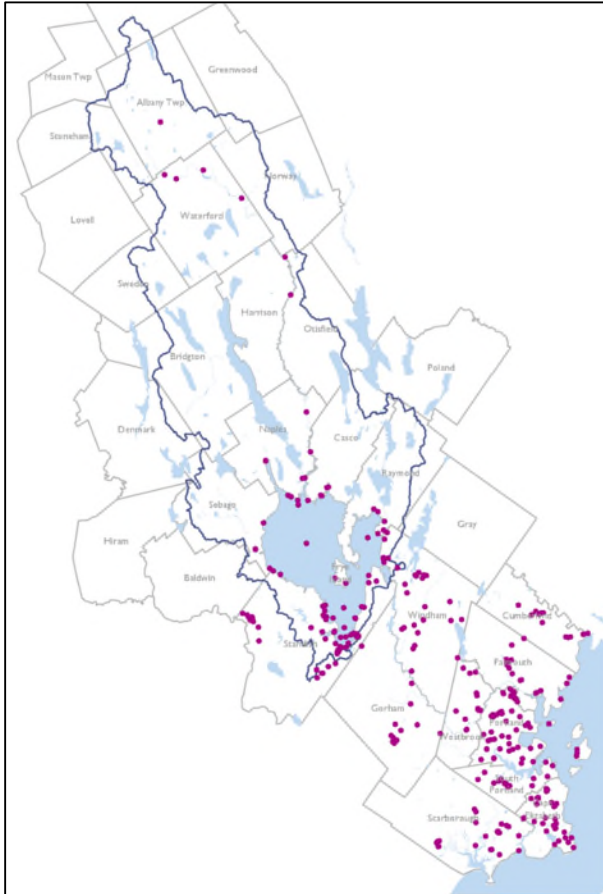




Standish Lower Village Stormwater Redirection and Treatment

In the spring of 2024, PWD Source Protection staff partnered with the Town of Standish Department of Public Works on a project to mitigate both traffic and stormwater issues at the intersection of Routes 35 and 114 in Standish's Lower Village. While the town addressed traffic congestion issues at the busy intersection, PWD staff worked with our consultant to reconfigure the stormwater drainage from the intersection. Multiple catch basins from all four corners of the intersection have historically emptied directly into Standish Brook, which flows directly into the Lower Bay of Sebago Lake. The water quality of Standish Brook has long been a concern because it's more urbanized than other tributaries to the lake and is so close to our intakes. After the work at this intersection, over 90% of the polluted stormwater that once flowed to Sebago Lake has been redirected to a natural drainage on adjacent PWD-owned forested land. Three wetlands now treat the polluted stormwater in sequence. Since these wetlands have more than the needed capacity and no outlet, the polluted stormwater is being treated by natural vegetation and infiltrated into the ground.

Key Statistics



A map illustrating all of the District’s drinking water quality sampling locations from watershed to tap.

Watershed Monitoring Programs: **10**

Annual Watershed Inspections: **550**

Land Reserve Visitors: **18,908**

Land Reserve Violations Issued: **583**

Annual Lower Bay Patrol Hours: **2100**

Annual Lower Bay Violators Cited: **104**

Accredited Laboratory Methods: **31**

Average Annual Number of customer Water Quality Inquiries: **200**

IPT Industries Regulated: **44**

Total Water Service Lines: **62,000**

TCR Sample Locations: **45**

Performance Benchmarks

Annual Program Metrics – Environmental Services	2022 Actual	2023 Actual	2024 Projected
% Verified - Water Quality Inquiries	32	10	10
Shore Land Zone Inspections	479	640	600
Watershed Properties Improved or Recommendations Made	31	29	28
Lower Bay Water Violations	104	190	40
Land Reserve Violations	583	324	475
Accredited Laboratory Methods	31	31	31
Outreach Events and Presentations	13	30	19
Industrial Pretreatment Notices of Violation Issued	50	36	40
LCRR Inventory Service Lines % Identified	18%	90%	100%

Environmental Services by the Numbers:

Source Protection 2000-2023:

- Completed more than **11,866** watershed inspections
- Provided Lakescaping Reports to **615** watershed property owners.
- Financially supported water quality-related improvements on **291** properties.
- Awarded more than **\$341,302** in Lakescaping Grants which, when combined with matching funds, resulted in more than **\$1,789,094** in improvements to the shoreland zone of Sebago Lake.
- Maintained **10** ongoing lake and watershed monitoring programs.
- Responded to **550** complaints, **216** of which prevented or mitigated environmental violations and/or pollution.
- Contributed more than **\$2,022,767** to assist in the conservation by area land trusts of **14,828** acres of land in the watershed.

Water Resources Security 2005-2024:

- Patrolled Lower Bay by boat and attended the Standish Boat Launch for approximately **26,250** hours combined.
- Patrolled the Sebago Lake Land Reserve by using an all-terrain vehicle (Extended Security patrol) for approximately **1,800** hours combined.
- Issued more than **2,425** warnings for violation of water contact regulations
- Recorded more than **286,321** day-use visits to the Sebago Lake Land Reserve.
- Issued more than **5,296** warnings for violation of Land Reserve Rules.

Environmental Laboratories 2000-2024:

- Consistently analyzed laboratory performance testing samples to maintain accreditation; presently accredited for **17** methods at the East End laboratory and **14** methods at Sebago Lake
- Managed the customer water quality inquiry process to ensure prompt and consistent response to **100-200** calls per year.
- Contributed to the protection of public health by participating in the Maine Healthy Beaches program and analyzing **30** East End Beach samples for Enterococcus bacteria
- Supported water and wastewater operations by providing accurate and timely water and wastewater quality data
- Provided training in water quality and environmental regulation to PWD staff in all departments
- Consolidated laboratory operations at the East End laboratory in 2023
- Coordinated hazardous waste removal for both laboratory and operations at **5** PWD facilities
- Led effort for financial reimbursement through FEMA Public Assistance grant program for **2** federally declared disasters in 2024

Environmental Compliance Programs 2018-2024:

- Accomplished the adoption of local limits on Portland and Westbrook industrial dischargers each time facility permits were renewed
- Created, implemented and updated Industrial Waste Surveys of the Portland, Westbrook-Gorham-Windham, Cape Elizabeth and Peaks Island systems to identify Industrial Pretreatment (IPT) industries
- Managed all aspects of the Portland and Westbrook-Gorham IPT programs since 2018
- Migrated IPT processes to the EAM asset management database

By the Numbers (continued)

- Received 2015 Regional EPA Industrial Pretreatment Program Excellence Award
- Implemented the new Dental Amalgam Rule by collecting one-time certification forms from more than 60 area dentists
- Held three outreach events to connect to industrial pretreatment customers
- Transitioned health care providers and county jail from full permits to BMP permits

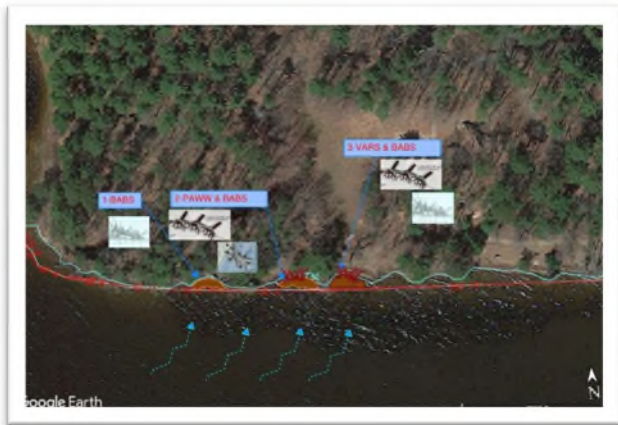
Lead and Copper Program 2022-2024:

- Researched service line materials on 183 Steep Falls System services and 61,955 Greater Portland System services covering 13 communities
- Inspected and identified 370 unknown private service lines
- Identified and logged pipe material on over 3100 private service lines during routine field work
- Received a State Service Line Inventory Grant for \$125,000
- Applied for DWSRF Lead Service Line Replacement Funds and approved to receive 9 million dollars for qualified projects (Hydro Vac Truck, lead/galvanized pipe replacement and GPS PWD services points)
- Uploaded service line inventory data for over 62,000 private services into PWD's asset database
- Replaced 4 service lines: 1 lead and 3 galvanized requiring replacement (GRR)
- Finalized the LCRR service line inventories for the Steep Falls and Great Portland systems and submitted them to the DWP by October 16, 2024 compliance deadline

Budget Year 2024 Highlights:

- Began implementation of a \$156,370 federal 319 grant for Phase V of the Sebago Lake Watershed Improvement Project. Funds are being utilized to address eroding sites around Sebago Lake, thus reducing the input of phosphorus and protecting water quality.
- Helped conserve one new watershed property, bringing the total number of acres conserved since 2000 to 15,228 acres. Expect to close on another 85 acres later in 2024.
- Partnered with the Town of Standish on a project that reduced stormwater flow from the Route 35 and Route 114 intersection to the lake by about 90%. Stormwater to previously flowed to Standish Brook, a direction conduit to Lower Bay, is now redirected and treated by a vegetated buffer and natural wetlands on PWD land.
- Worked with MDOT and their consultant to help determine an acceptable route through PWD watershed protection land for a potential extension of the Mountain Division Rail Trail.
- Co-hosted the sixth annual Woodland Owner Appreciation Day.
- Acquired a 319 grant and began the second phase of the shoreline stabilization and beach aggradation project at Sebago Lake State Park. Installation of an additional section of 235ft of living shoreline is planned on one of the most seriously eroding beaches on Sebago Lake.
- Continued the partnership with Cumberland County Soil & Water Conservation District (CCSWCD) to deliver the District's WaterWays and TroutKids lessons in area schools.
- Utilized federal RCPP funding to help fund the Sebago Clean Waters partnership activities; served as fiscal agent.
- Provided laboratory support to the Maine Healthy Beach Program by testing East End beach for bacteria throughout the summer.
- Renewed or extended all expiring IPT permits on time; in 2024, 40% of IPT permits expired and were extended or renewed.
- Completed inspections of all 44 industries in the Portland and Westbrook-Gorham IPT Programs.
- Hosted Portland industries for a tour at the East End Wastewater Treatment Facility.
- Negotiated an amended permit for Kerry for installation of a wastewater pretreatment system to improve the quality of their wastewater discharge.
- Submitted laboratory generated drinking water compliance data via the Compliance Monitoring Data Portal (CMDP) as prescribed by the Maine Drinking Water Program.
- Used DWSRF Lead Service Line Replacement Funds to purchase a new hydro-vac excavation truck, replace qualified lead/galvanized pipe and hire a contractor to GPS PWD service points.
- Completed investigations to identify the materials for 370 private unknown service lines and replaced 5 qualified lead/galvanized services
- Service Line Inventories for the Steep Falls System and Greater Portland System were finalized and sent to the Maine DWP by the compliance deadline October 16, 2024.

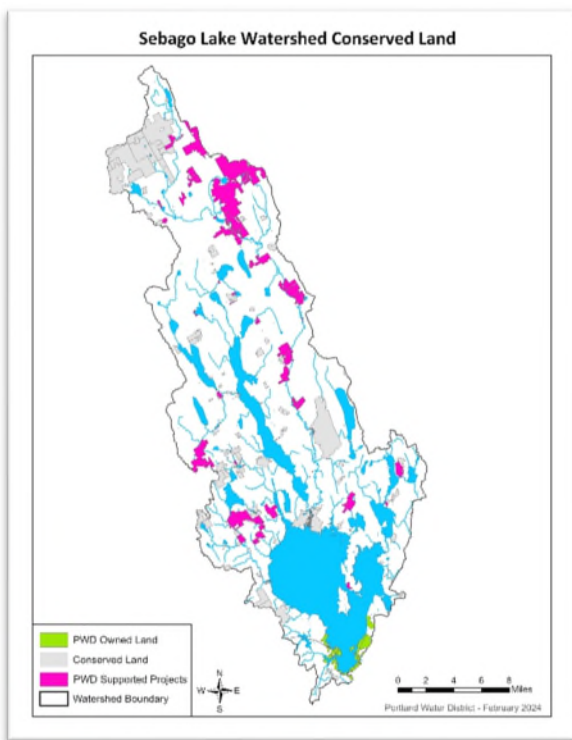
2024 Environmental Services Highlights



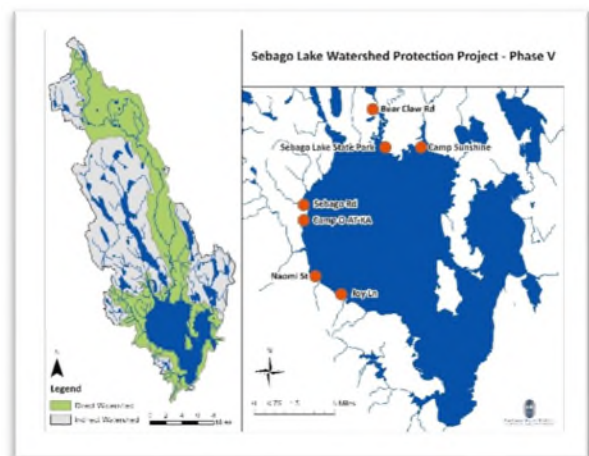
As part of an ongoing partnership with the Sebago Lake State Park, Phase II of a state-of-the-art shoreline stabilization and beach aggradation project has been funded through a federal 319 grant.



Co-hosted the sixth annual Woodland Owner Appreciation Day providing a chance for watershed woodland owners to meet with natural resources professionals to help meet their forest management goals.



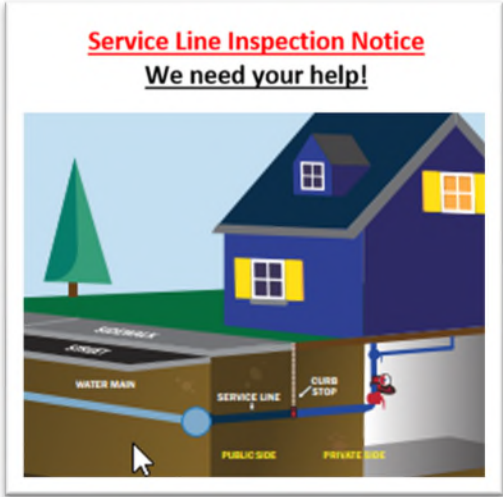
Helped conserve one new watershed property, bringing the total number of acres conserved since 2000 up to 15,228 acres. Closing on another 85 acres expected later in 2024.



Began implementation of a \$156,000 federal 319 grant for Phase V of the Sebago Lake Watershed Improvement Project of watershed improvements and outreach initiatives.



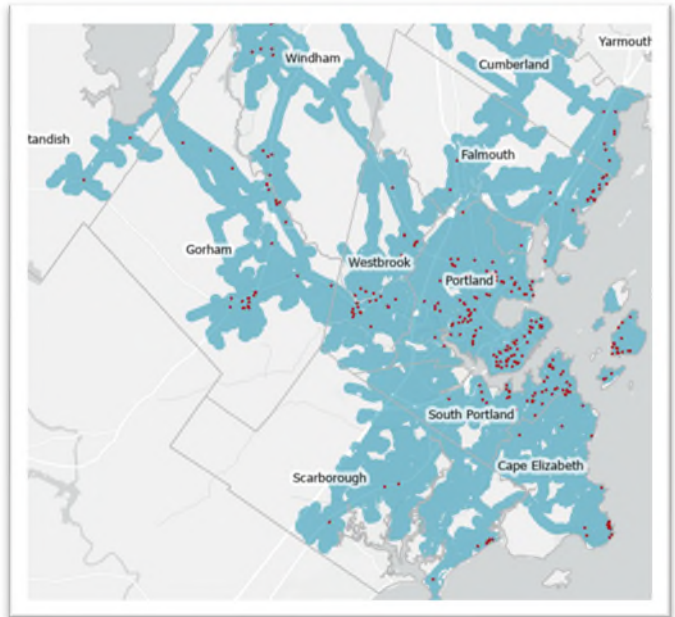
Negotiated IPT permit amendment for wastewater pretreatment project at Kerry.



Posted water service line inspection notices at over 100 locations to help identify unknown private service line materials.



Five additional warning signs were installed to provide a visual indication of the No Trespassing Zone in Lower Bay.



Completed inspections needed to identify materials for 370 private unknown service lines.



Continued our partnership with CCSWCD to deliver the District’s WaterWays and TroutKids lessons to more than 1000 students.



Replaced the last known lead service line in Portland, pictured to the right, with a new copper pipe, pictured to the left.



Completed required testing for lead and copper in the Steep Falls water system with satisfactory results.



Promoted two staff to full scientist level after they successfully met the requirements of the new step progression or “ladder.”



Completed PFAS and lithium testing under the EPA’s fifth Unregulated Contaminant Monitoring Rule, UCMR5.



Assumed distribution sampling and coordination responsibility from Water Services to comply with the EPA’s Revised Total Coliform Rule.

2025 Projects and Initiatives

Source Protection

- Continue implementation of Sebago Lake Phase V Watershed Improvement Project; PWD has received preliminary approval for \$156,000 in federal 319 grant funding to improve eroding sites around Sebago Lake.
- Continue supporting the land conservation efforts of Sebago Clean Waters, including negotiations with the Natural Resources Conservation Service (NRCS) and accomplishing Regional Conservation Partnership Program (RCPP) deliverables including forest conservation.
- Continue to work with a forester to manage PWD-owned watershed forests using the new Forest Management Plan to help guide operations and land management; goals for 2025 include a continuation of management of invasive species, removal of storm damaged blow-downs, and implementation of two small harvests if the timber market is conducive.
- Deploy and maintain the real-time water quality monitoring buoy in Lower Bay.
- Continue collaboration with the Town of Standish to influence successful management of the Rich Memorial Beach.
- Work with town Code Enforcement Officers to perform inspections of all property development in the shoreland zone of Sebago Lake.
- Provide technical assistance and grant funding for shoreland zone property owners, road associations and camps to improve storm water quality and mitigate soil erosion issues.
- Continue the key lake and watershed water quality monitoring programs, analyze the data, and produce and post useful water reports.
- Monitor planning board agendas, provide technical assistance, and track large-scale projects such as subdivision and commercial development within the Sebago Lake watershed

Environmental Laboratories

- Maintain Department of Health and Human Services (DHHS) data quality requirements in each PWD laboratory for accreditation, ethics, and data integrity.
- Continue training new science staff in environmental projects, regulatory requirements, and chemical hygiene.
- Respond promptly to customer water quality inquiries and coordinate response with Customer Service and Water Operations.
- Continue safety awareness and improvements through hazard analysis, Global Harmonized System secondary container labeling, chemical inventory procedures and coordinating District hazardous waste removal.
- Provide training to PWD staff to improve data quality and understanding of water quality issues.
- Represent PWD at Cumberland County EMA and Cumberland District Public Health Council meetings.
- Provide compliance and operations support to Water Operations, Wastewater Operations, Industrial Pretreatment Programs, the Source Protection program, and Engineering Services.
- Collect samples from the water distribution system to comply with the EPA's Revised Total Coliform Rule.
- Certify completion of Greater Portland water system Risk and Resilience Assessment and Emergency Response Plan updates with the EPA.

2025 Projects and Initiatives (cont'd)

Environmental Compliance Programs

- Continue managing all aspects of the Westbrook-Gorham and Portland pretreatment programs.
- Renew all expiring Industrial Pretreatment permits.
- Provide periodic reports of IPT activity to the cities of Portland and Westbrook and the Town of Gorham.
- Continue periodic issues of the e-mail Industrial Pretreatment News to assist industries with compliance.
- Collaborate with the City of Portland on a program for breweries and other alcoholic beverage producers.
- Continue active membership in the MeWEA Industrial Pretreatment Committee.
- Train one environmental scientist to provide weekly support to the IPT programs and involve all scientists in some way.
- Train all four environmental scientists and deploy them to manage PWD's water distribution system monitoring (TCR) program.

Lower Bay Security

- Patrol Lower Bay by boat during summer, ensuring compliance with body contact and trespassing restrictions.
- Patrol Sebago Lake Land Reserve year-round to ensure compliance with District land use policy.
- Implement recommendations of the Maine Forest Service to enhance efforts to mitigate fire risk.
- Provide field oversight of District logging operations and track documentation.
- Support local first responders as requested in response to Sebago Lake rescue incidents.
- Patrol Lower Bay during ice fishing season to minimize impact of activity on water quality.
- Utilize the District's Kubota UTV to patrol the Sebago Lake Land Reserve during the winter months.
- Install more of the redesigned floating No Trespassing signs delineating the 3,000' restriction zone.
- Continued the Sebago Lake Land Reserve quarterly newsletter. This newsletter emailed to land users discusses upcoming events and concerns regarding the SLLR.

Lead & Copper Program

- Prepare sampling lists for all elementary schools and licensed childcare facilities served by PWD.
- Prepare outreach materials for schools and childcare facilities.
- Request a waiver for eligible schools previously tested by the Maine DWP.
- Develop a childcare facility sampling program.
- Prepare for new Lead and Copper Rule Improvements (LCRI) that will impact compliance monitoring, tier sampling sites and lead sample analyses.
- Continue routine field investigations to verify and validate service line materials for the required future inventory compliance submissions.
- Update compliance sampling protocols and instructions.
- Revise all required notification materials with revised EPA health effects language (i.e., CCR).
- Continue supporting the lab staff and improving WQ database reports.

2025 Grants to Watershed Partners			
2025 Proposed	Type	Recipient	Supports this Environmental Services Section
\$21,750	Lakescaping Grants	Watershed property owners, businesses	Source Protection
<i>Grants of up to \$1,000 are made to individual property owners and up to \$2,000 to businesses, associations, or municipalities for implementing erosion and sedimentation control BMPs based on our recommendations. A minimum 1:1 match is required.</i>			
\$1,000	Monitoring Equipment Support	Watershed Lake Associations	Source Protection
<i>Grants of up to \$500 to help fund the purchase of lake and tributary monitoring equipment for watershed lake associations to assist them in protecting lakes upstream of Sebago Lake.</i>			
\$1,250	Lake Protection Support	Maine Lakes Society	Source Protection
<i>A contribution of \$1,000 to Maine Lakes Society to support their operations and \$250 to support their annual conference. Their advocacy benefits all surface supplies including PWD.</i>			
\$1,250	Lake Protection Support	Lake Stewards of Maine	Source Protection
<i>A contribution of \$1,000 to Lake Stewards of Maine to support their operations and \$250 to support their annual conference. Their outreach raises awareness statewide to issues of lake protection, particularly invasive aquatic plants. They conduct training at PWD and for PWD employees on request.</i>			
\$1,000	Watershed Organization Support	Raymond Waterways Protective Association (RWPA)	Environmental Education & Outreach, Source Protection
<i>RWPA works on invasive plant control, BMP installation, and does outreach via a newsletter. They work on 319 (erosion control) projects in the indirect watershed of Sebago Lake. They receive matching financial support from the town of Raymond as well as from grants and individual donors.</i>			
\$1,750	Land Trust Support	Loon Echo Land Trust	Forest Conservation
<i>The mission of Loon Echo Land Trust (LELT) is to conserve land in the towns of Denmark, Bridgton, Harrison, Naples, Casco, Sebago, and Raymond. LELT's service area encompasses 126,000 acres – nearly half - of the Sebago Lake watershed. As they make progress in pursuit of their mission, our water supply is better protected.</i>			

2025 Grants to Watershed Partners (Continued)			
2025 Proposed	Type	Recipient	Supports this Environmental Services Section
\$1,750	Land Trust Support	Western Foothills Land Trust	Forest Conservation
<i>The mission of the Western Foothills Land Trust (MFLT) is to conserve land in the towns of Otisfield, Norway, Bethel and Waterford, among others. WFLT’s service area encompasses 54,000 acres – about 20% - of the Sebago Lake watershed.</i>			
\$1,750	Land Trust Support	Mahoosuc Land Trust	Forest Conservation
<i>The Mahoosuc Land Trust (MLT) is organized to conserve land in the towns of Norway, Waterford, and Albany township among others.</i>			
\$1000	Land Trust Support	Presumpscot Regional Land Trust	Forest Conservation
<i>The Presumpscot Regional Land Trust is organized to conserve land in the towns of Gorham, Gray, Standish, Westbrook, and Windham.</i>			
\$600	Maine Water Conference Support	U Maine Mitchell Center	Environmental Education & Outreach
<i>Our support serves an outreach and public relations function, ensuring PWD’s name on promotional materials. The conference also provides an opportunity to attract Maine colleges and universities to conduct research on Sebago Lake.</i>			
\$31,500	Total Grant Support to Watershed Partners		

Industrial Pretreatment Programs

IPT programs were developed for the Portland and Westbrook sewer collection systems in order to shield the treatment works from industrial wastewater that may potentially disrupt proper treatment.



Three hospitals in Portland are permitted industries in the Portland IPT program. In 2024, data from each hospital were reviewed during the permit renewal process, and the hospitals were transitioned full permits with monitoring requirements to Best Management Practice permits. This decision was made because the hospitals have a low frequency of ordinance violations and primarily discharge domestic wastewater.

Going forward, each hospital must submit semi-annual reports that certify that they are implementing the best management practices (BMPs) outlined in their permits. The BMPs include: composting kitchen waste, offsite disposal of hazardous waste, and inspection and maintenance of grease traps and systems that treat fluid waste prior to discharge to the sewer system.

Industrial Pretreatment Program				
For the Year Ending December 31, 2023				
	Gorham	Portland	Westbrook	Windham
Revenue	2,282	297,503	22,318	-
Expense	Gorham	Portland	Westbrook	Windham
Salaries & Wages	8,545	37,500	17,638	1,128
Employee Benefits	4,310	18,888	8,892	570
Transportation	266	854	488	9
Contracted Services	1,731	5,941	4,565	15
Other Expense	869	4,839	2,245	171
	15,721	68,022	33,828	1,893
2023 Net Income	(13,439)	229,481	(11,510)	(1,893)
2022 Net Income	(8,085)	254,524	(11,827)	(2,782)
2021 Net Income	(15,014)	244,075	(12,070)	(1,929)
2020 Net Income	(16,403)	206,722	(15,457)	(1,734)

Financial Overview

There are no changes proposed in permanent staffing for the Environmental Services group. There will be one fewer temporary employee in 2025 as we are eliminating the education intern position. The work previously done by that employee will be done by the Cumberland County Soil and Water Conservation District as subcontractor of our education programs.

Overall, the budget for Environmental Services is increased by \$215,081, which is an 8.4% increase over the 2024 budget. Almost half of that amount (\$105,713) is made up of increases related to salary, wages and employee benefits.

A5: Water Resources Section

The 2025 A5 budget has an increase of \$61,615 or a 4.5% increase over the 2024 budget.

- For two years we have been reducing an/or eliminating expenses for in-house education services as we either end initiatives we used to do or shift work that was done in-house to our education contractor, Cumberland County Soil and Water Conservation District (CCSWCD). Overall, the budget for Education in 2025 is 3% higher than it was in 2024, an increase of \$2,618. However, the education budget for 2023 was \$132,145, so the 2025 budget is a reduction of \$41,026 (31%). from that amount. As CCSWCD invoices us for tasks they complete through the year and as we ask them to take on things we used to do, they are adjusting their annual request for completing these tasks for us.
- The Training budget for A5 is increased by \$2,187. This reflects our goal of seeing more involvement by staff in regional training and networking opportunities.
- The A5 Uniform budget is increased by \$2,900. We will be upgrading the uniforms of security staff with the new company logo.
- The A5 Materials and Supplies budget is increased by \$13,012. Part of this increase is the cost of replacing a supply shed at the Lake Office as well as for other improvements to the grounds and signage to inform the public about water quality-related landscaping.

Financial Overview (continued)

L6: Water Quality Section

The 2025 L6 budget has an increase of \$153,466 or a 13% increase over the 2024 budget. Beyond, pay rates and benefits, there are several reasons for this increase.

- PWD decommissioned the ICP instrument that historically was used to analyze samples in-house for metals concentrations. This work will now be contracted to outside laboratories, allowing the reduction/elimination of several budget items, most notably the service contract for the instrument. This also means an increase in the Lab Analysis budget to pay outside laboratories to run these samples.
- Based on permit cycle, much more testing for wastewater parameters including Whole Effluent Toxicity (WET) is required in 2025. This, coupled with rising analytical costs and additional subcontracting of metals analysis (see above), results in a \$36,715 increase in the Lab Analysis budget.
- The laboratories have a 2-year accreditation cycle and re-accreditation is required in 2025 resulting in a \$3,100 increase in the Professional Licenses budget. This amount will not appear in the 2026 budget as that will be an off-year.
- The Asset Purchases budget is increased by \$8,000 so that we can replace two pieces of lab equipment (water bath and incubator) that have reached the end of their useful life.
- The training budget for L6 is increased by \$6,296. This reflects our goal of seeing more involvement by staff in regional training and networking opportunities.
- The budget for dues is increased by \$9,200. This is a shift of the dues we have paid annually to the Water Research Foundation (WRF) from the wastewater budget to the Environmental Services budget. The WRF conducts research into topics of importance to water and wastewater utilities and makes the results available without charge to dues-paying members.
- The Lab Consumable Supplies budget is increased by \$10,400 which reflects projected cost increases by our lab supply vendors.

Environmental Services: Total

Financial Summary:

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Sub-Group:						
A5 - WATER RESOURCES	\$1,246,546	\$630,137	\$1,379,584	\$1,441,199	\$61,615	4.5%
L6 - WATER/WW LABORATORY	1,175,440	592,040	1,180,529	1,333,995	153,466	13.0%
Grand Total	2,421,987	1,222,177	2,560,113	2,775,194	215,081	8.4%
Expense Type:						
Salaries & Wages	\$1,271,180	\$609,128	\$1,259,643	\$1,326,432	\$66,789	5.3%
Employee Benefits	581,800	289,993	592,581	631,505	38,924	6.6%
Chemicals	0	0	2,300	0	(2,300)	-100.0%
Contracted Services	158,970	141,986	298,209	343,566	45,357	15.2%
Heat/Fuel Oil	15,415	5,834	28,500	24,550	(3,950)	-13.9%
Insurance	6,303	3,919	6,445	7,500	1,055	16.4%
Materials & Supplies	140,534	78,739	131,238	168,450	37,212	28.4%
Other Expense	167,599	55,718	168,775	195,636	26,861	15.9%
Purchased Power	3,474	2,752	5,860	5,299	(561)	-9.6%
Tele/Other Utilities	14,172	4,545	7,983	11,766	3,783	47.4%
Transportation	62,539	29,563	58,579	60,490	1,911	3.3%
Grand Total	2,421,987	1,222,177	2,560,113	2,775,194	215,081	8.4%
Headcount:						
Full Time	15	14	14	14	0	0.0%
Part Time	1	1	1	1	0	0.0%
Total	16	15	15	15	0	0.0%

Environmental Services: Total

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages						
660111 - SALARIES/WAGES NON-UNION	\$566,751	\$281,662	\$560,793	\$585,422	\$24,629	4.4%
660121 - WAGES/REGULAR UNION	560,257	294,796	596,412	642,976	46,564	7.8%
660122 - WAGES/OVERTIME UNION	14,039	6,700	21,708	23,970	2,262	10.4%
660123 - WAGES/DOUBLETIME UNION	2,103	-	2,289	2,624	335	14.6%
660131 - WAGES - REGULAR - TEMPS	66,724	25,971	78,441	71,440	(7,001)	-8.9%
660132 - WAGES - OVERTIME- TEMPS	104	-	-	-	-	n/a
66014 - VACATION ACCRUAL	2,438	-	-	-	-	n/a
66015 - SICKTIME ACCRUAL	58,764	-	-	-	-	n/a
Salaries & Wages Total	1,271,180	609,128	1,259,643	1,326,432	66,789	5.3%
Employee Benefits						
660401 - FICA - EMPLOYERS' SHARE	93,632	46,289	96,366	111,759	15,393	16.0%
660405 - SAFETY/WHY PROGRAM ITEMS	3,119	344	3,865	4,000	135	3.5%
6604151 - FIELD UNIFORMS	247	-	1,200	1,200	-	0.0%
660418 - STIPENDS	1,500	600	1,700	1,600	(100)	-5.9%
660419 - EMPLOYEE BENEFITS-MISC OTH	7,589	2,147	6,400	9,425	3,025	47.3%
660491 - FRINGE BENEFITS-REG/SAL	475,714	240,614	483,050	503,521	20,471	4.2%
Employee Benefits Total	581,800	289,993	592,581	631,505	38,924	6.6%
Chemicals						
661899 - OTHER CHEMICALS	-	-	2,300	-	(2,300)	-100.0%
Chemicals Total	-	-	2,300	-	(2,300)	-100.0%
Contracted Services						
66353 - REPAIR SERVICES	621	1,562	1,900	2,900	1,000	52.6%
66354 - MAINTENANCE SERVICES	33,297	28,872	47,336	50,886	3,550	7.5%
663546 - MAINTENANCE - SNOW REMOVL	6,500	3,875	12,550	9,000	(3,550)	-28.3%
663551 - LAB ANALYSIS	59,034	22,115	52,885	89,600	36,715	69.4%
663553 - PHOTOGRAPHY SERVICES	-	-	1,500	1,500	-	0.0%
663561 - COMPUTER LICENSES	-	99	500	500	-	0.0%
663562 - COMPUTER MAINTENANCE	511	1,474	1,920	-	(1,920)	-100.0%
663574 - DISPOSAL SERVICES	9,641	2,939	6,000	6,850	850	14.2%
663587 - COURIER SERVICES	2,950	1,642	2,760	2,760	-	0.0%
663592 - RECRUITING SERVICES	519	442	-	-	-	n/a
663599 - MISC OTHER SERVICES	-	-	1,500	1,000	(500)	-33.3%
6636 - TECHNICAL SERVICES	36,888	23,382	54,350	45,950	(8,400)	-15.5%
66361 - SEBAGO CLEAN WATERS	-	30,000	60,000	60,000	-	0.0%
66362 - LAKES ENVIRONMENTAL ASSOC	-	4,250	17,000	17,000	-	0.0%
66363 - CUMB COUNTY SOIL & WATER	9,009	21,274	38,008	55,620	17,612	46.3%
66355 - LABORATORY SERVICES	-	60	-	-	-	n/a
Contracted Services Total	158,970	141,986	298,209	343,566	45,357	15.2%
Heat/Fuel Oil						
661622 - CONTAINER DELIVERED	3,020	4,607	8,500	4,550	(3,950)	-46.5%
66166 - UNLEADED GAS	12,395	1,227	20,000	20,000	-	0.0%
Heat/Fuel Oil Total	15,415	5,834	28,500	24,550	(3,950)	-13.9%
Insurance						
66599 - PROPERTY & BOILER INSUR	6,303	3,919	6,445	7,500	1,055	16.4%
Insurance Total	6,303	3,919	6,445	7,500	1,055	16.4%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Materials & Supplies						
6619 - ASSET PURCHASES	\$18,817	\$22,813	\$14,000	\$33,000	\$19,000	135.7%
66202 - TOOLS	\$1,986	\$104	\$2,200	\$3,200	\$1,000	45.5%
66203 - VENDOR PURCHASED SUPPLIES	\$9,724	\$5,859	\$21,250	\$25,900	\$4,650	21.9%
662042 - SUPPLIES INVENTORY	1,634	768	1,700	2,000	300	17.6%
662043 - TOOL INVENTORY	1,277	780	1,650	1,800	150	9.1%
66204302 - INVENTORY - PAPER	-	-	300	300	-	0.0%
66204303 - INVENTORY-COMPUTER EQUIP	2,699	-	1,200	1,200	-	0.0%
66205 - CONSUMABLE SUPPLIES	102,432	48,414	86,300	96,700	10,400	12.1%
663564 - COMPUTER-RELATED EQUIP	-	3	1,100	1,100	-	0.0%
Materials & Supplies Total	140,534	78,739	131,238	168,450	37,212	28.4%
Other Expense						
66411 - INTERNAL RENTAL CHARGES	51,030	26,800	53,600	53,600	-	0.0%
6642 - EQUIPMENT RENT	-	-	300	300	-	0.0%
66601 - PUBLIC RELATIONS	1,304	240	2,200	1,950	(250)	-11.4%
66609 - OTHER ADVERTISING	1,571	1,022	3,100	3,000	(100)	-3.2%
6675111 - INSTA TE TRAINING/CONF	4,341	3,671	3,800	4,800	1,000	26.3%
6675112 - OUT OF STA TE TRAINING/CON	6,654	2,056	5,950	13,500	7,550	126.9%
667513 - DUES	24,326	571	20,845	31,631	10,786	51.7%
667514 - PROFESSIONAL LICENSES	470	250	1,425	4,525	3,100	217.5%
667515 - PERIODICAL SUBSCRIPTIONS	126	-	430	430	-	0.0%
667521 - POSTAGE - THIRD PARTY	4,729	1,642	4,100	4,600	500	12.2%
667522 - POSTAGE - INTERNAL	528	161	1,025	1,100	75	7.3%
667523 - POSTAGE - EXPRESS DELIVER	245	52	300	300	-	0.0%
667531 - PRINTING COSTS	19,605	10,818	31,100	29,900	(1,200)	-3.9%
667555 - SAFETY EXPENSES	332	29	100	100	-	0.0%
667561 - WATERSHED GRANTS/SUPPORT	44,956	6,100	33,900	35,900	2,000	5.9%
667591 - UNIFORMS	3,523	704	2,250	5,150	2,900	128.9%
667592 - FOOD SUPPLIES	2,785	-	4,350	4,850	500	11.5%
667599 - OTHER MISCELLANEOUS	1,075	1,603	-	-	-	n/a
Other Expense Total	167,599	55,718	168,775	195,636	26,861	15.9%
Purchased Power						
66155 - POWER - SMALL ENERGY	1,458	1,590	3,257	2,734	(523)	-16.1%
66156 - POWER - SMALL T&D	2,016	1,162	2,603	2,565	(38)	-1.5%
Purchased Power Total	3,474	2,752	5,860	5,299	(561)	-9.6%
Tele/Other Utilities						
66101 - WATER	153	66	383	406	23	6.0%
66111 - TELEPHONE LINES	1,781	156	1,900	2,000	100	5.3%
66112 - DATA LINES	6,675	2,167	540	3,900	3,360	622.2%
66113 - CELLULAR PHONES	5,562	2,156	5,160	5,460	300	5.8%
Tele/Other Utilities Total	14,172	4,545	7,983	11,766	3,783	47.4%
Transportation						
66501 - TRANSPORTATION - INTERNAL	15,529	7,810	22,529	23,033	504	2.2%
665018 - TRANS - LAKE BOAT	7,500	3,750	7,500	7,500	-	0.0%
665019 - TRANS INTERNAL INACTIVE	30,192	13,584	18,460	20,567	2,107	11.4%
66503 - MILEAGE REIMBURSEMENT	9,317	4,419	10,090	9,390	(700)	-6.9%
Transportation Total	62,539	29,563	58,579	60,490	1,911	3.3%
Grand Total	2,421,987	1,222,177	2,560,113	2,775,194	215,081	8.4%

Environmental Services: Water Resources Section (A5)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$675,389	\$308,086	\$647,377	\$662,735	\$15,358	2.4%
Employee Benefits	298,278	142,279	294,789	311,634	845	5.7%
Contracted Services	85,717	109,151	221,854	235,366	13,512	6.1%
Heat/Fuel Oil	15,415	5,834	28,500	24,550	(3,950)	-13.9%
Insurance	6,303	3,919	6,445	7,500	1,055	16.4%
Materials & Supplies	16,961	10,257	37,338	50,350	13,012	34.8%
Other Expense	85,643	23,174	83,995	90,345	6,350	7.6%
Purchased Power	3,474	2,752	5,860	5,299	(561)	-9.6%
Tele/Other Utilities	6,802	2,314	6,663	7,026	363	5.4%
Transportation	52,564	22,370	46,763	46,394	(369)	-0.8%
Grand Total	1,246,546	630,137	1,379,584	1,441,199	61,615	4.5%
Programs:						
28 - MONITORING	\$302,936	\$191,781	\$353,313	\$363,732	\$10,419	2.9%
29 - WATERSHED GRANT	17,836	9,314	41,278	42,863	1,585	3.8%
32 - LEAD/COPPER COMPLIANCE	1,742	2,131	0	9,178	9,178	n/a
41 - PRETREATMENT	7,755	3,020	24,695	25,700	1,005	4.1%
56 - TECH OPS SUPPORT	42,093	18,514	88,373	90,459	2,086	2.4%
78 - EDUCATION	77,961	25,754	88,501	91,119	2,618	3.0%
82 - LAKE SECURITY - LAND	185,390	117,936	191,997	197,757	5,760	3.0%
83 - CUSTOMER OUTREACH	109,138	48,056	172,498	173,702	1,204	0.7%
84 - LAKE SECURITY - WATER	54,116	22,189	80,918	82,422	1,504	1.9%
98 - TRAINING	33,658	6,603	34,426	36,613	2,187	6.4%
99 - ADMINISTRATION	413,921	184,838	303,585	327,654	24,069	7.9%
Grand Total	1,246,546	630,137	1,379,584	1,441,199	61,615	4.5%
Funds:						
10 - GENERAL	\$302,502	\$140,968	\$227,977	\$171,878	(\$56,099)	-24.6%
20 - WATER GENERAL	936,289	486,149	1,126,912	1,243,621	116,709	10.4%
50 - WASTEWATER GENERAL	6,981	1,512	22,050	22,947	897	4.1%
57 - WW PORTLAND	452	1,331	1,764	1,835	71	4.0%
61 - WW GORHAM	269	177	0	0	0	n/a
62 - WW WESTBROOK	54	0	881	918	37	4.2%
Grand Total	1,246,546	630,137	1,379,584	1,441,199	61,615	4.5%
Headcount:						
Full-Time	7	6	6	6	0	0.0%
Part-Time	1	1	1	1	0	0.0%
Total	8	7	7	7	0	0.0%

Environmental Services: Water Quality Section (L6)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$595,790	\$301,042	\$612,266	\$663,697	\$51,431	8.4%
Employee Benefits	283,522	147,714	297,792	319,871	22,079	7.4%
Chemicals	-	-	2,300	-	(2,300)	-100.0%
Contracted Services	73,253	32,835	76,355	108,200	31,845	41.7%
Materials & Supplies	123,573	68,482	93,900	118,100	24,200	25.8%
Other Expense	81,956	32,544	84,780	105,291	20,511	24.2%
Tele/Other Utilities	7,370	2,230	1,320	4,740	3,420	259.1%
Transportation	9,976	7,194	11,816	14,096	2,280	19.3%
Grand Total	1,175,440	592,040	1,180,529	1,333,995	153,466	13.0%
Programs:						
32 - LEAD/COPPER COMPLIANCE	\$150,971	\$49,518	\$107,729	\$108,883	\$1,154	1.1%
41 - PRETREATMENT	96,658	46,972	142,589	159,736	17,147	12.0%
56 - TECH OPS SUPPORT	277,132	181,293	164,035	177,673	13,638	8.3%
63 - SAMPLE ANALYSIS	167,862	92,884	370,234	446,080	75,846	20.5%
78 - EDUCATION	593	772	305	376	71	23.3%
98 - TRAINING	67,818	30,548	35,975	42,271	6,296	17.5%
99 - ADMINISTRATION	414,407	190,053	359,662	398,976	39,314	10.9%
Grand Total	1,175,440	592,040	1,180,529	1,333,995	153,466	13.0%
Funds:						
10 - GENERAL	\$399,590	\$201,316	\$302,451	\$325,457	\$23,006	7.6%
20 - WATER GENERAL	419,425	206,811	462,335	509,406	47,071	10.2%
50 - WASTEWATER GENERAL	257,347	126,567	285,385	319,895	34,510	12.1%
51 - WW CAPE ELIZABETH	2,998	3,208	5,116	11,819	6,703	131.0%
55 - WW WINDHAM LF	724	1,026	3,456	3,848	392	11.3%
57 - WW PORTLAND	56,002	43,002	80,229	97,041	16,812	21.0%
61 - WW GORHAM	7,681	3,686	6,974	8,541	1,567	22.5%
62 - WW WESTBROOK	16,508	4,364	25,315	30,929	5,614	22.2%
64 - WW JOINT WESTBROOK	11,238	1,486	6,222	17,843	11,621	186.8%
66 - WW PEAKS ISLAND	3,928	574	3,046	9,216	6,170	202.6%
Grand Total	1,175,440	592,040	1,180,529	1,333,995	153,466	13.0%
Headcount:						
Full-Time	8	8	8	8	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	8	8	8	8	0	0.0%

Environmental Services: Sebago Clean Water



The District is a founding member of the Sebago Clean Waters partnership. Sebago Clean Waters is a coalition of ten non-profit, water and land conservation organization and one regional water utility (the Portland Water District). The mission of Sebago Clean Waters is to combine resources, expertise, and experience to increase the pace of forest conservation and related land and water protection work in the Sebago Lake watershed. Our

partnership is fortunate to receive support from forward-thinking businesses who recognize the importance of clean water for their products and their communities. This support takes the form of proceeds from sales of goods, direct donations, grants, in-kind service, and social media promotion.

The partnership was formally established in 2017 but various members have been working together since 2000. Since 2000, the partners have conserved more than 15,000 acres of land in the watershed – more than 6% of the total watershed land area. This conserved land has a value in excess of \$16M.



Member Organizations



Business and Nonprofit Contributors



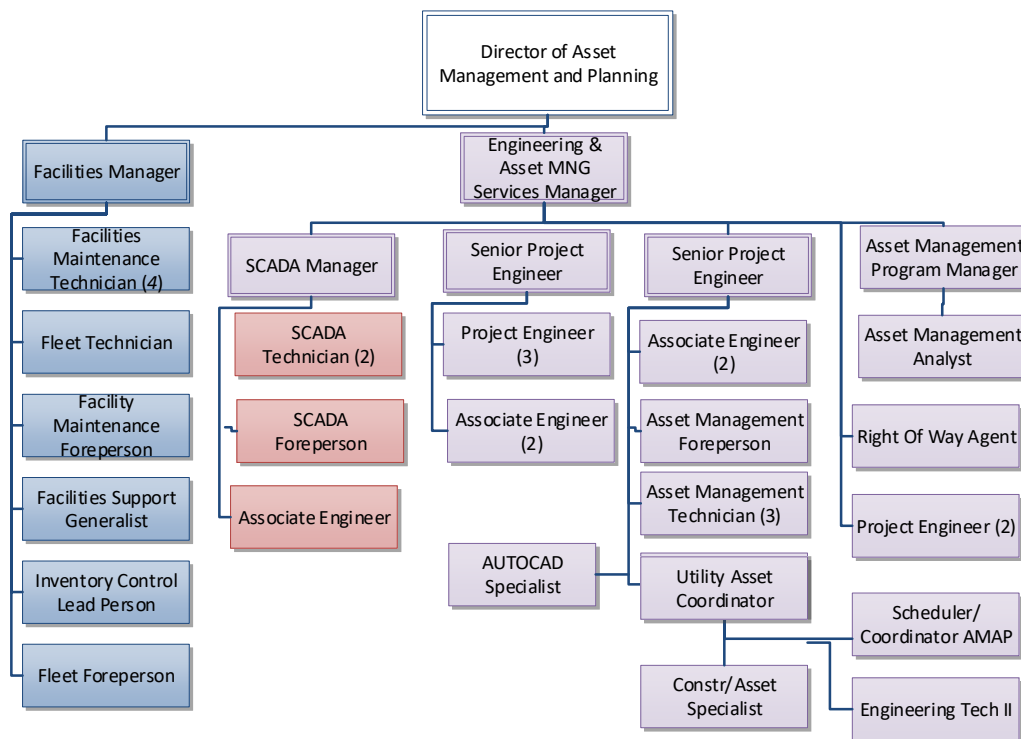
Engineering Services - Purpose Statement

To provide direct and supported design and construction of water, wastewater and administrative infrastructure and support an asset management approach to infrastructure development and maintenance

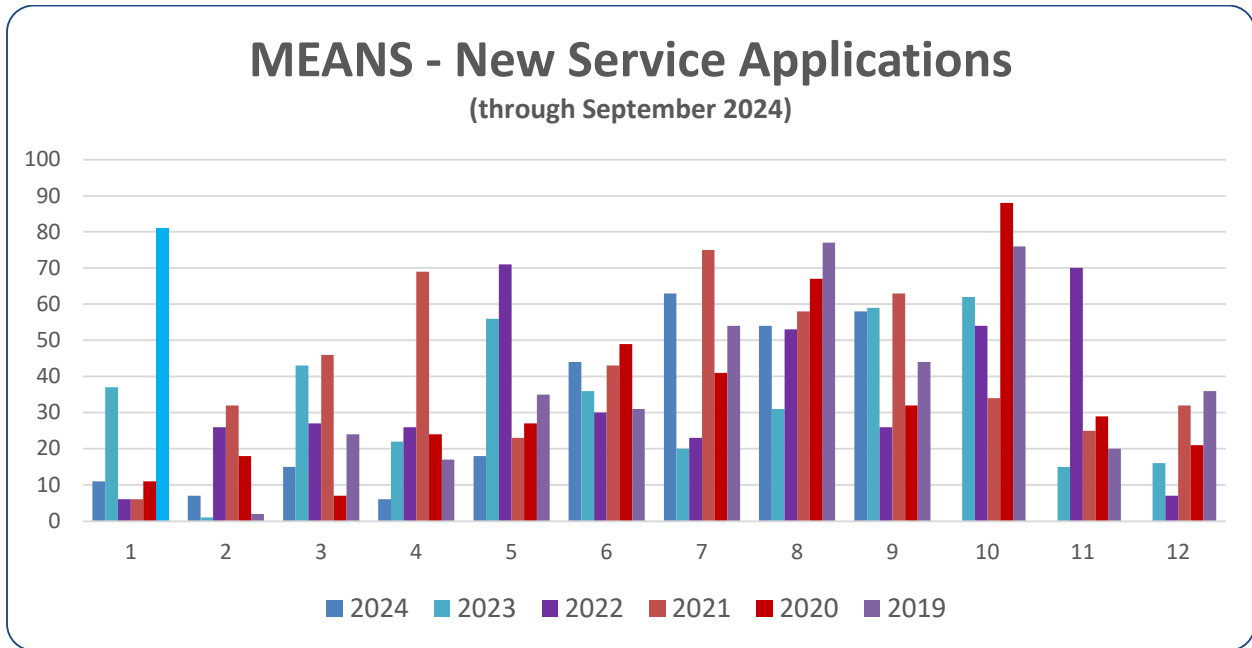
Core Services

Engineering Services is responsible for providing engineering and facilities maintenance services to internal and external customers. They are responsible for the following services:

- Manage planning and design of developer-installed water and sewer infrastructure and management of field and facilities assets
- Support long range planning, alternatives evaluation, and detailed design development of water main renewal programs as well as treatment and pumping facility projects; provides construction oversight/recordkeeping for all infrastructure projects. (Asset Engineering Services Group-E2; purple in organization chart)
- Responsible for operation and maintenance of administrative facilities; provide facility support services including garage, structural maintenance and stock room services (Facility Services Group-C1; blue in organization chart).
- Provide design, installation, maintenance and technical support of the Supervisory Control and Data Acquisition (SCADA) systems (SCADA Services Group-E7; red in organization chart).



Key Statistics



Graphs shows the variations of work load between years that generally starts to increase in March and peaks in October. Because the work is dependent on customer’s requests, there are significant variances between the monthly number of new services initiated, which is a challenge for resource allocation.

Assets in the Asset Information Management System (AIM)

Facilities	152
Facility Processes & Systems	1375
Equipment/Components	12,809
Vehicles/Heavy Equipment	196
Water Service Association Assets (meters, backflows, etc.)	328,548
Water Field Assets	55,230
Sewer Field Assets	7,265
Real Estate Interests	3,306
Total Assets	408,881

Performance Benchmarks

	2023 Actual	2024 Budget	2025 Budget
Goal – Reliable & Sustainable Service			
Leaks per 100 miles of main	12.7	<10	<10
Main Renewals, feet	9,615	12,000	13,000
Main Extensions, feet	9,665	26,000	24,000
Goal – High Value			
New Water Services	398	450	450
Goal – High Performance and Supportive Work Environment			
Employee Training Hours	74	80	80

Accomplishments

- Procured the first phase of the water and wastewater master plan, machine learning (AI) supported analysis of Likelihood of Failure (LOF) for water main assets
- Provided project management, coordination and design support related to design and construction of new wastewater collection and treatment infrastructure system in North Windham
- Managed construction of the East End Wastewater Treatment Facility (EWWTF) Secondary Clarifiers and Primary Sludge Upgrades
- Supported construction for the new 1 MG Windham water storage tank (started up fall 2024)
- Supported design and construction of piping and power upgrades to the Steep Falls Water Treatment Facility
- Large scale SCADA improvements to remote sites in Cape Elizabeth, Peaks Island, and Portland.
- Continued rollout and development of the computerized maintenance management system (CMMS) software, EAM (Central Square), as part of Asset Management effort
- Worked with water and wastewater operations and environmental services staff to improve asset data
- Managed design/installation nearly 4 miles of water main renewals and extensions

2024 Projects and Initiatives

Goals – Reliability and Sustainable Service

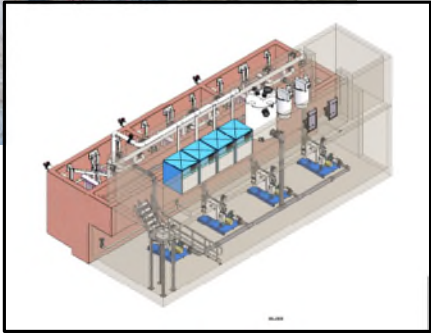
- Manage final construction, and startup of the new North Windham wastewater collection and treatment system using a Construction Manager at Risk (CMAR), a form of design build
- Manage and support vertical asset upgrade projects: EWWTF clarifier and primary gallery upgrade, Windham Water Storage Tank, etc.
- Manage and support Water Main Business Risk Exposure project and resulting water main prioritization
- Improve water main replacement programs and manage design and delivery of projects.
- Continue to lead and support implementation of Central Square EAM CMMS software and alignment of corporate asset management efforts.
- Continue to work with Operations, and Environmental Services to improve AIM data and configure CMMS.
- Manage facilities projects including electrical, HVAC and roof upgrades.
- Provide core support of asset management and CMMS implementation.

Goal – High Performance and Supportive Work Environment

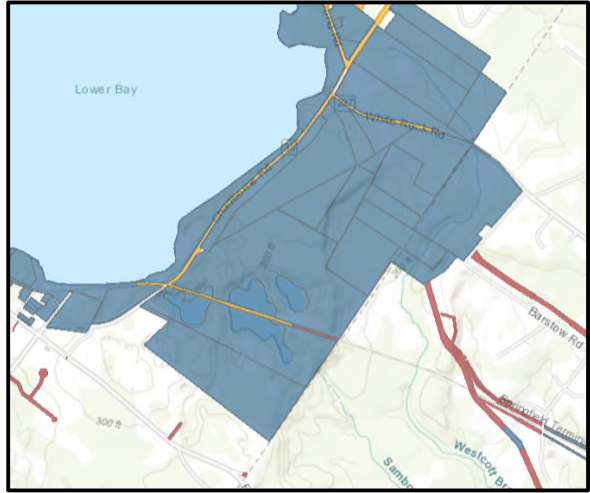
- Maintain an average of 80 hours of training per employee.
- Continue to support ongoing workplace safety management and training.
- Continue to provide on-the-job learning opportunities for developing staff experience.

2024 Highlights

Managed and supported North Windham sewer system design and construction.



Continued development of core Asset Management CMMS platform – 3,200 Real Estate assets added



Managed new water storage tank in Windham
407
Pressure
Zone



Manage and support the EEWTF Secondary Clarifier and Primary Sludge Upgrade



Managed and supported SCADA, electrical and process upgrades to the Ottawa Rd. PS in C.E.



Douglass Street Facility – Complete the third phase of the HVAC and office renovations for the SMT area



2025 Projects and Initiatives

Manage and support construction for federally funded lead and copper rule related galvanized pipe replacements.



Manage and support continued Master Planning effort – Water Main Business Risk Exposure analysis. Continue integration and alignment of asset management attributes in CMMS system.

Relative Risk Rating Matrix					
(Failure) Likelihood	Consequence (Of Failure)				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	M	H	H	E	E
4 Likely	M	M	H	H	E
3 Moderate	L	M	H	H	H
2 Unlikely	L	L	M	M	H
1 Rare	L	L	M	M	H

Break Type	2 Longitudinal	Apparent Cause	50 Water Hammer	Repair Type	2 Cut in New Pipe
Water Use Info					
Est Water Loss	100000	Frost Depth (ft)	0	Loss Number	2023.10.13-MB-04061
Clz Start		Clz End	1:17	Shutdown Hours	2
				Customers w/o Service	30
Interior Condition	2 Good	Exterior Condition	4 Poor	Surface Type	2 Pavement
Soil Condition	1 Wet	Soil Type	1 Clay		

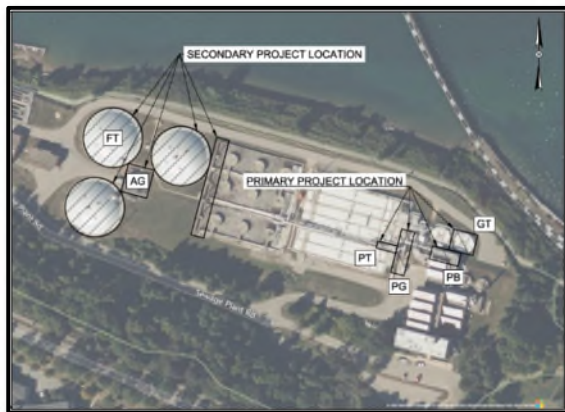
Initiate process and equipment upgrades for several systems including dewatering at EEWTF



Lead program to prioritize, design and construct water main replacement program.



Manage and support construction of EEWTF Secondary Clarifier & Primary Gallery upgrade



Continue to support design-build construction of North Windham wastewater system and prepare for startup.



Financial Overview

The Engineering Services 2025 budget request is \$5,818,414 which is \$438,574 or 8.2% higher than last year's budget. The department consists of 3 subgroups – Facility Services (C1), Asset Engineering (E2) and SCADA Services (E7).

C1 - Facility Services' budget increased by \$68,488 or 3%. In addition to Salary & Wage increases, the difference reflected higher insurance and transportation costs at an increase of 15% and 12% respectively. Additionally, there was a 77% increase in materials and supplies due to the need to support significant active construction, and some cost intensive maintenance procurements.

E2 - Asset Engineering's budget increased by \$348,409 or 13.7%. Much of the increase is reflected in the Salary & Wage and Employee Benefits which includes changes in technical staffing. Three (3) positions were added:

- Asset Management Analyst to support ongoing asset management efforts (this headcount was transferred from Information Services (G1).
- Associate Engineer was added to the group to assist with Means efforts (this headcount was transferred from Water (A1)*.
- Project Engineer to meet increasing project workload demands (new District headcount)

E7 - SCADA Services' budget increased \$21,677 or 4.1% primarily attributed to Salary & Wage/Employee Benefit increases.

* = This change was made late in the budget process, the dollars for this position are still in Water Operations.

Engineering Services – Total

Financial Summary

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Sub-Group:						
C1 - FACILITIES SERVICES	\$2,147,092	\$1,205,357	\$2,305,124	\$2,373,612	\$68,488	3.0%
E2 - ASSET ENGINEERING	2,339,831	1,303,038	2,546,902	2,895,311	348,409	13.7%
E7 - SCADA SERVICES GROUP	525,139	279,044	527,814	549,491	21,677	4.1%
Grand Total	5,012,062	2,787,439	5,379,840	5,818,414	438,574	8.2%
Expense Type:						
Salaries & Wages	2,413,490	1,328,166	2,701,350	2,968,986	267,636	9.9%
Employee Benefits	1,194,474	649,153	1,317,446	1,433,243	115,797	8.8%
Contracted Services	481,221	339,897	519,820	558,770	38,950	7.5%
Deferred Cost W/O	19,355	-	-	-	-	n/a
Heat/Fuel Oil	81,430	40,845	72,300	63,107	(9,193)	-12.7%
Insurance	42,581	24,373	44,485	51,177	6,692	15.0%
Materials & Supplies	574,919	330,101	526,362	531,490	5,128	1.0%
Other Expense	(89,412)	(86,303)	(143,485)	(144,365)	(880)	0.6%
Purchased Power	80,553	51,283	124,735	126,857	2,122	1.7%
Regulatory/Taxes	2,203	1,285	3,000	3,000	-	0.0%
Tele/Other Utilities	93,581	54,393	99,736	101,919	2,183	2.2%
Transportation	117,668	54,246	114,091	124,230	10,139	8.9%
Grand Total	5,012,062	2,787,439	5,379,840	5,818,414	438,574	8.2%
Headcount:						
Full Time	33	34	34	37	3	8.8%
Part Time	0	2	2	2	0	0.0%
Total	33	36	36	39	3	8.3%

Engineering Services – Total

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages						
660111 - SALARIES/WAGES NON-UNION	\$1,320,989	\$750,626	\$1,543,604	\$1,747,697	\$204,093	13.2%
660121 - WAGES/REGULAR UNION	1,020,793	550,248	1,158,194	1,222,637	64,443	5.6%
660122 - WAGES/OVERTIME UNION	19,319	14,838	16,714	18,398	1,684	10.1%
660123 - WAGES/DOUBLETIME UNION	876	631	1,138	945	(193)	-17.0%
660124 - WAGES/STANDBY TIME UNION	3,161	3,039	1,300	3,253	1,953	150.2%
660125 - OPEN POSITIONS	-	-	(74,360)	(80,184)	(5,824)	7.8%
660131 - WAGES - REGULAR - TEMPS	7,988	8,784	54,760	56,240	1,480	2.7%
660136 - CONTRACTED - TEMP	43,159	-	-	-	-	n/a
66014 - VACATION ACCRUAL	(6,516)	-	-	-	-	n/a
66015 - SICKTIME ACCRUAL	3,721	-	-	-	-	n/a
Salaries & Wages Total	2,413,490	1,328,166	2,701,350	2,968,986	267,636	9.9%
Employee Benefits						
660401 - FICA - EMPLOYERS' SHARE	182,649	107,450	206,657	227,129	20,472	9.9%
660405 - SAFETY/WHY PROGRAM ITEMS	8,186	1,122	5,725	6,525	800	14.0%
660411 - MEALS ALLOWANCE	30	10	100	100	-	0.0%
660413 - PWD TRAINING PROGRAM	87	-	-	-	-	n/a
660418 - STIPENDS	2,300	1,400	2,300	2,400	100	4.3%
660419 - EMPLOYEE BENEFITS-MISC OTH	10,033	4,547	5,900	12,417	6,517	110.5%
660491 - FRINGE BENEFITS-REG/SAL	991,189	534,624	1,096,764	1,184,672	87,908	8.0%
Employee Benefits Total	1,194,474	649,153	1,317,446	1,433,243	115,797	8.8%
Contracted Services						
6631 - ENGINEERING SERVICES	12,047	6,577	10,000	10,000	-	0.0%
6635221 - PAVING - MINOR REPAIR	3,509	-	-	-	-	n/a
663524 - STREET OPENING	100	-	-	-	-	n/a
663527 - EMERGENCY RESPONSE- FEMA	-	3,882	-	-	-	n/a
66353 - REPAIR SERVICES	34,864	34,118	23,500	29,500	6,000	25.5%
66354 - MAINTENANCE SERVICES	264,415	183,201	311,100	315,600	4,500	1.4%
663546 - MAINTENANCE - SNOW REMOVL	24,236	14,125	35,000	35,000	-	0.0%
663561 - COMPUTER LICENSES	27,884	23,666	22,950	26,200	3,250	14.2%
663562 - COMPUTER MAINTENANCE	49,914	55,171	54,000	60,000	6,000	11.1%
663563 - COMPUTER CONSULTING/OTHER	-	-	600	600	-	0.0%
663574 - DISPOSAL SERVICES	12,961	5,231	18,400	18,600	200	1.1%
663587 - COURIER SERVICES	9,689	4,926	8,270	8,270	-	0.0%
663592 - RECRUITING SERVICES	7,827	6,751	500	7,500	7,000	1400.0%
6635985 - VEHICLE FLEET GPS SERVICE	25,997	-	28,000	30,000	2,000	7.1%
663599 - MISC OTHER SERVICES	7,738	2,250	2,500	12,500	10,000	400.0%
6636 - TECHNICAL SERVICES	40	-	5,000	5,000	-	0.0%
Contracted Services Total	481,221	339,897	519,820	558,770	38,950	7.5%
Heat/Fuel Oil						
661621 - PIPELINE DELIVERED PROPAN	69,239	35,491	56,800	52,107	(4,693)	-8.3%
66166 - UNLEADED GAS	12,191	5,353	15,500	11,000	(4,500)	-29.0%
Heat/Fuel Oil Total	81,430	40,845	72,300	63,107	(9,193)	-12.7%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Insurance						
6656 - VEHICLE INSURANCE	\$28,835	\$17,241	\$29,354	\$35,489	\$6,135	20.9%
66593 - UMBRELLA INSURANCE COVER	5,194	2,378	5,660	5,232	(428)	-7.6%
66599 - PROPERTY & BOILER INSUR	8,553	4,753	9,471	10,456	985	10.4%
Insurance Total	42,581	24,373	44,485	51,177	6,692	15.0%
Materials & Supplies						
6619 - ASSET PURCHASES	55,350	13,877	40,800	45,000	4,200	10.3%
66202 - TOOLS	15,001	8,051	8,000	16,675	8,675	108.4%
66203 - VENDOR PURCHASED SUPPLIES	240,300	120,448	195,300	189,650	(5,650)	-2.9%
662041 - MATERIALS INVENTORY	(16,558)	2,205	7,150	7,150	-	0.0%
662042 - SUPPLIES INVENTORY	25,025	15,587	10,125	14,175	4,050	40.0%
662043 - TOOL INVENTORY	7,929	6,195	7,450	7,300	(150)	-2.0%
66204301 - INVENTORY - TONER	695	-	-	500	500	n/a
66204302 - INVENTORY - PAPER	257	81	-	250	250	n/a
66204303 - INVENTORY -COMPUTER EQUIP	2,830	974	1,700	2,200	500	29.4%
662044 - METER INVENTORY	(13,790)	35,521	-	-	-	n/a
662046 - HYDRANT INVENTORY	(4,649)	303	-	-	-	n/a
662047 - GARAGE INVENTORY	8,896	6,048	6,175	7,275	1,100	17.8%
66204701 - INVENTORY - UNLEADED GAS	158,914	69,215	144,266	140,915	(3,351)	-2.3%
66204702 - INVENTORY - DIESEL	69,110	41,479	57,696	64,800	7,104	12.3%
66204703 - INVENTORY - TIRES	20,877	2,268	13,000	13,000	-	0.0%
66205 - CONSUMABLE SUPPLIES	-	-	2,200	1,550	(650)	-29.5%
66206 - COMPUTER RELATED EQUIP	4,732	7,846	32,500	21,050	(11,450)	-35.2%
Materials & Supplies Total	574,919	330,101	526,362	531,490	5,128	1.0%
Other Expense						
6642 - EQUIPMENT RENT	1,346	-	3,500	3,500	-	0.0%
6675111 - INSTATE TRAINING/CONF	25,037	14,463	22,500	24,500	2,000	8.9%
6675112 - OUT OF STATE TRAINING/CON	8,307	6,773	15,500	19,000	3,500	22.6%
667513 - DUES	1,872	544	3,000	2,500	(500)	-16.7%
667514 - PROFESSIONAL LICENSES	2,748	908	3,680	3,900	220	6.0%
667515 - PERIODICAL SUBSCRIPTIONS	139	289	800	800	-	0.0%
667521 - POSTAGE - THIRD PARTY	28	-	-	-	-	n/a
667522 - POSTAGE - INTERNAL	34	35	325	475	150	46.2%
667523 - POSTAGE - EXPRESS DELIVER	585	264	950	600	(350)	-36.8%
667552 - SAFETY TRAINING	-	-	750	750	-	0.0%
667555 - SAFETY EXPENSES	836	1,717	2,500	1,000	(1,500)	-60.0%
667556 - FREIGHT CHARGES (STOCK)	8	-	-	-	-	n/a
667592 - FOOD SUPPLIES	338	22	100	500	400	400.0%
667599 - OTHER MISCELLANEOUS	1,635	820	1,050	1,550	500	47.6%
6676 - EXPENSE OFFSET	(132,325)	(112,137)	(198,140)	(203,440)	(5,300)	2.7%
Other Expense Total	(89,412)	(86,303)	(143,485)	(144,365)	(880)	0.6%
Purchased Power						
66153 - POWER - MEDIUM ENERGY	48,057	36,578	89,128	85,301	(3,827)	-4.3%
66154 - POWER - MEDIUM T&D	29,129	12,104	30,812	36,604	5,792	18.8%
66155 - POWER - SMALL ENERGY	1,411	1,493	2,625	2,537	(88)	-3.4%
66156 - POWER - SMALL T&D	1,955	1,108	2,170	2,415	245	11.3%
Purchased Power Total	80,553	51,283	124,735	126,857	2,122	1.7%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Regulatory/Taxes						
667516 - PERMITS	\$2,203	\$1,285	\$3,000	\$3,000	\$0	0.0%
Regulatory/Taxes Total	2,203	1,285	3,000	3,000	-	0.0%
Tele/Other Utilities						
66101 - WATER	5,054	2,405	5,000	4,000	(1,000)	-20.0%
66102 - WASTEWATER	5,936	1,862	7,500	6,000	(1,500)	-20.0%
66103 - STORMWATER CHARGES	16,562	8,417	17,105	17,648	543	3.2%
66111 - TELEPHONE LINES	16,827	12,460	21,960	21,960	-	0.0%
66112 - DATA LINES	42,515	25,968	41,616	44,616	3,000	7.2%
66113 - CELLULAR PHONES	6,687	3,282	6,555	7,695	1,140	17.4%
Tele/Other Utilities Total	93,581	54,393	99,736	101,919	2,183	2.2%
Transportation						
66501 - TRANSPORTATION - INTERNAL	32,755	17,145	33,536	60,018	26,482	79.0%
665019 - TRANS INTERNAL INACTIVE	79,825	34,945	73,905	56,912	(16,993)	-23.0%
66502 - TRANSPORTATION - EXTERNAL	3,053	786	3,950	3,850	(100)	-2.5%
66503 - MILEAGE REIMBURSEMENT	2,034	1,371	2,700	3,450	750	27.8%
Transportation Total	117,668	54,246	114,091	124,230	10,139	8.9%
Deferred Cost W/O						
66754 - DEFERRED COSTS WRITE OFF	\$19,355	\$0	\$0	\$0	\$0	n/a
Deferred Cost W/O Total	19,355	-	-	-	-	n/a
Grand Total	5,012,062	2,787,439	5,379,840	5,818,414	438,574	8.2%

Engineering Services - Facilities Services (C1)

Financial Summary

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$610,603	\$322,818	\$680,832	\$711,005	\$30,173	4.4%
Employee Benefits	308,026	160,186	328,369	339,554	11,185	3.4%
Contracted Services	378,666	244,784	434,270	449,470	15,200	3.5%
Heat/Fuel Oil	81,430	40,845	72,300	63,107	(9,193)	-12.7%
Insurance	42,581	24,373	44,485	51,177	6,692	15.0%
Materials & Supplies	527,645	304,901	472,687	481,390	8,703	1.8%
Other Expense	(33,970)	(20,877)	(7,975)	(14,125)	(6,150)	77.1%
Purchased Power	80,553	51,283	124,735	126,857	2,122	1.7%
Regulatory/Taxes	2,203	1,285	3,000	3,000	-	0.0%
Tele/Other Utilities	79,360	43,430	81,541	82,644	1,103	1.4%
Transportation	69,994	32,330	70,880	79,533	8,653	12.2%
Grand Total	2,147,092	1,205,357	2,305,124	2,373,612	68,488	3.0%
Programs:						
23 - STOCKROOM OPERATIONS	\$87,706	\$59,745	\$146,929	\$152,814	\$5,885	4.0%
24 - OPERATIONS	5,991	29	-	-	-	n/a
30 - MAINTENANCE	280,711	126,107	312,940	365,095	52,155	16.7%
54 - ASSET MANAGEMENT	-	-	-	17,077	17,077	n/a
55 - PROF OPS SUPPORT	89,566	47,170	98,332	101,769	3,437	3.5%
90 - VEHICLES	732,437	350,625	687,769	708,404	20,635	3.0%
93 - STOCKROOM SCRAP	345	33,259	-	-	-	n/a
95 - DOUGLASS STREET	676,824	425,146	815,478	823,163	7,685	0.9%
98 - TRAINING	71,210	41,863	65,260	64,206	(1,054)	-1.6%
99 - ADMINISTRATION	202,302	121,411	178,416	141,084	(37,332)	-20.9%
Grand Total	2,147,092	1,205,357	2,305,124	2,373,612	68,488	3.0%
Funds:						
10 - GENERAL	\$1,682,459	\$938,885	\$1,746,923	\$1,751,488	\$4,565	0.3%
20 - WATER GENERAL	325,187	220,265	376,872	416,102	39,230	10.4%
30 - WATER STANDISH	1,000	(17,306)	3,407	3,200	(207)	-6.1%
50 - WASTEWATER GENERAL	-	-	-	1,223	1,223	n/a
51 - WW CAPE ELIZABETH	26,564	12,641	27,841	32,148	4,307	15.5%
53 - WW CUMBERLAND	8,306	4,731	10,993	12,702	1,709	15.5%
55 - WW WINDHAM LF	603	287	6,638	3,970	(2,668)	-40.2%
57 - WW PORTLAND	72,363	24,958	61,662	91,803	30,141	48.9%
61 - WW GORHAM	10,995	3,116	12,416	13,712	1,296	10.4%
62 - WW WESTBROOK	2,491	3,710	8,466	13,105	4,639	54.8%
64 - WW JOINT WESTBROOK	12,161	13,618	18,038	22,585	4,547	25.2%
65 - WW JOINT LF	474	150	1,800	842	(958)	-53.2%
66 - WW PEAKS ISLAND	4,490	300	30,068	10,732	(19,336)	-64.3%
Grand Total	2,147,092	1,205,357	2,305,124	2,373,612	68,488	3.0%
Headcount:						
Full Time	10	10	10	10	0	0.0%
Part Time	0	0	0	0	0	0.0%
Total	10	10	10	10	0	0.0%

Engineering Services - Asset Engineering Services (E2)

Financial Summary

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$1,505,761	\$851,879	\$1,721,801	\$1,940,669	\$218,868	12.7%
Employee Benefits	742,689	414,236	842,792	940,539	97,747	11.6%
Contracted Services	81,643	75,800	66,950	98,100	31,150	46.5%
Materials & Supplies	24,229	14,395	32,250	26,150	(6,100)	-18.9%
Other Expense	(62,211)	(67,511)	(146,260)	(140,990)	5,270	-3.6%
Tele/Other Utilities	9,066	5,369	11,820	12,900	1,080	9.1%
Transportation	19,300	8,871	17,549	17,943	394	2.2%
Deferred Cost W/O	19,355	-	-	-	-	n/a
Grand Total	2,339,831	1,303,038	2,546,902	2,895,311	348,409	13.7%
Programs:						
54 - ASSET MANAGEMENT	\$0	\$12,263	\$0	\$566,538	\$566,538	n/a
57 - MEANS COORDINATION	580,597	284,005	521,318	583,678	62,360	12.0%
59 - LAND MATTERS	48,774	36,757	62,177	78,599	16,422	26.4%
79 - A MAP SERVICES	461,219	240,991	662,018	707,025	45,007	6.8%
81 - INSTRUMENTATION & CON	8,732	13,731	64,466	72,736	8,270	12.8%
94 - TECHNOLOGY TEAMS	325,130	159,921	440,766	188,768	(251,998)	-57.2%
98 - TRAINING	120,070	90,343	115,418	120,970	5,552	4.8%
99 - ADMINISTRATION	795,308	465,028	680,739	576,997	(103,742)	-15.2%
Grand Total	2,339,831	1,303,038	2,546,902	2,895,311	348,409	13.7%
Funds:						
10 - GENERAL	\$1,629,577	\$991,643	\$1,295,863	\$1,233,451	(\$62,412)	-4.8%
20 - WATER GENERAL	558,466	237,036	842,593	1,194,751	352,158	41.8%
50 - WASTEWATER GENERAL	9,083	8,103	408,446	395,437	(13,009)	-3.2%
51 - WW CAPE ELIZABETH	880	-	-	-	-	n/a
53 - WW CUMBERLAND	6,224	8,893	-	-	-	n/a
55 - WW WINDHAM LF	(144)	68	-	-	-	n/a
57 - WW PORTLAND	134,439	55,667	-	71,672	71,672	n/a
61 - WW GORHAM	-	85	-	-	-	n/a
62 - WW WESTBROOK	130	-	-	-	-	n/a
64 - WW JOINT WESTBROOK	522	767	-	-	-	n/a
67 - WW NORTH WINDHAM	656	777	-	-	-	n/a
Grand Total	2,339,831	1,303,038	2,546,902	2,895,311	348,409	13.7%
Headcount:						
Full-Time	19	20	20	23	3	15.0%
Part-Time	0	2	2	2	0	n/a
Total	19	22	22	25	3	13.6%

Engineering Services - SCADA Services Group (E7)

Financial Summary

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$297,127	\$153,470	\$298,717	\$317,312	\$18,595	6.2%
Employee Benefits	143,758	74,730	146,285	153,150	6,865	4.7%
Contracted Services	20,912	19,313	18,600	11,200	(7,400)	-39.8%
Materials & Supplies	23,045	10,805	21,425	23,950	2,525	11.8%
Other Expense	6,769	2,086	10,750	10,750	-	0.0%
Tele/Other Utilities	5,155	5,594	6,375	6,375	-	0.0%
Transportation	28,373	13,045	25,662	26,754	1,092	4.3%
Grand Total	525,139	279,044	527,814	549,491	21,677	4.1%
Programs:						
54 - ASSET MANAGEMENT	\$0	\$148	\$0	\$43,381	\$43,381	n/a
81 - INSTRUMENTATION & CON	298,715	159,097	311,936	337,789	25,853	8.3%
94 - TECHNOLOGY TEAMS	58,057	26,590	60,093	26,304	(33,789)	-56.2%
98 - TRAINING	15,287	5,153	26,974	27,818	844	3.1%
99 - ADMINISTRATION	153,081	88,056	128,811	114,199	(14,612)	-11.3%
Grand Total	525,139	279,044	527,814	549,491	21,677	4.1%
Funds:						
10 - GENERAL	\$226,424	\$119,947	\$215,878	\$211,702	(\$4,176)	-1.9%
20 - WATER GENERAL	129,650	62,467	108,229	130,204	21,975	20.3%
50 - WASTEWATER GENERAL	13,324	8,596	120,723	120,372	(351)	-0.3%
51 - WW CAPE ELIZABETH	27,641	18,950	450	450	-	0.0%
53 - WW CUMBERLAND	10,177	492	900	900	-	0.0%
55 - WW WINDHAM LF	47	246	200	200	-	0.0%
57 - WW PORTLAND	75,538	45,322	79,234	83,463	4,229	5.3%
61 - WW GORHAM	5,361	4,957	450	450	-	0.0%
62 - WW WESTBROOK	20,763	14,530	450	450	-	0.0%
64 - WW JOINT WESTBROOK	10,742	586	500	500	-	0.0%
65 - WW JOINT LF	2,004	176	-	-	-	n/a
66 - WW PEAKS ISLAND	3,468	2,775	800	800	-	0.0%
Grand Total	525,139	279,044	527,814	549,491	21,677	4.1%
Headcount:						
Full-Time	4	4	4	4	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	4	4	4	4	0	0.0%

Administrative Services - Purpose Statement

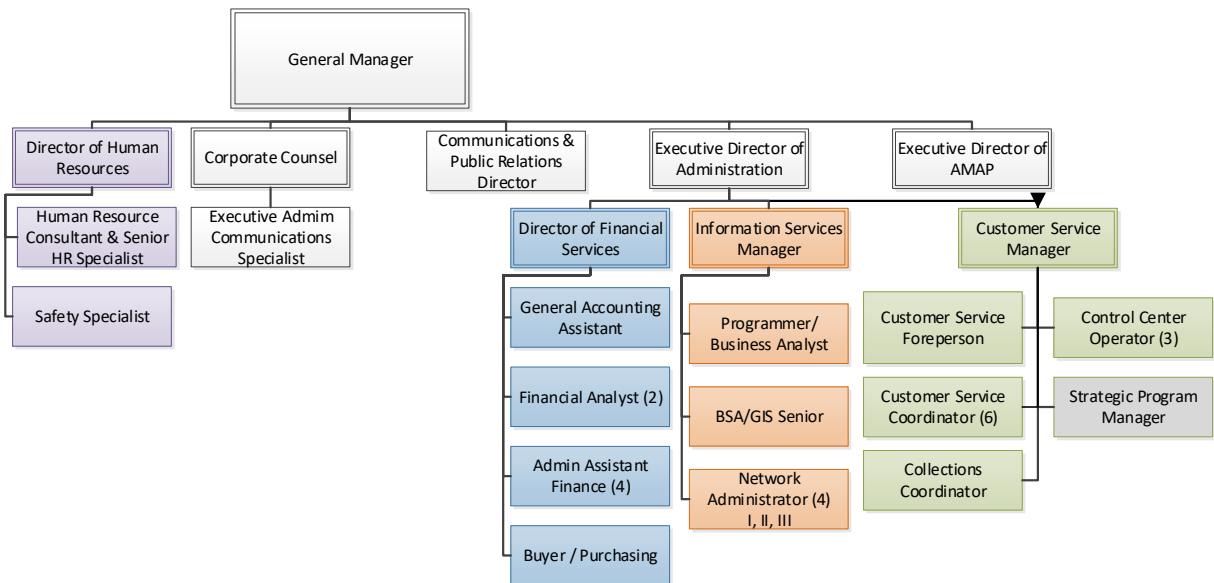
To provide support services to internal and external customers

Core Services

Administrative Services provides support services to internal and external customers by offering the following services:

- External customer call center and billing services (Customer Services Group- F1; green in the organization chart).
- Computer systems and related technology support and maintenance services (Information Services Group – G1; orange in the organization chart).
- Financial transaction processing, accounting, and information services (Financial Services Group – H1; blue in the organization chart).
- Employee development, services, benefits and management services (Human Resources Group – I1; purple in the organization chart).

PWD has a six-person group (Executive Group – J1; white in the organization chart) that directs, oversees and provides administrative support for PWD.



Two changes were made to the Information Services area. The Business System Analyst position was modified to Programmer/Business Analyst. With retirement of the database administration, the position was changed to an Asset Analyst position and transferred to the Engineering Services department.

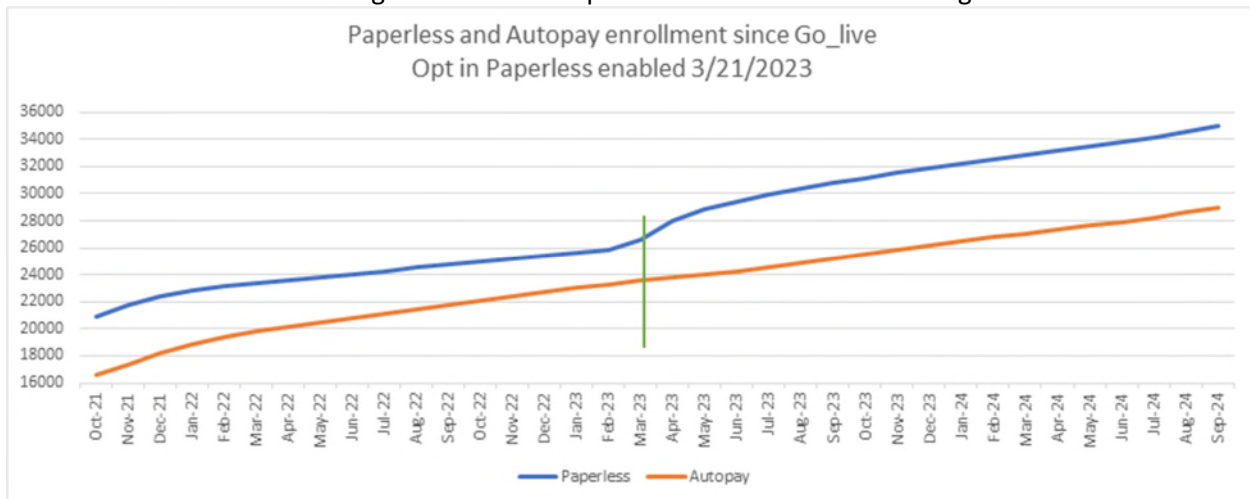
The Public Relation Manager was modified to be the Public Relations Director.

Accomplishments and 2024 Projects and Initiatives

Customer Services

2024 Accomplishments:

- Customer service provided continued support and involvement in the Lead and Copper Revised Rule (LCRR) for 2024. The department successfully reached out to schedule appointments for all locations that had unknown service line material. With that support, PWD was able to identify all unknown material well before the required due date.
- Customer service is supporting and assisting with the meter and meter reading system project. Both in the selection of the new meters and services along with identifying and scoping potential for further expansion on information provided and available to our customers.
- Refreshed branding has been rolled out for all customer service correspondence, notices and bills as well as our online tools.
- Customer service continues to support and assist with the effort to upgrade and improve our online website.
- Continued focus and attention in improving the efficiency of our current meter reading process.
- Customer service explored testing options for our operating system when patches and upgrades are required. This testing plan will alleviate the need for CSR’s to spend numerous hours running test scripts to ensure the system is functioning as expected. With effort and support of the department, scripts have been created and tested. We will be trying this new service with our next system upgrade expected to happen around year end.
- Continued support and effort in inter departmental meetings with water operations and engineering to increase efficiency within our operating systems (Cayenta and EAM)
- Continued focus on meeting service level and rate change objectives
- Increased cross training with external departments to broaden knowledge



Accomplishments and 2024 Projects and Initiatives (continued)

Customer Service (continued)

2025 Projects and Initiatives:

Goal 1 –Public Health and Safety

Protect public health and safety by providing services that meet or exceed federal, state and local health, and safety standards.

Department Goal: Continue support and involvement with Lead and Copper Revised Rule (LCRR)

- New revisions are expected to come regarding this rule. CS will continue to provide assistance and support as needed.

Goal 3 –Reliable & Sustainable Service

Provide services in a manner that is reliable and sustainable, so customers can depend on them.

Department Goals: Improve customer outreach and notification efforts by using preferred methods of contact. Continued support and assistance with the meter and meter reading system project. Continued support and assistance with the PWD website upgrades.

Goal 4 –High Value

Provide high value services, which requires engaging and understanding customer needs and priorities; balancing competing goals with the cost of services with customers’ ability to pay.

Department Goal: Provide a thorough review of the current metering and meter reading process in regards to the new technology coming in with AMI

- Improve consistency on read days within a cycle
- Determine how CS will use the new read data to enhance and improve our customer’s experience
- Explore the possibility of providing summary billing for Commercial accounts.

Goal 5 –High-Performance and Supportive Work Environment

Maintain a safe work atmosphere that values diversity and inclusiveness, collaboration, engagement, and respect, while embracing continuous improvement and efficiency.

Department Goals: Upgrade to a newer version of Cayenta coming around year end.

Customer Service Monthly Key Metrics

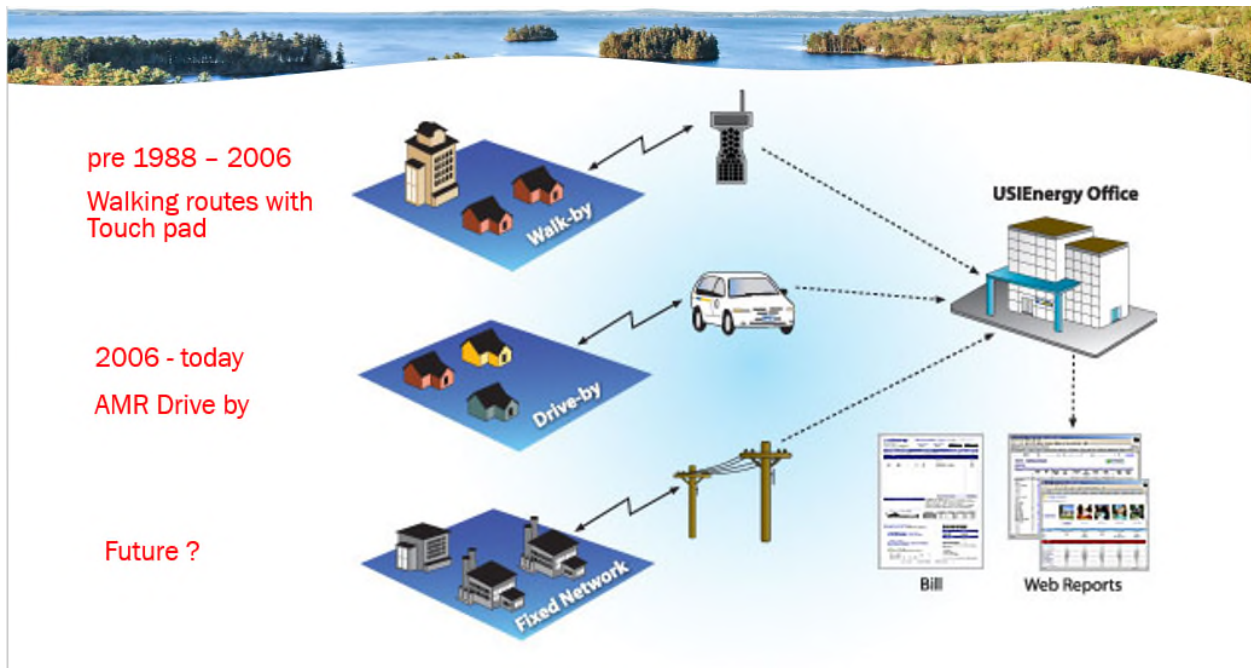
<u>Metric</u>	<u>GOAL</u>
Response Time	82% of calls answered within 1 minute
Average Handled Time	4 minutes or less
Read Days	75% of reads captured between 28-33 days
MPUC Disputes	
Surveys	average rating of 1 (highest score available)

Accomplishments and 2025 Projects and Initiatives (continued)

Customer Service (continued)

2025 Projects and Initiatives:

In 2023, Customer Service, Information Services and Water Services began the process of reviewing the meters and the meter reading system to determine a long-term strategy to replace the systems. Currently, the system is an automatic meter reading (AMR) drive by system. Will explore the option of adding an advanced meter infrastructure. The project scheduled to be approved by the Board at December 2024 meeting and has an estimated cost of \$20 million.



Accomplishments and 2024 Projects and Initiatives (continued)

Information Services

2024 Accomplishments

System Security

- Cybersecurity audit and cybersecurity policies updated
- Cybersecurity training for end users
- Implementation of two-factor authentication
- Enhanced focus on software updates and patching - Monthly cyber security meetings
- Core data network upgrades - new additional firewalls
- Updated disaster recovery documentation

System upgrades:

- PI System Upgrade
- Cayenta CRM system upgrade
- Enterprise Asset Management upgrade
- eFinancePlus Upgrade
- Spec, purchase and configuration of new Human Resources system (Phase 1 – Benefits Enrollment)
- Migration to a hybrid on-site/cloud-based email delivery system
- Spec., source, acquire and configure servers, firewalls and switchgear for an ICS network (East End)

Process Improvements:

- Rollout of new Help Desk ticketing system
- Developed a written procedure on internal incident response and incident review (hot wash)
- Establish Service Level Agreements (SLA's)
- Created Information Services Service Catalog
- EAM support and build out
- Rollout of new wireless modems for field personnel

Key Statistics:

Device Maintained	699		
Physical Servers	25	Phone Switches	12
Virtual Servers	132	Desk Phones	180
Laptops	195	Smart Phones	16
PC's	10	Software Packages	70
Firewall	12	iPads	72
Switches	90	Printers/Scanner	20
Routers	8	Copiers	9

Accomplishments and 2024 Projects and Initiatives (continued)

Information Services (continued)

2025 Projects and Initiatives

Goal 3 –Reliable & Sustainable Service

Provide services in a manner that is reliable and sustainable, so customers can depend on them.

Departmental Goal: Improve the reliability and security of PWD’s computer networks

Objectives: Maintain and improve PWD’s information system security by:

- Conducting an annual cybersecurity audit
- Providing cybersecurity training for end users
- Enhancing cybersecurity posture with the continued implementation of modern authentication
- Upgrading core data network - new additional firewalls
- Spec, sourcing, acquiring and configuring servers, firewalls and switchgear for an ICS network

Objective: Use lifecycle asset management principals to manage information services assets by:

- Continuing to improve cybersecurity compliance based on the NIST Framework.
- Updating 3-year IT Plan

Objective: Develop an appropriate policies and procedures to adequately support PWD’s operation during a crisis by:

- Scheduled annual tabletop exercises
- Work with departments across the company to review “what if” scenarios related to a cyber incident – payroll down, unable to bill customers, etc.

Objective: Increase efficiencies of work processes across the organization

- Rollout PowerBI for advance metric reporting and data analysis
- Support of the AMI / Meter Replacement project – Multi year project.
- Migration to a hybrid on-site/cloud-based email delivery system

Microsoft Exchange Online



Image credit: Microsoft

- Spec., source, acquire and configure servers, firewalls and switchgear for an ICS network (Westbrook)

Accomplishments and 2024 Projects and Initiatives (continued)

Information Services (continued)

2025 Projects and Initiatives (continued)

- Migration to a cloud based phone system for enhanced reliability and productivity



Goal 5 –High-Performance and Supportive Work Environment

Maintain a safe work atmosphere that values diversity and inclusiveness, collaboration, engagement, and respect, while embracing continuous improvement and efficiency.

Departmental Goal/Objectives: Provide and maintain the technology that enhances productive work including:

- Support and build out Asset Management System and CRM System
- Complete the rollout of new Human Resources system

Accomplishments and 2025 Projects and Initiatives (continued)

Financial Services

2024 Accomplishments

- Received the annual certificates of excellence for both the annual financial statements and the budget from the Government Finance Officers association.
- Instituted a cycle counting process with the District's Stockroom inventory to eliminate the multiday count that required the shutdown of the Stockroom to conduct.
- Worked with software vendor and internal Information Services personnel to update to current eFinance software from version 5.1 to 5.2.
- Continued efforts on employee training with a particular focus on learning about other areas within PWD.

2025 Projects and Initiatives

Goal 1 –Public Health and Safety

Protect public health and safety by providing services that meet or exceed federal, state and local health, and safety standards.

Departmental Goal: Support the administration of the Regional Conservation Partnership Program (RCPP) and the 319 Grant(s) relating to Watershed Protection. In addition, working with the multiple sources of Federal funding with regard to the North Windham Wastewater Treatment project.

Objective: Reviewing and submitting grant reimbursement requests as well as review compliance with the grant requirements

Goal 4 –High Value

Provide high value services, which requires engaging and understanding customer needs and priorities; balancing competing goals with the cost of services with customers' ability to pay.

Departmental Goal: Support the financial processes with PWD to ensure the appropriate and efficient use of resources as the accuracy of financial reporting and customer account activity.

Objectives:

- Work with Power BI to create a Financial Services Dashboard.
- Look for opportunities to receive consolidated electronic utility bill payments from large local businesses or governments with multiple utility accounts.
- Apply for and obtain the Government Finance Officers Association (GFOA) award for the annual financial statement and budget.
- Assuring vendors will be paid on a timely basis: 85% of invoices will be paid within 30 days and 95% of invoices will be paid within 60 days.
- Reviewing the job responsibilities of the Administrative Assistants to determine the most effective split of responsibilities and to see what routine tasks can be off loaded from the Financial Analysts and the Purchasing Agent.
- Look to consolidate the different methods used by District departments to submit accounts payable invoices into a more unified process.

Accomplishments and 2025 Projects and Initiatives (continued)

2025 Projects and Initiatives

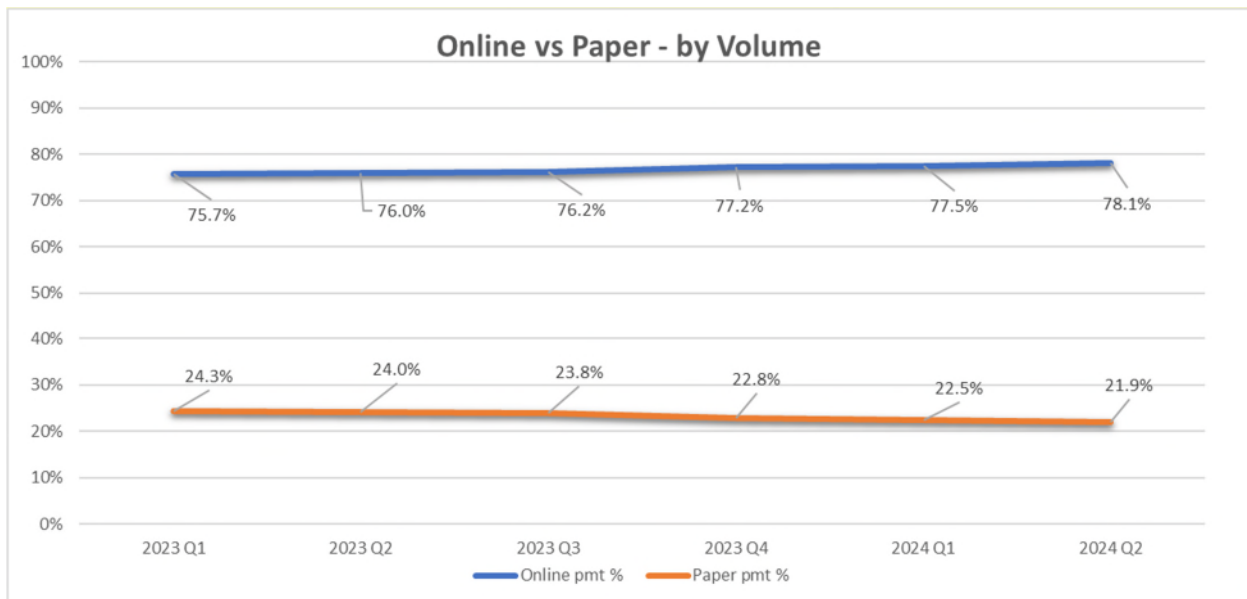
Financial Services (continued)

- Review the current pronouncements from the Government Accounting Standards Board (GASB) to ensure full compliance with any new Statements when completing the 2024 Annual Comprehensive Financial Report.
- Complete a plan for the long-term future of the current financial software.

Financial Services Key Metrics - Oct 2023 to Sep 2024					
Payroll Accuracy	AP Monthly \$ Amount (Avg)	Average Days Invoice to Check	AP Invoice Paid within 30 Days	AP Invoice Paid within 60 Days	AP Invoices (Monthly)
98.90%	\$8,437,301	17.45	90.75%	97.99%	941
Goal: 99%		Goal: 25	Goal: 85%	Goal: 95%	

On-line Payment and Paperless

Customers continue to migrate to receiving their monthly utility bill and making their payments electronically. Electronic billing saves on mailing and printing costs (reflected in the Customer Service’s budget) which is partially offset by higher electronic payments transaction fees (reflected in the Financial Service’s budget).



Accomplishments and 2024 Projects and Initiatives (continued)

Human Resource Services

2024 Accomplishments

Student Outreach Program

PWD sent representatives to the Region 10 Technical High School job fair, and the South Portland High School fair, which is a multi-school job fair with over 500 students in attendance. Shannon Johnson from Human Resources has served an important role on the Steering Committee for the New England Water Works Association (NEWWA) Waterworks Committee, which continues its efforts to work in areas of student outreach for the New England area.

Safety

With the departure of the Safety and Training Consultant, a third-party, Tom's Water Solutions was hired to oversee the program. In July, an employee safety committee was created. The committee will provide feedback on safety program and be a communication link to employees.

Continued to use the Maine Municipal Association (MMA) Online University to provide required training and other pre-approved safety courses for water and wastewater licenses.

Worker's compensation modification rate continues strong at .74. A score below 1 indicates our claim experience is better than average.

2025 Projects and Initiatives

Staff Changes

A new Human Resource Director will be hired late 2024 to take the place of the retiring director. Also, the HR consultant position became open late in the year. A major focus in 2025 is acclimating the new employees to the District and its practices.

Human Resource Information System (HRIS)

The Bamboo Human Resource Information System was implemented in late 2024. In 2025, additional features of the HRIS will be implemented.

Safety Program

In 2024, the safety program was overseen by a third-party, Tom's Water Solutions. In 2025, a new staff person will be hired to oversee the program.

Accomplishments and 2024 Projects and Initiatives (continued)

Executive Group

2024 Accomplishments

Corporate Counsel

- Monitored legislation at the state and federal levels, and prepared testimony for presentation to state legislators on several bills of interest to PWD. Provided monthly reports to executive staff and the Board of Trustees on legislation and its effects on PWD. Participated in regular meetings of Maine Water Utilities Association Legislative Committee meetings as PWD’s representative.
- Worked on preparing legislation and legislative strategy for legislation benefitting PWD related to its bond rating and worked with the PWC and office of the Public Advocate on crafting legislation that will protect the privacy of customer information; bot pieces of legislation to be introduced in 2025.
- Worked with staff on issues related to PFAS including assistance in monitoring the claim process related to multi-district litigation related to water, and assisted in initiating litigation on behalf of PWD related to PFAS and the wastewater industry.
- Worked on various real estate transactions related to development, and specifically assisted in resolving easement and other legal issues related to the North Windham Wastewater Treatment Project and worked on facilitating the sale of the Munjoy Hill Reservoir project.
- Managed the liability claims process, which consists of reviewing every claim filed against PWD, reviewing the facts of each claim, in conjunction with PWD’s insurer, determining whether PWD is liable for the claim and reviewing denial letters.

Public Relations

- Continued to implement the refreshed branding and steward in new branding across platforms. Installed new branded graphics at the Jetport and Casco Bay Lines Terminals.
- Produced publications and digital assets, engaged in communications outreach activities, and administered community relations programs.

Annual Water Quality Report	Water Bottle Filling Station Grants	Facility Tours
Annual Comprehensive Financial Report	Scholarship Program	Social Media
E-Newsletter	Bill Stuffers	Website
Virtual Facility Tours		

- Continued to oversee a strategic communication plan and comprehensive media relations program and integrated online presence.

Accomplishments and 2024 Projects and Initiatives (continued)

Public Relations

- Continued to serve on the AWWA’s Public Affairs Council (PAC) and attend and participate in the meetings and council work. As part of the PAC, I was also named Conference Committee chair, presented as part of an AWWA webinar, Alphabet Soup: Communicating on LCRR, PFAS, CCR, and more!, acted as co-liaison to the Morning Consult public perceptions survey, and coordinated PWD as a feature utility story in AWWA’s Source Protection Week social media campaign.
- Updated and launched our new website which offers expanded interactive features including a comprehensive alerts and notification process, a bids/request for proposals process, and forms to open and close customer accounts.

2024 Projects and Initiatives

Corporate Counsel

Continue to respond to initiatives of the departments and communities served related to water main and wastewater projects. Assist in the procurement of services related to large capital projects, and procuring real estate interests that will allow those projects to go forward. Monitor legislative developments in the State Legislature and Congress on areas of interest to PWD, including but not limited to labor issues and PFAS.

Public Relations

- Continue to serve on the AWWA’s Public Affairs Council and attend and participate in the meetings and council work.
- Continue to implement and develop the new website.
- Continue to implement refreshed branding consistently across platforms.
- Work with AMI implementation team to create a communications plan and accompanying communications assets.

Financial Overview

The Administrative Services 2025 budget is \$7,488,234, which is \$120,047 or 1.6% higher than last year. The number of employees in the area is 42, one less than last year.

Customer Service (F1) Group (\$1,958,921 request; \$69,511 or 3.7% higher)

- Salaries/Wages and Benefits increased by \$34,087, or 2.5%. Staffing levels remained the same. The Salaries/Wages pay increase is based on an assumed 3.75% increase along with a 2% increase in benefit costs.
- All Other Expenses decreased by \$35,424 or 6.8%. Significant variances include higher computer maintenance due the new contract with E-Source, a billing system testing product (\$28,500), and assessment for DigSafe services (\$3,480 or 6% higher).

Information Service (G1) Group (\$1,415,867 request; \$136,810 or 8.8% lower)

- Salaries/Wages and Benefits decreased by \$109,231 or 10.1%. Staffing level was decreased by 1, database administrator position was replaced by an asset analyst position that was moved to the Engineering Services.
- Contracted Services decreased by \$34,499 or 8.1%. Primary reason for the decrease is the removal of the costs due to implementation of Office 365. A new accounting rule requires such cost be categorized as an intangible asset and amortized. Those costs are shown in another budget.

Financial Services (H1) Group (\$1,229,802 request; \$68,246 or 5.9% higher)

- Salaries/Wages and Benefits increased by \$26,582 or 2.9%. Staffing levels remained the same. Salaries/Wages pay increase is based on an assumed 3.75% increase along with a 2% increase in benefit costs.
- Bank Service Charges (\$30,000) and Bond Counsel (\$7,500) costs were transferred from the Executive budget to Financial Services.
- Other Expenses were increased by \$5,000 for costs related to implement a revised inventory management process.

Human Resources (I1) Group (\$756,636 request; \$58,752 or 8.4% higher)

- Salaries/Wages and Benefits increased by \$22,125 or 3.9%. Staffing level remained the same. The Salaries/Wages pay increase is based on an assumed 3.75% increase along with a 2% increase in benefit costs.
- All Other Expenses increased by \$36,627 or 27.1% due to hiring a consultant to complete a review on non-union/union positions.

Executive (J1) Group (\$2,127,008 request; \$60,348 or 2.9% higher)

- Salaries/Wages and Benefits decreased by \$54,827 or 3.5%. Staffing level remained the same. The Salaries/Wages pay increase is based on an assumed 3.75% increase along with a 2% increase in benefit costs.
- All Other Expenses increased by \$5,521 or 1%. Higher legal expenses related to lobbying efforts offset by banking charges and bond counsel costs transferred to Financial Services budget.

Administrative Services - Total

Financial Summary:

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Sub-Group:						
F1 - CUSTOMER SERVICE	\$1,800,524	\$942,269	\$1,889,410	\$1,958,921	\$69,511	3.7%
G1 - INFORMATION SERVICES	1,439,153	704,755	1,552,677	1,415,867	(136,810)	-8.8%
H1 - FINANCIAL SERVICES	1,116,885	628,008	1,161,556	1,229,802	68,246	5.9%
I1 - HUMAN RESOURCES	618,192	297,715	697,884	756,636	58,752	8.4%
J1 - BOT & SENIOR MANAGEMENT	1,781,833	906,249	2,066,660	2,127,008	60,348	2.9%
Grand Total	6,756,585	3,478,996	7,368,187	7,488,234	120,047	1.6%
Expense Type:						
Salaries & Wages	\$3,410,942	\$1,665,304	\$3,673,144	\$3,706,807	\$33,663	0.9%
Employee Benefits	1,673,701	825,729	1,810,653	1,805,380	(5,273)	-0.3%
Contracted Services	974,387	667,565	1,145,424	1,163,310	17,886	1.6%
Insurance	147,833	65,699	153,916	158,357	4,441	2.9%
Materials & Supplies	82,272	65,822	50,400	58,125	7,725	15.3%
Other Expense	416,548	165,492	491,553	554,129	62,576	12.7%
Tele/Other Utilities	30,282	13,691	22,720	21,760	(960)	-4.2%
Transportation	20,619	9,695	20,377	20,366	(11)	-0.1%
Grand Total	6,756,585	3,478,996	7,368,187	7,488,234	120,047	1.6%
Headcount:						
Full Time	44	43	43	42	-1	-2.3%
Part Time	0	0	0	0	0	n/a
Total	44	43	43	42	(1)	-2.3%

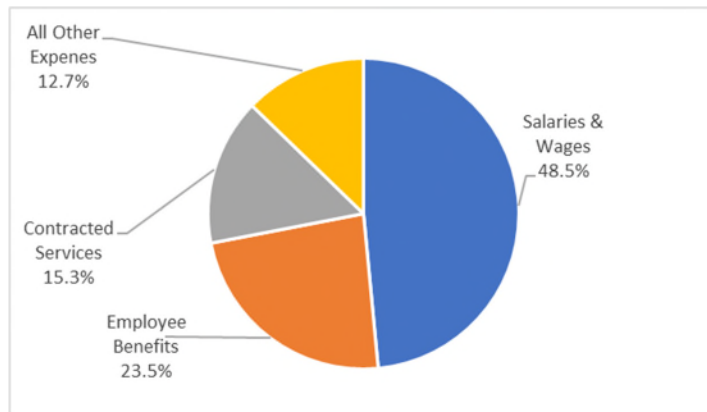
	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages						
660111 - SALARIES/WAGES NON-UNION	\$2,461,539	\$1,216,072	\$2,797,432	\$2,806,835	\$9,403	0.3%
660112 - WAGES/OVERTIME NON-UNION	418	142	1,224	1,582	358	29.2%
660121 - WAGES/REGULAR UNION	836,799	434,974	899,205	922,127	22,922	2.5%
660122 - WAGES/OVERTIME UNION	11,230	2,816	22,313	23,281	968	4.3%
660123 - WAGES/DOUBLETIME UNION	87	-	330	342	12	3.6%
660125 - OPEN POSITIONS	-	-	(74,360)	(74,360)	-	0.0%
660136 - CONTRACTED - TEMP	7,032	-	-	-	-	n/a
66014 - VACATION ACCRUAL	11,014	-	-	-	-	n/a
660141 - TRUSTEES COMPENSATION	23,400	11,300	27,000	27,000	-	0.0%
66015 - SICKTIME ACCRUAL	59,171	-	-	-	-	n/a
660113 - DOUBLETIME NON-UNION	252	-	-	-	-	n/a
Salaries & Wages Total	3,410,942	1,665,304	3,673,144	3,706,807	33,663	0.9%
Employee Benefits						
660401 - FICA - EMPLOYERS' SHARE	254,533	128,510	280,995	283,571	2,576	0.9%
660405 - SAFETY/WHY PROGRAM ITEMS	6,501	299	6,845	6,725	(120)	-1.8%
660408 - PROGRAMS ADMINISTRATION	-	-	275	275	-	0.0%
660411 - MEALS ALLOWANCE	-	-	100	100	-	0.0%
660418 - STIPENDS	500	200	200	200	-	0.0%
660419 - EMPLOYEE BENEFITS-MISC OTH	15,836	7,573	10,200	17,214	7,014	68.8%
660423 - JURY DUTY REIMBURSEMENT	(28)	-	-	-	-	n/a
660491 - FRINGE BENEFITS-REG/SAL	1,396,359	689,148	1,512,038	1,497,295	(14,743)	-1.0%
Employee Benefits Total	1,673,701	825,729	1,810,653	1,805,380	(5,273)	-0.3%
Contracted Services						
662063 - COPIER MAINTENANCE/TONER	17,884	9,330	15,000	15,000	-	0.0%
6632 - ACCOUNTING SERVICES	35,500	43,220	54,000	50,000	(4,000)	-7.4%
66331 - LEGAL - LABOR RELATIONS	50,478	23,223	68,000	75,000	7,000	10.3%
66333 - BOND COUNSEL	7,500	-	7,500	7,500	-	0.0%
66339 - LEGAL - OTHER	25,400	18,614	24,500	37,000	12,500	51.0%
663545 - RADIO SERVICING AND EQUIP	4,465	-	3,000	3,000	-	0.0%
663561 - COMPUTER LICENSES	19,059	6,130	-	-	-	n/a
663562 - COMPUTER MAINTENANCE	408,929	292,255	539,510	542,741	3,231	0.6%
663563 - COMPUTER CONSULTING/OTHER	12,438	19,188	30,000	30,000	-	0.0%
6635801 - EMPLOYEE HEALTH SERVICES	9,123	3,956	10,000	10,000	-	0.0%
663581 - UTILITY BILLING PRINTING	90,457	35,135	86,000	84,769	(1,231)	-1.4%
663582 - PAYMENT PROCESSING	124,707	64,489	131,550	127,260	(4,290)	-3.3%
663583 - RECEIVABLE COLLECTIONS	3,405	1,294	3,000	2,000	(1,000)	-33.3%
663584 - BANK SERVICE CHARGES	20,259	11,150	20,000	30,000	10,000	50.0%
663587 - COURIER SERVICES	3,772	1,642	2,760	2,760	-	0.0%
663588 - EQUIPMENT MAINTENANCE	-	-	1,500	1,500	-	0.0%
663592 - RECRUITING SERVICES	2,578	1,549	6,000	6,000	-	0.0%
663594 - DIGSAFE	56,502	31,621	59,400	62,880	3,480	5.9%
663595 - OUTPLACEMENT SERVICES	-	-	500	500	-	0.0%
663598 - HR CONSULTANT SERVICES	11,723	10,696	15,000	35,000	20,000	133.3%
6635984 - LANGUAGE INTERPRETATION	818	245	500	500	-	0.0%
663599 - MISC OTHER SERVICES	69,390	93,829	67,704	17,000	(50,704)	-74.9%
663511 - GRAPHIC DESIGN	-	325	-	18,900	18,900	n/a
663512 - RESEARCH & MEASUREMENT	-	-	-	4,000	4,000	n/a
Contracted Services Total	974,387	667,565	1,145,424	1,163,310	17,886	1.6%
Insurance						
6657 - GEN LIABILITY INSURANCE	80,674	37,808	87,303	87,303	-	0.0%
66591 - DAMAGES AND CLAIMS	7,113	-	-	-	-	n/a
66592 - DAMAGES & CLAIMS-GOODWILL	4,248	139	6,000	10,000	4,000	66.7%
66593 - UMBRELLA INSURANCE COVER	2,797	1,281	3,048	2,817	(231)	-7.6%
66594 - PROFESSION/CRIME BONDING	53,002	26,471	57,565	58,237	672	1.2%
Insurance Total	147,833	65,699	153,916	158,357	4,441	2.9%

	2023 Actual	Jan-Jun 2024	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Materials & Supplies						
6619 - ASSET PURCHASES	20,110	34,213	13,000	13,000	-	0.0%
66202 - TOOLS	143	400	500	500	-	0.0%
66203 - VENDOR PURCHASED SUPPLIES	6,930	906	3,750	3,700	(50)	-1.3%
662042 - SUPPLIES INVENTORY	5,420	2,371	3,050	3,800	750	24.6%
662043 - TOOL INVENTORY	2,325	3,126	1,900	1,900	-	0.0%
66204301 - INVENTORY - TONER	1,793	600	2,450	2,450	-	0.0%
66204302 - INVENTORY - PAPER	2,691	1,167	4,000	4,000	-	0.0%
66204303 - INVENTORY - COMPUTER EQUIP	3,581	592	4,525	6,775	2,250	49.7%
662047 - GARAGE INVENTORY	35	18	-	-	-	n/a
66205 - CONSUMABLE SUPPLIES	940	933	2,600	2,500	(100)	-3.8%
66206 - COMPUTER RELATED EQUIP	38,305	21,497	14,625	19,500	4,875	33.3%
Materials & Supplies Total	82,272	65,822	50,400	58,125	7,725	15.3%
Other Expense						
6642 - EQUIPMENT RENT	-	1,634	-	-	-	n/a
66601 - PUBLIC RELATIONS	279	-	3,750	2,750	(1,000)	-26.7%
66609 - OTHER ADVERTISING	5,641	4,695	9,000	3,000	(6,000)	-66.7%
6675111 - INSTA TE TRAINING/CONF	19,439	5,248	19,070	19,300	230	1.2%
6675112 - OUT OF STA TE TRAINING/CON	35,879	19,594	42,500	41,000	(1,500)	-3.5%
667513 - DUES	50,897	7,262	48,688	56,820	8,132	16.7%
667514 - PROFESSIONAL LICENSES	934	-	1,100	700	(400)	-36.4%
667515 - PERIODICAL SUBSCRIPTIONS	4,525	3,406	5,295	5,825	530	10.0%
667521 - POSTAGE - THIRD PARTY	208,098	91,464	199,100	213,924	14,824	7.4%
667522 - POSTAGE - INTERNAL	18,119	9,021	15,650	16,500	850	5.4%
667523 - POSTAGE - EXPRESS DELIVER	85	-	350	360	10	2.9%
667531 - PRINTING COSTS	19,590	6,549	30,900	29,050	(1,850)	-6.0%
667532 - PHOTOCOPYING COSTS	(80)	-	-	-	-	n/a
667533 - FORMS STOCK	962	1,004	950	1,200	250	26.3%
667552 - SAFETY TRAINING	2,110	-	9,900	13,700	3,800	38.4%
667553 - DOT SUBSTANCE ABUSE	2,364	1,395	3,000	3,000	-	0.0%
667555 - SAFETY EXPENSES	8,127	1,488	6,600	8,600	2,000	30.3%
667592 - FOOD SUPPLIES	2,109	2,465	2,950	2,950	-	0.0%
667593 - VENDOR INTEREST CHARGES	(6,285)	-	(4,500)	(7,100)	(2,600)	57.8%
667598 - GEN MANA GER CONTINGENCY	-	-	35,000	35,000	-	0.0%
6675981 - GEN MNG - TRUSTEES	15,743	6,930	22,750	22,750	-	0.0%
6675982 - GEN MNG - COMMUNITY	19,940	2,600	37,000	27,000	(10,000)	-27.0%
667599 - OTHER MISCELLANEOUS	8,074	738	2,500	6,000	3,500	140.0%
666901 - MARKETING	-	-	-	51,800	51,800	n/a
Other Expense Total	416,548	165,492	491,553	554,129	62,576	12.7%
Tele/Other Utilities						
66111 - TELEPHONE LINES	1,119	-	-	-	-	n/a
66112 - DATA LINES	22,392	11,196	17,140	17,260	120	0.7%
66113 - CELLULAR PHONES	6,771	2,495	5,580	4,500	(1,080)	-19.4%
Tele/Other Utilities Total	30,282	13,691	22,720	21,760	(960)	-4.2%
Transportation						
66501 - TRANSPORTATION - INTERNAL	10,515	4,316	11,047	9,814	(1,233)	-11.2%
665019 - TRANS INTERNAL INACTIVE	6,900	4,059	4,880	6,402	1,522	31.2%
66502 - TRANSPORTATION - EXTERNAL	773	355	850	850	-	0.0%
66503 - MILEAGE REIMBURSEMENT	2,400	966	3,550	3,200	(350)	-9.9%
66504 - MTA TRANS-PASS TOLL FEES	31	-	50	100	50	100.0%
Transportation Total	20,619	9,695	20,377	20,366	(11)	-0.1%
Grand Total	6,756,585	3,479,011	7,368,237	7,488,284	120,047	1.6%

Administrative Services: Customer Services (F1)

Financial Summary:

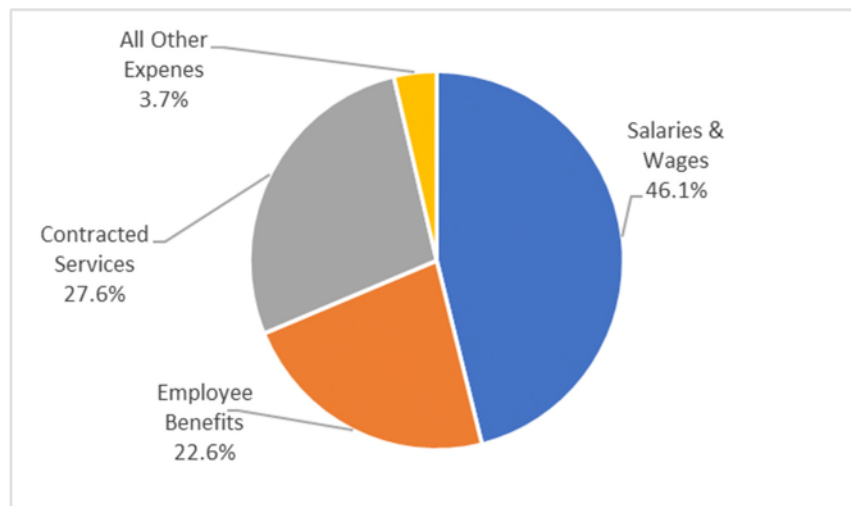
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$879,076	\$440,394	\$923,658	\$949,737	\$26,079	2.8%
Employee Benefits	428,492	218,595	451,866	459,874	8,008	1.8%
Contracted Services	261,879	167,481	269,604	299,649	30,045	11.1%
Materials & Supplies	5,215	5,310	9,225	11,475	2,250	24.4%
Other Expense	205,119	100,821	216,150	219,350	3,200	1.5%
Tele/Other Utilities	2,610	986	1,980	1,620	(360)	-18.2%
Transportation	18,133	8,682	16,927	17,216	289	1.7%
Grand Total	1,800,524	942,269	1,889,410	1,958,921	69,511	3.7%
Programs:						
32 - LEAD/COPPER COMPLIANC	\$1,167	\$0	\$0	\$0	\$0	n/a
74 - CONTROL CENTER	205,617	108,833	200,080	207,959	7,879	3.9%
76 - COLLECTION	46,331	24,854	60,892	60,959	67	0.1%
77 - BILLING	371,282	223,471	380,299	415,088	34,789	9.1%
80 - METER READING	104,711	54,937	71,934	72,923	989	1.4%
98 - TRAINING	70,037	16,732	152,206	79,488	(72,718)	-47.8%
99 - ADMINISTRATION	1,001,378	513,441	1,023,999	1,122,504	98,505	9.6%
Grand Total	1,800,524	942,269	1,889,410	1,958,921	69,511	3.7%
Funds:						
10 - GENERAL	\$1,753,025	\$917,415	\$1,825,314	\$1,894,462	\$69,148	3.8%
20 - WATER GENERAL	28,925	14,664	17,436	16,840	(596)	-3.4%
30 - WATER STANDISH	1,104	621	2,296	2,322	26	1.1%
51 - WW CAPE ELIZABETH	930	495	3,140	3,063	(77)	-2.5%
53 - WW CUMBERLAND	448	152	1,369	1,291	(78)	-5.7%
54 - WW FALMOUTH	886	360	1,772	1,860	88	5.0%
57 - WW PORTLAND	7,079	4,450	18,783	19,115	332	1.8%
59 - WW SOUTH PORTLAND	3,566	1,810	8,416	8,777	361	4.3%
61 - WW GORHAM	1,117	512	3,244	3,315	71	2.2%
62 - WW WESTBROOK	3,444	1,790	7,640	7,876	236	3.1%
Grand Total	1,800,524	942,269	1,889,410	1,958,921	69,511	3.7%
Headcount:						
Full-Time	13	13	13	13	0	0.0%
Part-Time	0	0	0	0	0	0.0%
Total	13	13	13	13	0	0.0%



Administrative Services: Information Services (G1)

Financial Summary:

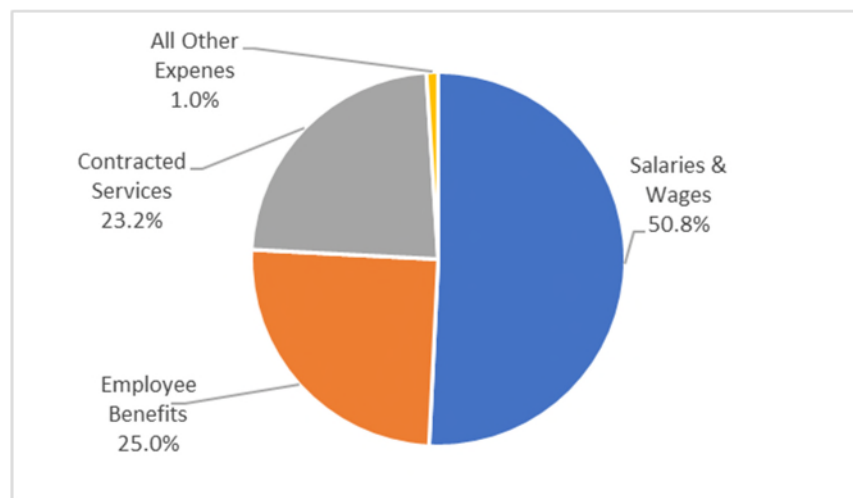
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$704,224	\$316,702	\$723,798	\$652,725	(\$71,073)	-9.8%
Employee Benefits	344,472	158,737	358,244	320,086	(38,158)	-10.7%
Contracted Services	296,904	165,943	425,360	390,861	(34,499)	-8.1%
Materials & Supplies	63,137	52,425	28,450	33,650	5,200	18.3%
Other Expense	18,638	5,440	8,825	8,825	-	0.0%
Tele/Other Utilities	10,979	5,016	7,000	9,120	2,120	30.3%
Transportation	798	492	1,000	600	(400)	-40.0%
Grand Total	1,439,153	704,755	1,552,677	1,415,867	(136,810)	-8.8%
Programs:						
32 - LEAD/COPPER COMPLIAN	\$231	\$0	\$0	\$0	\$0	n/a
98 - TRAINING	61,544	17,161	48,588	44,317	(4,271)	-8.8%
99 - ADMINISTRATION	1,377,377	687,594	1,504,089	1,371,550	(132,539)	-8.8%
Grand Total	1,439,153	704,755	1,552,677	1,415,867	(136,810)	-8.8%
Funds:						
10 - GENERAL	\$1,438,921	\$704,755	\$1,552,677	\$1,415,867	(\$136,810)	-8.8%
20 - WATER GENERAL	\$231	\$0	\$0	\$0	\$0	n/a
Grand Total	1,439,153	704,755	1,552,677	1,415,867	(136,810)	-8.8%
Headcount:						
Full Time	8	8	8	7	-1	-12.5%
Part Time	0	0	0	0	0	n/a
Total	8	8	8	7	(1)	-12.5%



Administrative Services: Financial Services (H1)

Financial Summary:

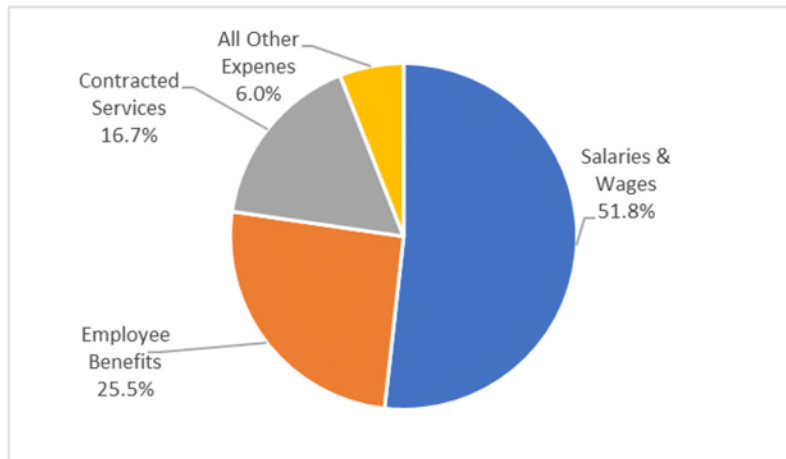
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$593,540	\$299,589	\$604,662	\$624,476	\$19,814	3.3%
Employee Benefits	288,085	148,910	301,214	307,982	6,768	2.2%
Contracted Services	220,180	163,412	245,260	284,900	39,640	16.2%
Materials & Supplies	7,368	4,537	4,800	5,650	850	17.7%
Other Expense	7,687	11,560	5,320	6,594	1,274	23.9%
Transportation	24	-	300	200	(100)	-33.3%
Grand Total	1,116,885	628,008	1,161,556	1,229,802	68,246	5.9%
Programs:						
29 - WATERSHED GRANT	\$1,019	\$169	\$7,418	\$5,528	(\$1,890)	-25.5%
77 - BILLING	194,376	97,998	206,589	204,820	(1,769)	-0.9%
98 - TRAINING	26,453	8,066	37,239	34,438	(2,801)	-7.5%
99 - ADMINISTRATION	895,038	521,775	910,310	985,016	74,706	8.2%
Grand Total	1,116,885	628,008	1,161,556	1,229,802	68,246	5.9%
Funds:						
10 - GENERAL	\$1,024,318	\$580,543	\$1,059,854	\$1,224,274	\$164,420	15.5%
20 - WATER GENERAL	92,567	47,465	101,702	5,528	(96,174)	-94.6%
Grand Total	1,116,885	628,008	1,161,556	1,229,802	68,246	5.9%
Headcount:						
Full-Time	9	9	9	9	0	0.0%
Part-Time	0	0	0	0	0	0
Total	9	9	9	9	0	0.0%



Administrative Services: Human Resources (I1)

Financial Summary:

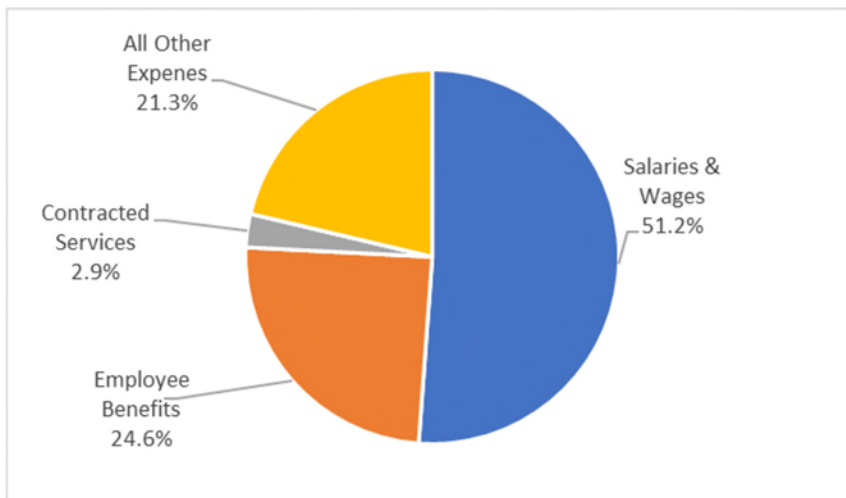
	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$340,175	\$151,466	\$375,253	\$391,602	\$16,349	4.4%
Employee Benefits	177,009	75,386	187,498	193,274	5,776	3.1%
Contracted Services	71,860	60,976	99,500	126,500	27,000	27.1%
Materials & Supplies	2,295	478	4,000	4,000	-	0.0%
Other Expense	22,775	7,527	28,943	37,920	8,977	31.0%
Tele/Other Utilities	3,356	1,509	2,340	2,340	-	0.0%
Transportation	722	373	350	1,000	650	185.7%
Grand Total	618,192	297,715	697,884	756,636	58,752	8.4%
Programs:						
98 - TRAINING	\$17,709	\$12,922	\$26,782	\$29,948	\$3,166	11.8%
99 - ADMINISTRATION	600,483	284,793	671,102	726,688	55,586	8.3%
Grand Total	618,192	297,715	697,884	756,636	58,752	8.4%
Funds:						
10 - GENERAL	\$618,192	\$297,715	\$697,884	\$756,636	\$58,752	8.4%
Grand Total	618,192	297,715	697,884	756,636	58,752	8.4%
Headcount:						
Full-Time	4	4	4	4	0	0.0%
Part-Time	0	0	0	0	0	n/a
Total	4	4	4	4	0	0.0%



Administrative Services: Executive (I1)

Financial Summary:

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Expense Type:						
Salaries & Wages	\$893,927	\$457,152	\$1,045,773	\$1,088,267	\$42,494	4.1%
Employee Benefits	435,643	224,102	511,831	524,164	12,333	2.4%
Contracted Services	123,564	109,753	105,700	61,400	(44,300)	-41.9%
Insurance	147,833	65,699	153,916	158,357	4,441	2.9%
Materials & Supplies	4,257	3,071	3,925	3,350	(575)	-14.6%
Other Expense	162,330	40,144	232,315	281,440	49,125	21.1%
Tele/Other Utilities	13,336	6,181	11,400	8,680	(2,720)	-23.9%
Transportation	942	148	1,800	1,350	(450)	-25.0%
Grand Total	1,781,833	906,249	2,066,660	2,127,008	60,348	2.9%
Programs:						
32 - LEAD/COPPER COMPLIANCE	\$122	\$0	\$0	\$0	\$0	n/a
5 - PUBLIC RELATIONS	241,355	158,567	260,360	280,034	19,674	7.6%
98 - TRAINING	46,305	25,145	72,300	74,015	1,715	2.4%
99 - ADMINISTRATION	1,494,051	722,537	1,734,000	1,772,959	38,959	2.2%
Grand Total	1,781,833	906,249	2,066,660	2,127,008	60,348	2.9%
Funds:						
10 - GENERAL	\$1,734,324	\$902,246	\$2,019,160	\$2,068,208	\$49,048	2.4%
20 - WATER GENERAL	44,378	3,783	47,500	58,800	11,300	23.8%
50 - WASTEWATER GENERAL	1,446	50	-	-	-	n/a
57 - WW PORTLAND	-	170	-	-	-	n/a
67 - WW NORTH WINDHAM	1,685	-	-	-	-	n/a
Grand Total	1,781,833	906,249	2,066,660	2,127,008	60,348	2.9%
Headcount:						
Full Time	10	9	9	9	0	0.0%
Part Time	0	0	0	0	0	n/a
Total	10	9	9	9	0	0.0%



Non-Departmental

Non-Departmental expenses are expenses that are not specifically assigned to a department. Other expenses include Public Utilities Commission’s assessment, real estate taxes assessed by the Town of Standish and Bad Debt write-off. The budget for Bad Debt Expense (6670) was reduced to zero as the reserve balance is adequate for anticipated losses.

	2023 Actual	2024 Jan-Jun	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Contracted Services						
663595 - OUTPLACEMENT SERVICES	\$7,490	\$7,722	\$0	\$0	\$0	n/a
Contracted Services Total	7,490	7,722	-	-	-	n/a
Other Expense						
6675611 - GRANTS - PASS-THROUGH	(10,696)	-	-	-	-	n/a
6706 - AMORT OF U P ACQ ADJUSTS	17,000	8,500	17,000	17,000	-	0.0%
6670 - BAD DEBT EXPENSE	(150,000)	-	-	-	-	n/a
Other Expense Total	(143,696)	8,500	17,000	17,000	-	0.0%
Purchased Power						
661510 - RENEW ENERGY EXPENSE	212,846	101,649	460,000	460,000	-	0.0%
661511 - RENEW ENERGY FEES	7,566	2,362	8,000	8,000	-	0.0%
Purchased Power Total	220,412	104,012	468,000	468,000	-	0.0%
Regulatory/Taxes						
670821 - STANDISH REAL ESTATE TAX	53,378	26,676	55,500	55,800	300	0.5%
670822 - OTHER R/E TAX(NON-STANDI)	8,516	2,742	9,260	3,330	(5,930)	-64.0%
670823 - PUC ASSESSMENT	127,376	119,045	127,500	126,760	(740)	-0.6%
670824 - ME DRINKING WTR PROGRAM	85,471	-	85,525	85,525	-	0.0%
670825 - PUC PUBLIC ADVOCATE	9,736	9,636	10,000	10,000	-	0.0%
Regulatory/Taxes Total	284,477	158,099	287,785	281,415	(6,370)	-2.2%
Deferred Cost W/O						
66754 - DEFERRED COSTS WRITE OFF	9,200	-	-	-	-	n/a
Deferred Cost W/O Total	9,200	-	-	-	-	n/a
Grand Total	377,883	278,333	772,785	766,415	(6,370)	-0.8%


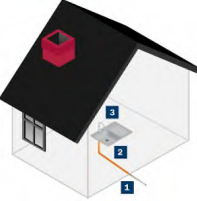


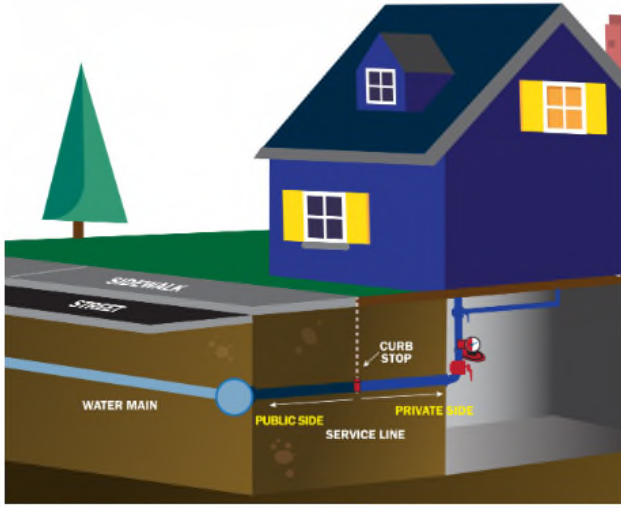




This year PWD broke out the budget for renewable energy expenses (661510 & 661511) versus showing them as net revenue (\$300,000) in the 2023 budget. This year PWD is predicting a net revenue of \$400,000 which is made up of \$868,000 in revenue offset by the \$468,000 expenses above.

PWD pays (670821 – Standish Real Estate Tax) real estate taxes. Real estate charges in other municipalities are paid using account 670822 – Other R/E Tax (Non-Standish).

PWD also pays annual assessments to the Maine PUC and the Maine Drinking Water Program. The PUC assessment has two components: general assessment (670823 – PUC Assessment) and public advocacy (670825 – PUC Public Advocate). The PUC bases the general assessment on the utility’s size and the amount of time the Commission spends in each industry sector which has increased this year by 4.5%. The assessment from the Drinking Water Program (670824 – ME Drinking WTR Program) is based on population served which also increased this budget.

Lead

New federal rules are requiring public utilities to assess and determine if service lines on the private side are made of lead, expand public education, update PWD’s sampling plan and develop lead sampling plans for schools and childcare facilities. Customer Service and Information Service personnel are on a team working to comply with the new rule.

<p>Protecting Public Health: Minimizing Lead Exposure</p>  <p>Our commitment Providing safe, reliable water is our top priority. To ensure that your water meets all state and federal safety standards, we analyze more than 15,000 samples every year for a wide range of contaminants, including lead. The good news - Sebago Lake has no naturally occurring lead.</p> <p>The Issue Our Response Resources</p>	<p>The issue</p> <p>Lead, a material sometimes used in water systems until 1930 in our area and in household plumbing into the 1980s, poses a serious health risk, particularly to developing fetuses, infants, and children. Lead can be present in some service line pipes that connect older homes to the water system and in home plumbing and fixtures. It is estimated that up to 10% of a person’s lead exposure could come from water.</p> <p>Possible sources of lead</p> <ol style="list-style-type: none"> 1. Lead service line 2. Copper pipe with lead solder 3. Faucets & fixtures 
<p>Our Response</p> <p>In order to protect the public from the possibility of lead dissolving into the water from pipes and fixtures, we have adjusted the water’s chemistry at the treatment plant. Since optimizing corrosion control treatment in 2002, the PWD has successfully reduced lead exposure and has been in full compliance with all aspects of the current rule.</p>  <p>Balanced Water Chemistry provides a protective layer to prevent pipe corrosion.</p> <p>Good news Our records indicate that we have no lead service lines on the public portion of the water system.</p>   <p>Service Line: These are pipes that go from the water main to your building. The utility owns the public side from the water main to the curb stop or property line. The customer owns and is responsible for the remaining portion - to and into the building.</p>	<p>What you can do to keep your tap water fresh and healthy</p> <p>Regardless of where you live or when your home was built, there are steps you can take right away to further limit possible exposure to lead and also ensure the water coming from your tap is fresh and free from particles.</p>  <p>RUN TAP WATER for several minutes before use to flush out any particles or other metals that may dissolve into the water while standing for long periods of time.</p>  <p>ONLY USE COLD WATER for cooking or drinking. Hot water can more easily dissolve lead and other metals into the water.</p>  <p>CLEAN FAUCET AERATORS regularly. Remove the screen and aerator from faucets, rinse out any particles, and reattach.</p>  <p>HIRE a plumber to inspect fixtures and plumbing and update if necessary.</p>

Introduction

The total salaries, wages, and benefits budget for 2025 is \$23,570,179. This is 4.7% higher than the 2024 budget.

Total Labor & Benefits (O&M and Capital):

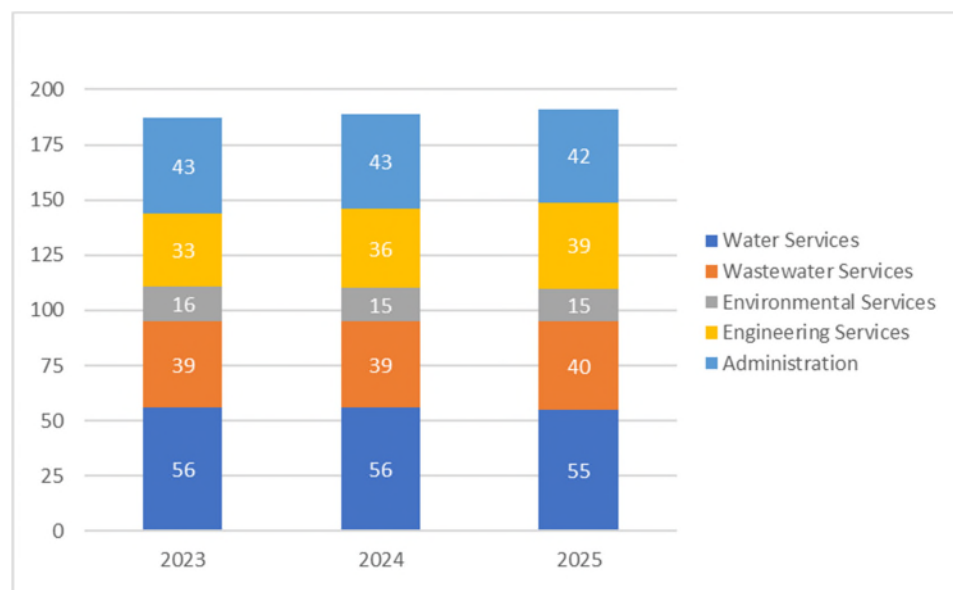
	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Salaries & Wages	\$14,192,671	\$15,388,484	\$16,162,792	\$774,308	5.0%
Employee Benefits	6,591,326	7,117,997	7,407,387	289,390	4.1%
	20,783,997	22,506,481	23,570,179	1,063,698	4.7%

Labor hours are recorded by specific water and wastewater operating funds and capital projects. Benefits are allocated based on the labor dollars to the funds. It is estimated that PWD will allocate \$944,285 in labor/benefits to capital projects in 2025; which is \$111,266 (13.4%) higher than the 2024 budget.

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Operations & Maintenance	\$20,237,479	\$21,673,462	\$22,625,894	\$952,432	4.4%
Capital	546,518	833,019	944,285	111,266	13.4%
	20,783,997	22,506,481	23,570,179	1,063,698	4.7%

Total Employee Positions:

Total authorized positions are 191 in the 2025 Budget, that is an increase 1.58 FTEs to 207.60. This is an increase of two (2) positions from the 2024 Budget of 189 (one of which was only budgeted for Q3 & Q4 of 2025) and a small rise in overtime hours.



Salary Costs

The Budget for total labor costs will increase by 5.0% (\$774,308).

Labor rates for all employees are assumed to be 3.75% higher than the current 2024 pay rates. Overall hours budgeted increased 0.8% (3,277 hours) mostly related to the increase of the headcount from 189 to 191.

Operating labor will increase 4.7% while capital labor will increase 13.4%, as the percent of labor dedicated to capital increases from 3.8% to 4.1%.

Total Labor (O&M and Capital) by Type:

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Regular (Hourly & Salary)	\$12,877,768	\$13,964,576	\$14,676,569	\$711,993	5.1%
Overtime	789,028	801,181	851,872	50,691	6.3%
Doubletime	95,821	108,605	114,670	6,065	5.6%
Standby	228,842	247,421	255,741	8,320	3.4%
Shift Differential	4,534	4,380	4,380	0	0.0%
Premium Time/Standby	1,118,225	1,161,587	1,226,663	65,076	5.6%
Trustee Compensation	23,400	27,000	27,000	0	0.0%
District Employed Temps	120,832	235,321	232,560	-2,761	-1.2%
Agency Temps	52,446	0	0	0	n/a
Temporary Employees	173,278	235,321	232,560	-2,761	-1.2%
Total Labor Cost	14,192,671	15,388,484	16,162,792	774,308	5.0%

Total Labor Broken Out by O&M and Capital:

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Operating Expense	\$13,803,170	\$14,807,506	\$15,503,928	\$696,422	4.7%
Capital Expenditures	389,500	580,978	658,864	77,886	13.4%
	14,192,671	15,388,484	16,162,792	774,308	5.0%
Operating Expense	97.3%	96.2%	95.9%		
Capital Expenditures	2.7%	3.8%	4.1%		
	100.0%	100.0%	100.0%		

Labor Hours/Average Pay Rates

Budgeted hours are up 3,277 hours or 0.8%. Regular hours were up 3,536 (0.9%) primarily because of two (2) additional authorized positions, one for the full year and the other for Q3 & Q4. Premium Time/Standby was up 221 hours (0.9%) while Temporary Employee hours were down 480 (3.8%).

Total Labor (O&M and Capital) Hours by Type:

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Regular (Hourly & Salaried)	361,433	390,052	393,588	3,536	0.9%
Open Positions	-	(10,400)	(10,400)	-	0.0%
Overtime	17,194	17,025	17,307	282	1.7%
Doubletime	1,537	1,693	1,711	18	1.1%
<u>Standby</u>	<u>6,697</u>	<u>7,038</u>	<u>6,959</u>	<u>(79)</u>	<u>-1.1%</u>
Premium Time/Standby	25,428	25,756	25,977	221	0.9%
District Employed Temps	6,792	12,720	12,240	(480)	-3.8%
<u>Agency Temps</u>	<u>1,311</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>n/a</u>
Temporary Employees	8,103	12,720	12,240	(480)	-3.8%
	394,964	418,128	421,405	3,277	0.8%

Labor Rates by Type:

On average regular pay rates were increased 4.2%, including cost of living adjustments (COLA) and other adjustments. Changes to overtime, double-time and standby varied from the average due to shifts in personnel budgeted to cover those hours. PWD Temporary Employee rates were increased to \$19.00 per hour (2.7%).

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Regular (Hourly & Salaried)	\$35.63	\$35.80	\$37.29	\$1.49	4.2%
Overtime	45.89	47.06	49.22	\$2.16	4.6%
Doubletime	62.34	64.15	67.02	\$2.87	4.5%
<u>Standby</u>	<u>34.17</u>	<u>35.16</u>	<u>36.75</u>	<u>\$1.59</u>	<u>4.5%</u>
Premium Time/Standby	43.80	44.93	47.05	\$2.12	4.7%
District Employed Temps	17.79	18.50	19.00	\$0.50	2.7%

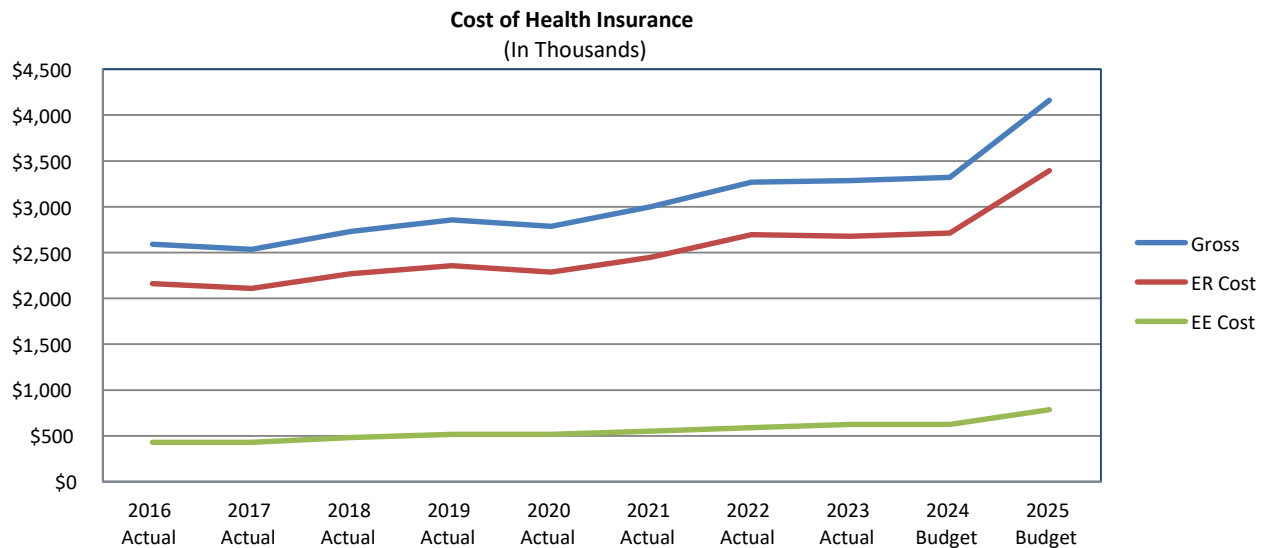
Employee Benefits

In order to qualify for benefits, employees must work more than 24 hours per week (Union) and 20 hours/week (non-union). Seasonal and temporary employees are monitored for eligibility as required under the Affordable Care Act (ACA), but in general do not qualify for benefits. Benefits are charged to departments as a percentage of the regular non-premium pay. In 2025, the benefits percentage (not including FICA) decreased from 41.74% to 40.99% as overall benefit costs rose 3.2% and regular wages grew 5.1%.

Health Insurance

The 2025 Budget assumed a premium increase for health insurance of 21.11%. That assumption, paired with shifts in employee plan usage, increased the budget (before employee contributions) by 25.4% or \$843,276. The 2025 Budget assumes that PWD’s percentage of costs would be fixed based between a 82% and 92% HMO Health Reimbursement Arrangement (HRA) offering. Total employee contributions to health insurance are budgeted to be \$776,847.

The number of employees opting out of health insurance decreased from 13 in the 2024 Budget to 8 in the 2025 Budget. Overall, the cost of the opt-out payouts decreased \$16,026 (25.5%).



PWD makes health insurance coverage available to regular employees who work over 20 hours per week (24 hours per week for Union employees). The cost for part-time employees is pro-rated based on hours worked. Employees who are insured outside PWD are eligible to receive an amount equal to 40% of the premium cost for single employee coverage under the HMO plan. For the 2025 Budget that amount was \$112.71 per week.

Year	Insured	Non-Insured	Total
2024	166	13	179
<u>2025</u>	<u>171</u>	<u>8</u>	<u>179</u>
Change	+5	-5	0

Employee Benefits (continued)

Pension

Pension related expenses are \$1,723,000 in the 2025 Budget. PWD offers employees a defined benefit plan and a deferred compensation plan.

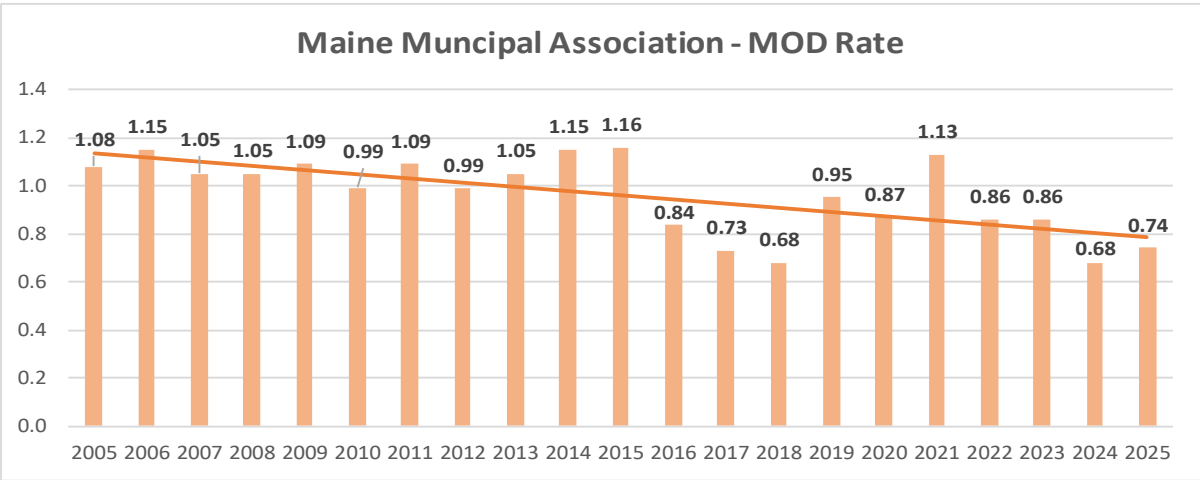
The defined benefit plan’s contributions in the 2025 Budget decreased to \$1,000,000. Historically, PWD has funded the plans with at least the recommended actuarially determined amount. Because the plan is closed to new participants, the actuary has estimated that contributions to the plan will only be needed for a few more years. It was recommended to fund the pension at a \$1,000,000 level in 2025.

In addition, the 457 deferred compensation plan for Union employees hired prior to 2011, and Non-Union employees hired prior to 2012, fully matches employee contributions up to \$1,500 annually. The 2025 Budget is \$63,000 for the 42 eligible employees.

New Union employees hired during or after 2011, and Non-Union employees hired during or after 2012, are enrolled in the 457 deferred compensation plan only. The plan requires employees contribute 3.0% of their base pay, which PWD matches at a rate of 150%. Since Q2 2016, PWD matches contributions up to 4.5% of their base pay, with employee contributions above 3% remaining voluntary. The expense for the match is budgeted at \$600,000, an increase of \$50,000 (9.1%).

Workers Compensation

PWD participates in the Maine Municipal Association’s workers’ compensation program. The premium assessed is based on wages and a claim experience factor or mod. rate. PWD’s mod. rate was 0.68 in 2024. It is expected to be 0.74 in 2025. The 2025 Budget is \$182,000 with a deductible cost of \$10,000 resulting in a total budget of \$192,000.



Other Benefits

Other benefits, which include dental, uniforms, unemployment, long-term disability, life insurance and a contingency for higher benefit costs total \$657,950.

Employee Benefits (continued)

	2023 Actual	2024 Budget	2025 Budget	Budget Diff \$	Budget Diff %
Health Insurance:					
6604041 - HEALTH INSUR - ER GROSS	\$3,290,539	\$3,325,930	\$4,169,206	\$843,276	25.4%
66040419 - HEALTH INSUR - EE CONTRIB	(621,943)	(618,716)	(776,847)	(158,131)	25.6%
6604043 - MEDICAL INSURANCE PAYOUT	57,145	62,915	46,889	(16,026)	-25.5%
6604044 - HEALTH INS - HRA DEDUCT	2,663	2,438	3,000	562	23.1%
	2,728,404	2,772,567	3,442,248	669,681	24.2%
Pension:					
66040611 - PEN EXP - DEFINED BENEFIT	25,775	21,900	30,000	8,100	37.0%
66040612 - PEN EXP - DEFER COMP 457	24,828	25,000	30,000	5,000	20.0%
6604062 - PENSION CONTRIBUTION	1,524,809	1,600,000	1,000,000	(600,000)	-37.5%
6604063 - DEF COMP 457 MATCH - NEW	552,088	550,000	600,000	50,000	9.1%
6604064 - DEF COMP 457 MATCH - OLD	71,523	79,500	63,000	(16,500)	-20.8%
	2,199,023	2,276,400	1,723,000	(553,400)	-24.3%
Workers Compensation:					
660409 - WORKERS' COMPENSATION	162,132	182,000	182,000	-	0.0%
6604091 - WORKERS COMP DEDUCTABLE	9,563	9,000	10,000	1,000	11.1%
	171,695	191,000	192,000	1,000	0.5%
Other Benefits					
66025 - BENEFITS CONTINGENCY	-	260,000	260,000	-	0.0%
660402 - LONG-TERM DISABILITY	37,390	36,000	38,000	2,000	5.6%
660403 - LIFE INSURANCE	21,857	29,000	33,000	4,000	13.8%
6604065 - PENSION LEGAL EXPENSE	22,966	10,000	20,000	10,000	100.0%
660407 - EDUCATION SUBSIDY	1,340	11,000	11,000	-	0.0%
660408 - PROGRAMS ADMINISTRATION	7,136	19,000	19,000	-	0.0%
660410 - UNEMPLOYMENT COMPENSATION	4,677	20,000	20,000	-	0.0%
660413 - PWD TRAINING PROGRAM	-	5,000	5,000	-	0.0%
6604151 - FIELD UNIFORMS	52,593	55,000	55,000	-	0.0%
6604152 - OFFICE CLOTHING	7,523	15,000	15,000	-	0.0%
660416 - DENTAL COVERAGE	59,219	65,000	65,000	-	0.0%
660417 - WELLNESS PROGRAM	739	2,500	2,500	-	0.0%
660419 - EMPLOYEE BENEFITS-MISC OTH	51,123	52,225	850	(51,375)	-98.4%
660422 - ACTUARY NON-PENSION	-	2,500	2,500	-	0.0%
660425 - EMPLOYEE EVENTS	-	-	22,500	22,500	n/a
660426 - MAINE PAID LEAVE ER EXP	-	-	81,600	81,600	n/a
663592 - RECRUITING SERVICES	2,400	7,000	7,000	-	0.0%
66595 - INDENTITY FRAUD INSURANCE	964	-	-	-	n/a
	269,927	589,225	657,950	68,725	11.7%
Total Employee Benefits	5,369,049	5,829,192	6,015,198	186,006	3.2%
660401 - FICA - EMPLOYERS' SHARE	1,077,592	1,177,224	1,246,728	69,504	5.9%
Total Costs	6,446,641	7,006,416	7,261,926	255,510	3.6%
Total Regular Labor (Benefits Basis)	12,877,768	13,964,576	14,676,569	711,993	5.1%
Benefit Rate	41.69%	41.74%	40.99%	-0.76%	-1.8%
Total Rate (with FICA of 7.65%)	49.34%	49.39%	48.64%	-0.76%	-1.5%

Note: The total employee benefits expense above (\$7,261,926) does not include \$145,461 in employee benefits charged directly to departments. With these costs, PWD's benefits cost is \$7,407,387.

Authorized Headcount

Authorized headcount increased by two – Project Engineer in Asset Engineering and Wastewater Operator in Wastewater Treatment. Project Engineer addition reflects the additional infrastructure projects planned. The Wastewater Operator addition reflects the expansion of service territory to North Windham. Two position were reassigned to Asset Engineering – one from Water Administration and one from Information Services.

	2023 Budget	2024 Budget	2025 Budget	Change
Water Services				
A1 - Water Administration	6	6	5	-1
A2 - Wtr Transmission/Distrib	23	23	23	0
A3 - Water Treatment	11	11	11	0
A6 - Water Utility Services	<u>16</u>	<u>16</u>	<u>16</u>	<u>0</u>
	56	56	55	-1
Wastewater Services				
B1 - Wastewater Administration	3	3	3	0
B3 - Wastewater Treatment	23	23	24	1
L9 - Wastewater Systems	<u>13</u>	<u>13</u>	<u>13</u>	<u>0</u>
	39	39	40	1
Environmental Services				
A5 - Water Resources	8	7	7	0
L6 - Water/WW Laboratory	<u>8</u>	<u>8</u>	<u>8</u>	<u>0</u>
	16	15	15	0
Engineering Services				
C1 - Facilities Services	10	10	10	0
E2 - Asset Engineering	19	22	25	3
E7 - SCADA Services Group	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>
	33	36	39	3
Administration				
F1 - Customer Service	13	13	13	0
G1 - Information Services	8	8	7	-1
H1 - Financial Services	9	9	9	0
I1 - Human Resources	4	4	4	0
J1 - BOT & Senior Management	<u>10</u>	<u>9</u>	<u>9</u>	<u>0</u>
	44	43	42	-1
	188	189	191	2

Note: The 2025 Budget assumes five positions are not filled. The budget for the following areas are reduced reflecting the unfilled positions: two in Water Services, one each was included in Wastewater Services, Engineering Services, and Administration.

Non-Union Positions

The overall Non-Union headcount increased from 65 to 66. A Project Engineer position (gray position below) is the additional position. The Database Administrator position was reassigned to a new Asset Management Analyst position (yellow positions below). Additionally, one (1) Associate Engineer position was moved from Water Services (A1) to Engineering Services (E2) (Blue positions below).

The table below shows the requested Non-Union positions by pay range. The pay ranges are effective 01/01/24.

	<u>24</u>	<u>25</u>	<u>Diff</u>		<u>24</u>	<u>25</u>	<u>Diff</u>
Range 1 (\$53,000 to \$74,700)							
5010 - EXEC ADMIN COMMUN SPEC	1	1	0	9026 - NETWORK ADMIN III	1	1	0
5028 - GENERAL ACCOUNTING ASST	1	1	0	9027 - DATABASE ADMINISTRATOR	1	0	-1
9508 - AUTOCAD SPECIALIST	<u>1</u>	<u>1</u>	<u>0</u>	9028 - REGULATORY SECURITY ADVSR	1	1	0
	3	3	0	9030 - PROJECT ENGINEER	4	5	1
Range 2 (\$62,700 to \$91,900)				9038 - UTILITY ASSET COORD	1	1	0
5003 - ES CONSLT-EMPLOY,COMP,BEN	1	1	0	9039 - UTILITY ASSET COORD WATER	1	1	0
5004 - ES CONSLT SAFETY/TRAINING	1	1	0	9042 - WW CHIEF OPERATOR - TREAT	1	1	0
5005 - PURCHASING AGENT/BUYER	1	1	0	9048 - WW MAINTENANCE MANAGER	1	1	0
5020 - FINANCIAL ANALYST	2	2	0	9049 - ASSET MGMT PROGRAM MGR	1	1	0
5023 - ASSOCIATE ENGINEER	5	5	0	9050 - WW CHIEF OPERATOR SYSTEMS	1	1	0
9043 - ASSET MANAGEMENT ANALYST	0	1	1	9509 - PROGRAMMER/BUS ANALYST	<u>0</u>	<u>1</u>	<u>1</u>
5032 - SCHEDULER/COORD AMAP	1	1	0		16	17	1
5033 - SCHEDULER/COORDINATOR OPS	1	1	0	Range 5 (\$86,500 to \$129,800)			
5036 - ES CONSULTANT	1	1	0	9006 - CUSTOMER SERVICE MANAGER	1	1	0
5037 - ASSOCIATE ENGINEER SCADA	1	1	0	9008 - DIRECTOR OF FINANCE SERV	1	1	0
9503 - NETWORK ADMIN 1	<u>1</u>	<u>1</u>	<u>0</u>	9010 - INFORMATION SRVS MANAGER	1	1	0
	15	16	1	9014 - WATER SYSTEMS MANAGER	1	1	0
Range 3 (\$73,500 to \$107,100)				9020 - ENVIRONMENTAL SRV MANAGER	1	1	0
1069 - CHIEF OF SECURITY OPER	1	1	0	9025 - COMMUNICATIONS & PR DIRECT	1	1	0
5018 - SOURCE PROTECTION COORD	1	1	0	9045 - SENIOR PROJECT ENGINEER	2	2	0
5019 - FACILITIES MANAGER	1	1	0	9047 - PROJECT MANAGER ADMIN	1	1	0
5038 - ENVIRONM COMPLIANCE COORD	1	1	0	9507 - SCADA MANAGER	<u>1</u>	<u>1</u>	<u>0</u>
9023 - UTILITY SPECIALIST SUPRV	1	1	0		10	10	0
9044 - NETWORK ADMIN II	2	2	0	Range 6 (\$110,300 to \$151,400)			
9504 - BUS SYSTEM ANALYST SENIOR	1	0	-1	9007 - DIRECTOR OF EMPLOYEE SRVS	1	1	0
9505 - BUS SYS ANALYST GIS SR	1	1	0	9011 - DIRECTOR OF OPR SRVS	2	2	0
9506 - WTR QUAL PROG MNG LEAD/CO	<u>1</u>	<u>1</u>	<u>0</u>	9031 - ENG/ASSET MGMT SRV MNGR	<u>1</u>	<u>1</u>	<u>0</u>
	10	9	-1		4	4	0
Range 4 (\$80,100 to \$120,000)				Range 7 (\$132,000 to \$178,500)			
5011 - TRANSM DIST SUPERVISOR	1	1	0	9004 - EXEC DIRECTOR OF ADMIN	1	1	0
5014 - RIGHT OF WAY AGENT	1	1	0	9005 - EXEC DIRECTOR OF AMAP	1	1	0
9002 - WTR SVS PLNT/SYS CHIEF OP	1	1	0	9035 - CORPORATE COUNSEL	<u>1</u>	<u>1</u>	<u>0</u>
					3	3	0
				Range 8 (\$166,600 to \$227,100)			
				9018 - GENERAL MANAGER	1	1	0
				9600 - WORKFORCE MANAGEMENT	3	3	0
					65	66	1

Union Positions

For the Budget, the Union headcount was increased from 124 to 125 with the addition of a Wastewater Maintenance Operator (1059) position starting third quarter 2025 for the new North Windham WWTF (grey position below). In addition, an Asset Management Tech position was reassigned to a new Construction/Asset Specialist and Asset Management Foreperson position (orange positions below). The Facility Technician, Environmental Scientist and SCADA Technician positions were combined into one position with career ladders (green, yellow and blue positions below).

Pay Grade E (\$24.53/\$25.81)

1083 - ADMINISTRATIVE ASST WW	1	1	0
1094 - ADMIN ASST FINANCE II	<u>4</u>	<u>4</u>	<u>0</u>
	5	5	0

Pay Grade F (\$25.98/\$27.34)

1006 - WASTEWATER OPERATOR	1	1	0
1008 - CUST SERV COORD CTRL CTR	3	3	0
1086 - FACILITY TECHNICIAN I	3	2	-1
1091 - FACILITY SUPP GENERALIST	1	1	0
1522 - TECHNICAL ADMIN ASST	<u>2</u>	<u>2</u>	<u>0</u>
	10	9	-1

Pay Grade G (\$27.55/\$29.00)

1023 - EQUIP OPERATOR	5	5	0
1028 - COLLECTIONS COORDINATOR	1	1	0
1029 - FLEET TECHNICIAN	1	1	0
1059 - WW MAINTENANCE OPERATOR	11	12	1
1099 - ENVIRONMENTAL SCIENTIST I	3	1	-2
1579 - FACILITIES TECHNICAL II	<u>1</u>	<u>2</u>	<u>1</u>
	22	22	-0

Pay Grade H (\$29.23/\$30.76)

1005 - WATER SYSTEM OPERATOR	13	13	0
1017 - CUST SERV COORDINATOR	6	6	0
1020 - ENGINEERING TECHNICIAN	1	1	0
1564 - INV CONTROL LEADPERSON	1	1	0
1575 - ASSET MGMT TECHNICIAN	5	3	-2
1576 - COLLECTION SYS MAINT OPER	<u>1</u>	<u>1</u>	<u>0</u>
	27	25	-2

Pay Grade I (\$30.95/\$32.57)

1051 - WTR TREAT PLANT SYS OPER	7	7	0
1055 - SR WW PLANT OPERATOR	5	5	0
1082 - WW SYSTEM MAINT/OPERATOR	3	3	0
1581 - CONSTR/ASSET SPEC	0	1	1
1085 - UTILITY SPECIALIST	<u>13</u>	<u>13</u>	<u>0</u>
	28	29	1

Pay Grade J (\$32.87/\$34.60)

1021 - WATER RESOURCE SPECIALIST	4	4	0
1022 - ENVIRONMENTAL SCIENTIST	1	3	2
1070 - TECH MAINT PERSON SLWTF	1	1	0
1073 - TECH MAINT TECH W/ELEC	3	4	1
1096 - TECH MAINT PERS MECH	2	1	-1
1097 - SCADA TECHNICIAN II	2	1	-1
1516 - CUSTOMER SERVICE FOREPE	<u>1</u>	<u>1</u>	<u>0</u>
	14	15	1

Pay Grade K (\$34.77/\$36.59)

1053 - OPERATIONS FOREPERSON	4	4	0
1090 - OPERATIONS FOREMAN, SYS	1	1	0
1093 - OPS FOREPERSON, WW SYSTEM	1	1	0
1095 - UTILITIES SPEC FOREPERSON	1	1	0
1098 - SCADA TECHNICIAN III	0	1	1
1528 - FLEET FOREPERSON	1	1	0
1557 - DIST SYSTEM FOREPERSON	5	5	0
1565 - FACILITY MAINT FOREPERSON	1	1	0
1573 - ENV SCIENTIST LEAD	1	1	0
1580 - ASSET MANAGEMENT FOREPER:	<u>0</u>	<u>1</u>	<u>1</u>
	15	17	2

Pay Grade L (\$36.92/\$38.86)

1537 - SCADA TECH FOREPERSON	1	1	0
1569 - TECH MAINT FOREPERSON	<u>2</u>	<u>2</u>	<u>0</u>
	3	3	0

124 125 1

The rates shown are effective November 2023 to October 2024. The Union rates for 2025 have yet to be fixed as the current contract expires in November 2024.

Temporary & Non-Benefit Employees

Temporary and non-benefit employees supplement regular employees particularly during the busy times of year. These positions are not benefit eligible, but the hours for benefit eligibility are monitored carefully as is required under the ACA. All other positions are classified as “seasonal” employees who also are not offered benefits, but do have their hours tracked to monitor for benefits eligibility. The position totals are listed as FTEs. Temporary employees hired via outside agencies are also included below.

	2023	2024	2025	Change 24 to 25
<u>Water Operations</u>				
A 1- Water Administration	0.35	0.35	0.35	0.00
A 2 - Transmission/Distribution	0.00	0.00	0.00	0.00
A 3 - Water Treatment	0.00	0.00	0.00	0.00
A 6 - Utility Services	<u>2.09</u>	<u>1.96</u>	<u>1.96</u>	<u>0.00</u>
	2.44	2.31	2.31	0.00
<u>Wastewater Operations</u>				
B 1- Wastewater Administration	0.00	0.00	0.00	0.00
B 3 - Portland/Cape/Peaks WWTP's	0.18	0.18	0.18	0.00
L9 - Water / WW Systems	<u>0.17</u>	<u>0.17</u>	<u>0.17</u>	<u>0.00</u>
	0.35	0.35	0.35	0.00
<u>Environmental Services</u>				
A 5 - Environmental Services	1.90	2.04	1.81	(0.23)
L6 - Water / WW Laboratory	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	1.90	2.04	1.81	(0.23)
<u>Engineering Services</u>				
C 1- Facility Services Administration	0.50	0.50	0.50	0.00
E 2 - Planning & Design	1.92	0.92	0.92	0.00
E 3 - New Mains & Construction	0.00	0.00	0.00	0.00
E 7 - SCADA Services Group	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	2.42	1.42	1.42	0.00
<u>Administration Department</u>				
F 1- Customer Service	0.00	0.00	0.00	0.00
G 1- Information Services	0.00	0.00	0.00	0.00
H 1- Financial Services	0.00	0.00	0.00	0.00
I 1- Human Resources	0.00	0.00	0.00	0.00
J 1- Executive Office	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	0.00	0.00	0.00	0.00
	7.12	6.12	5.88	(0.24)

Temporary & Non-Benefit Employees (continued)

Temporary Positions Detail:

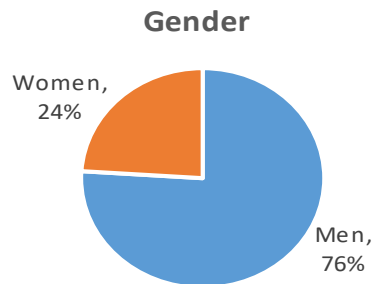
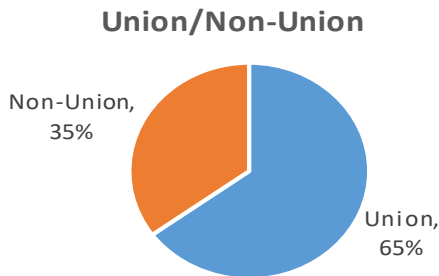
District Paid (Account 660131):

Org	Job Class	ACA Type	#EE	Hrs/Wk	# Wks	Hours
A1	Water Operations Intern	U	1.5	40	12	720
A5	Lake Security	V	6	12	20	1,440
	Lake Security	V	2	22	25	1,100
	Lake Security	V	1	10	46	460
	Watershed Protection Specialist	S	1	40	19	760
A6	Water Operation Temp	S	4	40	25.5	4,080
B3/L9	Wastewater Operations Intern	U	1.5	40	12	720
C1	Facility Maintenance Technician	T	1	20	52	1,040
E2	Engineering Intern	U	4	40	12	1,920
			22			

Affordable Care Act (ACA) Types:

- S – Seasonal (cannot work more than 26 weeks)
- T – Temp EE (cannot exceed 30 hours in a single week)
- U – Under 90 Days (maximum of 12 weeks)
- V – Variable (average hours cannot exceed 30 hours/week)

Headcount – All Regular Employees



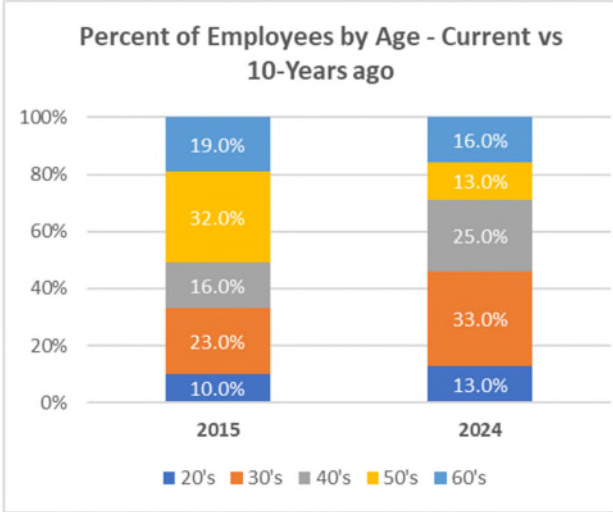
Work Force Management

Significant changes in the workforce have happened in the past 10 years including a large number of retirees. The percent of the workforce older than 50 has declined from 51% to 29%. PWD has been proactively managing the challenges of retirements and the development of personnel and new hires.

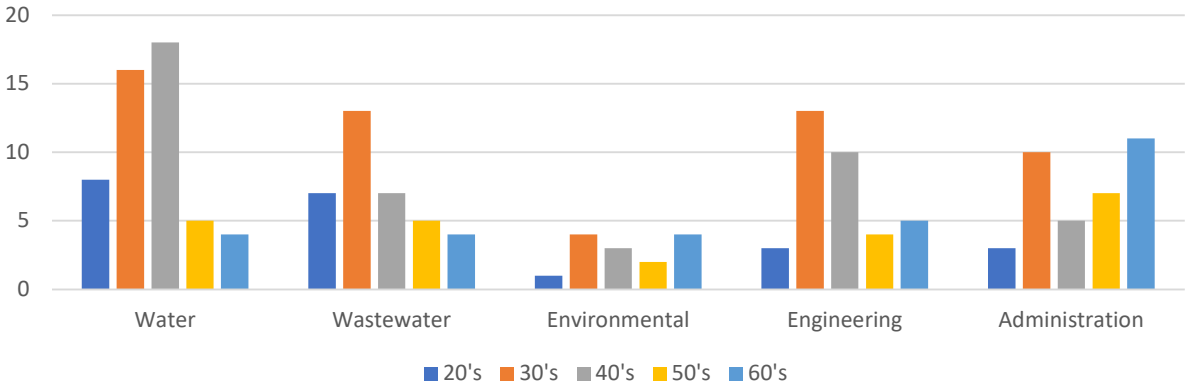
The Wastewater Department has implemented an Apprentice Program to help educate new hires on the breadth of knowledge needed to operate facilities, as well as to get exposure to other areas of PWD operations. Documentation, such as procedures for operating the rotary press, has further supported knowledge transfer.

The Water Department’s apprentice program has been satisfying its labor needs. It has served to launch capable Water System Operators into the more advanced Utility System and Water Treatment System Operator roles. The next challenge is preparing employees for the highest technical roles, foreperson and supervisory roles.

The Administration Department is well positioned with existing personnel.



Age by Department



Average Length of Service

<u>Water</u>	<u>Wastewater</u>	<u>Environment</u>	<u>Engineering</u>	<u>Administration</u>	<u>Grand Total</u>
9.3	9.1	16.1	11.0	11.3	10.6

Work Force Management (continued)

Employee Development

PWD actively promotes skill development by encouraging participation in local, regional and national organizations, and on the job training. Each employee has a goal of an average of 80 hours of training per year.

Managing Today

To address work force issues, PWD requires that all employees' performance be evaluated yearly with an action plan to assist with continuous development. Pay adjustments for non-union employees are based on performance. The non-union market survey was conducted in 2021 with results implemented January 2022.

Travel Budget

The Board of Trustees approves the annual budget for out-of-state and overnight business travel. The General Manager specifically approves these travel requests.

Department	2024 Budget	2025 Budget	Change
Water Services	\$15,000	\$15,500	\$500
Wastewater Services	13,500	16,000	2,500
Environmental Services	5,950	13,500	7,550
Engineering Services	15,500	19,000	3,500
Administration	42,500	41,000	-1,500
	<u>\$92,450</u>	<u>\$105,000</u>	<u>\$12,550</u>

Training Budget

Employee development is comprised of the annual budget for all in-state and out-of-state training. Employee development costs include the travel budget listed above.

Department	2024 Budget	2025 Budget	Change
Water Services	\$326,024	\$337,684	\$11,660
Wastewater Services	230,342	239,563	9,221
Environmental Services	70,401	78,884	8,483
Engineering Services	207,652	212,994	5,342
Administration	337,115	262,206	-74,909
	<u>\$1,171,534</u>	<u>\$1,131,331</u>	<u>-\$40,203</u>

Operating Expense Budget	\$41,961,141	\$44,207,005
Percentage of O&M Budget	2.8%	2.6%

Work Force Management (continued)

Environment and Tools

Organizational development and improvement are an on-going process. PWD continues to evaluate areas that require additional focus as business needs and demands evolve, and as laws and rules governing practices change. Many of these focus areas require cross-functional involvement including alignment to ensure understanding, practical and consistent application, and communication of changes.

PWD continues to utilize department meetings to keep employees up to date on Board activities and decisions, significant capital improvement projects, business challenges and changes, and updates of organizational practices and policies.

Microsoft SharePoint will continue to evolve in 2025 as the forum for daily information sharing, and document management across PWD. Developing and implementing a common methodology for cataloging documents to improve knowledge retrieval/sharing, and reducing document redundancy are significant areas of growth this year, ultimately involving every employee.

An organization's total compensation package is a key factor in establishing a competitive posture in the employment market, and employee satisfaction. A detail market review of the non-union salaries was completed in 2021 and implemented in 2022. An updated market review is planned for 2025. As with most organizations, we continue to monitor the health care plan and explore ways to promote employees to live a healthy life style.

Employee 'Inspire' Award – 2023

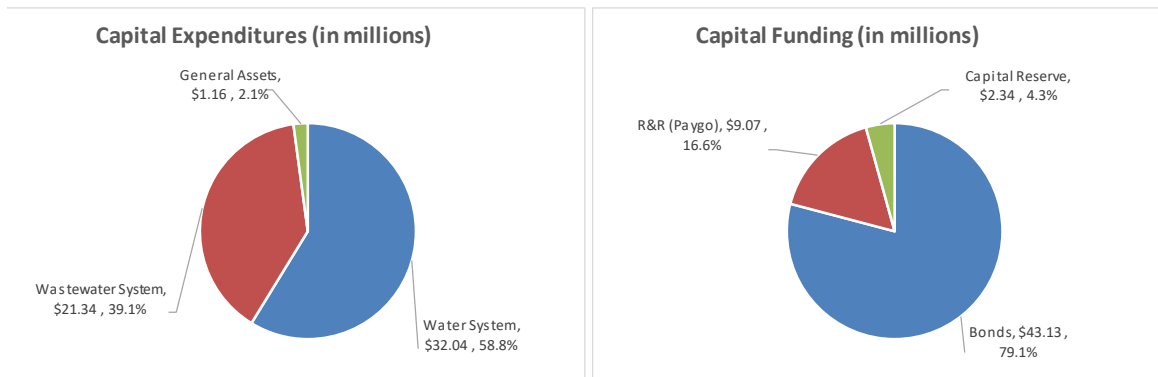
The Inspire Award program recognizes outstanding efforts, big and small, that are above and beyond normal job duties. Employees are encouraged to nominate co-workers for simple acts that mean a lot to their job success and big accomplishments that help PWD stay competitive and deliver excellence. The 2023 Inspire Award were awarded to the following employees:

January.....	David Ivery – Scada Technician - Foreperson Joshua Hudak – Administrative Facilities Chief Operator	August.....	Adam Sellick – Project Engineer - Engineering Matt Lane – Water Treatment Plant Systems Operator
February.....	Jaret Cox – Water Treatment Plant Operator Erica Pitts – Administrative Assistant Operations - Water	October.....	Tad Berube - Technical Maintenance Person SLWTF Maxwell Stohlman - Water Systems Operator II Christopher Cogan - Wastewater Maintenance Manager Planning/Scheduling
March.....	Rick Harmon - Wastewater Collections Systems Operator Brandon O'Keeffe - Senior Wastewater Operator	November.....	Rick Harmon - Distribution System Foreperson Liam Bergin - Equipment Operator – Water Charles Savoie - Water Systems Operator Daniel Terison - Water Systems Operator Adam Bissell - Water Systems Operator Isaac Headley - Water Systems Operator
May.....	Kevin Walsh – Senior Wastewater Operator	December.....	Brian Johnson - Asset Management Technician Douglas Sawyer - Technical Maintenance Person Mech/Elec
June.....	David Jones – Senior Wastewater Operator		

Introduction

The total amount of capital expenditures is \$54.54 million. The \$32.04 million water capital budget includes \$25.58 million replacing aging water mains and related infrastructure. The \$21.34 million wastewater capital budget includes \$10.0 million for the next phase of North Windham Treatment facility construction and \$5.98 million of upgrades at Portland's East End Treatment Facility. Additionally, the capital budget includes an investment of \$1.16 million in general assets such as vehicles, computer systems and comprehensive planning.

The capital projects will be funded from a number of sources – Revenue Bonds issued by PWD or through the Maine Municipal Bond Bank, rate subsidized bonds issued through the Clean Water and Drinking Water State Revolving Loan funds (CWSRF/DWSRF), Renewal and Replacement funds which are generated through operating budget contributions, Grants from the CWSRF/DWSRF programs and Water Capital/Master Plan reserve balances.



Annual Fund Operating Budget

The annual budget includes the impact of issuing of debt to finance capital projects (\$16.3 million) and contributions to the renewal and replacement funds (\$4.6 million). Most projects financed have minimal impact to the operating expense budget, except the debt service impact. Most of the projects address aging assets so related maintenance costs of those assets will be lower.

Transportation renewal & replacement contributions are allocated to funds and departments through an hourly rate and are included in the transportation - internal line item.

	2024 Budget	2025 Budget	\$ Change
Debt Service Principal, Interest & Related Expense	13,743,678	15,297,756	\$1,554,078
Debt Service - Allocated (Meters & Douglass St)	539,782	620,685	80,903
Lease & SBITA Expenses	15,780	318,802	303,022
Debt Service - Watershed Protection	32,809	64,865	32,056
Annual Debt Service	14,332,049	16,302,108	1,970,059
Renewal & Replacement - Water - General	1,905,000	1,405,000	(500,000)
Renewal & Replacement - Wastewater	1,611,250	1,521,950	(89,300)
Renewal & Replacement - Multi-Fund Assets	1,145,000	1,265,000	120,000
Renewal & Replacement - Funds	4,661,250	4,191,950	(469,300)
Renewal and Replacement - Transportation	400,000	420,000	20,000
Annual Renewal and Replacement Contributions	5,061,250	4,611,950	(449,300)

Bond Financing

Overview

PWD typically finances larger capital projects by issuing revenue bonds for a term of the asset's useful life or 20 years, whichever is shorter. Since most of the PWD's assets have a useful life in excess of 20 years, the typical bond term is 20 years. PWD's charter authorizes PWD, through its trustees and without vote of its inhabitants, to issue bonds to pay for the costs of capital outlays incurred in connection with acquiring, renovating or constructing water and wastewater assets.

Water bonds are secured by the revenues of customers' water rates and charges. In the event of a bond payment default, PWD has the power to assess its member municipalities to provide funds to cure the default. Such assessments would be allocated based upon the municipalities' respective state valuation.

Wastewater bonds are secured by PWD's sewer assessment revenue. In the event of a bond payment default, the municipalities served would be responsible for the debt service related to assets serving that municipality. The annual sewer assessment, once certified to the municipality by PWD, is an obligation of the municipality on *parity* with the municipality's general obligation debt and is entitled to the full faith and credit of the municipality.

Water Capital Reserve Bond

In 2013, a law (35-A M.R.S. §§ 6107-A) was enacted allowing utilities to create a capital reserve to pay for infrastructure improvements, including debt service costs, and allows the reserve to be funded by designating a portion of the utility's revenue. The maximum percent of water revenue that PWD can allocate to the reserve is 10%. For the past 10 years, PWD has issued a \$2 million bond each year with the debt service to be paid by raising water rates an additional 1% each year. In 2025, the maximum percent (10%) of revenue will be allocated to the fund (\$3,290,720). The amount generated will pay the annual debt service on the 10 years of debt with remaining balance spent on water mains renewal.

Bond Options

PWD issues bonds either directly to the market or through the Maine Municipal Bond Bank (MMBB). For larger projects, typically greater than \$10 million, PWD considers issuing directly to the market. For smaller projects, the most cost effective option is to issue through MMBB.

MMBB has three different programs – General Bond, Drinking Water SRF (State Revolving Fund) and Clean Water SRF programs. General Bond issues are done twice a year at tax-exempt market rates. The SRF programs have a more flexible closing date and typically result in an interest rate 2% less than market. For qualifying projects, part of the principal may be forgiven. Projects financed through the SRF are competitively awarded by the State of Maine's Department of Human Services (water projects) or Department of Environmental Protection (wastewater projects). Those projects need to comply with certain procurement standards.

Bond Financing (continued)

The current water bond ratings by Moody's and Standard & Poor's ratings are Aa3 and AA, respectively. Moody's bond ratings range from AAA (highest quality) to C (lowest quality) and apply a number qualifier (1-high, 2-mid and 3-low) for each letter range. Standard & Poor's top four bond ratings (AAA, AA, A and BBB) generally are regarded as eligible for bank investment (AAA is highest rating). The latest rating for both was in July 2024. Moody's noted PWD's deregulation from the Maine Public Utilities Commission. Additionally, PWD's sizable and wealthy service area, as well as its strong liquidity and sound debt service coverage supported by annual rate increases were factors. In addition to the items Moody noted, S&P noted PWD's sound system operations with virtually unlimited water supply and good financial flexibility due to the affordability of the water rates. Moody's noted weak legal security as a challenge. The weak legal security references that PWD has to be in default before evoking the municipalities' 'double barrel' general taxes cure. In 2025, Staff will be submitting a bill amending the state law (35-A 6103) that should strengthen the legal security.

Maine Municipal Bond Bank

The Maine Municipal Bond Bank was created in 1972 by the Maine State Legislature. The agency has an immense history of providing Maine's cities, towns, school systems, water and sewer districts, and other governmental entities access to low cost capital funds through the sale of its highly rated tax-exempt bonds. Established as an independent agency, the Bond Bank is administered by a board of commissioners appointed by the Governor. The Bond Bank works closely with its municipal clientele to provide unique, cost effective and competitive financing programs.

GENERAL RESOLUTION PROGRAM

For municipalities, schools districts, water districts, sewer districts and other local governments requesting loan financing through the General Resolution program. Under this tax-exempt bond financing program, the proposed debt will be paid from a General Resolution pledge of the municipality or municipalities. [Click here to learn more about the approval and financing process of this program.](#)

CLEAN WATER SRF PROGRAM

Created in 1987 by the Clean Water Act, the Maine Municipal Bond Bank serves as financial manager of the Clean Water State Revolving Loan Fund in cooperation with the Maine Department of Environmental Protection. [Click here to learn more about the approval and financing process of this program.](#)

DRINKING WATER SRF PROGRAM

Created by the Safe Drinking Water Act of 1996, the Maine Municipal Bond Bank serves as the financial manager of the Drinking Water State Revolving Loan Fund in cooperation with the Maine Department of Human Services. [Click here to learn more about the approval and financing of this program.](#)

Bond Financing (continued)

Bond Limits

PWD has no legal limits of debt. A board-approved policy establishes a target maximum level of debt service to 35% of total fund budget and minimum debt service ratio of 1.25. The table indicates the status and projected status. The projected status is based on the projection included at the end of the Revenue section and includes bond financed capital projects as noted in the 5-year capital plan in the Capital Expenditures section.

The \$12M Westbrook Regional Wastewater Treatment Facility scheduled for completion in 2023 causes Gorham, Westbrook and Windham ratios not to meet all the benchmark ratio. Significant pump station upgrades along with Falmouth's Treatment Facility upgrade, causes Cumberland to miss their ratios.

Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

Funds	2023	2024	2025	2026	2027	2028	2029
Water	26%	25%	27%	29%	31%	32%	32%
Wastewater							
Cape Elizabeth	19%	17%	18%	22%	25%	27%	26%
Cumberland	23%	25%	24%	30%	34%	38%	41%
Gorham	33%	34%	34%	33%	34%	33%	23%
Portland	17%	16%	19%	21%	22%	24%	24%
Westbrook	22%	25%	24%	24%	37%	36%	34%
Windham-South	43%	37%	39%	38%	38%	40%	32%

Debt Service Ratio – Target: Greater or Equal to 1.25

Funds	2023	2024	2025	2026	2027	2028	2029
Water	1.51	1.23	1.38	1.40	1.39	1.40	1.42
Wastewater							
Cape Elizabeth	1.66	1.45	1.43	1.33	1.28	1.27	1.28
Cumberland	1.50	1.47	1.59	1.41	1.34	1.28	1.24
Gorham	1.28	1.21	1.22	1.22	1.21	1.23	1.39
Portland	1.83	1.52	1.38	1.32	1.30	1.29	1.28
Westbrook	1.14	1.15	1.17	1.12	1.08	1.07	1.07
Windham-South	1.47	1.23	1.23	1.23	1.23	1.22	1.30

Water & Wastewater Funds Debt Service

Long-Term Debt Principal & Interest

PWD has \$11,547,714 and \$3,620,198 of principal and interest payments in the budget. Of the total, \$10,813,803 and \$3,489,857 of principal and interest, respectively, are expensed to the individual funds. A portion of the debt service related to Meters is allocated to water and wastewater funds based on relative benefit received by each fund. Meters have principal of \$438,438 and interest of \$96,512. The ABC project allocation, \$29,000 in principal and \$2,030 in interest, is based on the methods of financing that were most advantageous for each particular fund. Other debt principal and interest includes Douglass Street (\$10,500), Leases per GASB 87 (\$49,167), Subscription Based Information Technology Arrangements (SBITA's) of \$269,635 and Watershed/Vehicles of \$64,865.

Administrative Fees

Maine Municipal Bond Bank (MMBB) bonds issued under the Drinking Water State Revolving Fund (DWSRF) for Water and the Clean Water State Revolving Fund (CWSRF) for Wastewater assess an administrative fee of 5% of each year's principal and coupon interest payments. Maine Municipal Bond Bank Non-SRF bonds do not assess any administrative fees. Water and Wastewater bonds issued as stand-alone bonds directly to the market also do not assess administrative fees. Total fees in 2025 are budgeted at \$262,203.

Debt Issuance Expense

The Water and Wastewater funds incur costs for issuance of the permanent financing. Prior to 2014 governments were allowed to carry the cost of these issuances on their balance sheets and write off the expense over the life of the debt. A change in accounting rules now requires that all issuance costs be recognized in the year of debt issuance. That cost is estimated to be \$253,000.

Premiums & Deferred Outflow

PWD has received premiums on bonds issued directly to the market. These premiums are recognized over the life of the bonds as a reduction in interest expense. In addition, a bond refunding was done in 2016 that resulted in a deferred outflow being added to PWD's balance sheet. That outflow is being amortized over the remaining life of those bonds as an addition to interest expense. The net impact of these items on the Budget is a reduction of debt service expense of \$580,230.

Contracted Debt Service & Notes

Cumberland Wastewater Fund contracts with the Town of Falmouth for the use of treatment and wastewater pump stations. Contracted Debt Service expense are payments made by Cumberland to reimburse Falmouth for debt issued to support the services provided, that cost is \$314,294.

Windham Wastewater (WW) Fund has two notes: intra-fund note payable between Windham and Westbrook and bond anticipation note (BAN) financing for the construction of the new North Windham Wastewater Treatment system. The intra-fund note payable is for Windham's portion of a one-time buy-in to the regional treatment facility. The original note of \$264,733 was issued on 4/1/08 at 4.395% interest with annual principal and interest payments. The principal (\$13,240) and interest expense (\$1,891) totaling \$15,131 are budgeted. The anticipation note is expected to have interest expense of \$760,000. The Portland WW Fund has a BAN for work at its primary treatment plant (\$58,263).

Water & Wastewater Funds Debt Service (continued)

Summary of Debt Service

	Principal	Interest	MMBB & DEP Admin Fees	Debt Issuance Expense	Premiums, Deferred Outflow	Contracted & Notes	Debt Service Total
Direct Charges							
Water Fund:							
Water General Assets	4,599,594	1,978,870	59,516	145,500	(565,794)	-	6,217,686
Water Capital Reserve	1,709,968	384,062	-	-	-	-	2,094,030
Sub-Total Water	6,309,562	2,362,932	59,516	145,500	(565,794)	-	8,311,716
Wastewater:							
Cape Elizabeth	326,500	88,617	13,011	3,500	-	-	431,628
Cumberland	6,250	7,503	321	6,000	-	314,294	334,368
Falmouth	238,000	28,687	13,338	-	-	-	280,025
Gorham	482,978	61,579	24,841	-	-	-	569,398
Portland	2,462,741	707,776	104,554	18,000	(9,761)	58,263	3,341,573
Westbrook	840,000	141,638	40,967	-	-	(13,240)	1,009,365
Windham - South	147,772	21,125	5,655	-	-	15,131	189,683
Windham - North	-	70,000	-	-	-	760,000	830,000
Sub-Total Wastewater	4,504,241	1,126,925	202,687	27,500	(9,761)	1,134,448	6,986,040
Total Direct	10,813,803	3,489,857	262,203	173,000	(575,555)	1,134,448	15,297,756
Meters							
Water Fund	269,870	59,406	-	49,242	(2,933)	-	375,585
Cape Elizabeth	10,004	2,202	-	1,825	(108)	-	13,923
Cumberland	5,704	1,256	-	1,041	(62)	-	7,939
Gorham	8,626	1,899	-	1,574	(94)	-	12,005
Portland	81,209	17,876	-	14,818	(883)	-	113,020
Scarborough	6,077	1,338	-	1,109	(66)	-	8,458
South Portland	35,140	7,735	-	6,412	(382)	-	48,905
Westbrook	21,091	4,643	-	3,848	(229)	-	29,353
Windham - South	717	157	-	131	(8)	-	997
Total Meters	438,438	96,512	-	80,000	(4,765)	-	610,185
Other Debt Service							
Douglass Street	-	10,500	-	-	-	-	10,500
Leases	43,119	6,048	-	-	-	-	49,167
SBITA's	252,354	17,281	-	-	-	-	269,635
	295,473	33,829	-	-	-	-	329,302
Fund Debt Service	11,547,714	3,620,198	262,203	253,000	(580,320)	1,134,448	16,237,243

Debt Service Summary

The debt service expense for each fund consists of these parts:

Direct Debt Service – These charges are related to assets belonging to the specific fund such as treatment plants, pump stations, mains, etc.

Meter (Allocated) Debt Service – Meters are an asset of the Water fund but are used to calculate both water and wastewater bills. The debt related to meters is allocated to each fund based on number and size of the meters in each municipality.

Douglass Street – Debt related to PWD’s main office facility.

ABC project (Allocated) Debt Service – In 2022 PWD purchased a new computer system which handles billing, work orders, time entry and asset management. Each fund is paying its respective share of the system costs. Each fund paid for their share in varying manners including issuing the bond. The bond’s debt service is allocated based on the participating fund share of the bond. The bond was issued from the Portland WW fund, the total shown are the non-Portland shares being allocated.

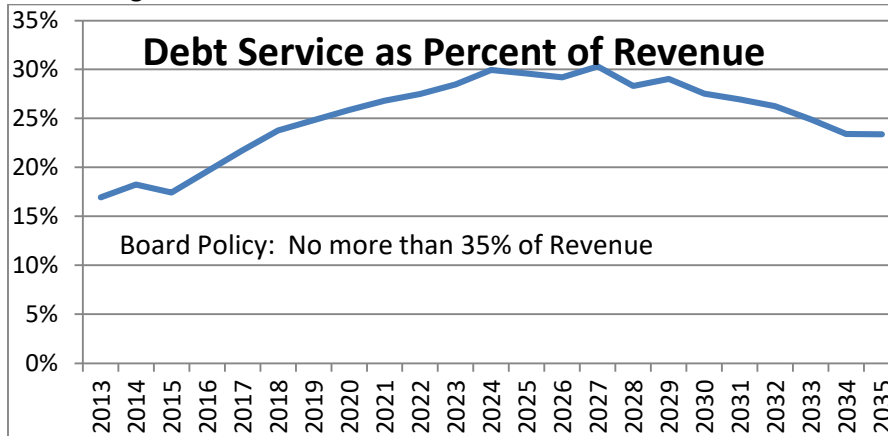
Leases – This recognizes the costs of leased property/equipment under GASB 87. Under this rule, PWD calculates present value of the future lease payments and recognizes each year’s portion of the cost, including interest.

SBITA’s (Subscription Based Information Technology Arrangements) – These are contracts that give PWD the right to use a vendor’s IT software/services for a set period of time. SBITA’s are governed by GASB 96 and are calculated in the similar manner as Leases.

	Direct	Meters (Alloc)	ABC (Alloc)	Douglass Street	Leases	SBITA's	Total
Water Fund	8,311,716	375,585	-	6,684	26,875	150,096	8,870,956
Wastewater:							
Cape Elizabeth	431,628	13,923	8,454	355	6,980	10,216	471,556
Cumberland	334,368	7,939	-	194	287	5,428	348,216
Falmouth	280,025	-	4,480	-	-	-	284,505
Gorham	569,398	12,005	-	269	760	7,312	589,744
Portland	3,341,573	113,020	(18,828)	2,298	11,111	72,388	3,521,562
Westbrook	1,009,365	29,353	-	540	2,968	17,709	1,059,935
Windham (North & South)	1,019,683	997	714	64	186	1,996	1,023,640
Sub-Total Wastewater	6,986,040	177,237	(5,180)	3,720	22,292	115,049	7,299,158
Contracted Services:							
Scarborough	-	8,458	-	1	-	730	9,189
South Portland	-	48,905	5,180	95	-	3,760	57,940
Sub-Total Contracted	-	57,363	5,180	96	-	4,490	67,129
Total Water/WW Funds	15,297,756	610,185	-	10,500	49,167	269,635	16,237,243
Watershed & Vehicle	64,865	-	-	-	-	-	64,865
Total Debt Service	15,362,621	610,185	-	10,500	49,167	269,635	16,302,108

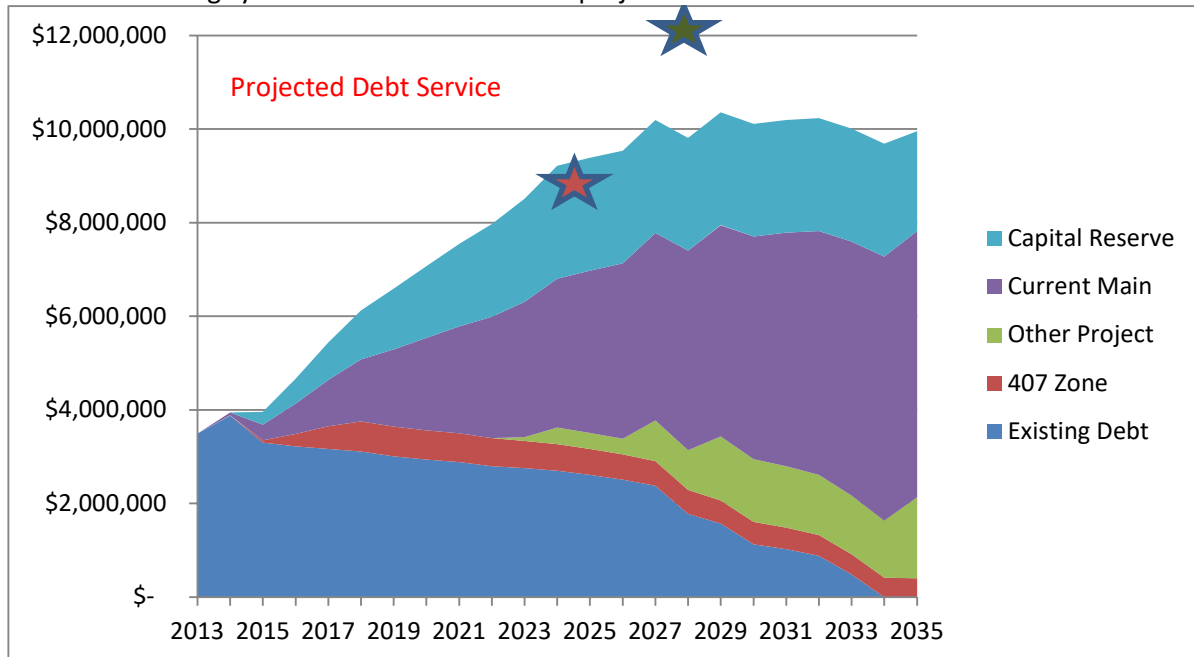
Long-Term Water Fund Target

The long-term water fund target was established in 2013. The projected 2026-2029 ratios are near the target percent through 2026. The years after 2026 are projected to be a couple percent higher but still below the 35% target.



Projected Water Debt

The Water Fund has significant future bond financing needs including completing the 407 zone system upgrades and main renewals. In 2011, the Board adopted the policy to double the investment in main renewal by incrementally increasing the amount spent by \$500,000 until reaching an annual level of \$4 million in 2016. Starting in 2014, an additional annual investment of \$2 million was bonded to pay for main renewal and funded through the capital reserve. Other major projects include the installation of a new meter reading system and transmission line projects.



The 2025 Budget requests \$8.8 million of debt service, below the long-term plan

The updated multi-year projection is for \$13.4 million in 2029, \$3.4 above 2029 target. The 2025 multi-year plan recommends higher level of main renewal investments (up to \$13 million from the planned \$7M) and the impact of the higher-than-expected meter and meter reading sys project cost.

Water Funds Long-Term Debt

Long-Term Debt Detail:

The table below is a list of all outstanding water fund bonds. A significant amount of debt will be paid off in the current year and will mitigate the debt service of the new bonds scheduled to be issued.

2024 bond issues may appear in the proposed section if the target issue date is after the publication date of 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	2025 Interest Exp	MMBB/DEP Admin Fee	Issue Cost	PUC Docket#
Existing Debt Water General LTD												
10/27/2005	WTR05-02	General Assets	2025	5.0000% - 5.0000%	\$900,000	\$45,000	\$45,000	\$0	\$750			2005-488
10/26/2006	WTR06-01	General Assets	2026	3.0000% - 3.0000%	\$1,500,000	\$150,000	\$75,000	\$75,000	\$1,875			2006-510
10/30/2008	WTR08-01	General Assets	2028	5.5750% - 5.5750%	\$1,500,000	\$300,000	\$75,000	\$225,000	\$12,619			2008-360
04/01/2009	WTR09-01	General Assets (407 Zone)	2028	1.0500% - 1.0500%	\$1,598,500	\$319,700	\$79,925	\$239,775	\$3,217	\$4,164		2008-360 AMENDED
08/28/2009	WTR09-04	General Assets (ARRA)	2029	0.0000% - 0.0000%	\$2,991,066	\$747,767	\$149,553	\$598,213	\$0	\$7,478		2009-128
08/28/2009	WTR09-05	General Assets (ARRA)	2029	0.0000% - 0.0000%	\$163,953	\$40,988	\$8,198	\$32,791	\$0	\$4,10		2009-128
05/27/2010	WTR10-02	General Assets (RZEDB)	2030	5.1730% - 5.7460%	\$400,000	\$150,000	\$25,000	\$125,000	\$4,596			2010-62
11/01/2010	WTR10-03	General Assets (DWSRF)	2030	1.0000% - 1.0000%	\$902,500	\$270,750	\$45,125	\$225,625	\$2,632	\$2,392		2010-62
10/27/2011	WTR11-01	General Assets	2031	0.5000% - 5.5000%	\$2,300,000	\$805,000	\$115,000	\$690,000	\$25,270			2011-266
05/01/2012	WTR12-03	Ozone UV Design & Forest Ave (DWSRF)	2032	1.0000% - 1.0000%	\$1,130,000	\$452,000	\$66,500	\$395,500	\$4,143	\$3,037		2011-266
10/25/2012	WTR12-01	General Assets	2032	3.0100% - 3.7060%	\$2,000,000	\$800,000	\$100,000	\$700,000	\$26,111			2012-357
05/01/2013	WTR13-01	Ozone-UV Construction Phase 1 (DWSRF)	2032	1.0000% - 1.0000%	\$2,850,000	\$1,200,000	\$150,000	\$1,050,000	\$11,750	\$8,100		2011-266
05/23/2013	WTR13-04	General Assets	2033	2.9310% - 3.7000%	\$1,428,000	\$642,600	\$71,400	\$571,200	\$21,626			2013-00167
11/04/2013	WTR13-06	Ozone-UV Construction Phase 2	2034	- 0.0000%	\$8,000,000	\$0	\$0	\$0	\$0			2011-266
11/15/2013	WTR13-05	General Assets (DWSRF)	2033	1.0700% - 1.0700%	\$1,072,000	\$482,400	\$53,600	\$428,800	\$5,066	\$2,938		2013-00167
06/30/2014	WTR14-01	General Assets	2034	3.1250% - 3.5000%	\$2,541,000	\$1,250,000	\$125,000	\$1,125,000	\$40,755			2014-00093
05/14/2015	WTR15-01	General Assets (DWSRF) Scott Dyer Rd	2034	0.1500% - 0.1500%	\$459,000	\$231,220	\$22,966	\$208,254	\$335	\$1,166		2014-38
06/25/2015	WTR15-04	General Assets - Water Main Renewal	2035	3.0000% - 3.2500%	\$3,230,000	\$1,760,000	\$160,000	\$1,600,000	\$54,000			2015-00051
06/25/2015	WTR15-05	General Assets - Ozone Destruct	2035	3.0000% - 3.2500%	\$500,000	\$275,000	\$25,000	\$250,000	\$8,438			2015-00051
12/04/2015	WTR15-06	Water Main Renewal - Gray Road	2035	1.0000% - 1.0000%	\$270,000	\$148,500	\$13,500	\$135,000	\$1,451	\$749		2015-00051
06/20/2016	WTR16-04	General Assets - Water Main Renewal	2036	3.0000% - 4.0000%	\$385,000	\$225,000	\$20,000	\$205,000	\$7,500			
06/20/2016	WTR16-06	407 Zone Design	2036	3.0000% - 4.0000%	\$1,830,000	\$1,080,000	\$90,000	\$990,000	\$36,450			
06/20/2016	WTR16-09	General Assets 2007 Refi	2027	3.0000% - 3.0000%	\$3,034,938	\$682,938	\$321,563	\$361,375	\$18,880			
09/28/2016	WTR16-10	General Assets - Thorton Heights Phase 3	2036	1.0000% - 1.0000%	\$1,128,979	\$722,859	\$56,996	\$665,863	\$6,991	\$3,211		
09/28/2016	WTR16-11	General Assets Westbrook St DWSRF	2036	1.0000% - 1.0000%	\$566,362	\$353,242	\$27,852	\$325,390	\$3,370	\$1,562		
07/18/2017	WTR17-05	General Assets - Water Main Renewal	2037	3.0000% - 4.0000%	\$3,725,000	\$2,412,500	\$187,500	\$2,225,000	\$77,500			
03/02/2018	WTR18-01	Ward's Hill PS (407 Zone Improvement) SRF	2037	1.0000% - 1.0000%	\$1,900,000	\$1,296,581	\$99,737	\$1,196,844	\$12,800	\$5,635		
08/01/2018	WTR18-04	Asset, Billing, Customer Relations System	2028	5.0000% - 5.0000%	\$1,000,000	\$400,000	\$100,000	\$300,000	\$19,167			
08/01/2018	WTR18-05	General Assets - Water Main Renewal	2038	3.0000% - 5.0000%	\$900,000	\$630,000	\$45,000	\$585,000	\$22,688			
11/30/2018	WTR18-08	Pleasantdale/Broadway Main Renewal SRF	2038	1.0000% - 1.0000%	\$3,000,000	\$2,100,000	\$150,000	\$1,950,000	\$20,750	\$8,550		
08/01/2019	WTR19-02	General Assets - Water Main Renewal	2039	2.0000% - 5.0000%	\$4,500,000	\$3,375,000	\$225,000	\$3,150,000	\$115,125			
07/30/2020	WTR20-03	General Assets - Water Main Renewals	2040	2.0000% - 5.0000%	\$1,745,000	\$1,397,000	\$87,000	\$1,310,000	\$42,875			
11/01/2020	WTR20-07	Preble St, PO water main relocation SRF	2040	1.0000% - 1.0000%	\$220,000	\$176,000	\$11,000	\$165,000	\$1,687	\$635		
07/29/2021	WTR21-04	General Assets - Water Main Renewal	2041	2.0000% - 5.0000%	\$3,479,157	\$2,955,753	\$174,468	\$2,781,285	\$94,258			
07/29/2021	WTR21-06	407 Zone North Transmission (Depot St, WI)	2041	2.0000% - 5.0000%	\$1,152,535	\$969,343	\$61,064	\$908,279	\$31,034			
12/22/2021	WTR21-09	Mackworth/Ocean Main Renewal SRF	2041	1.0000% - 1.0000%	\$2,100,000	\$1,785,000	\$105,000	\$1,680,000	\$17,675	\$6,143		
12/22/2021	WTR21-10	Crooked River Conservation Easement SRF	2041	1.0000% - 1.0000%	\$480,000	\$408,000	\$24,000	\$384,000	\$4,040	\$1,404		
08/01/2022	WTR22-04	General Assets - Water Main Renewal	2042	4.0000% - 5.0000%	\$3,500,000	\$3,150,000	\$175,000	\$2,975,000	\$138,542			
08/15/2023	WTR23-01	General Assets - Water Main Renewal	2043	4.0000% - 5.0000%	\$3,665,000	\$3,480,000	\$185,000	\$3,295,000	\$163,358			
08/15/2023	WTR23-03	Refunding 2013 Bond - Ozone WTR13-06	2034	4.0000% - 5.0000%	\$4,055,000	\$3,655,000	\$360,000	\$3,295,000	\$172,350			
08/15/2023	WTR23-04	Windham Water Tank	2043	4.0000% - 5.0000%	\$4,675,000	\$4,440,000	\$235,000	\$4,205,000	\$208,442			
08/15/2023	WTR23-05	Windham 407 Zone Project	2043	4.0000% - 5.0000%	\$2,110,000	\$2,000,000	\$110,000	\$1,890,000	\$93,833			
12/20/2023	WTR23-07	Edward Mills Easement SRF	2043	1.0000% - 1.0000%	\$190,000	\$180,500	\$9,500	\$171,000	\$1,781	\$565		
02/01/2024	WTR24-01	Windham Water Tank SRF	2043	1.0000% - 1.0000%	\$169,000	\$160,550	\$8,450	\$152,100	\$1,584	\$503		

Water Funds Long-Term Debt (continued)

Long-Term Debt Detail: (continued)

The table below is a list of all outstanding water fund bonds. A significant amount of debt will be paid off in the current year and will mitigate the debt service of the new bonds scheduled to be issued.

2024 bond issues may appear in the proposed section if the target issue date is after the publication date of 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	2025 Interest Exp	MABB/DEP Admin Fee	Issue Cost	PUC Docket#
03/01/2024	WTR24-04	Sebago Cove Easement SRF	2043	1.0000% - 1.0000%	\$293,950	\$279,253	\$14,698	\$264,555	\$2,756	\$875		
08/01/2024	WTR24-06	General Assets - Sebago Lake Treatment Plant	2044	3.0000% - 5.0000%	\$886,897	\$886,897	\$44,138	\$842,759	\$46,685			
08/01/2024	WTR24-07	General Assets - Water Mains	2044	3.0000% - 5.0000%	\$5,543,103	\$5,543,103	\$275,862	\$5,267,241	\$291,782			
Total Existing Debt Water General LTD						\$54,815,442	\$4,599,594	\$50,215,848	\$1,878,537	\$59,516		
Proposed Water General LTD												
11/01/2025	WT_Chem_Storage_1	Chemical Storage	2045	4.0000% - 4.0000%	\$1,550,000	\$0	\$0	\$1,550,000	\$10,333		\$15,000	
11/01/2025	WT_Water_Chute_1	407 Zone Chute Road ph 1	2045	4.0000% - 4.0000%	\$5,000,000	\$0	\$0	\$5,000,000	\$33,333		\$50,000	
11/01/2025	WT_Water_Mains_25_1	Water_Mains_25	2045	4.0000% - 4.0000%	\$7,000,000	\$0	\$0	\$7,000,000	\$46,667		\$70,000	
11/01/2025	WT_Watershed_1	Watershed Easements	2045	4.0000% - 4.0000%	\$1,500,000	\$0	\$0	\$1,500,000	\$10,000		\$3,000	
Total Proposed Debt Water General LTD						\$0	\$0	\$15,050,000	\$100,333	\$0	\$138,000	
Total Existing and Proposed Debt Water General LTD						\$54,815,442	\$4,599,594	\$65,265,848	\$1,978,870	\$59,516	\$138,000	
Existing Debt Water Capital Reserve												
06/25/2015	WTR15-03	Water Assets - Capital Reserve	2025	3.0000% - 3.0000%	\$2,000,000	\$200,000	\$200,000	\$0	\$5,000			2015-00051
06/20/2016	WTR16-05	Water Assets - Capital Reserve	2026	3.0000% - 3.0000%	\$1,830,000	\$360,000	\$180,000	\$180,000	\$9,900			
07/18/2017	WTR17-06	Water Assets - Capital Reserve	2027	3.0000% - 4.0000%	\$1,875,000	\$562,500	\$187,500	\$375,000	\$19,688			
08/01/2018	WTR18-06	Water Assets - Capital Reserve	2028	5.0000% - 5.0000%	\$2,000,000	\$800,000	\$200,000	\$600,000	\$38,333			
08/01/2019	WTR19-03	Water Assets - Capital Reserve	2029	2.0000% - 5.0000%	\$2,000,000	\$1,000,000	\$200,000	\$800,000	\$42,333			
07/30/2020	WTR20-04	Water Assets - Capital Reserve	2030	5.0000% - 5.0000%	\$1,830,000	\$1,098,000	\$183,000	\$915,000	\$53,375			
07/29/2021	WTR21-05	Water Assets - Capital Reserve	2031	5.0000% - 5.0000%	\$1,743,308	\$1,219,904	\$174,468	\$1,045,436	\$59,541			
08/01/2022	WTR22-05	Water Assets - Capital Reserve	2032	5.0000% - 5.0000%	\$2,000,000	\$1,600,000	\$200,000	\$1,400,000	\$78,333			
08/15/2023	WTR23-02	Water Assets - Capital Reserve	2033	4.0000% - 5.0000%	\$1,840,000	\$1,655,000	\$185,000	\$1,470,000	\$77,558			
Total Existing Debt Water Capital Reserve						\$8,495,404	\$1,709,968	\$6,785,436	\$384,062			
Existing Debt Meters Allocated												
05/28/2009	WTR09-02	Meters	2029	2.0800% - 5.5800%	\$4,519,800	\$1,129,950	\$225,990	\$903,960	\$36,448			2006-403
05/28/2009	WTR09-03	Sub-Meters	2029	2.0800% - 5.5800%	\$180,200	\$45,050	\$9,010	\$36,040	\$1,453			2006-403
06/20/2016	WTR16-07	Meters 2007 Refi	2027	3.0000% - 3.0000%	\$1,734,250	\$390,250	\$183,750	\$206,500	\$10,789			
06/20/2016	WTR16-08	Submeters 2007 Refi	2027	3.0000% - 3.0000%	\$185,813	\$41,813	\$19,688	\$22,125	\$1,156			
Total Existing Debt Meters Allocated						\$1,607,063	\$438,438	\$1,168,625	\$49,845			
Proposed Meters Allocated												
11/01/2025	WT_Water_Meter_25_1	Water Meter 2025	2045	4.0000% - 4.0000%	\$7,000,000	\$0	\$0	\$7,000,000	\$46,667		\$80,000	
Total Proposed Debt Meters Allocated						\$0	\$0	\$7,000,000	\$46,667	\$0	\$80,000	
Total Existing and Proposed Debt Meters Allocated						\$1,607,063	\$438,438	\$8,168,625	\$96,512	\$0	\$80,000	
Existing Debt Transportation Alloc												
01/31/2020	WTR20-01	Tiger Hill Conservation Easement SRF	2029	1.0000% - 1.0000%	\$295,000	\$147,500	\$29,500	\$118,000	\$1,450	\$1,549		
03/21/2024	WTR24-03	Vaccum Excavator Truck SRF	2033	0.0000% - 0.0000%	\$308,250	\$277,425	\$30,825	\$246,600	\$0	\$1,541		
Total Existing Debt Transportation Allocate						\$424,925	\$60,325	\$364,600	\$1,450	\$3,090		
Total Existing and Proposed Water Debt						\$65,342,834	\$6,808,324	\$81,109,509	\$2,464,395	\$62,606	\$226,000	

Wastewater Funds Long-Term Debt

Long-Term Debt Detail:

The tables below contain a list of all outstanding debt for Cape Elizabeth, Cumberland, Falmouth, Gorham and Portland wastewater funds. Bonds for the Westbrook Regional Wastewater Treatment Plant and related interception assets are proportionately split between Westbrook, Windham and Gorham.

2024 bond issues may appear in the proposed section if the target issue date is after the publication date of the 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	Accrued 2025 Interest & Fees			MMBB/DEP Admin Fee	Issue Cost
									Interest Exp	DEP Mgt Fee	Interest Expense		
Existing Debt Cape Elizabeth													
10/30/2008	WW08-03	Cape - Generators	2028	5.5750% - 5.5750%	\$95,000	\$19,000	\$4,750	\$14,250	\$799	\$0	\$799		
12/16/2011	WW11-01	CESO Treatment / Spurwink (SRF)	2031	1.0000% - 1.0000%	\$2,430,000	\$850,500	\$121,500	\$729,000	\$8,303	\$0	\$8,303	\$6,500	
10/25/2012	WW12-03	Cape Ottawa Rd CSO Studies / Treatment	2032	3.0100% - 3.7060%	\$160,000	\$64,000	\$8,000	\$56,000	\$2,089	\$0	\$2,089		
05/28/2015	WW15-02	Wastewater CE Garden Lane	2035	2.7400% - 3.8900%	\$240,000	\$132,000	\$12,000	\$120,000	\$4,622	\$0	\$4,622		
05/25/2017	WW17-03	Cape Elizabeth WW Projects	2037	2.4600% - 3.9180%	\$315,000	\$204,750	\$15,750	\$189,000	\$6,877	\$0	\$6,877		
11/02/2017	WW17-07	CE Wildwood PS Upgrade	2037	2.2900% - 4.0650%	\$72,000	\$46,800	\$3,600	\$43,200	\$1,535	\$0	\$1,535		
06/03/2019	WW19-01	Cape Elizabeth UV Treatment Upgrades SRF	2039	1.0000% - 1.0000%	\$875,000	\$656,250	\$43,750	\$612,500	\$6,490	\$0	\$6,490	\$2,516	
05/08/2020	WW20-02	Cape UV Treatment Upgrades SRF Loan #2	2039	1.0000% - 1.0000%	\$130,000	\$97,500	\$6,500	\$91,000	\$964	\$0	\$964	\$374	
02/18/2021	WW21-01	Little John PS Upgrades SRF	2041	1.0000% - 1.0000%	\$850,000	\$722,500	\$42,500	\$680,000	\$7,154	\$0	\$7,154	\$2,486	
07/01/2021	WW21-02	Cape Elizabeth WWTF HVAC SRF	2041	1.0000% - 1.0000%	\$388,000	\$329,800	\$19,400	\$310,400	\$3,266	\$0	\$3,266	\$1,135	
11/03/2022	WW22-08	Maiden Cove PS Upgrades	2042	3.6300% - 4.8900%	\$575,000	\$517,500	\$28,750	\$488,750	\$21,986	\$0	\$21,986		
Total Existing Debt Cape Elizabeth						\$3,640,600	\$306,500	\$3,334,100	\$64,084	\$0	\$64,084	\$13,011	
Proposed Cape Elizabeth													
11/01/2024	WW_Ottawa_1	Cape Elizabeth Ottawa Road Pump Station	2044	4.0000% - 4.0000%	\$400,000	\$400,000	\$20,000	\$380,000	\$15,867	\$0	\$15,867		
11/01/2025	WW_Cape_Aeration_1	Treatment Plant Aeration	2045	4.0000% - 4.0000%	\$1,300,000	\$0	\$0	\$1,300,000	\$8,667	\$0	\$8,667		\$3,500
Total Proposed Debt Cape Elizabeth						\$400,000	\$20,000	\$1,680,000	\$24,533	\$0	\$24,533		\$3,500
Total Existing and Proposed Debt Cape Elizabeth						\$4,040,600	\$326,500	\$5,014,100	\$88,618	\$0	\$88,618	\$13,011	\$3,500
Existing Debt Cumberland													
12/22/2006	WW06-01	Cumberland - Tuttle Pump Station (SRF)	2026	1.4200% - 1.4200%	\$125,000	\$12,500	\$6,250	\$6,250	\$170	\$0	\$170	\$321	
Total Existing Debt Cumberland						\$12,500	\$6,250	\$6,250	\$170	\$0	\$170	\$321	
Proposed Cumberland													
11/01/2025	WW_Cum_Powell_1	Powell Road Pump Station Conversion	2045	4.0000% - 4.0000%	\$800,000	\$0	\$0	\$800,000	\$5,333	\$0	\$5,333		\$3,000
11/01/2025	WW_Cum_Tut2_1	Cumberland Tuttle Road Pump Station	2045	4.0000% - 4.0000%	\$300,000	\$0	\$0	\$300,000	\$2,000	\$0	\$2,000		\$3,000
Total Proposed Debt Cumberland						\$0	\$0	\$1,100,000	\$7,333	\$0	\$7,333		\$6,000
Total Existing and Proposed Debt Cumberland						\$12,500	\$6,250	\$1,106,250	\$7,503	\$0	\$7,503	\$321	\$6,000
Existing Debt Falmouth													
05/01/2016	WW16-03	Mill Creek PS SRF	2036	1.0000% - 1.0000%	\$4,000,000	\$2,400,000	\$200,000	\$2,200,000	\$24,000	\$0	\$24,000	\$11,200	
03/21/2017	WW17-02	Falmouth Mill Creek PS Phase 2 SRF	2037	1.0000% - 1.0000%	\$760,000	\$494,000	\$38,000	\$456,000	\$4,687	\$0	\$4,687	\$2,138	

Wastewater Funds Long-Term Debt (continued)

Long-Term Debt Detail: (continued)

The tables below contain a list of all outstanding debt for Cape Elizabeth, Cumberland, Falmouth, Gorham and Portland wastewater funds. Bonds for the Westbrook Regional Wastewater Treatment Plant and related interception assets are proportionately split between Westbrook, Windham and Gorham.

2024 bond issues may appear in the proposed section if the target issue date is after the publication date of the 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024	2025	Yr End 2025	Accrued 2025 Interest & Fees			MMBB/DEP Admin Fee	Issue Cost
						Balance	Principal	Balance	Interest Exp	DEP Mgt Fee	Interest Expense		
Total Existing Debt Falmouth						\$2,894,000	\$238,000	\$2,656,000	\$28,687	\$0	\$28,687	\$13,338	
Existing Debt Gorham													
12/01/2005	WW05-02	WB Cottage Place/ E. Bridge PS Upgrades (SRF)	2025	1.6300% - 1.6300%	\$252,000	\$12,600	\$12,600	\$0	\$188	\$0	\$188	\$640	
05/15/2008	WW08-01	WB Treatment Generator / Electrical Upgrades SRF	2028	2.2000% - 5.5000%	\$50,400	\$10,080	\$2,520	\$7,560	\$228	\$0	\$228		
10/30/2008	WW08-02	Westbrook Cottage Place/ E. Bridge PS Screens SRF	2029	5.5750% - 5.5750%	\$474,672	\$118,668	\$23,734	\$94,934	\$5,316	\$0	\$5,316		
01/15/2009	WW09-01	Little Falls Conveyance (SRF)	2028	1.4400% - 1.4400%	\$4,258,208	\$860,244	\$215,061	\$645,183	\$11,613	\$0	\$11,613	\$11,372	
02/27/2009	WW09-02	WB Headworks/Cottage Place/ E Bridge (SRF)	2028	1.0000% - 1.0000%	\$253,475	\$50,695	\$12,674	\$38,021	\$475	\$0	\$475	\$659	
05/28/2009	WW09-04	Little Falls Conveyance	2029	2.0800% - 5.5800%	\$233,954	\$58,489	\$11,698	\$46,791	\$1,887	\$0	\$1,887		
11/01/2010	WW10-04	Westbrook Treatment Misc Upgrades (SRF)	2030	1.0000% - 1.0000%	\$52,360	\$15,708	\$2,618	\$13,090	\$153	\$0	\$153	\$139	
03/02/2018	WW18-02	Westbrook Sludge Dewatering Upgrade SRF	2038	1.0000% - 1.0000%	\$308,000	\$215,600	\$15,400	\$200,200	\$2,130	\$0	\$2,130	\$878	
11/04/2021	WW21-08	WEWWTF Sludge storage odor control	2041	0.9100% - 2.9540%	\$53,900	\$45,815	\$2,695	\$43,120	\$953	\$0	\$953		
05/19/2022	WW22-03	Westbrook WWTF Aeration & Clarifiers SRF	2041	1.0000% - 1.0000%	\$2,498,400	\$2,123,640	\$124,920	\$1,998,720	\$21,028	\$0	\$21,028	\$7,308	
01/16/2024	WW24-02	Westbrook Wastewater Facility Aeration SRF	2043	1.5900% - 1.5900%	\$1,181,180	\$1,122,121	\$59,059	\$1,063,062	\$17,607	\$0	\$17,607	\$3,845	
Total Existing Debt Gorham						\$4,633,660	\$482,978	\$4,150,682	\$61,579	\$0	\$61,579	\$24,841	
Existing Debt Portland													
12/01/2005	WW05-01	EE Treatment Hypochlorite Upgrade (SRF)	2025	1.6300% - 1.6300%	\$1,900,000	\$95,000	\$95,000	\$0	\$1,419	\$0	\$1,419	\$4,827	
04/01/2009	WW09-03	Portland India Pump Station Upgrade (SRF)	2028	1.4700% - 1.4700%	\$5,700,000	\$1,123,976	\$280,994	\$842,982	\$15,834	\$0	\$15,834	\$14,876	
11/01/2010	WW10-03	Portland Northeast & Pump Station Upgrades (SRF)	2030	1.0000% - 1.0000%	\$752,200	\$225,660	\$37,610	\$188,050	\$2,194	\$0	\$2,194	\$1,993	
10/27/2011	WW11-02	Portland Pump Station Upgrades	2031	0.5000% - 5.5000%	\$400,000	\$140,000	\$20,000	\$120,000	\$4,395	\$0	\$4,395		
11/04/2013	WW13-02	Peaks Island Sewer Extension	2033	4.0000% - 4.0000%	\$3,000,000	\$1,350,000	\$150,000	\$1,200,000	\$53,000	\$0	\$53,000		
12/04/2015	WW15-07	EEWWTF Aeration Upgrade SRF	2035	1.0000% - 1.0000%	\$2,000,000	\$1,100,000	\$100,000	\$1,000,000	\$10,750	\$0	\$10,750	\$5,550	
07/08/2016	WW16-01	EEWWTF Aeration Phase 2 SRF	2036	1.0000% - 1.0000%	\$7,000,000	\$4,200,000	\$350,000	\$3,850,000	\$41,417	\$0	\$41,417	\$19,600	
07/08/2016	WW16-02	Fore River PS SRF	2036	1.0000% - 1.0000%	\$1,200,000	\$720,000	\$60,000	\$660,000	\$7,100	\$0	\$7,100	\$3,360	
05/01/2017	WW17-01	EEWWTF Aeration Phase 3 SRF	2036	1.0000% - 1.0000%	\$1,900,000	\$1,196,844	\$99,737	\$1,097,107	\$11,802	\$0	\$11,802	\$5,585	
05/24/2018	WW18-03	Northeast Pump Station Odor Control	2038	2.7200% - 4.0420%	\$500,000	\$350,000	\$25,000	\$325,000	\$12,017	\$0	\$12,017		
07/30/2020	WW20-05	East End WWTF Primary Clarifier Upgrade	2040	2.0000% - 2.0000%	\$940,000	\$744,000	\$49,000	\$695,000	\$14,717	\$0	\$14,717		
07/30/2020	WW20-06	India St PS Tide Gate/East End Primary Clarifier	2040	2.0000% - 2.0000%	\$410,000	\$326,000	\$21,000	\$305,000	\$6,450	\$0	\$6,450		
12/10/2020	WW20-08	Fore River Pump Station Phase 2 SRF	2040	1.0000% - 1.0000%	\$3,150,000	\$2,520,000	\$157,500	\$2,362,500	\$24,938	\$0	\$24,938	\$9,135	
07/01/2021	WW21-03	East End WWTF HVAC (dewatering area) SRF	2041	1.0000% - 1.0000%	\$422,000	\$358,700	\$21,100	\$337,600	\$3,552	\$0	\$3,552	\$1,234	
03/09/2022	WW22-01	East End 3rd floor HVAC SRF	2041	1.0000% - 1.0000%	\$476,000	\$404,600	\$23,800	\$380,800	\$4,006	\$0	\$4,006	\$1,392	
05/04/2022	WW22-02	Asset, Billing, Customer Relations System SRF	2031	1.0000% - 1.0000%	\$290,000	\$203,000	\$29,000	\$174,000	\$1,958	\$0	\$1,958	\$1,552	
09/23/2022	WW22-06	Baxter Blvd Pump Station Upgrade	2042	1.0000% - 1.0000%	\$2,130,000	\$1,917,000	\$106,500	\$1,810,500	\$18,993	\$0	\$18,993	\$6,284	
09/23/2022	WW22-07	East End WWTF/Northeast WWPS Power SRF	2042	1.0000% - 1.0000%	\$5,200,000	\$4,680,000	\$260,000	\$4,420,000	\$46,367	\$0	\$46,367	\$15,340	
11/02/2023	WW23-06	Stroudwater Pump Station	2043	3.7400% - 4.9300%	\$710,000	\$674,500	\$35,500	\$639,000	\$28,367	\$0	\$28,367		
05/23/2024	WW24-05	EEWWTF Secondary Clarifier	2044	3.4500% - 4.7570%	\$5,500,000	\$5,500,000	\$275,000	\$5,225,000	\$215,150	\$0	\$215,150		
Total Existing Debt Portland						\$27,829,280	\$2,196,741	\$25,632,539	\$524,424	\$0	\$524,424	\$90,729	

Wastewater Funds Long-Term Debt (continued)

Long-Term Debt Detail: (continued)

The tables below contain a list of all outstanding debt for Cape Elizabeth, Cumberland, Falmouth, Gorham and Portland wastewater funds. Bonds for the Westbrook Regional Wastewater Treatment Plant and related interception assets are proportionately split between Westbrook, Windham and Gorham.

2024 bond issues may appear in the proposed section if the target issue date is after the publication date of the 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	Accrued 2025 Interest & Fees			MMBB/DEP Admin Fee	Issue Cost
									Interest Exp	DEP Mgt Fee	Interest Expense		
Proposed Portland													
11/01/2024	WW_EE_PG_1	East End Primary Gallery	2044	2.0000% - 2.0000%	\$3,950,000	\$3,950,000	\$197,500	\$3,752,500	\$78,342	\$0	\$78,342	\$13,825	
11/01/2024	WW_Por_Gar_Con_1	Portland Garrison and Congress Street Pump Station	2044	4.0000% - 4.0000%	\$1,370,000	\$1,370,000	\$68,500	\$1,301,500	\$54,343	\$0	\$54,343		
11/01/2025	WW_EE_Sec_Clarifer_1	East End Sec Clarifier - 2	2045	4.0000% - 4.0000%	\$750,000	\$0	\$0	\$750,000	\$5,000	\$0	\$5,000		\$4,000
11/01/2025	WW_NE_India_PS_1	Northeast and India Street Pump Station	2045	4.0000% - 4.0000%	\$2,150,000	\$0	\$0	\$2,150,000	\$14,333	\$0	\$14,333		\$4,000
11/01/2025	WW_Port CMAR_25_1	Port CMAR_25	2045	4.0000% - 4.0000%	\$2,500,000	\$0	\$0	\$2,500,000	\$16,667	\$0	\$16,667		\$6,000
11/01/2025	WW_Port_Fore_1	Port_Fore	2045	4.0000% - 4.0000%	\$2,200,000	\$0	\$0	\$2,200,000	\$14,667	\$0	\$14,667		\$4,000
Total Proposed Debt Portland						\$5,320,000	\$266,000	\$12,654,000	\$183,352	\$0	\$183,352	\$13,825	\$18,000
Total Existing and Proposed Debt Portland						\$33,149,280	\$2,462,741	\$38,286,539	\$707,776	\$0	\$707,776	\$104,554	\$18,000

Wastewater Funds Long-Term Debt (continued):

Long-Term Debt Detail: (continued)

The tables below contain a list of all outstanding debt for the Westbrook wastewater fund. Bonds for the Westbrook Regional Wastewater Treatment Plant and related interception assets are proportionately split between Westbrook, Windham and Gorham.

2024 Bond issues may appear in the proposed section if the target issue date is after the publication date of the 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	Accrued 2025 Interest & Fees			MMBB/DEP Admin Fee	Issue Cost
									Interest Exp	DEP Mgt Fee	Interest Expense		
Existing Debt Westbrook													
12/01/2005	WW05-02	WB Cottage Place/ E. Bridge PS Upgrades (SRF)	2025	1.6300% - 1.6300%	\$1,316,800	\$65,840	\$65,840	\$0	\$984	\$0	\$984	\$3,346	
05/15/2008	WW08-01	WB Treatment Generator / Electrical Upgrades SRF	2028	2.2000% - 5.5000%	\$183,360	\$36,672	\$9,168	\$27,504	\$829	\$0	\$829		
10/30/2008	WW08-02	Westbrook Cottage Place/ E. Bridge PS Screens SRF	2029	5.5750% - 5.5750%	\$2,384,641	\$596,160	\$119,232	\$476,928	\$26,709	\$0	\$26,709		
02/27/2009	WW09-02	WB Headworks/Cottage Place/ E Bridge (SRF)	2028	1.0000% - 1.0000%	\$974,925	\$194,985	\$48,746	\$146,239	\$1,828	\$0	\$1,828	\$2,535	
11/01/2010	WW10-04	Westbrook Treatment Misc Upgrades (SRF)	2030	1.0000% - 1.0000%	\$113,220	\$33,966	\$5,661	\$28,305	\$330	\$0	\$330	\$300	
12/04/2015	WW15-08	Westbrook CSO Upgrade SRF	2035	1.0000% - 1.0000%	\$1,000,000	\$550,000	\$50,000	\$500,000	\$5,375	\$0	\$5,375	\$2,775	
03/02/2018	WW18-02	Westbrook Sludge Dewatering Upgrade SRF	2038	1.0000% - 1.0000%	\$666,000	\$466,200	\$33,300	\$432,900	\$4,607	\$0	\$4,607	\$1,898	
09/01/2018	WW18-07	Dana Court PS Upgrades SRF	2039	1.0000% - 1.0000%	\$2,200,000	\$1,650,000	\$110,000	\$1,540,000	\$16,317	\$0	\$16,317	\$6,325	
11/04/2021	WW21-08	WEWWTF Sludge storage odor control	2041	0.9100% - 2.9540%	\$116,550	\$99,068	\$5,828	\$93,240	\$2,061	\$0	\$2,061		
05/19/2022	WW22-03	Westbrook WWTF Aeration & Clarifiers SRF	2041	1.0000% - 1.0000%	\$5,290,400	\$4,496,840	\$264,520	\$4,232,320	\$44,528	\$0	\$44,528	\$15,474	
01/16/2024	WW24-02	Westbrook Wastewater Facility Aeration SRF	2043	1.5900% - 1.5900%	\$2,554,110	\$2,426,405	\$127,706	\$2,298,699	\$38,072	\$0	\$38,072	\$8,314	
Total Existing Debt Westbrook						\$10,616,135	\$840,000	\$9,776,135	\$141,638	\$0	\$141,638	\$40,967	

Wastewater Funds Long-Term Debt (continued):

Long-Term Debt Detail: (continued)

The tables below contain a list of all outstanding debt for the Windham wastewater fund. Bonds for the Westbrook Regional Wastewater Treatment Plant and related interception assets are proportionately split between Westbrook, Windham and Gorham.

2024 Bond issues may appear in the proposed section if the target issue date is after the publication date of the 2025 budget.

IssueDate	BondID	Purpose	Maturity	Range of Interest	Original Issue Principal	Yr End 2024 Balance	2025 Principal	Yr End 2025 Balance	Accrued 2025 Interest & Fees			MMBB/DEP Admin Fee	Issue Cost
									Interest Exp	DEP Mgt Fee	Interest Expense		
Existing Debt Windham													
12/01/2005	WW05-02	WB Cottage Place/ E. Bridge PS Upgrades (SRF)	2025	1.6300% - 1.6300%	\$31,200	\$1,560	\$1,560	\$0	\$23	\$0	\$23	\$79	
05/15/2008	WW08-01	WB Treatment Generator / Electrical Upgrades SRF	2028	2.2000% - 5.5000%	\$6,240	\$1,248	\$312	\$936	\$28	\$0	\$28		
10/30/2008	WW08-02	Westbrook Cottage Place/ E. Bridge PS Screens SRF	2029	5.5750% - 5.5750%	\$40,687	\$10,172	\$2,034	\$8,137	\$456	\$0	\$456		
01/15/2009	WW09-01	Little Falls Conveyance (SRF)	2028	1.4400% - 1.4400%	\$1,681,792	\$339,756	\$84,939	\$254,817	\$4,587	\$0	\$4,587	\$4,492	
02/27/2009	WW09-02	WB Headworks/Cottage Place/ E Bridge (SRF)	2028	1.0000% - 1.0000%	\$21,600	\$4,320	\$1,080	\$3,240	\$41	\$0	\$41	\$56	
05/28/2009	WW09-04	Little Falls Conveyance	2029	2.0800% - 5.5800%	\$196,046	\$49,011	\$9,802	\$39,209	\$1,581	\$0	\$1,581		
11/01/2010	WW10-04	Westbrook Treatment Misc Upgrades (SRF)	2030	1.0000% - 1.0000%	\$4,420	\$1,326	\$221	\$1,105	\$13	\$0	\$13	\$12	
03/02/2018	WW18-02	Westbrook Sludge Dewatering Upgrade SRF	2038	1.0000% - 1.0000%	\$26,000	\$18,200	\$1,300	\$16,900	\$180	\$0	\$180	\$74	
11/04/2021	WW21-07	Depot St WWPS - Phase 1 (PWD share)	2041	0.9100% - 2.9540%	\$615,000	\$522,750	\$30,750	\$492,000	\$10,873	\$0	\$10,873		
11/04/2021	WW21-08	WEWWTF Sludge storage odor control	2041	0.9100% - 2.9540%	\$4,550	\$3,868	\$228	\$3,640	\$80	\$0	\$80		
05/19/2022	WW22-03	Westbrook WWTF Aeration & Clarifiers SRF	2041	1.0000% - 1.0000%	\$211,200	\$179,520	\$10,560	\$168,960	\$1,778	\$0	\$1,778	\$618	
01/16/2024	WW24-02	Westbrook Wastewater Facility Aeration SRF	2043	1.5900% - 1.5900%	\$99,710	\$94,725	\$4,986	\$89,739	\$1,486	\$0	\$1,486	\$325	
Total Existing Debt Windham						\$1,226,455	\$147,772	\$1,078,684	\$21,125	\$0	\$21,125	\$5,655	

Capital Reserve – Water

In 2013, a new state law (35-A M.R.S. 6107-A, Funding for Infrastructure Improvements for Water Utilities) was enacted. The law allows a water utility to fund future infrastructure improvements through recovery in rates. The Board adopted Policy 675 Infrastructure Surcharge and Capital Reserve Accounts that outlines the maximum amount of funds that may be recovered through rates, use of those funds, and reporting requirements.

The policy outlines the maximum dollar amount of funds that may be recovered through rates consistent with the law and policy as the lower of the two parameters below:

1% of Gross Plant (as of 12/31/23) \$ 3,900,869

10% of Revenue Requirement (2024 Budget) \$ 3,068,838

The 2025 assumes the maximum amount (\$3,068,838) will be contributed to the capital reserve fund.

The capital reserve can only be used to pay for the costs of construction associated with the projects identified in the utility's System Infrastructure Assessment Report (SIA) and are related to transmission, distribution, and treatment of water. PWD submitted a SIA that identified water mains that need to be replaced due to age or type of material. At the June 24, 2024 Board meeting, resolution 24-009 was adopted amending the qualified projects as described below.

Program A – Water Mains – Each year a significant amount of water mains are replaced with priorities placed on older and leak-prone water mains.

Program B – Water Treatment Plant – The Sebago Lake Treatment Facility was built in 1994 and significant upgrades are planned including:

- Chemical Storage Facilities upgrades
- Roof replacements
- Intake screens

	2024 Budget	2024 Projected	2025 Budget
Revenue	3,068,683	3,068,683	3,290,720
Debt Service	2,217,072	2,229,287	1,951,111
Water Mains	1,000,000	-	2,339,609
Annual Charge	(148,389)	839,396	(1,000,000)
Carry Forward	<u>987,506</u>	<u>1,799,838</u>	<u>2,639,234</u>
	839,117	2,639,234	1,639,234

Renewal & Replacement

Each fund contributes to a renewal and replacement (R&R) fund. These funds are used to pay for smaller capital projects as an alternative to issuing long-term debt. Each fund maintains a R&R fund for assets owned by that fund. In addition, R&R balances are maintained for other groups of assets that, while owned by the Water fund, serve the needs of all PWD funds. These other R&R balances are:

Douglass St – This fund is for the building and grounds that serve as PWD’s main headquarters.

Meters – Water meters measure water flow but provide data used in both water and wastewater billing.

Technology – This category includes both computer hardware and software systems that serve all PWD funds.

Transportation – These assets are used by all PWD funds. The charge for the R&R funding is part of the hourly rate of each vehicle (an internal line item).

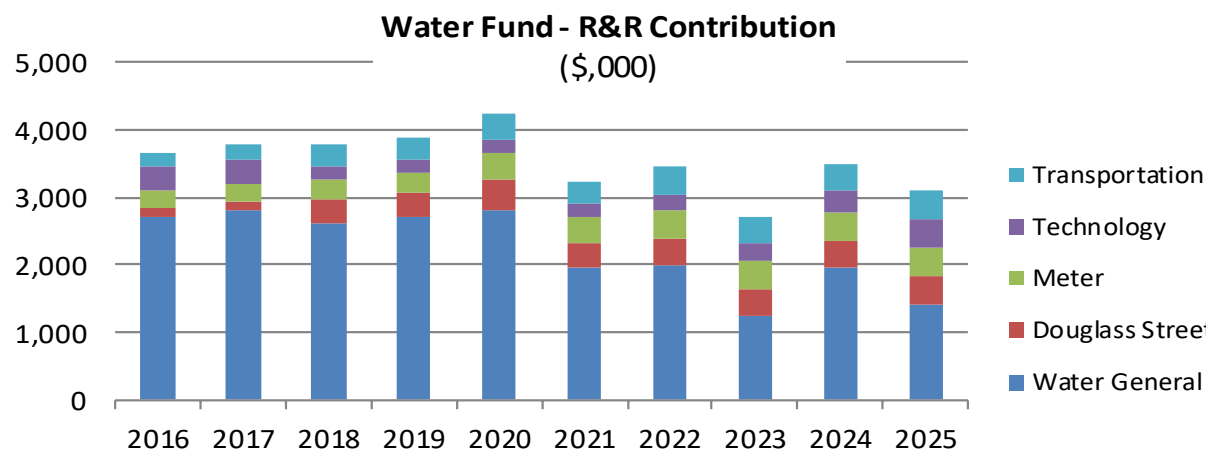
2025 Contributions:

	Fund	Douglass St	Meters	Technology	Combined*	Total
Water	\$1,405,000	\$280,104	\$259,320	\$228,183	\$767,607	\$2,172,607
Wastewater:						
Cape Elizabeth	165,000	14,872	6,880	17,850	39,602	204,602
Cumberland	42,000	8,140	4,240	9,860	22,240	64,240
Gorham	96,700	11,264	6,840	12,410	30,514	127,214
Portland	1,055,000	96,316	68,320	123,080	287,716	1,342,716
Westbrook	105,000	22,616	17,800	30,005	70,421	175,421
Windham	58,250	2,684	680	3,612	6,976	65,226
Contracted Services:						
Falmouth	-				-	-
Scarborough	-	44	5,840	-	5,884	5,884
South Portland	-	3,960	30,080	-	34,040	34,040
R&R - Funds	2,926,950	440,000	400,000	425,000	1,265,000	4,191,950
R&R - Transportation						420,000
R&R - Total						<u>\$4,611,950</u>
*Combined = Douglass St + Meters + Technology						

Water Fund - Renewal & Replacement Fund

PWD will contribute a total of \$3,090,000 to the renewal and replacement fund in this budget. Similar to the debt service costs, renewal and replacement reserve is directly received from the fund or indirectly through the appropriate allocation method from all funds.

The Water renewal and replacement contribution is capped at approximately \$5,820,990, which is the estimated depreciation of all water assets, per Maine Public Utility Commission rules. Starting in 2011, PWD began to track and reserve balances by different categories of renewal & replacement with part of the general surplus designated to the transportation, technology, meter and Douglass Street building reserves. A 10-year span is shown in the graph below.



	Water General	Douglass Street	Water Meters	Technology	Transportation	Total
Balance 01/01/24	\$6,588,621	\$191,539	\$530,656	\$99,021	\$303,727	\$7,713,564
Contribution	1,905,000	420,000	400,000	325,000	400,000	3,450,000
Expenditures	(1,305,476)	(237,637)	(608,842)	(320,856)	(399,768)	(3,205,000)
2024 Ending Balance	7,188,145	373,902	321,814	103,165	303,959	7,958,564
Balance 01/01/25	7,188,145	373,902	321,814	103,165	303,959	8,290,985
Contribution	1,405,000	440,000	400,000	425,000	420,000	3,090,000
Expenditures	(2,600,391)	(850,000)	(300,000)	(360,000)	(600,000)	(4,710,391)
2025 Ending Balance	5,992,754	(36,098)	421,814	168,165	123,959	6,670,594

Wastewater Funds - Renewal & Replacement Funds

Each wastewater fund includes an annual contribution to the renewal and replacement (R&R) reserve to finance capital additions or replacements.

In this budget R&R contributions increased for Cape Elizabeth (\$10,000), Cumberland (\$2,000), Westbrook (\$5,000) and Windham (\$22,000 including \$20,000 for North Windham). The contributions for Gorham and Portland decreased in the 2025 Budget.

The estimated expenditures from the R&R funds are based on the 2024 & 2025 Capital Improvements Plans. The 2025 amounts are outlined in the Capital Expenditure section.

	Cape Elizabeth	Cumberland	Gorham	Portland	Westbrook	Windham
Balance 01/01/24	741,324	187,441	888,995	6,038,081	3,745,300	405,193
Contribution	155,000	40,000	100,000	1,180,000	100,000	36,250
<u>Expenditures</u>	<u>(120,000)</u>	<u>(30,000)</u>	<u>(173,600)</u>	<u>(1,080,000)</u>	<u>(639,700)</u>	<u>(31,700)</u>
2024 Ending Balance	776,324	197,441	815,395	6,138,081	3,205,600	409,743
Balance 01/01/25	776,324	197,441	815,395	6,138,081	3,205,600	409,743
Contribution	165,000	42,000	96,700	1,055,000	105,000	58,250
<u>Expenditures</u>	<u>(165,000)</u>	<u>(30,000)</u>	<u>(353,780)</u>	<u>(2,550,000)</u>	<u>(809,310)</u>	<u>(46,910)</u>
2025 Ending Balance	776,324	209,441	558,315	4,643,081	2,501,290	421,083

The Cumberland fund has a separate contracted R&R reserve that is used to pay its share of capital expenses to the Town of Falmouth. Falmouth operates the facilities and manages the capital projects. They then bill the Cumberland fund for a portion of those capital expenditures because those Falmouth facilities are also used to provide wastewater services to Cumberland. The contracted R&R reserve started in 2018 with a contribution of \$52,910. While currently negative, the balance is projected to become positive by the end of 2027.

Balance 01/01/24	(\$12,220)
Contribution	97,500
<u>Expenditures</u>	<u>(210,449)</u>
2024 Ending Balance	(125,169)
Balance 01/01/25	(125,169)
Contribution	140,000
<u>Expenditures</u>	<u>(165,887)</u>
2025 Ending Balance	(151,056)

Water Fund - Rate Stabilization & Water Master Plan Funds

On January 27, 2020, PWD's Board of Trustees authorized the creation of two new funds – Water Rate Stabilization and Water Master Plan funds. They also allocated \$1,244,548 of the 2019 annual surplus to the funds.

Water Rate Stabilization Fund

The purposes of the fund are to assist in smoothing rates as part of PWD's multi-year and annual financial planning and to assure that the minimum debt coverage ratio established in PWD's Debt Policy, as amended from time to time, is met. Funds deposited into this reserve are treated as operating costs in the year of deposit and such funds disbursed from this fund will be treated as revenues in the year disbursed for the purposes of computing PWD's debt service coverage ratio. Any withdrawal from the fund will be authorized by the Board.

Water Master Plan Fund

The purpose of the fund is to provide funding for the development and updating of the water master plan and related asset assessments. PWD periodically creates and updates a long-term asset management plan and perform assessments of asset to determine the each asset conditions. Any withdrawal from this fund will be approved by the Board. At the Board's discretion, it may reallocate the fund for other PWD purposes.

	Balance 01/01/24	Withdrawal	Balance 12/31/24	2025 Budget	Balance 12/31/25
Rate Stabilization Fund	\$300,000	\$0	\$300,000	\$0	\$300,000
Water Master Plan	944,548	(944,548)	0	0	0
	\$1,244,548	(\$944,548)	\$300,000	\$0	\$300,000

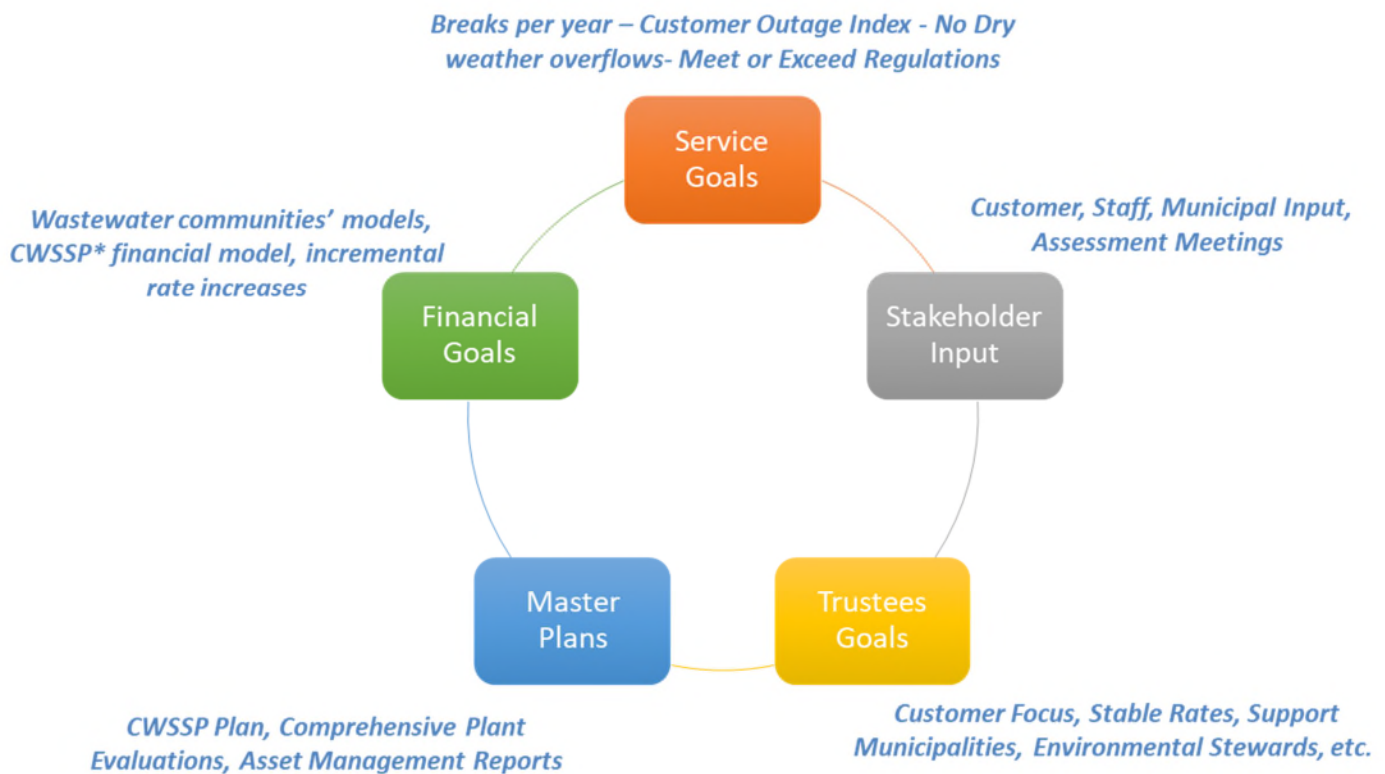
Introduction

PWD develops a five-year Capital Improvement Plan (CIP) each year taking into consideration various factors including:

- infrastructure and operational evaluation plans
- strategic/tactical goals, benchmarks
- multi-year financial projections
- Board established budget guidelines (each described in the Introduction Section).

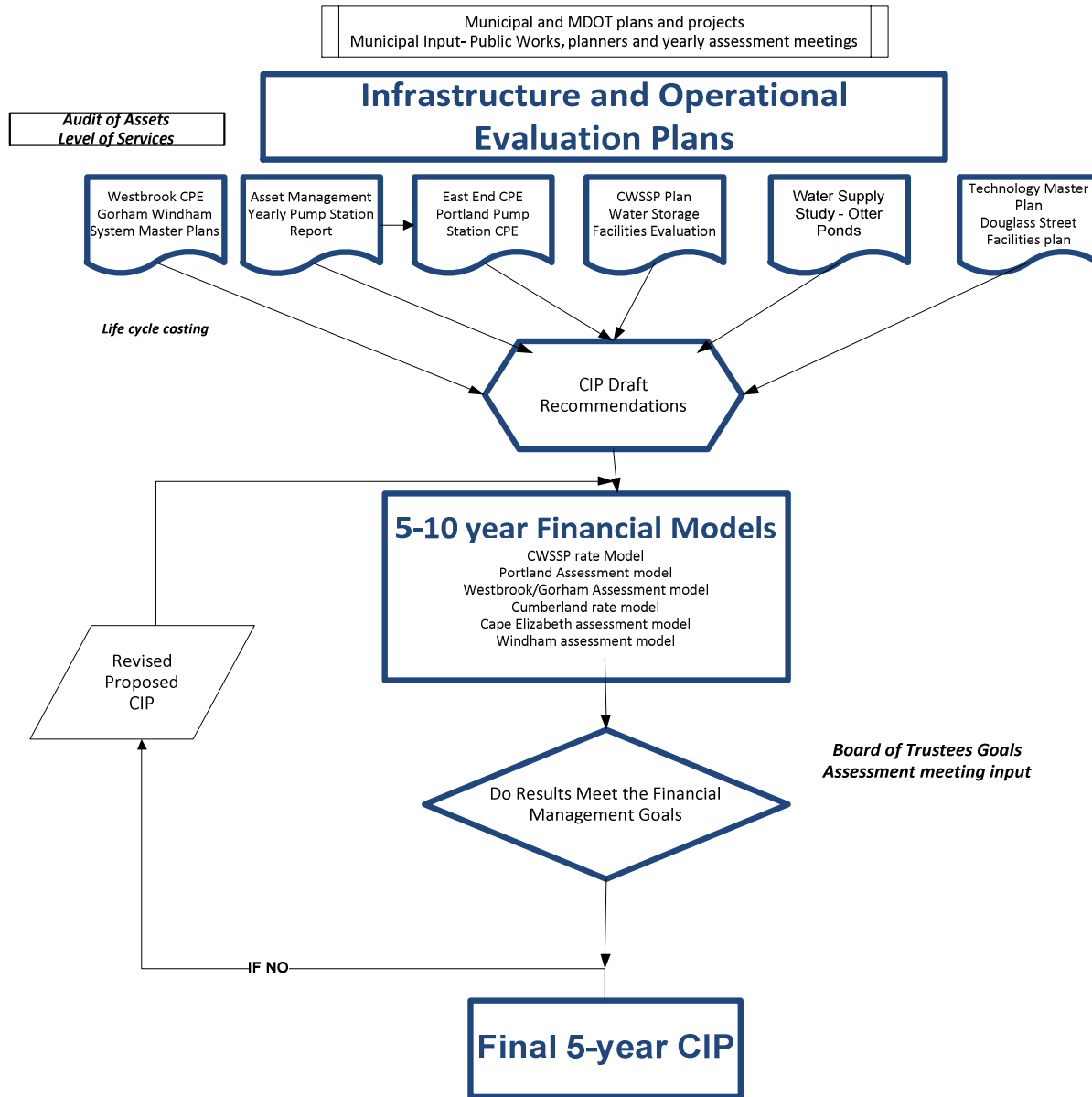
The CIP is developed with PWD stakeholders' input, including input from customers, municipalities, regulators, and staff. PWD staff recommend the Board of Trustees authorize the projects for the first year of the plan.

Capital Expenditures are for a physical asset that exceeds \$10,000 and has a useful life of greater than five years or extends the useful life of an existing asset for more than five years.



**CWSSP – Comprehensive Water System Strategic Plan*

Capital Improvement Program Process



Infrastructure and Operational Evaluation Plans

The water and wastewater industry is asset intensive. Approximately 90% of PWD’s total assets are infrastructure assets. Capital-financing costs related to those assets are 30% of the annual budget. As the chart above indicates, a number of studies, information on assets, and input from a variety of sources is the basis for the CIP. Annually, internal work groups facilitated by AMAP review plans, evaluations, and operations to update the CIP. From the process, a draft 5-year project list is created. The draft list is reviewed with special attention to staffing and financial capacity. At the November Workshop meeting, the Board and public are presented with the proposed CIP. Taking input into consideration, a final 5-year plan is adopted at the November Business meeting.

Program Summary and Board of Trustees Approval Order

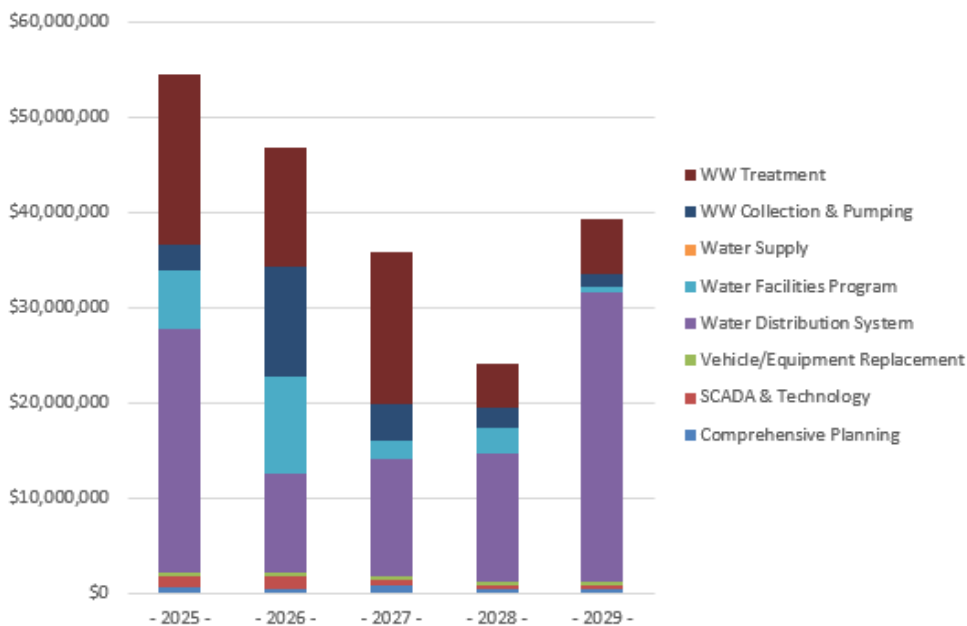
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$700,000	\$400,000	\$900,000	\$400,000	\$400,000
SCADA & Technology	\$1,120,000	\$1,445,000	\$445,000	\$445,000	\$445,000
Vehicle/Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Water Distribution System	\$25,575,000	\$10,375,000	\$12,375,000	\$13,375,000	\$30,375,000
Water Facilities Program	\$6,130,000	\$10,190,000	\$1,850,000	\$2,700,000	\$500,000
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
WW Collection & Pumping	\$2,620,000	\$11,410,000	\$3,910,000	\$2,135,000	\$1,475,000
WW Treatment	\$17,965,000	\$12,580,000	\$15,990,000	\$4,615,000	\$5,615,000
Grand Total	\$54,535,000	\$46,825,000	\$35,895,000	\$24,095,000	\$39,235,000

Note: Projects that require "special approval" will be brought to the Board of Trustees for specific authorization. In 2024, there is one project included in this category, the North Windham Wastewater System.

Proposed Board Action:

ORDERED: The 2025-2029 Capital Improvement Plan is hereby adopted and the General Manager is authorized to solicit bids or proposals for the 2025 projects; excepting CIP# 182, project 3241\North Windham Wastewater system and to authorize the General Manager to award contracts for approved projects to the lowest bidder if the bid is within the project budget.

BE IT FURTHER ORDERED: The General Manager shall solicit bids or proposals and partner with municipalities, MDOT, and developers for the replacement and extension of water mains, services, valves and hydrants as outlined in the Water Distribution Systems Program and to authorize the General Manager to award and enter into contracts if the bid or partnering proposals are within the overall program budget.



Program Summary by Fund

Capital projects are recorded into the appropriate Water or Wastewater fund. The table below summarizes the proposed 2025 CIP by fund. A page reference is provided where more details are provided on the projects.

Program Summary Index:

	- 2025 -	Page References:	
		Introduction	Project Listing
Water	\$29,090,000	300	304
SCADA & Technology	\$310,000		
Water Distribution System	\$25,275,000		
Water Facilities Program	\$3,480,000		
Water Supply	\$25,000		
Cape Elizabeth Wastewater	\$1,465,000	325	327
WW Collection & Pumping	\$115,000		
WW Treatment	\$1,350,000		
Cumberland Wastewater	\$30,000	332	333
WW Collection & Pumping	\$30,000		
Gorham Wastewater	\$35,000	336	339
WW Collection & Pumping	\$35,000		
Portland Wastewater	\$8,330,000	354	357
Comprehensive Planning	\$300,000		
WW Collection & Pumping	\$2,000,000		
WW Treatment	\$6,030,000		
Westbrook Wastewater	\$420,000	336	339
WW Collection & Pumping	\$420,000		
Joint Westbrook Wastewater	\$1,035,000	336	339
SCADA & Technology	\$450,000		
WW Treatment	\$585,000		
Windham South Wastewater	\$20,000	336	339
WW Collection & Pumping	\$20,000		
Windham North Wastewater	\$10,000,000	336	339
WW Treatment	\$10,000,000		
Water/Wastewater Allocation	\$4,110,000	366	366
Comprehensive Planning	\$400,000		
SCADA & Technology	\$360,000		
Vehicle/Equipment Replacement	\$400,000		
Water Distribution System	\$300,000		
Water Facilities Program	\$2,650,000		
Grand Total	\$54,535,000		

Financing Summary of 2025 Capital Improvement Plan

Capital projects are financed through the issuance of bonds – general market bonds or low-interest rate State Revolving Loan Program (SRF) bonds – or drawdowns from the renewal and replacement funds and water capital reserve fund. The Capital Financing section contains more information.

	Bonds	R&R	Cap Reserve	Grand Total
Water	\$24,150,000	\$2,600,391	\$2,339,609	\$29,090,000
SCADA & Technology		\$310,000		\$310,000
Water Distribution System	\$22,600,000	\$1,075,000	\$1,600,000	\$25,275,000
Water Facilities Program	\$1,550,000	\$1,190,391	\$739,609	\$3,480,000
Water Supply		\$25,000		\$25,000
Cape Elizabeth Wastewater	\$1,300,000	\$165,000		\$1,465,000
WW Collection & Pumping		\$115,000		\$115,000
WW Treatment	\$1,300,000	\$50,000		\$1,350,000
Cumberland Wastewater		\$30,000		\$30,000
WW Collection & Pumping		\$30,000		\$30,000
Gorham Wastewater		\$35,000		\$35,000
WW Collection & Pumping		\$35,000		\$35,000
Portland Wastewater	\$5,780,000	\$2,550,000		\$8,330,000
Comprehensive Planning		\$300,000		\$300,000
WW Collection & Pumping	\$1,500,000	\$500,000		\$2,000,000
WW Treatment	\$4,280,000	\$1,750,000		\$6,030,000
Westbrook Wastewater	\$300,000	\$120,000		\$420,000
WW Collection & Pumping	\$300,000	\$120,000		\$420,000
Joint Westbrook Wastewater		\$1,035,000		\$1,035,000
SCADA & Technology		\$450,000		\$450,000
WW Treatment		\$585,000		\$585,000
Windham South Wastewater		\$20,000		\$20,000
WW Collection & Pumping		\$20,000		\$20,000
Windham North Wastewater	\$10,000,000			\$10,000,000
WW Treatment	\$10,000,000			\$10,000,000
Water/Wastewater Allocation	\$1,600,000	\$2,510,000		\$4,110,000
Comprehensive Planning		\$400,000		\$400,000
SCADA & Technology		\$360,000		\$360,000
Vehicle/Equipment Replacement		\$400,000		\$400,000
Water Distribution System		\$300,000		\$300,000
Water Facilities Program	\$1,600,000	\$1,050,000		\$2,650,000
Grand Total	\$43,130,000	\$9,065,391	\$2,339,609	\$54,535,000

Note: The scope and funding for the \$400,000 Comprehensive Planning project in the R&R column is still being determined as of the date of this document.

Five-Year Capital Improvement Plan

In addition to planning the capital projects for the upcoming year, a 5-year plan has been developed to assist PWD in managing staff, communicating to external partners to improve coordination, and developing financial projections for future water rate and wastewater assessments/adjustments.

The table below summarizes the planned capital projects in 2025. Additional details on each program are provided on the following pages.

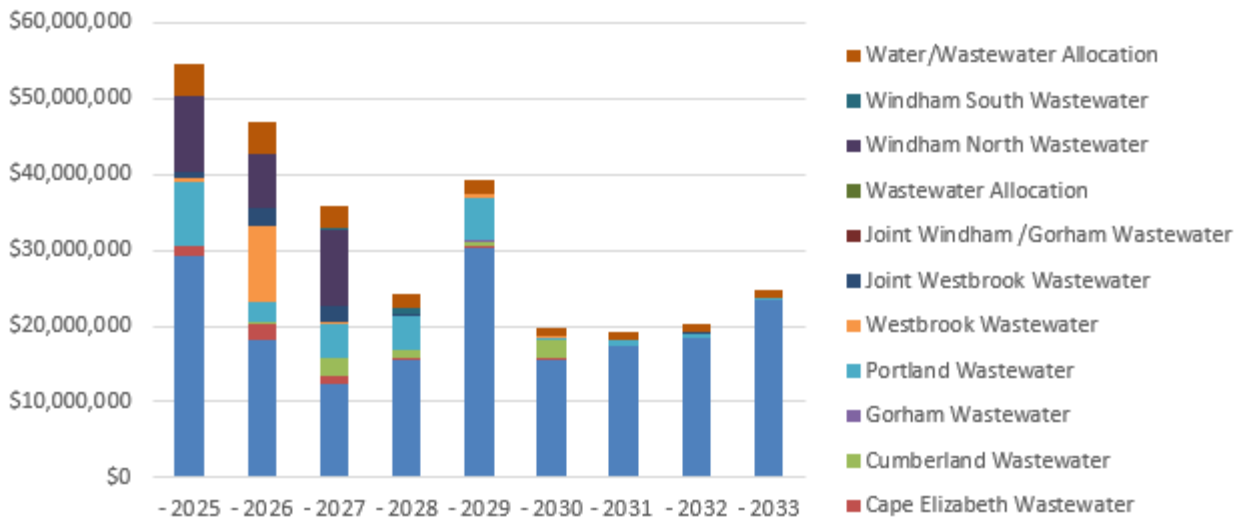
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Water	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
Water Distribution System	\$25,275,000	\$10,075,000	\$12,075,000	\$13,075,000	\$30,075,000
Water Facilities Program	\$3,480,000	\$8,040,000	\$200,000	\$2,400,000	\$200,000
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Cape Elizabeth Wastewater	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000
WW Treatment	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000
Cumberland Wastewater	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
Gorham Wastewater	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
WW Collection & Pumping	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Portland Wastewater	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000
Comprehensive Planning	\$300,000		\$500,000		
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$2,000,000	\$150,000	\$1,050,000	\$225,000	\$125,000
WW Treatment	\$6,030,000	\$2,335,000	\$3,055,000	\$4,405,000	\$5,430,000
Westbrook Wastewater	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
Comprehensive Planning					
WW Collection & Pumping	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
Joint Westbrook Wastewater	\$1,035,000	\$2,345,000	\$2,135,000	\$145,000	\$135,000
SCADA & Technology	\$450,000				
WW Collection & Pumping		\$800,000			
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000		
WW Treatment	\$10,000,000	\$7,000,000	\$10,000,000		
Windham South Wastewater	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
WW Collection & Pumping	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
Water/Wastewater Allocation	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000
Comprehensive Planning	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
SCADA & Technology	\$360,000	\$960,000	\$360,000	\$360,000	\$360,000
Vehicle/Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Water Distribution System	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Water Facilities Program	\$2,650,000	\$2,150,000	\$1,650,000	\$300,000	\$300,000
Grand Total	\$54,535,000	\$46,825,000	\$35,895,000	\$24,095,000	\$39,235,000

Ten-Year Capital Improvement Plan

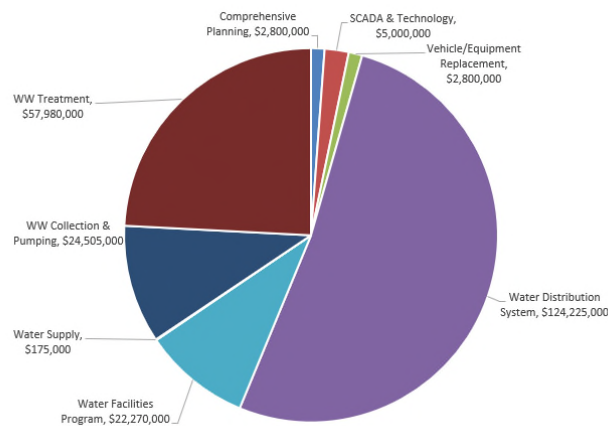
10 Year Total by Fund

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -	- 2030 -	- 2031 -	- 2032 -	- 2033 -
Water	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000	\$15,415,000	\$17,335,000	\$18,335,000	\$23,375,000
Cape Elizabeth Wastewater	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000	\$410,000	\$85,000	\$85,000	\$35,000
Cumberland Wastewater	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000	\$2,230,000	\$30,000	\$30,000	\$30,000
Gorham Wastewater	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Portland Wastewater	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000	\$430,000	\$585,000	\$430,000	\$200,000
Westbrook Wastewater	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000	\$40,000	\$40,000	\$40,000	\$40,000
Joint Westbrook Wastewater	\$1,035,000	\$2,345,000	\$2,135,000	\$145,000	\$135,000	\$195,000	\$135,000	\$180,000	
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000						
Windham South Wastewater	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000				
Water/Wastewater Allocation	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000	\$1,110,000	\$1,060,000	\$1,060,000	\$1,060,000
Grand Total	\$54,535,000	\$46,825,000	\$35,895,000	\$24,095,000	\$39,235,000	\$19,865,000	\$19,305,000	\$20,195,000	\$24,775,000



10 Year Total by Program



Significant Non-Recurring Capital Projects

PWD has over \$596 million of infrastructure assets, which is over 90% of the PWD's total assets. Approximately \$201 million of capital additions and replacements are planned over the next five years. Several projects involve the routine replacement of aging infrastructure such as water mains, hydrants and plant equipment. The table below lists several of the larger projects included in the 5-year plan.

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Water	\$11,550,000	\$6,300,000		\$2,200,000	\$16,000,000
3007/18/SLWTF Intake Screening Upgrade		\$4,500,000			
3068/307/407 Zone Reliability Improvements - Chute Rd. /Cumberland	\$10,000,000				\$4,000,000
3070/262/SLWTF - Emergency Storage/Trans					\$12,000,000
3210/122/Chemical Storage Facilities Upgrades Phase 1	\$1,550,000	\$1,800,000		\$2,200,000	
Cape Elizabeth Wastewater	\$1,300,000	\$1,500,000			
3188/424/Aeration and Clarification Upgrade	\$1,300,000	\$1,500,000			
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000		
3241/182/North Windham WWTF	\$10,000,000	\$7,000,000	\$10,000,000		
Grand Total	\$22,850,000	\$14,800,000	\$10,000,000	\$2,200,000	\$16,000,000

SLWTF Intake Screening: Raw water screening for Sebago Lake Water Treatment Facility (SLWTF) was evaluated as part of the CWSSP. The current screens at the intake buildings are 70 years old and are in need of replacement. The operating impact of the project is \$405,000 starting in 2026 (all debt service).

407 Zone Reliability Improvement: Constructing a large main eventually connecting to the western part of the town of Cumberland. The operating impact of the project is \$900,000 and \$360,000 starting in 2026 and 2030, respectively, (all debt service).

SLWTF Emergency Storage: PWD will construct a 7.0 Million gallon reservoir near the SLWTF. The purpose is to provide additional storage for partial redundancy of the SLWTF so that it can be shut down for longer periods of time and improve water quality by relying less on system storage. The operating impact of the project is \$1,080,000 starting in 2029 (all debt service).

Chemical Storage Facilities. Upgrading the chemical storage facilities to assure chemicals continued to be safely used at the plant. The operating impact of the project is \$900,000 and \$360,000 starting in 2026 and 2030, respectively, (all debt service). The operating impact of the project is \$500,000 when completed in 2028 (all debt service).

Cape Elizabeth Aeration/Clarification Upgrade: Upgrade aging system at the Wastewater Treatment Facility (

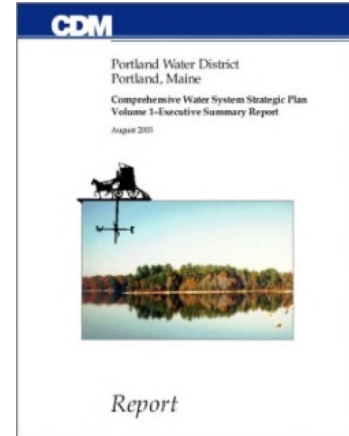
North Windham WWTF: The Town of Windham has requested that PWD construct a new WWTF and collection system to serve the North Windham area. The \$38 million project budget has been estimated to complete all phases. The operating impact of the project is estimated to be \$3.1 million (\$1.3 operating and \$1.8 million debt service) in the first full year of service (2027).

Water Fund

Comprehensive Water System Strategic Plan (CWSSP)

For over 20 years, the PWD has utilized a CWSSP in order to organize capital improvement planning in the greater water system. CWSSP was developed in 2003, and included a master plan of the water distribution system which was intended to last until 2022.

The first planning cycle included an investment increase in the water main renewal program. Along with the increase in water main renewals, PWD also undertook the replacement of water meters and installed new radio read meters. A meter replacement project was completed in 2009 as recommended in the plan. Subsequent projects have included the removal or rehabilitation of several water storage tanks including the removal of the Munjoy Hill reservoir, Shore Acres and Oak Hill Tanks. CWSSP also recommended improvements to the resiliency of the 407 Gorham and 407 Windham pressure zones. Projects completed in this category have included the addition of the Wards Hill water pump station (completed in 2018), the construction of a new 1.0 MG tank to replace the Windham Center Tank (to be completed fall of 2024), and multiple water main installation projects to create and improve transmission capacity between Wards Hill Pump Station and the 407W pressure zone customers.



In 2023, PWD’s AMAP department began an update to the CWSSP plan. This project was originally approved in the 2020 CIP but was delayed due to the pandemic. The first phase of the master planning effort was to complete a water main risk analysis that would generate data to determine the necessary level of water main investment to meet PWD’s water main breaks level of service goals. The water main renewal investment had stagnated in recent years and was due for another increase.

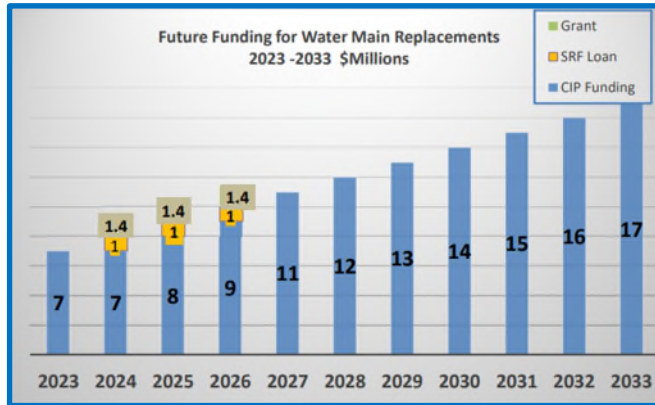
The initial phase of the project has included working with a software service provider, infraPLAN, to perform an artificial intelligence, machine learning based risk analysis of the water distribution system using asset information data and water main break history. The risk assessment approximates the likelihood of failure (LoF), and the consequence of a failure (CoF) for each pipe segment. These factors are combined into a risk value for the segment. This analysis will be utilized for CIP planning into the future. The relationship between LoF, CoF and Risk and Risk Based Decision Making are illustrated in the figures below:

(Failure) Likelihood	Consequence (Of Failure)				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	M	H	H	E	E
4 Likely	M	M	H	H	E
3 Moderate	L	M	H	H	H
2 Unlikely	L	L	M	M	H
1 Rare	L	L	M	M	H

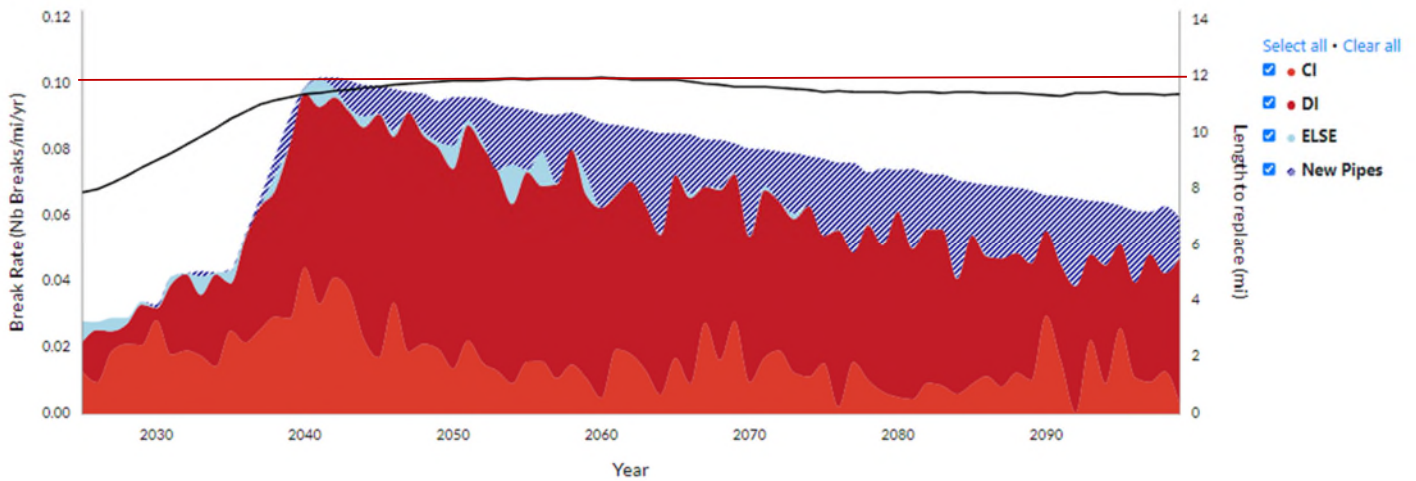


The results of this analysis provide the ability to make data informed decisions about capital investments, and will help determine the quantity of water main renewal which needs to be completed in order to meet our level of

service goals. It will also help determine which mains to replace in order to obtain best value for our investment. While this analysis remains in progress, initial results indicate that prioritizing replacing water mains with a high break frequency has been an effective renewal strategy. The results are also consistent with CWSSP and indicate that a larger investment in annual water main renewal will be required to meet our service goals. PWD has been working to increase water main renewal quantity, but the pandemic, staffing turnover, and challenges in the construction market have made this a challenge. Nevertheless, increased investment has been projected in future years, as shown in the figure below:



The required level of investment will be refined through the completion of the water main risk analysis and continued phases of master planning. Below is an initial scenario result of the water main risk analysis that projects the level of investment required to maintain a break rate of 10 water main breaks per 100 mile of water main.



Future phases of the updated master planning effort will include performing condition assessments of critical horizontal infrastructure across the District, performing hydraulic modeling analyses, and generally making incremental improvements to the data, systems, and processes available to AMAP for capital improvement planning.

Greater Portland Water System – Water Treatment/Alternate Source Improvements

In November, 2008, PWD completed a study of the Sebago Lake Water Treatment Facility (SLWTF) focused on the evaluating design alternatives for the ultraviolet disinfection (UV) process proposed to meet upcoming disinfection requirements and evaluate replacement of the existing 20-year old Ozone equipment. This study also reviewed raw water screening alternatives to replace the existing screening equipment. The third area investigated was the potential to connect the well supply that was being investigated in the Otter Ponds Aquifer area to the Sebago Lake Water Treatment Facility (SLWTF) as a backup or supplemental supply.

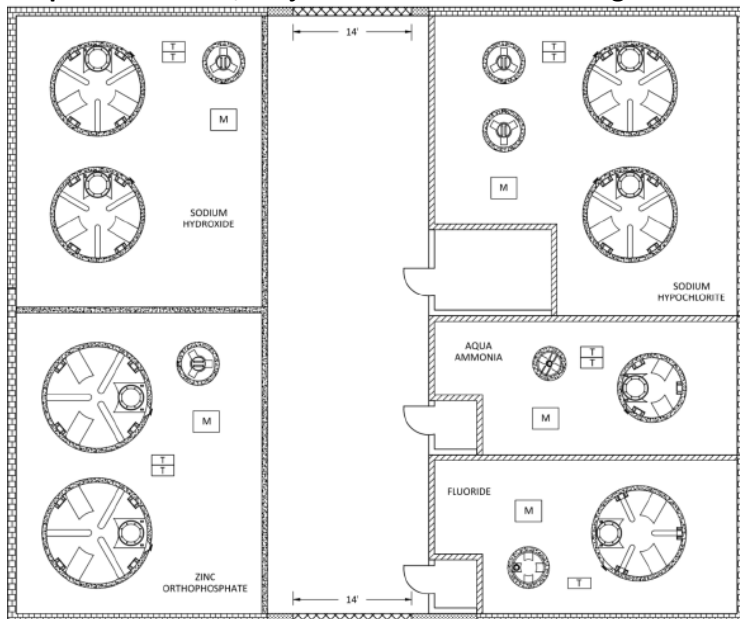
The report recommended conducting a pilot study of UV to evaluate the potential of fouling on the equipment and to help guide the choice of location and technology. The pilot work was completed in 2011. Final design of the UV facility and Ozone replacement equipment commenced in 2011 and was completed in May 2012. Construction of the \$12 million project was completed and the new system was on-line in April of 2014.

The final hydrogeological study of the Otter Ponds Aquifer well was completed. A production well was developed, tested and is licensed for an emergency supply that could supply Standish, Gorham and Windham if needed. Raw water screening for SLWTF was evaluated as part of this project. The current screens at the intake buildings are 70 years old and are in need of replacement. The preliminary design was completed in 2019 with final design planned for 2026 and construction in 2027.

Additional projects currently planned at the SLWTF have been defined and scheduled based using an asset management approach to ensure that critical assets stay within their effective lifecycle. Upcoming projects include

- Replacement of the existing chemical storage, distribution and dosing systems. A preliminary design for this project was completed in 2022. Detailed design and construction are planned for 2025-2027.
- Finished water storage: to provide water distribution resiliency in the case of a process failure at the plant. This project is currently planned for 2028-2029

Proposed 2025 CIP, Project 3210 – Chemical Storage Facilities Upgrades



Water Fund (continued)

Southern Maine Regional Water Council – Water Master Plan Study – October 2008 (Updated 2016)

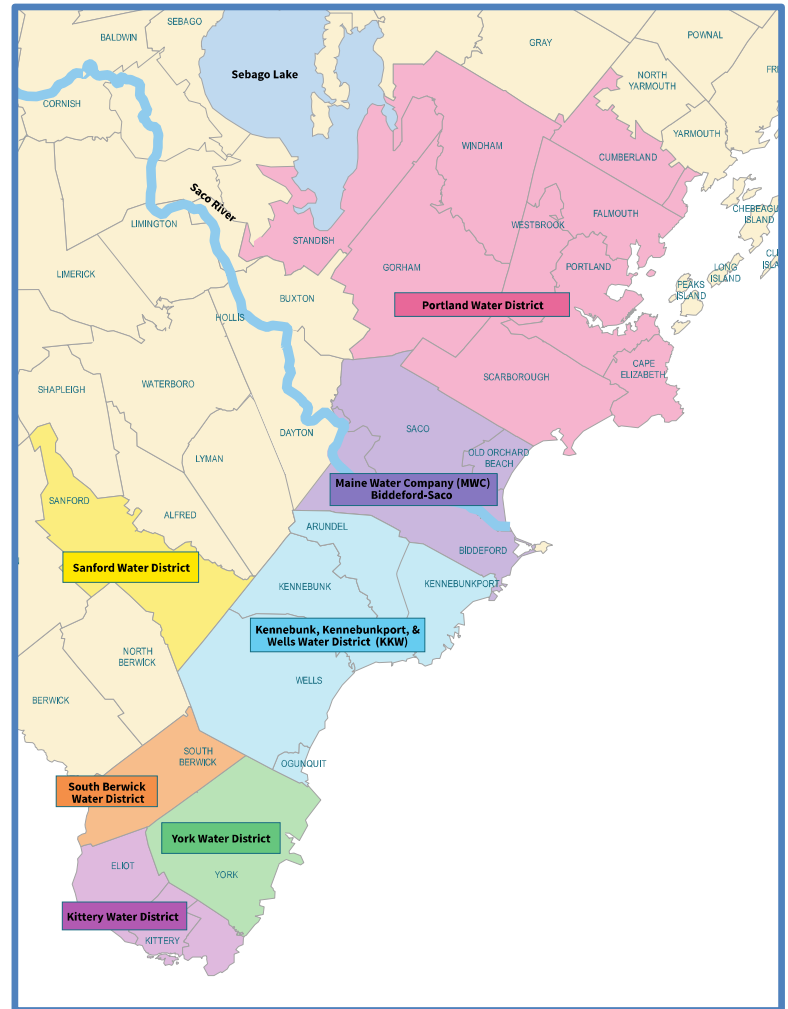


The Southern Maine Regional Water Council (SMRWC), made up of the seven major water utilities of Cumberland and York County, completed a master plan in October of 2008. This document provides the region with a planning tool for regional solutions to sustainable water resources and infrastructure for the foreseeable future. This study accomplished the following goals:

- Identified existing and potential sources of supply in the region and established the present and projected water needs in the region. Also, identified the limitations and risks of the existing and future supplies.
- Explored the logistics, benefits and impediments of creating an integrated, regional water supply system.
- Detailed the hydraulic considerations and infrastructure required to supply water over a large geographical area and evaluated potential water quality issues associated with blending various supplies and considered existing and future interconnections between systems.
- Developed short-term strategies for mutual-aid and sharing of resources between member utilities and developed an action plan to protect identified resources for future generations.
- Developed an integrated water supply plan for the entire region.
- Considered potential governance models for a regional supply organization.

The SMRWC has continued to collaborate on regional utility planning and purchasing efforts. In 2016, the SMRWC completed an update to the 2008 Regional Plan. The updated plan created a regional hydraulic model, explored in detail individual interconnections between all the utilities, identified and reviewed the following:

- Existing capabilities for each system
- Hydraulic limitations
- Available water from neighboring systems
- Water quality compatibility issues



Water Fund (continued)

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
Water Distribution System	\$25,275,000	\$10,075,000	\$12,075,000	\$13,075,000	\$30,075,000
Water Facilities Program	\$3,480,000	\$8,040,000	\$200,000	\$2,400,000	\$200,000
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
3058/110/Miscellaneous SCADA Project Upgrades	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
3309/110/SCADA - Water Radio Network Upgrade	\$225,000				
Water Distribution System	\$25,275,000	\$10,075,000	\$12,075,000	\$13,075,000	\$30,075,000
3068/307/407 Zone Reliability Improvements - Chute Rd. /Cumberland	\$10,000,000				\$4,000,000
3070/262/SLWTF - Emergency Storage/Trans					\$12,000,000
3072/65/Water Hydrant Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3077/56/Water Main Replacement - Seasonal Mains	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3082/61/Water Services - Renew Domestic and Fire	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
3087/53/Water Valve Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3092/408/Water System Redundancy (looping), Upsizing	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3121/43/WMR- Various Main Replacements	\$8,000,000	\$9,000,000	\$11,000,000	\$12,000,000	\$13,000,000
3296/43/WMR- LCRR Lead Copper Galv. Replacement	\$5,600,000				
3322/53/Elizabeth Rd. Transmission Valve Replacement	\$600,000				
Water Facilities Program	\$3,480,000	\$8,040,000	\$200,000	\$2,400,000	\$200,000
3007/18/SLWTF Intake Screening Upgrade		\$4,500,000			
3008/122/Steep Falls Upgrade - Phase 1	\$300,000				
3032/122/Water Facilities R&R	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
3102/203/Water Storage Facility Maintenance & Upgrade	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3104/203/Water Tank Maintenance- Gorham Tank Rehab		\$800,000			
3210/122/Chemical Storage Facilities Upgrades Phase 1	\$1,550,000	\$1,800,000		\$2,200,000	
3240/122/SLWTF Raw Water Pump #4 Rebuild	\$180,000				
3252/122/SLWTF - Fuel Storage Tank Upgrade	\$300,000				
3288/122/SLWTF - Roof Replacement Phase 2		\$640,000			
3307/122/Demo of abandon Assets - Standish PS, Brook CL2	\$200,000				
3313/122/SLWTF Electrical Service Improvements		\$100,000			
3314/122/Blanchard Rd. PS Domestic Upgrade	\$200,000				
3318/122/Ozone Generators Power Control Upgrades	\$300,000				
3325/122/Sebago Heights PS - VFD and Controls	\$250,000				
Water Supply	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3097/46/Water System Security Improvements	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$24,150,000	\$13,400,000	\$9,000,000	\$12,200,000	\$27,000,000
Cap Reserve	\$2,339,609	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
R&R	\$2,600,391	\$2,825,000	\$1,385,000	\$1,385,000	\$1,385,000
Grand Total	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000

Subprogram # 110

SCADA/Process Control - Water

Division: Water - General

Manager: Siladi, Terran

Funding: R & R – Water-Div. 20

Priority: Upgrade obsolete facility

Description:

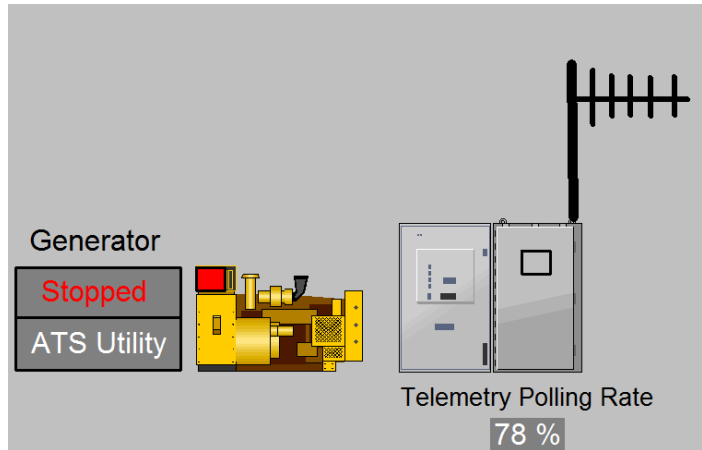
The program supports 30 water sites across PWD by upgrading and replacing the Supervisory Control and Data Acquisition (SCADA) equipment. The work needed is replacement of hardware and software to be compatible to PWD SCADA standards and provide for increased automation of the water systems and treatment. Programmable Logic Controllers (PLC) have been replaced across PWD to meet the new standards and remove outdated, non-maintainable equipment.

Justification / Impact:

The benefit of this program is to increase the automation and reduce the staff hours needed to perform routine activities for the systems and treatment plants across PWD.

History:

PWD started changing out the system in 2003 by replacing the existing 20 year-old system and installing new SCADA equipment where it did not exist. Most systems have been retrofitted or replaced but more automation of these systems will continue.



Origin of the Subprogram:

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
SCADA & Technology	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000
3058/110/Miscellaneous SCADA Project Upgrades	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
3061/110/SLWTF SCADA PC/Server Replacement Project					
3309/110/SCADA - Water Radio Network Upgrade	\$225,000				
Grand Total	\$310,000	\$85,000	\$85,000	\$85,000	\$85,000

Previous Years on CIP: 2003

Related Projects: Subprogram #177

Subprogram # 262 SLWTF - Emergency Storage/60" Transmission Ph. 1

Division: Water - General

Manager: Pellerin, Greg

Funding: Bonds - Water - Div. 20

Priority: Customer driven

Description:

Construct a 7.0 Million Gallon Prestressed Concrete Reservoir near the SLWTF at the start of the 60 inch transmission system.

Justification / Impact:

The purpose is to provide additional storage for partial redundancy of the SLWTF so that it can be shut down for longer periods of time and improve water quality by relying less on system storage.

History:

This project was conceived as part of the CWWSP, as a future need and will be assessed further during the future "Comprehensive Infrastructure Asset Management Plan." – Subprogram # 3

Origin of the Subprogram:

This is a CWSSP recommendation to improve water quality and backup storage.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds					\$12,000,000
Water Distribution System					\$12,000,000
3070/262/SLWTF - Emergency Storage/Trans					\$12,000,000
Grand Total					\$12,000,000

Previous Years on CIP:

2004

Related Projects:

CWSSP #267-1150, CAMSP #3-3071

Procurement Issues:

Standard consulting and/or contractor retention procedures.

Subprogram # 307 Gorham/Windham 407 Zone Improvements

Division: Water - General

Manager: Pellerin, Greg

Funding: Bonds – Water - Div. 20

Priority: Upgrade obsolete facility

Description:

Phased design and construction of transmission mains, pumps & water tank for the integration of the 407 Zones (Gorham & Windham).

Justification / Impact:

The growth in these communities requires increased capacity. There are also specific service deficiencies and water quality issues that need to be addressed in the 407 Zones.

History:

The projects listed below were anticipated by the 1989 Master Plan. Further analysis and identification was undertaken as part of the 2003 CWSSP study.

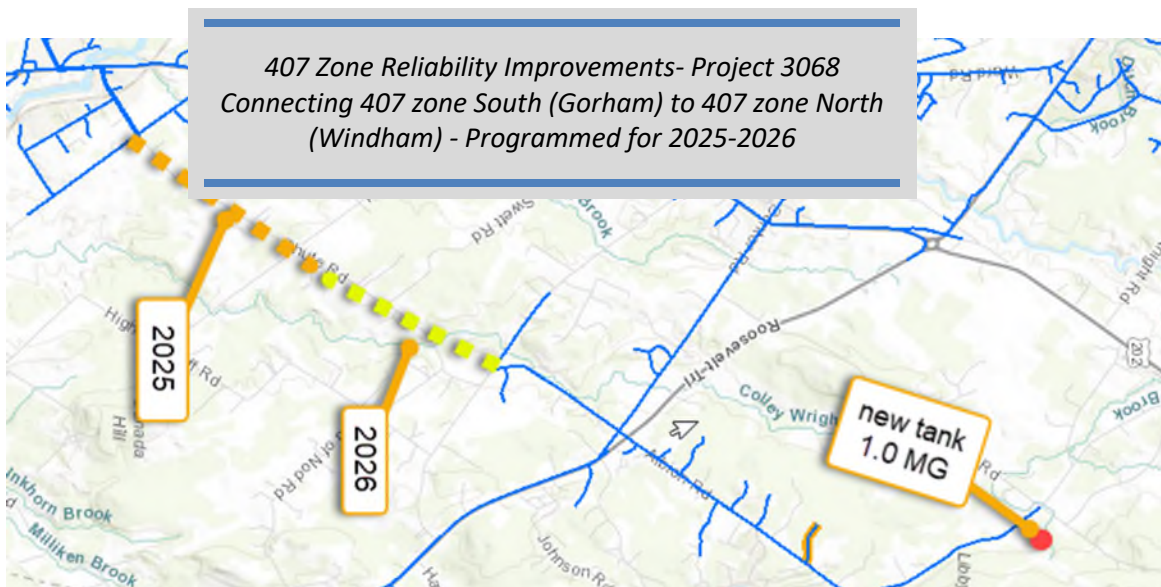
Origin of the Subprogram:

Projects identified and proposed phasing outlined in Comprehensive Water System Strategic Plan.

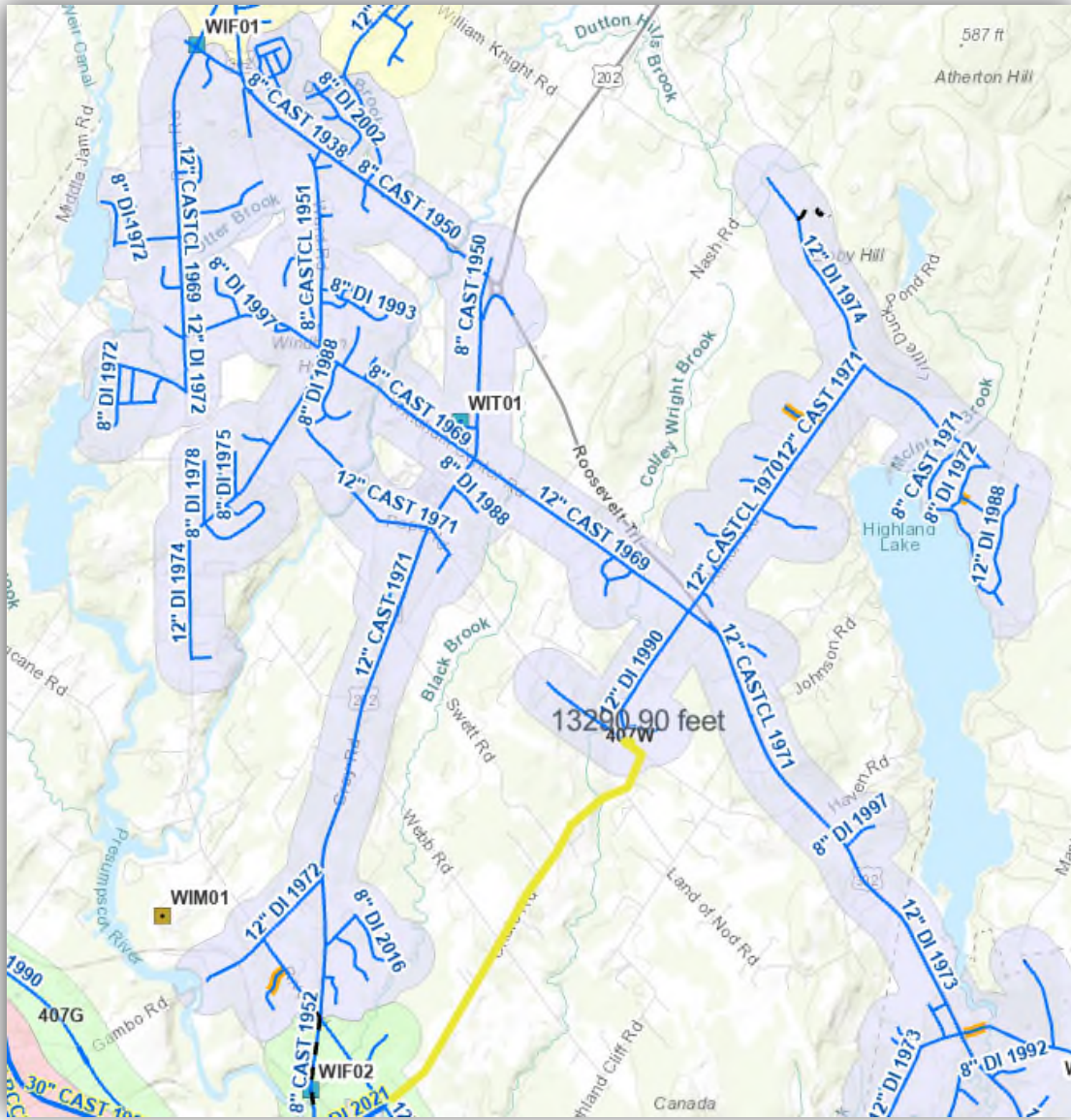


2019 – Subprogram 307, project #3004
 Water Storage for 407 zone north. The project replaced an old undersized 1958 Elevated Tank (left) with new ground storage tank (right). Currently nearly completed with anticipated completion fall of 2024

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$10,000,000				\$4,000,000
Water Distribution System	\$10,000,000				\$4,000,000
3068/307/407 Zone Reliability Improvements - Chute Rd. /Cumberland	\$10,000,000				\$4,000,000
Grand Total	\$10,000,000				\$4,000,000

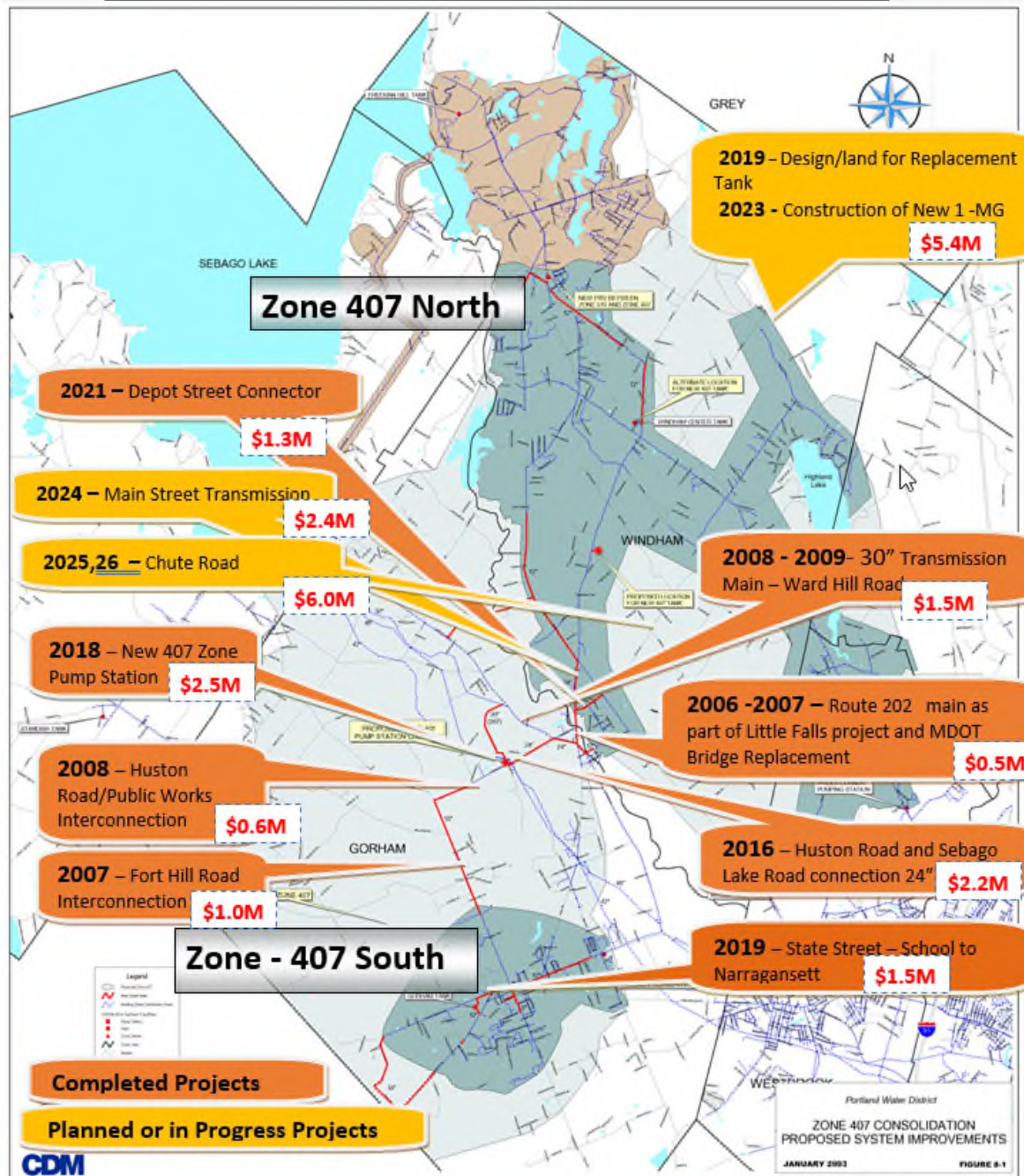


Chute Road Water Main Project



Subprogram # 307

Gorham/Windham 407 Zone Improvements

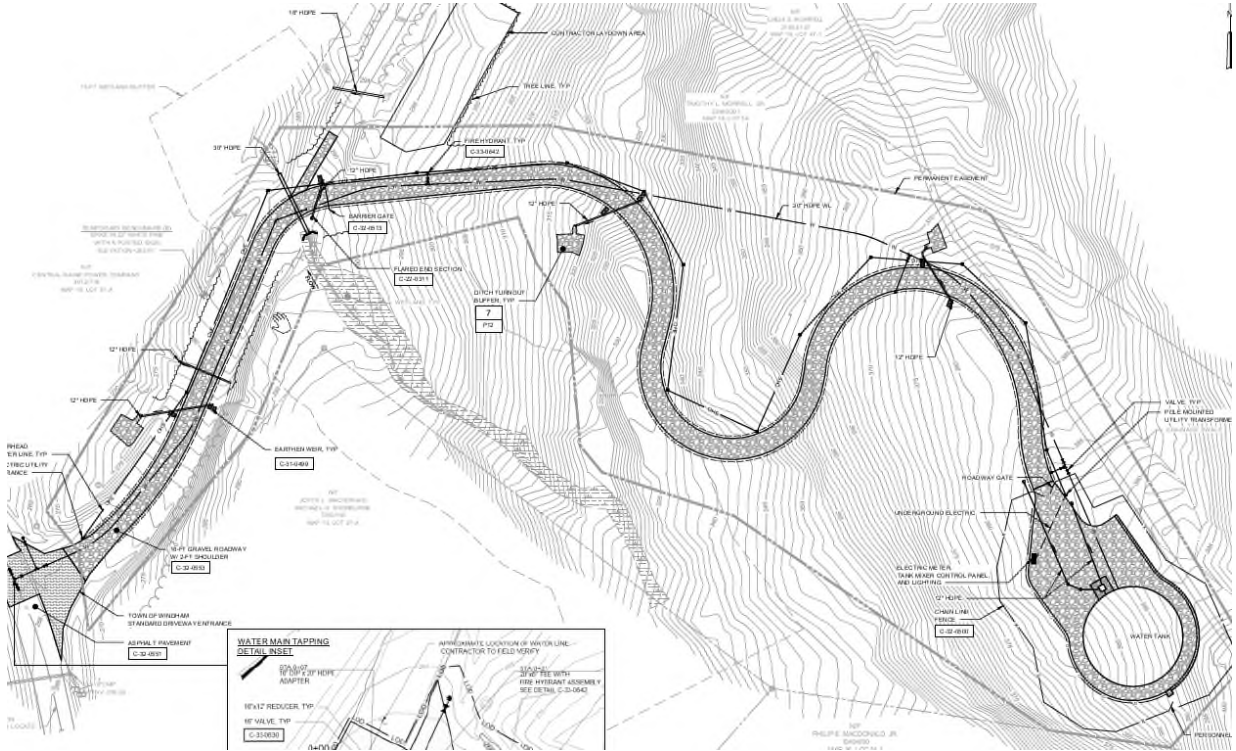


Public health, system reliability and public safety benefits:

- Replacement of two obsolete Pumping Stations (Gorham- 1898, Prides Corner – 1950) with state-of-the-art single new pump station (Wards Hill)
- Elimination of pressure limitations to approximately 150 customers
- Replacement of old 1958 undersized 0.2 MG Windham Center elevated tank with new 1.0 MG ground storage tank
- Improved water quality and water age in entire combined system
- Fire flow improvements to Gorham Village and Windham

Construction of New 407 Zone Tank

New access road and 1.0-million-gallon tank in final construction phase. Tank is built and will be started up and online fall 2024.



Subprogram # 408 **Water System Redundancy (Looping) and Upsizing**

Division: Water - General
Funding: R & R - Water

Manager: Pellerin, Greg
Priority: Routine replacement

Description:

Identify and evaluate areas requiring system redundancy. Design and schedule the installation of looping these systems and eliminating critical dead end areas in the distribution system.

Justification / Impact:

The justification, impact, and benefit of this program is a priority system based on, water quality (eliminating dead ends), water availability (increased demands through growth and fire flow demands), and improving general PWD system and partnering water system redundancy.

History:

History is based on decreases in fire flows and increased usage demands noted when conducting activities in these areas such as flushing and temporary shutdown of present supply mains.

Origin of the Subprogram:

The current projects listed are based on increased demand and multiple system redundancy.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Water Distribution System	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3092/408/Water System Redundancy (looping), Upsizing	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Grand Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

Previous Years on CIP:

none

Related Projects:

43, 111

Procurement Issues:

PWD labor & equipment or low bid contract installation

Subprogram # 43 Water Main Replacement

Division: Water - General

Manager: Pellerin, Greg

Funding: Bonds and R&R - Water- Div. 20

Priority: Routine replacement

Description:

Renew, replace, upgrade and loop cast iron water mains using materials and sizing for current and future conditions.

Level of Service – Reliability Performance

Water main break frequency - 10 breaks per 100 miles

Justification / Impact:

This is a cost saving and water quality improvement process. Mains selected for replacement use the same priority system as the Galvanized Main Renewal Program: water quality complaints, leak frequency data, and municipal/state reconstruction projects.

History:

Cast iron mains in sizes two inches and above had been a standard from the late 1800s until the introduction of ductile iron pipe in the late 1960s and early 1970s and PVC and HDPE pipe in the 1980s. The rigidity and lack of flexibility of cast iron has been attributed to failures such as frost movement, cross trenches, water hammers, contractor damages, as well as normal deterioration and corrosion through age. A percentage of these mains are unlined causing iron build up resulting in restricted flow and dirty water complaints. PWD has a long term program to upgrade these mains.

Origin of the Subprogram:

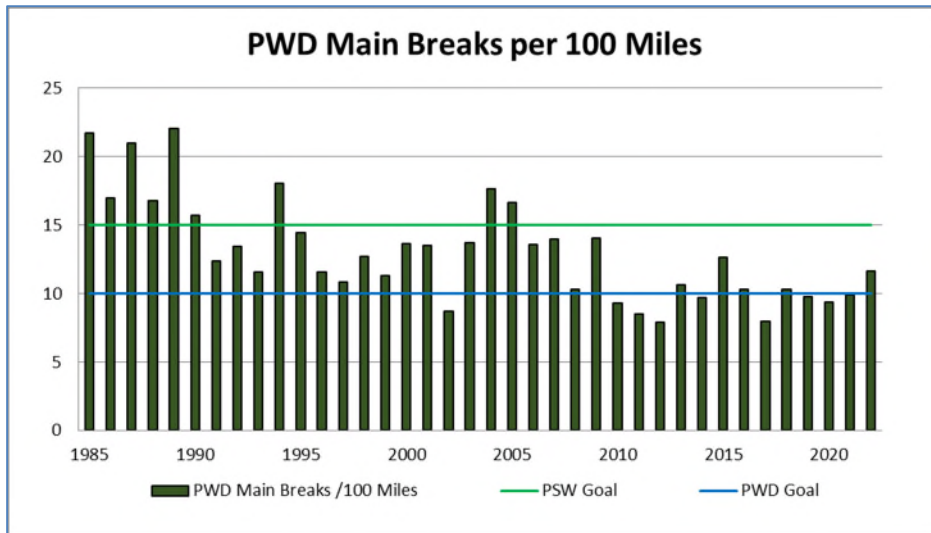
The current list of projects is determined on the basis of water quality complaints, leak frequency data, age of main, and municipal/state reconstruction projects.

Budget Summary:

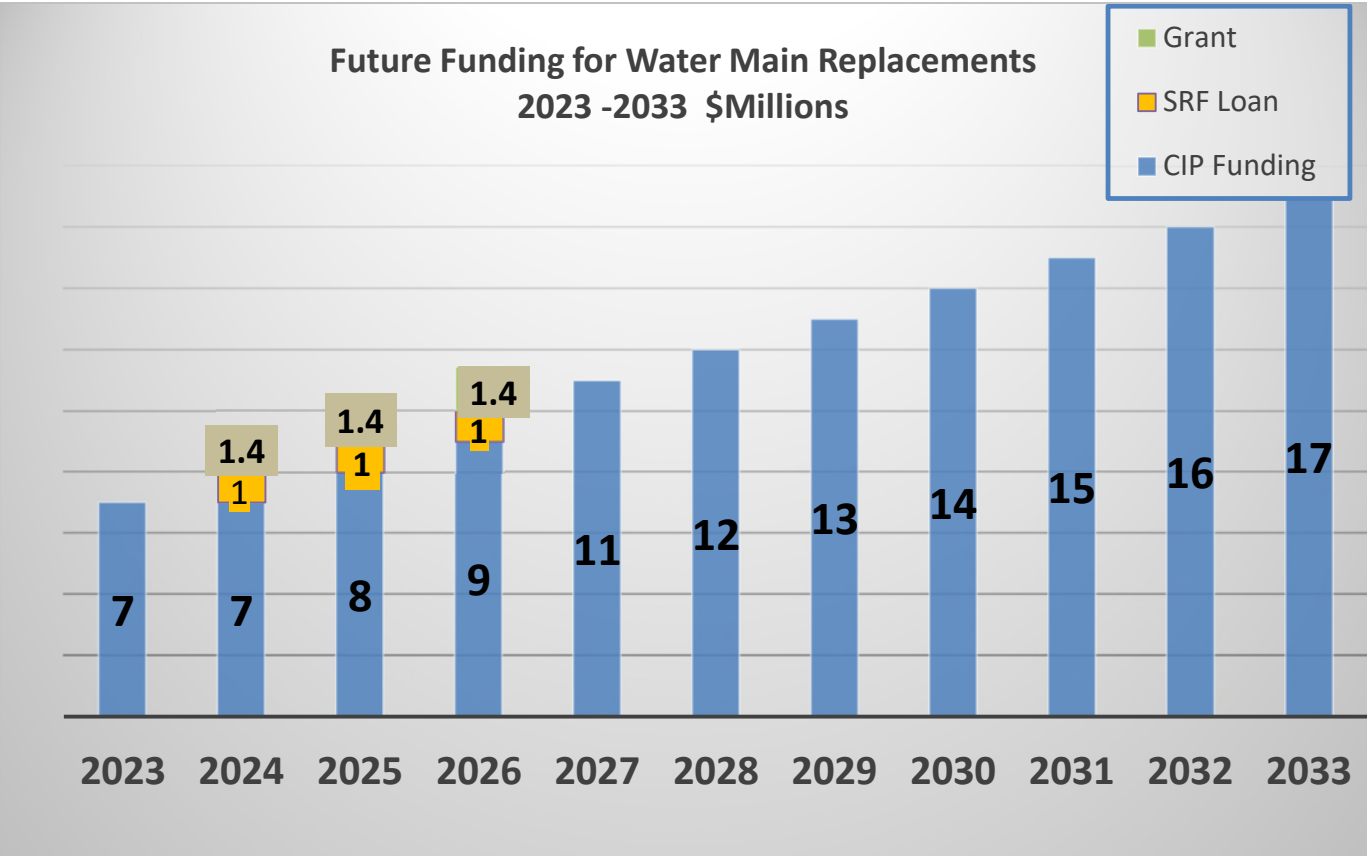
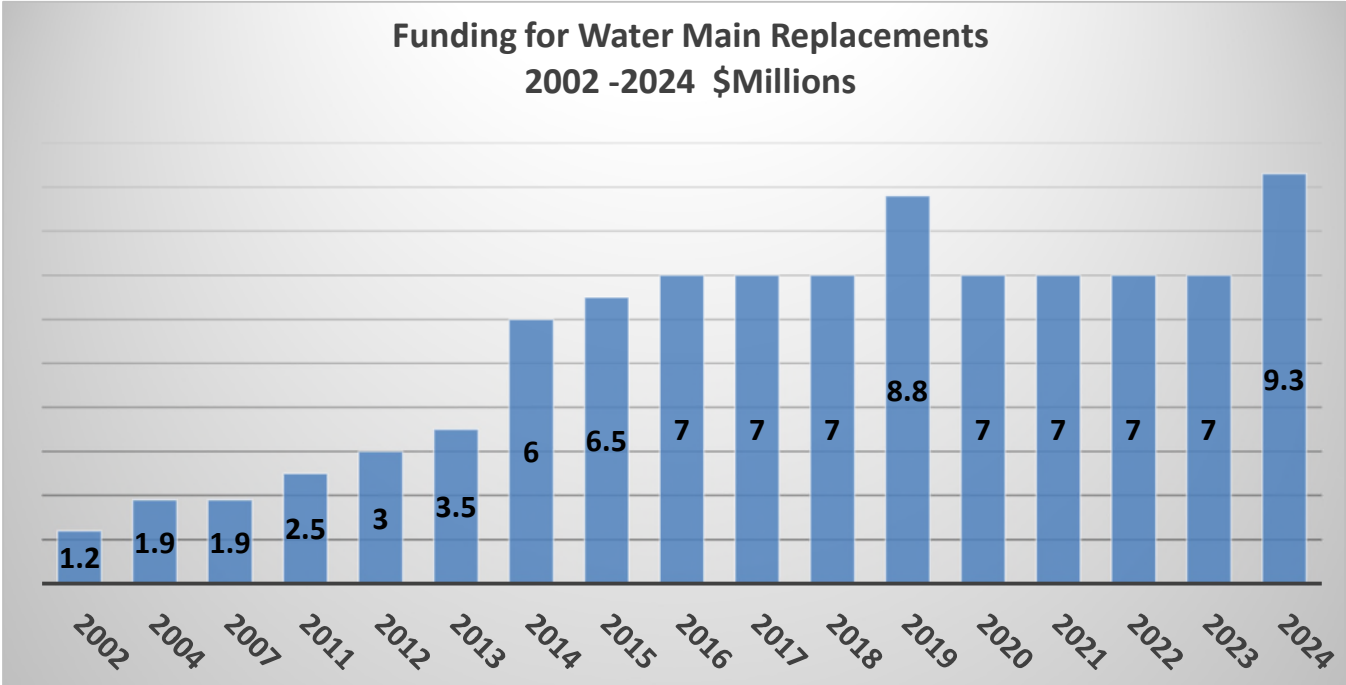
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
<u>Water Distribution System</u>	\$13,600,000	\$9,000,000	\$11,000,000	\$12,000,000	\$13,000,000
<u>Bonds</u>	\$12,600,000	\$7,000,000	\$9,000,000	\$10,000,000	\$11,000,000
3121/43/WMR- Various Main Replacements	\$7,000,000	\$7,000,000	\$9,000,000	\$10,000,000	\$11,000,000
3296/43/WMR- LCRR Lead Copper Galv. Replacement	\$5,600,000				
<u>Cap Reserve</u>	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
3121/43/WMR- Various Main Replacements	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Grand Total	\$13,600,000	\$9,000,000	\$11,000,000	\$12,000,000	\$13,000,000

Anticipated water main replacement projects for 2024 and estimated cost

PROJECT INFORMATION		FUNDING	
Streets	Municipality	Total Length (LF)	CIP Budget
Ocean House @ Shore	Cape Elizabeth	400	\$ 290,000.00
Ocean/Irving/Sawyer	Portland	1250	\$ 900,000.00
Pleasant & Center	Portland	800	\$ 575,000.00
Dennett/Donald	Portland	570	\$ 410,000.00
Kent Street	Portland	640	\$ 460,000.00
Providence Street	Portland	1940	\$ 1,395,000.00
Sherwood Street	Portland	800	\$ 300,000.00
Burwell Avenue	South Portland	885	\$ 640,000.00
Libby/Forest	Westbrook	860	\$ 620,000.00
Edwards Street	Portland	1325	\$ 955,000.00
Lead Copper SRF Projects	SP & WE	2700	\$ 2,000,000.00
TOTAL 2025		12,170	\$ 8,545,000.00



WRF = Water Research Foundation, PSW = Partnership for Safe Water



Subprogram # 53 Water Valve Replacement

Division: Water - General

Manager: Wallace, Jim

Funding: R & R - Water - Div. 20

Priority: Routine replacement

Description:

Replacement of deteriorated valves in the distribution system

Justification / Impact:

Replacement is determined and prioritized through data and workorders generated from PWD's Distribution Valve Operation Program, Inspectors Valve Operation Reports, Leak Reports, Flushing Program Data, and the Distribution Maintenance Crews.

History:

Internal inspection of valves replaced has shown decay of the discs and spreaders that render the valves non-operational and ineffective in isolating a section of the distribution system. External inspection has shown corrosion of nuts and bolts, corroded operating nuts, and bent operating stems. Repacking and rebolting these valves has only provided a costly and temporary solution to the external portion of the valve. Replacement insures the valve will be up to standard and operational for many years to come with no required maintenance.



Origin of the Subprogram:

PWD's target is to replace 50 (+ or -) valves per year.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Cap Reserve	\$600,000				
3322/53/Elizabeth Rd. Transmission Valve Replacement	\$600,000				
R&R	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3087/53/Water Valve Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Grand Total	\$800,000	\$200,000	\$200,000	\$200,000	\$200,000

Previous Years on CIP:

All

Related Projects:

Subprograms 43, 61

Procurement Issues:

Work is to be performed using PWD Staff, equipment, and materials.

Subprogram # 56 **Water Main Renewal - Seasonal Mains**

Division: Water - General
Funding: R & R – Water- Div. 20

Manager: Wallace, Jim
Priority: Routine replacement

Description:

This portion of the Water Main Renewal Program is to replace depreciated Seasonal Surface mains with new Seasonal Surface mains. Approximately 2000 to 3000 feet of main are included annually in this general program.

Justification / Impact:

This program improves customer satisfaction with improved water flow and quality and reduces maintenance costs via new leak free materials.

History:

This is a long term program in which old galvanized seasonal water mains with capacity, water quality or maintenance problems are replaced on an as-needed basis.

Origin of the Subprogram:

Projects are initiated by monitoring customer complaints and leakage problems. When consistent problems are identified, the main is scheduled for replacement.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Water Distribution System	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3077/56/Water Main Replacement - Seasonal Mains	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

Previous Years on CIP: All
Related Projects: #43



2019 CIP #43, Water Main Replacement project – Bedford Street, Portland

Subprogram # 61 **Water Services - Renew Domestic & Fire**

Division: Water - General

Manager: Wallace, Jim

Funding: R & R – Water- Div. 20

Priority: Routine replacement

Description:

Replace obsolete galvanized, cast iron, cement lined iron, and 50 year old copper services with current materials and sized for future conditions.

Justification / Impact:

Replacement is determined and prioritized by water quality concerns, leaking conditions, street reconditioning, distribution main replacement, and area/report analysis through PWD Data. This Project is also coordinated with the various municipal paving projects in order to minimize future inflated municipal street opening costs and repairs.

History:

Galvanized and cast iron were common materials used in the installation of services from the early 1900s to the late 1940s. Copper was also used starting in the 1930s. The relatively inferior material of galvanized and cast iron are subject to rust related water quality and restricted flow problems from plugging as well as leak frequency from deterioration and corrosion. Older copper lines (50 years old + or -) are starting to show signs of leak failures from the old tube nut fittings used to couple fittings together. From a cost and end product comparison it is more efficient to replace than repair. PWD has a long term program to replace and upgrade all sub standard services.

Origin of the Subprogram:

There are approximately 1,000 (1/2" to 2" size) galvanized, cement lined iron, and cast iron domestic services, and an additional 11,000 copper services installed prior to 1950. PWD also have 260 cast iron services installed prior to 1950. PWD’s goal is to replace at least 300 services per year.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Water Distribution System	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
3082/61/Water Services - Renew Domestic and Fire	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Grand Total	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000

Previous Years on CIP:

All

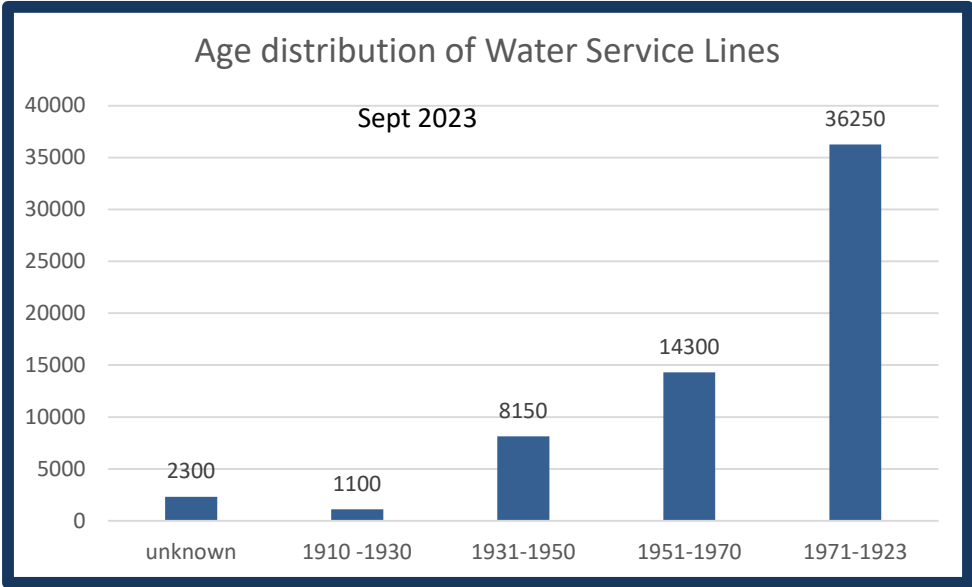
Subprogram # 61 Water Services - Renew Domestic & Fire

Expected service life of a water service is 70-years
81% of the PWD's services are less than 70-years old

Water Services by Install Date

Install Date	# Services	% of services
unknown	2300	3.7%
<= 1910	65	0.1%
1911-130	1100	1.7%
1931-1950	8150	13%
1951-1970	14300	23%
1971-1923	36250	58%

Total 62500





Crews repairing water main break in Portland

Subprogram # 65 Water Hydrants Replacement

Division: Water - General
Funding: R & R – Water –Div. 20

Manager: Wallace, Jim
Priority: Routine replacement

Description:

Replace and upgrade obsolete hydrants to meet current safety and operational standards, and to insure inventory parts availability for hydrant repairs.

Justification / Impact:

Replacement is determined and prioritized by: (1) hydrant failures (major damage and/or external leak,) (2) upgrade and replacement of obsolete sub standard hydrants based on (age - safety standards - repair parts availability - cost comparison to replace or repair,) (3) distribution main replacement program, (4) municipal and state reconstruction projects and (5) data gathered from the Hydrant Repair and Reconditioning Programs and the Winter Hydrant Inspection Program.



History:

The O&M Hydrant Repair/Reconditioning Programs and the Hydrant Winter Inspection Programs have been in place since the early 60s. These programs insure that PWD’s hydrants meet fire protection standards and provide direction for PWD’s C. I. P. Replacement Program. In recent times the ability to procure replacement parts for the 620 Matthews Post hydrants (Vintage late 1800s to the late 1940s) has become difficult or impossible. The 870 Darling B-50 hydrants (vintage early 1950s to early 1960s) require major internal rebuilding. Both hydrant makes are not traffic model hydrants and fail to have a sheer point to breakaway on impact. This failure results in costly repairs and replacements, and is unsafe in many highway standards (Deadly-Fixed-Objects Regulation).

Origin of the Subprogram:

PWD’s project is focused on replacing and upgrading 75 hydrants per year over a twenty year replacement program of 1450 hydrants.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Water Distribution System	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3072/65/Water Hydrant Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Grand Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

Previous Years on CIP: All

Related Projects:

Procurement Issues: Project is performed using PWD staff, equipment, and materials.

Subprogram # 122 Water Facilities Renewal and Replacement

Division: Water - General

Manager: Wallace, Jim

Funding: R & R – Water- Div. 20

Priority: Routine replacement

Description:

This is an ongoing project designed to maintain and improve water pump stations, treatment facilities and related infrastructure. Modifications and upgrades will ensure adequate capacity, reliability and safety of these facilities.

Justification / Impact:

Components of the older pump stations that have reached their useful life and obsolete equipment should be replaced. Replacing this equipment before it fails completely reduces the amount spent on operating and maintaining the equipment.

History:

This planned renewal and replacement will assist operations in moving toward a goal of performing more predictive and preventive maintenance instead of emergency maintenance.

Budget Summary:

Projects by Program

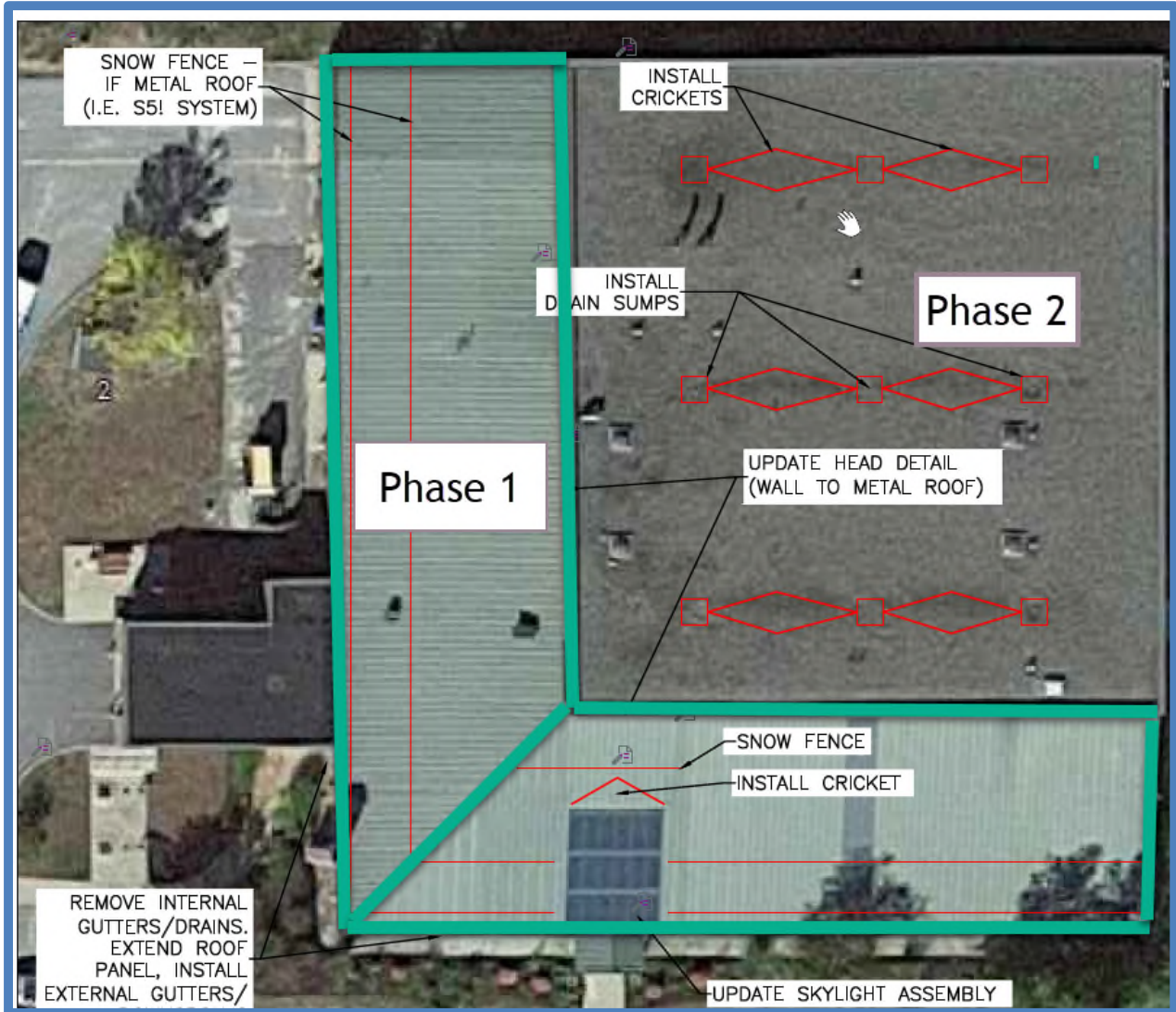
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,550,000	\$1,900,000		\$2,200,000	
3210/122/Chemical Storage Facilities Upgrades Phase 1	\$1,550,000	\$1,800,000		\$2,200,000	
3313/122/SLWTF Electrical Service Improvements		\$100,000			
Cap Reserve	\$739,609				
3252/122/SLWTF - Fuel Storage Tank Upgrade	\$239,609				
3314/122/Blanchard Rd. PS Domestic Upgrade	\$200,000				
3318/122/Ozone Generators Power Control Upgrades	\$300,000				
R&R	\$1,140,391	\$790,000	\$150,000	\$150,000	\$150,000
3008/122/Steep Falls Upgrade - Phase 1	\$300,000				
3032/122/Water Facilities R&R	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
3240/122/SLWTF Raw Water Pump #4 Rebuild	\$180,000				
3252/122/SLWTF - Fuel Storage Tank Upgrade	\$60,391				
3288/122/SLWTF - Roof Replacement Phase 2		\$640,000			
3307/122/Demo of abandon Assets - Standish PS, Brook CL2	\$200,000				
3325/122/Sebago Heights PS - VFD and Controls	\$250,000				
Grand Total	\$3,430,000	\$2,690,000	\$150,000	\$2,350,000	\$150,000

Roof replacement on 30-year Sebago Lake Water Treatment Facility

2024 CIP, Project 3287 Phase 1 roof replacement – metal roof - \$860,000

2025 CIP Project 3288 Phase 2 roof Replacement- flat roof - 640,000

Roof Asset Management Plan - Condition Assessment for SLWTF - January 2023



Subprogram # 18 SLWTF Intakes - Replace Mechanical Screens

Division: Water - General
Funding: Bonds - Water- Div. 20

Manager: Johnson, Gordon
Priority: Routine replacement

Description:

This project involves selecting and installing a screen system to replace the existing screens in service at the intakes on Sebago Lake. The present systems use two travelling screens with backwash at each location with three sets of hand screens at the 1925 Intake and two sets of hand screens at the 1952 Intake.

Justification / Impact:

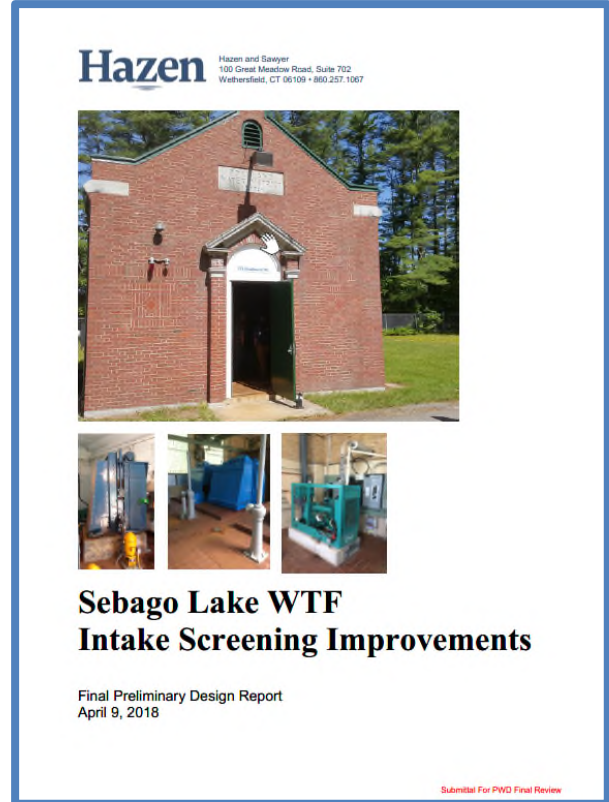
The existing equipment is approaching 50 years old and is basically worn out. The new equipment will be chosen to automate the screening process as much as possible to minimize operator time and reduce/prevent fish breakthrough.

History:

The intake screens were supposed to be retired after SLWTF start-up. Manual screens, designed for the inlet channel of the ozone contactor, were supposed to replace the need for the ones at the intakes. Unfortunately, a method for washing the screens was not designed into the facility. Many attempts were made to use the inlet screens before deciding to continue the use of the intake screens.

Origin of the Subprogram:

The hand and travelling screens at the intake buildings were installed in the early 1950's. They are past their expected lifespan. Present washing procedures are labor intensive, requiring nine to fifteen labor hours per week. PWD have experienced small fish getting by the screens and showing up in the clearwell. The ozone and chlorination process kills the fish, but PWD do not want to let them escape into the system.



Budget Summary:

Projects by Program	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds		\$4,500,000			
3007/18/SLWTF Intake Screening Upgrade		\$4,500,000			
Grand Total		\$4,500,000			

Previous Years on CIP: 1998 to present

Subprogram # 203 Water Storage Facility Maintenance & Upgrade

Division: Water - General

Manager: Pellerin, Greg

Funding: R & R - Water - Div. 20

Priority: Routine replacement

Description:

This project consists of developing a maintenance program. Maintenance that may be necessary includes leak repair, painting, inside liners, base and/or cover needs. Once this work is complete, a multi-year program of maintenance contracts will be implemented to upgrade individual facilities. In some facilities, recirculation systems to routinely turn over the water in the tank and/or new altitude valves will be installed.

Justification / Impact:

Basic maintenance to preserve and prolong the useful life of needed facilities. Prevent water quality problems due to corrosion and from water stagnating in the tank.

History:

Several steel standpipes and elevated tanks have been removed over the last decade. Those that remain will be evaluated for their hydraulic value and water quality impact in the Comprehensive Water System Strategic Plan. Those that are considered to be valuable hydraulic assets to the water system will be upgraded via this ongoing program.

Origin of the Subprogram:

Maintenance has been deferred for several years pending completion of a hydraulic study to determine which tanks still have hydraulic value.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$50,000	\$850,000	\$50,000	\$50,000	\$50,000
3102/203/Water Storage Facility Maintenance & Upgrade	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3104/203/Water Tank Maintenance- Gorham Tank Rehab		\$800,000			
3262/203/Cumberland Tank Improvements Preliminary Design					
Grand Total	\$50,000	\$850,000	\$50,000	\$50,000	\$50,000

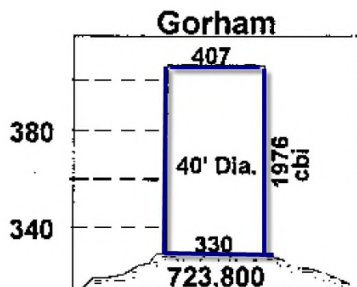
Previous Years on CIP:

Since 2000

Procurement Issues:

RFP preparation and contract administration will be by PWD Staff.

Maintenance and repair services will be competitively bid.



Gorham Tank is scheduled for Rehabilitation and Painting in 2026



Subprogram # 46 **Water System Security**

Division: Water - General

Manager: Wallace, Jim

Funding: R & R – Water – Div.20

Priority: Security of facilities

Description:

This program is to improve the physical security of PWD's water facilities. The program supports installing and upgrading security measures on PWD property and facilities. These measures include perimeter fencing, signage, access control, cyber keys and locks, video surveillance and monitoring, security lighting and improved SCADA monitoring.

Justification / Impact:

PWD has performed two Vulnerability Assessments (2003, 2015) and has been following the recommendations from these reports.

History:

In the fall of 2004 and summer of 2005 fencing was installed on the East and West side of the lower bay inside the 2 mile limit. This was funded through the CIP. In 2005 hatch covers along with alarms were installed over tank hatches and a cyberlock system was installed on all SCADA panels. This was funded by a grant from MEMA - Homeland Security. In subsequent years video surveillance and access control were expanded to all major facilities across PWD along with continued improvements to perimeter fencing and access control.



Origin of the Subprogram:

The vulnerability assessment completed in March of 2003 indicated that physical protection of existing facilities could be improved. Many of those recommendations were completed and a new Vulnerability Assessment was completed in 2015 and new recommendations are now determining the water system security improvements.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3097/46/Water System Security Improvements	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Grand Total	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

Previous Years on CIP: 2004 to present

Related Projects:

Procurement Issues: Standard purchasing procedures will apply.

Cape Elizabeth Wastewater

Cape Elizabeth – Wastewater Treatment Facilities

In response to a regulatory requirement to eliminate bypassing of flows during periods of wet weather, upgrades were completed in 2012 to increase the peak flow capacity of the facility. These upgrades included new influent screening, high flow and low flow return sludge pumps, upsizing a portion of the secondary clarifier effluent piping, and new effluent pumps. Recent engineering evaluations include assessments of the aeration and secondary clarifier structures, disinfection systems, secondary clarification, aeration process control, electrical/power distribution and plant-wide HVAC. Upgrades recently completed or ongoing

include:

- Heating and ventilation system to serve the headworks and sludge thickening areas
- Replacement of the chlorine and sodium bisulfite chemical disinfection systems with Ultraviolet Disinfection

In 2025, staff will be initiating a project to provide upgrades to the secondary treatment process at the WWTF including new clarifier mechanisms and improvements to the oxidation ditches to provide improved nutrient removal capabilities.



**Cape Elizabeth Wastewater Treatment Facility
Aeration and Clarification Upgrades** – 2025 CIP 424,
project# 3188 – This project, intended to renew and
improve equipment in the plant’s secondary
treatment system, was recommended by the
Assessment Report completed in August 2021.

Cape Elizabeth – Sewer System

The current CSO Master Plan identifies reduction of CSO volume through infiltration/inflow (I/I) reduction within the Town's and City of South Portland's collection systems and improvements to the Ottawa Road Pump Station. The Town of Cape Elizabeth completed a project that installed new storm drains and helped remove private I/I from residential homes. South Portland has also done work removing catch basins from the sewer system and installing storm drains. PWD work at the Ottawa Road Pump Station is underway or in development including upgrades to standby power, flow measurement, and pumping.

CCTV assessment of the collection system is ongoing as part of PWD's 10-year program to inspect its entire collection system.

Cape Elizabeth - Pump Stations

PWD has continued with the installation of standby power generators at key pump stations. These generators enable systems to operate during the frequent power outages that occur in Cape Elizabeth while reducing manpower during these events. Additionally, automated emergency power goes a long way towards eliminating the occasional back-ups that have occurred within the collection system.

This year, staff completed upgrades to the Ottawa Rd. Pump Station. This project included upgrades to the power distribution system, controls and telemetry, piping and valves. Planned improvements for the Cape Elizabeth Wastewater collection and treatment systems are shown in CIP subprograms 52 and 424.

Cape Elizabeth Wastewater (continued)

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000
WW Treatment	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology		\$200,000			
3316/177/SCADA Server and Dark Fiber Upgrade (CE)		\$200,000			
WW Collection & Pumping	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000
3130/52/Cape Elizabeth Pump Station R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3168/52/Stonegate South Upgrades					\$90,000
3297/52/Broad Cove North Generator	\$80,000				
3298/52/LittleJohn PS HVAC improvements			\$300,000		
WW Treatment	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000
3129/424/Cape Elizabeth WWTF- R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3188/424/Aeration and Clarification Upgrade	\$1,300,000	\$1,500,000			
3189/424/Boiler Upgrade/Replacement		\$150,000			
3207/424/Sludge Handling and Headworks Odor Control			\$750,000		
3225/424/Peabbles Dechlorination Bunker Repurposing					\$15,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,300,000	\$1,500,000	\$1,050,000	\$15,000	\$90,000
R&R	\$165,000	\$435,000	\$85,000	\$85,000	\$85,000
Grand Total	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000

Subprogram # 52

Cape Elizabeth Pump Stations - R&R

Division: Wastewater - Cape Elizabeth

Manager: Poulin, Charlene

Funding: Bond and R&R – Wastewater – Div. 51

Priority: Routine replacement

Description:

This program provides a planned approach for the replacement of obsolete equipment in Cape Elizabeth wastewater pump stations.

Justification / Impact:

Where pump stations and equipment have reached the end of their useful design life, and obsolete equipment must be replaced. Upgrades, including the addition of VFD's in some cases, will provide more pumping capacity, mitigate CSO activity, and provide some power savings.

History:

This planned approach will assist maintenance and operations in moving toward a goal of performing more predictive/preventative maintenance instead of emergency maintenance.



Ottawa Road Pump Station – Installed in 1976 – in the process of being upgraded

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds			\$300,000		\$90,000
3168/52/Stonegate South Upgrades					\$90,000
3298/52/LittleJohn PS HVAC improvements			\$300,000		
R&R	\$115,000	\$35,000	\$35,000	\$35,000	\$35,000
3130/52/Cape Elizabeth Pump Station R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3297/52/Broad Cove North Generator	\$80,000				
Grand Total	\$115,000	\$35,000	\$335,000	\$35,000	\$125,000

Previous Years on CIP: 2005 to present

Related Projects: Subprogram #407

Condition Assessment – Cape Elizabeth Pump Stations

2020 Cape Elizabeth Pump Station Report

Cape Elizabeth			
ID	Name	2020 ratings	2014 ratings
CEP70	Wildwood	4.66	2.95
CEP62	Broad Cove South	4.65	3.15
CEP44	Family Field	4.49	2.76
CEP60	Stonegate North	4.49	3.47
CEP41	Garden Ln Pump Station	4.16	5.0
CEP69	Tall Pines	4.02	2.58
CEP50	Cragmoor North	4.00	3.65
CEP57	Clifford	4.00	4.00
CEP67	Hunt's Point	4.00	3.90
CEP72	Gull Crest	4.00	3.08
CEP73	Gull Crest Transfer Station	4.00	3.04
CEP51	Cragmoor South	3.86	3.30
CEP53	Birch Knoll	3.79	4.00
CEP52	Pachios	3.78	3.97
CEP74	Tall Pines East	4.02	4.67
CEP68	Spurwink	3.72	4.16
CEP63	Broad Cove North	3.71	3.79
CEP65	Peabbles Cove	3.57	3.31
CEP64	Algonquin	3.47	3.30
CEP49	Oakhurst	3.44	2.94
CEP47	Mitchell Road	3.43	3.16
CEP71	Cross Hill	3.42	3.65
CEP61	Running Tide	3.14	3.59
CEP59	Stonegate South	3.12	3.04
CEP66	Peabbles Point	3.12	2.87
CEP43	Ottawa Road (2024 under construction)	2.79 4.0	2.09
CEP42	Maiden Cove Completed Upgrades 2022	2.14 5.0	1.98
Cape Elizabeth Average		3.74	3.53
PWD -All Average		3.72	

Subprogram # 424

Cape Elizabeth WWTF

Division: Wastewater - Cape Elizabeth

Manager: Firmin, Scott

Funding: R & R – Wastewater – Div. 51

Priority: Routine replacement

Description:

Provide for plant upgrades required to continue to meet regulatory and operational requirements and for the timely routine replacement of equipment nearing the end of its service life. The plant came online in 1988 along with the Spurwink Pump Station that pumps all of the Southern Cape Elizabeth system’s flow to the plant. Treated water is pumped to an outfall located near Peabbles Cove in accordance with the plant’s discharge permit which was renewed in December 2016.

Justification / Impact:

Physical assets require scheduled maintenance and eventual replacement. Planned upgrades include process and equipment upgrades in systems including aeration, clarification solids handling and HVAC. Regulatory requirements are continuously revised and updated by the EPA and administered by the Maine Department of Environmental Protection. This account provides for the equipment replacement and system upgrades necessary to continue to meet regulatory and operational requirements.



History:

To meet the goals of this subprogram PWD is continuously engaged in the Capital Improvement Program Process described in the Introduction of the Capital Expenditures section. Within the past 10 years investments have been made in influent screening, headworks HVAC, effluent disinfection, effluent pumping, and return activated sludge pumping. Recent assessments include the plant’s treatment tankage, HVAC systems, electrical systems, and activated sludge process control.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,300,000	\$1,500,000	\$750,000	\$15,000	
3188/424/Aeration and Clarification Upgrade	\$1,300,000	\$1,500,000			
3207/424/Sludge Handling and Headworks Odor Control			\$750,000		
3225/424/Peabbles Dechlorination Bunker Repurposing				\$15,000	
R&R	\$50,000	\$200,000	\$50,000	\$50,000	\$50,000
3129/424/Cape Elizabeth WWTF- R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3189/424/Boiler Upgrade/Replacement		\$150,000			
Grand Total	\$1,350,000	\$1,700,000	\$800,000	\$65,000	\$50,000

Previous Years on CIP: 2006

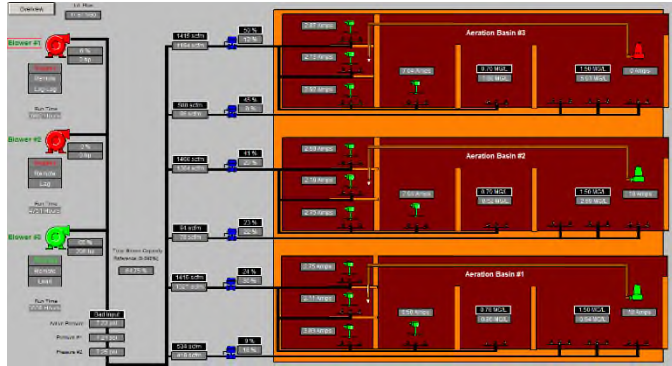
Subprogram # 177 SCADA/Process Control - Wastewater

Division: Wastewater – Cape Elizabeth
Funding: R & R – Wastewater – Div. 51

Manager: Siladi, Terran
Priority: Upgrade obsolete network

Description:

The program supports all 80 wastewater sites across PWD in upgrading and replacing the existing Supervisory Control and Data Acquisition (SCADA) equipment. The work needed is replacement of hardware and software to be compatible to PWD SCADA standards and provide for increased automation of wastewater systems and treatment. Programmable Logic Controllers (PLC) have been replaced across PWD to meet the new standards and remove outdated, non-maintainable equipment.



Justification / Impact:

The benefit of this program is to improve the automation equipment designed to and reduce the staff hours needed to perform routine activities for the systems and treatment plants across PWD.

PWD’s SCADA system provides real time process status and historical operations data which are used by staff to make informed decisions.

History:

PWD started changing out the system in 2003 by replacing the existing 20 year-old system across the six wastewater communities and installing new SCADA equipment where it did not exist. All systems have been retrofitted or replaced but more automation of these systems will continue.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
SCADA & Technology		\$200,000			
R&R		\$200,000			
3316/177/SCADA Server and Dark Fiber Upgrade (CE)		\$200,000			
Grand Total		\$200,000			

Cumberland Wastewater

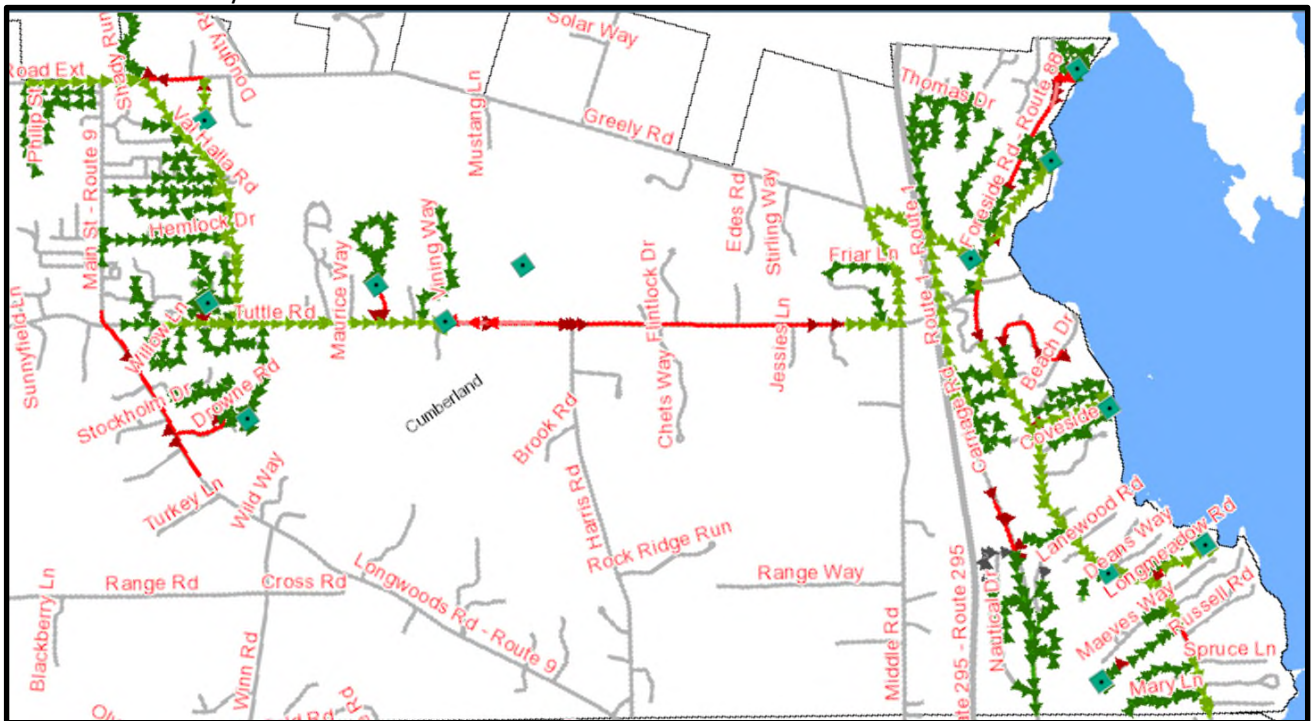
Cumberland – Pump Stations

PWD and the Town of Cumberland have investigated infiltration and inflow (I/I) sources in the collection system. CCTV work, flow monitoring, and smoke testing are used to identify sources of I/I. The Town of Cumberland, with PWD's assistance, also inspects homes in an effort to properly manage sump pumps and other sources of inflow. This project is intended to better understand the peak flows that will be sent to Falmouth for treatment and will possibly impact the capacity and cost of shared infrastructure in Falmouth.

Staff are currently working on an upgrade to the Powell Rd. P.S., and upgrades will be provided to Foreside and Tuttle Rd. PS's during the next several years.

The Town of Falmouth replaced the joint use Mill Creek Pump Station and Force Main, which came online in 2017. Planned improvements to the Cumberland system are shown in CIP subprogram #41.

Cumberland WW system



Cumberland Wastewater (continued)

Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
3136/41/Cumberland WW Pump Stations - R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
3171/41/Stony Ridge Pump Replacement		\$300,000			
3172/41/Ocean Terrace PS Pump Replacement, Bypass			\$700,000		
3173/41/Ferne Lane PS Pump Replacement					\$300,000
3174/41/Ledge Rd PS Upgrades				\$200,000	
3175/41/Brookside PS Pump and Electrical Upgrades			\$300,000		
3176/41/Cumberland Meadows PS Upgrades					\$300,000
3177/41/Smalls Brook PS Upgrades			\$200,000		
3299/41/Foreside PS upgrades				\$800,000	
3300/41/Tuttle Road PS upgrades			\$1,000,000		
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds		\$300,000	\$2,200,000	\$1,000,000	\$600,000
R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Subprogram # 41**Cumberland WW Pump Stations - R&R****Division:** Wastewater - Cumberland**Manager:** Poulin, Charlene**Funding:** R & R – Wastewater- Div. 53**Priority:** Routine replacement**Description:**

This project provides for continual upgrade of the pumping stations located within the Cumberland wastewater system. In most cases the work involves pump and rail replacements along with control modifications.

Justification / Impact:

Physical assets require scheduled maintenance and eventual replacement. This program will provide a planned approach to the maintenance management of Cumberland's wastewater pump stations.

History:

This planned approach will assist maintenance and operations in moving towards a goal of predictive and preventative maintenance.

Budget Summary:

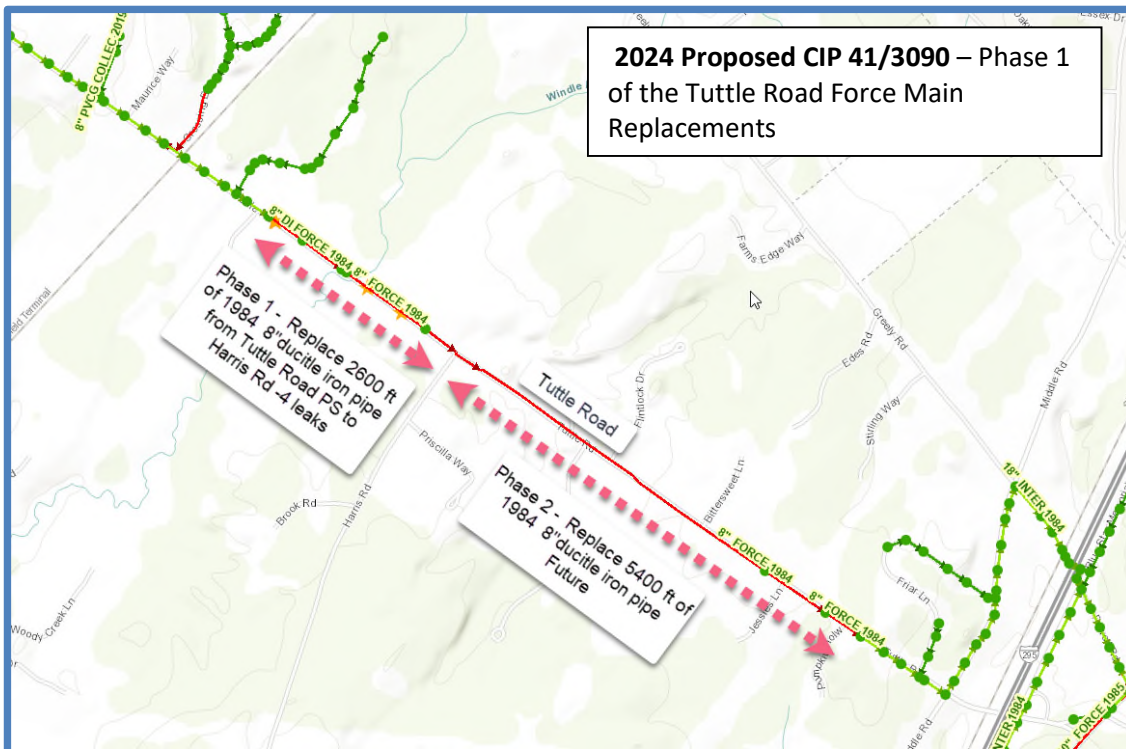
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
_WW Collection & Pumping	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
Bonds		\$300,000	\$2,200,000	\$1,000,000	\$600,000
3171/41/Stony Ridge Pump Replacement		\$300,000			
3172/41/Ocean Terrace PS Pump Replacement, Bypass			\$700,000		
3173/41/Ferne Lane PS Pump Replacement					\$300,000
3174/41/Ledge Rd PS Upgrades				\$200,000	
3175/41/Brookside PS Pump and Electrical Upgrades			\$300,000		
3176/41/Cumberland Meadows PS Upgrades					\$300,000
3177/41/Smalls Brook PS Upgrades			\$200,000		
3299/41/Foreside PS upgrades				\$800,000	
3300/41/Tuttle Road PS upgrades			\$1,000,000		
R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
3136/41/Cumberland WW Pump Stations - R&R	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Grand Total	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000

Previous Years on CIP: 2001 to present**Procurement Issues:** RFP for engineering services. Construction services will be low bid.

Condition Assessment – Cumberland Pump Stations

2020 Cumberland Pump Station Report

Cumberland					
ID	Name	2020 rating	2014 rating	Proposed year for RR	Est cost of RR upgrades
CUP45	Longmeadow	4.56	3.26	2023	Under construction
CUP54	Drowne Road	4.06	4.93		
CUP55	Twin Brook	4.00	3.83		
CUP41	Foreside Road	3.93	3.75	2028	\$800,000
CUP51	Cumberland Meadow	3.75	3.63		
CUP46	Ledge Road	3.70	3.82	2028	\$200,000
CUP52	Small's Brook Crossing	3.54	3.43	2027	\$200,000
CUP43	Tuttle Road	3.51	3.80	2027	\$1,000,000
CUP44	Ocean Terrace	3.45	3.26	2026	\$700,000
CUP42	Powell Road (2024 proposed)	3.36	3.73	2024	\$800,000
CUP47	Ferne Lane	3.35	3.81	2029	\$300,000
CUP48	Brookside	3.31	3.18	2027	\$300,000
CUP50	Stony Ridge	3.19	3.60	2026	\$300,000
Cumberland Average		3.67	3.72		
PWD -All Average		3.72		Total	\$4,600,000



Gorham/Westbrook/Windham Wastewater

Westbrook Regional Treatment Facility

The Westbrook Regional WWTF was brought online in the mid '70s. Over the years PWD has completed various improvements including:

- Plant water system (2006)
- Clarifier scum removal (2006)
- Scum handling, and sludge conveyances control (2006)
- Plant electrical system – Standby Generator (2008)
- Polymer system (2010), Polymer system improvements (2019)
- RAS pumps (2011)
- Plant Control System (2013)
- RAS distribution and flow split to the secondary clarifiers (2014)
- Sludge Dewatering (2018)
- Aeration and Secondary Clarifiers (2023)
- Additional Screening at influent Pump stations (2023)
- New power distribution system and switchgear

Proposed major modifications for a headworks upgrade were set aside in favor of installing screens at the two major pump stations feeding the treatment plant. Start-up of these systems at the Cottage Place and East Bridge St. Pump Stations in 2008 successfully eliminated pump plugging and has reduced the quantity of rags at the treatment plant. Additional improvements to reduce the spacing of the screens at the pump stations were installed in 2023 to further remove rags and debris from the plant influent.

The aeration system was evaluated in 2015 to develop a roadmap for the eventual upgrade of the aeration system as it nears the end of its service life. The 2019 CIP included design phase services to upgrade the aeration system and secondary clarification process. These upgrades will facilitate process control to maintain dissolved oxygen to meet today's loadings, match current peak demand, and provide more energy efficient oxygen delivery. Similar to the East End plan in Portland, a selector was recommended to enhance process control and improve settleability.

The secondary clarification process at Westbrook has not been upgraded or modified since its original construction and the sludge withdrawal mechanisms are nearing the end of their useful life based on an assessment of the clarifiers completed in 2016. Construction of the aeration and secondary clarification upgrade was completed in the fall of 2023. This upgrade included a new power distribution system and electrical switchgear.

Gorham/Westbrook/Windham Wastewater (continued)

In 2015, PWD completed an evaluation of sludge dewatering technologies for the Westbrook Regional WWTF, including rehabilitation of the existing belt filter press. Alternative technologies were piloted to quantify the improvement in dewatering performance as compared to the existing equipment. It was determined that alternative technologies would increase the dewatered sludge solids content from an average of approximately 16% to a minimum of 20%, which significantly reduces the volume of sludge to be disposed. As a result, in 2016 the proposed belt filter press rehabilitation project was replaced with a proposed upgrade to an alternative technology (CIP #167 project 2534). In 2016, equipment was competitively procured and upgrade to a screw press began in January of 2017 and was completed in the spring of 2018.

In 2020 PWD competitively pre-procured a 3-way valve and pneumatic actuator to create a 4th discharge zone to facilitate more complete filling of the sludge storage container with the drier cake produced by the new screw press system. The new valve was installed along with a new control station and associated electrical during the summer of 2021.



2019 CIP 416 project 3001 - Cake Unloading Valve during installation



2019 CIP 416 project 3026 - Polymer System Improvements

Gorham/Westbrook/Windham Wastewater (continued)

Westbrook – Sewer System

In late 2007, PWD hired Woodard & Curran, Brown & Caldwell and Jordan Environmental to update the City of Westbrook's CSO Master Plan. This plan was completed and submitted to Maine DEP in 2008. Some of the work included in the plan involved the city, and some involved PWD. Because the City operates the collection system, the bulk of the first five years would focus on the removal of infiltration and inflow (I/I) from the City collection system. Later portions of the plan would include storage and other work on PWD owned assets. Since the plan was updated, all flow from all the CSO outfalls are now continuously monitored.

The plan was updated in 2014 and submitted to the DEP per the State's requirements. The plan included a summary of the work completed in the first 5 years and a revised set of projects and schedule. The projects that involve PWD facilities are being completed in accordance with the Master Plan and have included several projects to increase the capacity of the interceptor system. The Master Plan included upgrades and capacity increase at the Dana Court Pump Station (CIP #29 project 2527). This project was completed in 2019. The plan also included the addition of floatables containment at the CSO diversion structure prior to the Cottage Place pump station (CIP #29 project 2524). This project was completed in 2020. The most recent 5 year portion of the mitigation, or Long Term Control Plan, has been in large part completed. The plan is currently undergoing another review and will be updated with the next series of projects and goals to be completed in the next 5 year period.

Gorham/Windham – Pump Stations and Collector Systems

In May of 2008, flows from the Town of Windham, the Maine Correctional Center and the Little Falls section of Gorham were re-directed to the Westbrook/Gorham/Windham WWTF for treatment. This action led to the closure of two outfalls into the Presumpscot River. This project also led to an upgrade of the Tow Path pump station and the decommissioning of the treatment plant in Little Falls in 2010. Due to the relatively young age of most of Gorham's other pump stations, preventive maintenance, condition assessment through CCTV inspection of buried infrastructure, and minor repairs have been the focus in recent years.

To increase reliability and improve service during power outages, standby generators have been installed at most of the pump stations. In 2014, an assessment of all of the pump stations in the system was completed, and stations with identified needs were then flagged for more detailed investigation. As a result of those studies, upgrades at the Androscoggin PS (CIP #180 project 2317) and Canterbury Pines PS (CIP #60 project 1117) were completed by the end of 2017.

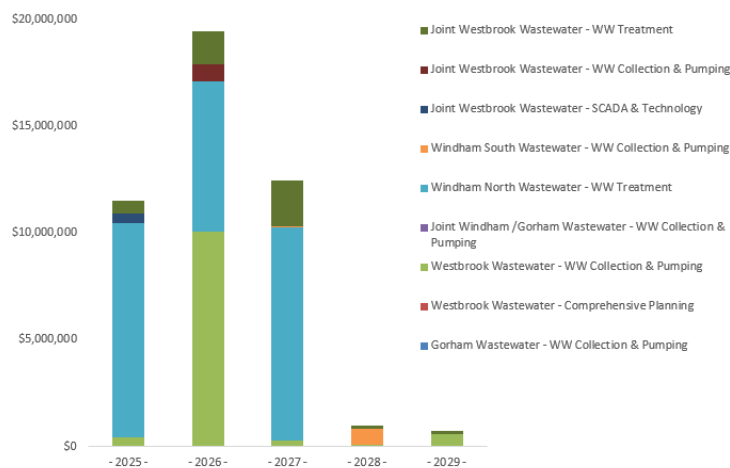
To ensure that accurate wastewater flow is measured and used for allocating operating costs to the Town of Gorham, a flow meter was installed to measure the flow from the Town of Gorham to the Westbrook/Gorham/Windham WWTF. This meter was installed and is maintained by a third-party vendor as part of PWD's extensive flow monitoring program.

Gorham/Westbrook/Windham Wastewater (continued)

Gorham, Westbrook and Windham are served by a centralized wastewater treatment plant in Westbrook. Capital costs are allocated by each municipality’s relative design capacity of the specific infrastructure.

Program Summary

Row Labels	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Gorham Wastewater	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
WW Collection & Pumping	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Westbrook Wastewater	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
WW Collection & Pumping	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000		
WW Treatment	\$10,000,000	\$7,000,000	\$10,000,000		
Windham South Wastewater	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
WW Collection & Pumping	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
Joint Westbrook Wastewater	\$1,035,000	\$2,345,000	\$2,135,000	\$145,000	\$135,000
SCADA & Technology	\$450,000				
WW Collection & Pumping		\$800,000			
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
Grand Total	\$11,510,000	\$19,440,000	\$12,430,000	\$990,000	\$730,000



	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$10,300,000	\$18,800,000	\$12,000,000	\$750,000	
R&R	\$1,210,000	\$640,000	\$430,000	\$240,000	\$730,000
Grand Total	\$11,510,000	\$19,440,000	\$12,430,000	\$990,000	\$730,000

Gorham/Westbrook/Windham Wastewater (continued)

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Gorham Wastewater	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
WW Collection & Pumping	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3137/60/Gorham WW Pump Station - R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Westbrook Wastewater	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
Comprehensive Planning					
3289//Westbrook Capacity Eval.					
WW Collection & Pumping	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
3134/411/Westbrook WW Systems R&R	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
3230/29/Flow Metering	\$80,000				
3275/60/Dana Ct. Forcemain Replacement			\$200,000		
3306/411/East Bridge St PS - Generator/Transfer Replac.					\$500,000
3310/29/Westbrook CSO Storage Conduit	\$300,000	\$10,000,000			
Joint Westbrook Wastewater	\$1,035,000	\$2,345,000	\$2,135,000	\$145,000	\$135,000
SCADA & Technology	\$450,000				
3127/177/Westbrook SCADA Server Renewal Program	\$450,000				
WW Collection & Pumping		\$800,000			
3302/411/Cottage Place PS- Generator/Transfer Repl.		\$800,000			
WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
3132/416/Westbrook Gorham Windham WWTF R&R	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
3159/416/Plant Water System Rehab/Controls		\$175,000			
3166/416/Process Area Ventilation Upgrades		\$1,000,000			
3247/416/Locker Room Renovation		\$250,000			
3270/416/Process Valve/Actuator Replacement		\$20,000		\$20,000	
3271/416/Structural/Architectural Assessment/Rehab	\$35,000		\$35,000		\$35,000
3273/416/Outfall Condition Assessment				\$25,000	
3198/416/WAS and GBT System Upgrade/Rehabilitation	\$450,000				
3256/416/Sludge Automation & Conveyance Upgrade			\$2,000,000		
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000		
WW Treatment	\$10,000,000	\$7,000,000	\$10,000,000		
3241/182/North Windham WWTF	\$10,000,000	\$7,000,000	\$10,000,000		
Windham South Wastewater	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
WW Collection & Pumping	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
3138/180/Windham- Little Falls WW System - R&R	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
3139/180/Windham - Depot St/Keddy Mill Forcemain				\$750,000	
Grand Total	\$11,510,000	\$19,440,000	\$12,430,000	\$990,000	\$730,000

Subprogram # 180**Windham - Little Falls WW System****Division:** Wastewater - Windham Little Falls**Manager:** Poulin, Charlene**Funding:** Bonds, R&R – Wastewater – Div. 55**Priority:** Routine replacement**Description:**

This program provides for a planned approach to the replacement of obsolete equipment for the Windham-Little Falls wastewater pump stations. Few improvements had taken place during the first 35 years of operation. The scope of this program is based on the amount of required maintenance and current performance of the existing infrastructure. The scope includes complete replacement of drives, motors, pumps, controls and other major equipment to ensure operational reliability of the pump stations.

Justification / Impact:

When pump stations have reached the end of their useful design life (typically 20-years) obsolete equipment should be replaced. These improvements will ensure the pump stations continue to deliver adequate flows to the WWTF with increased reliability. Additionally, these needed improvements will allow for a Preventative Maintenance plan that will keep the pump stations operating at the design level well into the life of the upgrade.

History:

The original Windham-Little Falls wastewater system was built in 1987. The original system included two pump stations. These two pump stations were to be replaced with a single new pump station as part of the 2008 redevelopment of the Keddy Mill site. This project was never completed and the existing pump stations are now more than 35-years old. In 2019 CIP Depot street Pump Station Phase 1 design and construction was approved but due to delays the project was completed in October of 2021. Phase 2 of the Depot Street Pump Station project will coincide with the Keddy Mill clean-up and redevelopment.

Origin of the Subprogram:**Budget Summary:**

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds				\$750,000	
3139/180/Windham - Depot St/Keddy Mill Forcemain				\$750,000	
3229/180/Rte 202 PS Generator Installation					
R&R	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
3138/180/Windham- Little Falls WW System - R&R	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Grand Total	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000

Previous Years on CIP:

2000 to present

Procurement Issues:

Engineering and contracting will be via standard competitive retention procedures.

Subprogram # 180**Windham - Little Falls WW System**

The Depot Street Pump Station Project – Phase 1 (2019 – project # 3139)– Replacing siphon with new Pump Station in conjunction with PWD replacing water mains on Depot Street and installing a 407- zone transmission main and the town reconstructing portion of Depot Street. This was completed in 2021. Phase 2 of the Depot Street Pump Station project will coincide with the Keddy Mill clean-up and redevelopment.



2019 CIP 180/3139, Phase 1 - new Depot Street Pump Station completed Fall of 2021

Condition Assessment – Windham Pump Stations**2020 Windham Pump Station Report**

Windham			
ID	Name	2020 rating	2014 rating
WIP43	Androscoggin	4.26	2.93
WIP52	RT 202 PS	2.88	2.87
	Depot Street - new PS	5.0	
Windham Average		4.04	2.90
PWD -All Average (74 Pump Stations)		3.72	3.47

Subprogram # 182 North Windham - Water Resources Reclaimed Water System

Division: Wastewater – North Windham

Manager: Pellerin, Greg

Funding: Bonds, R&R – Wastewater – Div. 67

Priority: Customer Driven

Description:

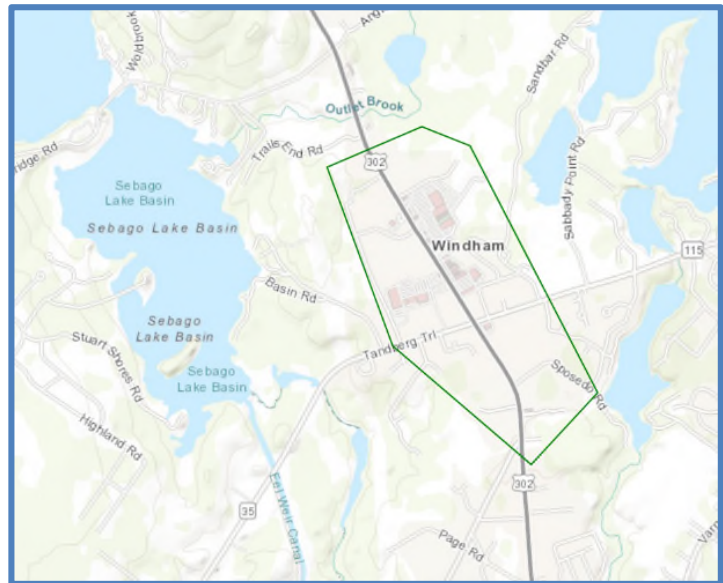
In recent years, the Town of Windham (“Town”) has redoubled its efforts to address wastewater treatment needs in the northern area. These efforts led to the development of a Comprehensive Wastewater Management Plan (CWWMP) published in May 2018. On May 26, 2020, the Town and PWD signed a Memorandum of Agreement to partner on the procurement of engineering services and construction of wastewater treatment facilities in North Windham to serve the “Phase 1 Area” which can be generally described as the commercial center along Route 302 north of River Rd and south of Chaffin Pond.

As part of an MOA with the RSU signed in 2022, the Town and PWD have agreed to provide sewer service to a new middle school being built by the RSU roughly 2.5 miles from the new WWTF. PWD is working with Stantec to deliver the infrastructure to support this commitment as shown in the Phase 2 figure below.

Justification / Impact:

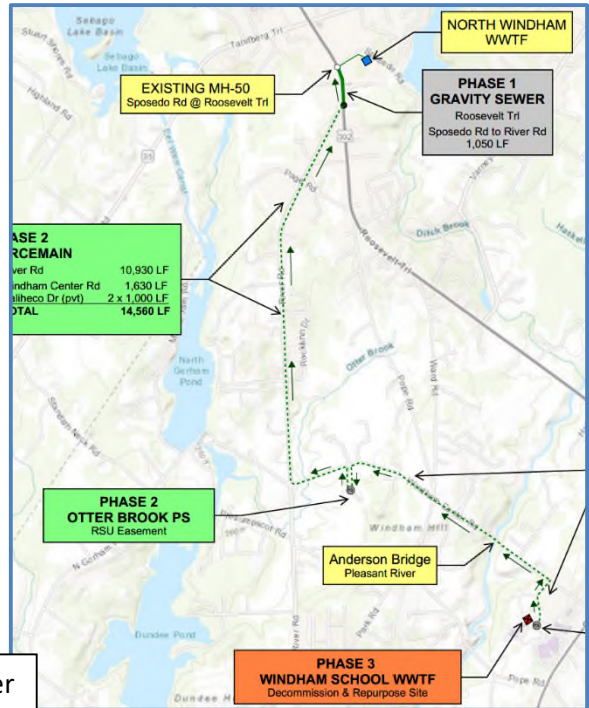
Per the Memorandum of Agreement, the Town has determined that a wastewater treatment system is needed in the North Windham Area to mitigate groundwater pollution and would allow for more sustainable growth opportunities (North Windham System).

History:



North Windham Commercial Center
Sewer Area – Phase 1

PWD completed a Preliminary Design Report in January 2022 which estimated the Project at \$40M. PWD received a conditional permit from the DEP that would allow for discharge of highly treated effluent to the ground. In April of 2022 PWD received a SRF loan award from the DEP Clean Water State Revolving Loan fund for \$38.6M loan with a \$2.25M principal forgiveness award. In June of 2022 the town voted overwhelmingly in favor of the North Windham Sewer Project. Construction of the new sewer and wastewater treatment system is underway, with expected substantial completion in early 2026.



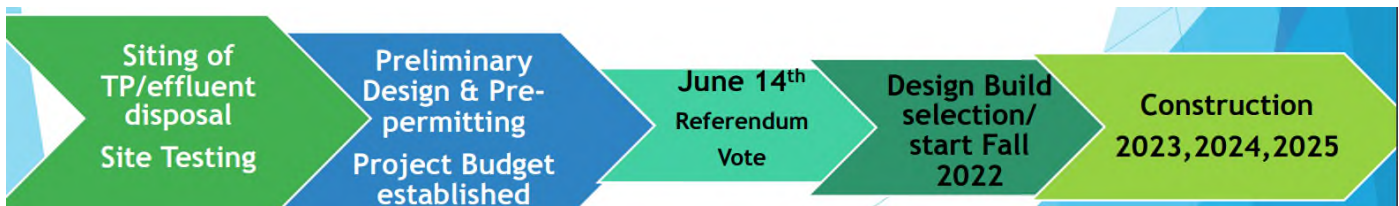
Windham Schools Sewer Conveyance – Phase 2

Origin of the Subprogram:

This Subprogram was created to address the goals established in the Memorandum of Agreement.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$10,000,000	\$7,000,000	\$10,000,000		
3241/182/North Windham WWTF	\$10,000,000	\$7,000,000	\$10,000,000		
Grand Total	\$10,000,000	\$7,000,000	\$10,000,000		



Subprogram # 29 **Westbrook CSO Abatement**

Division: Wastewater - Westbrook
Funding: Bond – Wastewater Div 62

Manager: Poulin, Charlene
Priority: Regulatory mandate

Description:

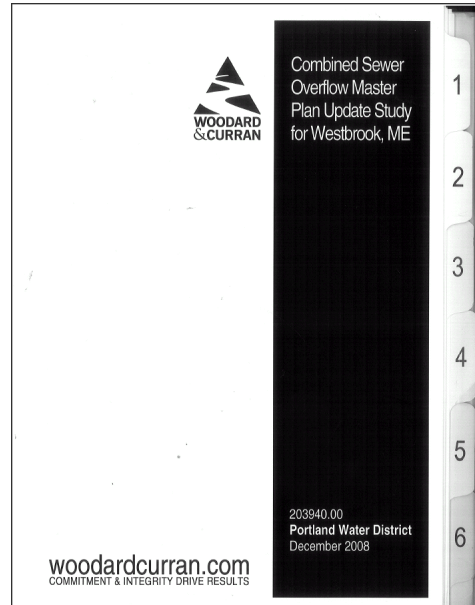
This project is driven by the permit requirement to mitigate combined sewer overflows in the City of Westbrook. The most recent 5 year portion of the mitigation, or Long Term Control Plan, has been in large part completed. The plan is currently undergoing another review and will be updated with the next series of projects and goals to be completed in the next 5 year period.

Justification / Impact:

The work completed by PWD and the City of Westbrook have dramatically reduced the frequency and volume of overflows. With an ultimate goal of further reducing, or even eliminating, these events, the next phase of the Long Term Control Plan is being developed. This plan, when submitted and approved by DEP, will identify the next series of projects to continue the work.

History:

The City and PWD have jointly entered into a permit that has developed and implemented previous plans. Those projects have been very successful. Future plans will likely focus on the possible storage conduit at Cottage Place Pump Station, optimization of sewer and pump station storage, the location of flows contributing to combined sewer overflows, and collection system work to address those flows.



Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$300,000	\$10,000,000			
R&R	\$80,000				
3164/29/Modeling Update					
3230/29/Flow Metering	\$80,000				
Grand Total	\$380,000	\$10,000,000			

Previous Years on CIP: 2000 to present
Weir at Warren Ave CSO



Subprogram # 177 SCADA/Process Control - Wastewater

Division: Wastewater – Westbrook, Div 64
Funding: R & R - Wastewater

Manager: Siladi, Terran
Priority: Upgrade obsolete facility

Description:

The program supports all 80 wastewater sites across PWD in upgrading and replacing the existing Supervisory Control and Data Acquisition (SCADA) equipment. The work needed is replacement of hardware and software to be compatible to PWD SCADA standards and provide for increased automation of wastewater systems and treatment. Programmable Logic Controllers (PLC) have been replaced across PWD to meet the new standards and remove outdated, non-maintainable equipment.

Justification / Impact:

The benefit of this program is to increase the automation and reduce the staff hours needed to perform routine activities for the systems and treatment plants across PWD.

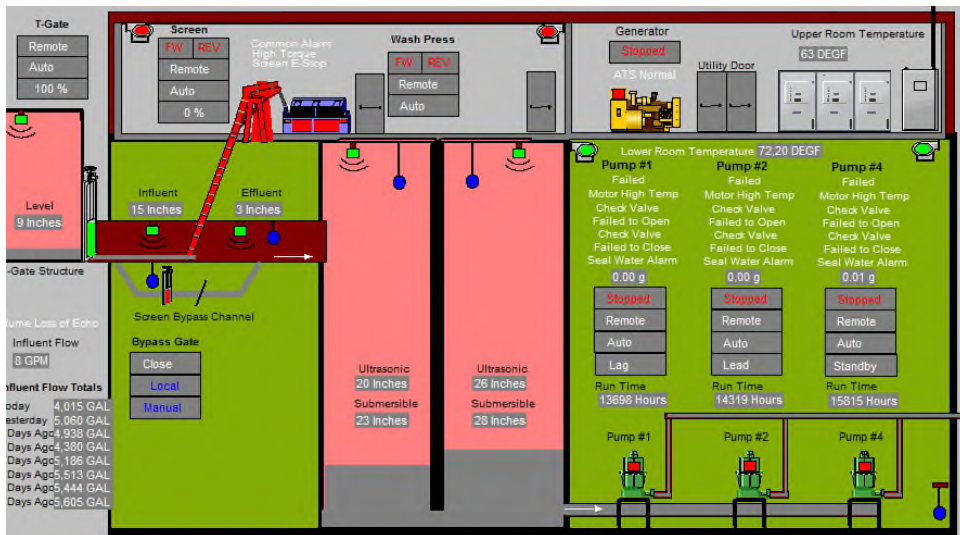
History:

PWD started changing out the system in 2003 by replacing the existing 20 year-old system across the six wastewater communities and installing new SCADA equipment where it did not exist. All systems have been retrofitted or replaced but more automation of these systems will continue.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R					
3127/177/Westbrook SCADA Server Renewal Program				\$450,000	
Grand Total				\$450,000	

Previous Years on CIP: 2003 to present
Related Projects: Subprogram #110 Water, #177 Sewer Portland,



Subprogram # 411 Westbrook WW Systems R&R

Division: Wastewater - Westbrook
Funding: R&R - Wastewater – Div. 62

Manager: Poulin, Charlene
Priority: Routine replacement

Description:

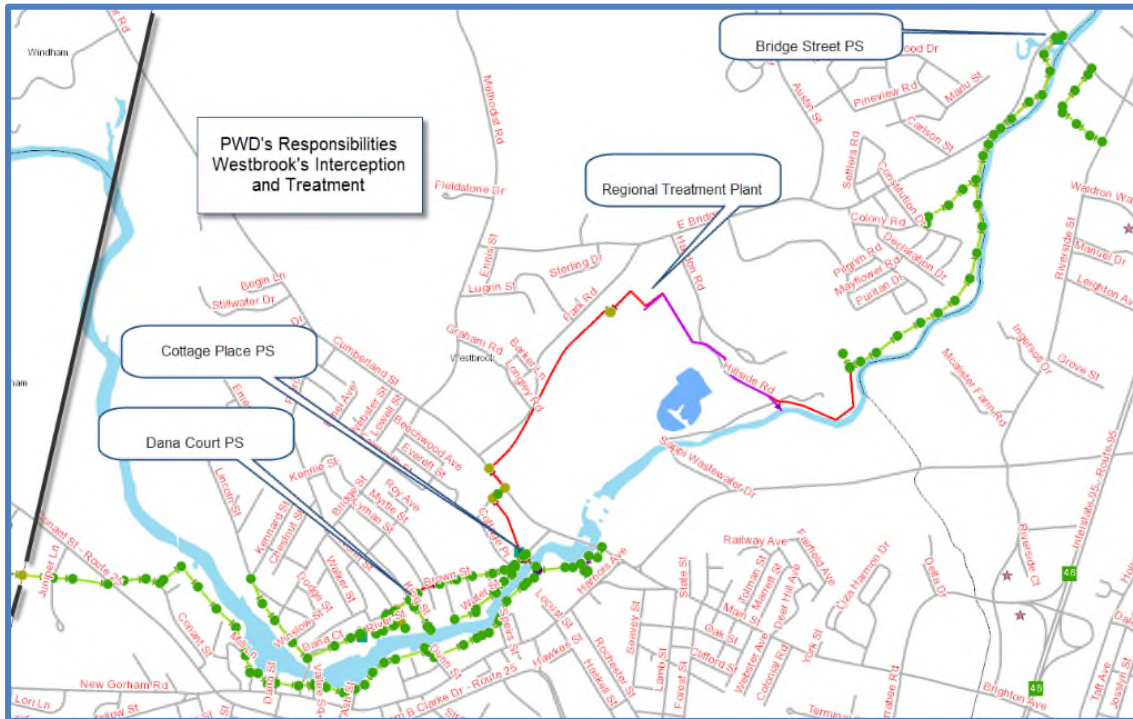
This project provides for the timely renewal of equipment associated with pump stations and the purchase of monitoring equipment for the interceptor system. Major pump stations have been recently upgraded but funds need to be available for replacement parts when necessary.

Justification / Impact:

An on-going study to upgrade the Westbrook CSO Master Plan will be complemented with the addition of a portable flow monitoring device.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds		\$800,000			
3302/411/Cottage Place PS- Generator/Transfer Repl.		\$800,000			
R&R	\$40,000	\$40,000	\$40,000	\$40,000	\$540,000
3134/411/Westbrook WW Systems R&R	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
3306/411/East Bridge St PS - Generator/Transfer Replac.					\$500,000
Grand Total	\$40,000	\$840,000	\$40,000	\$40,000	\$540,000



Condition Assessment - Westbrook Pump Stations

2020 Westbrook Pump Station Report

Westbrook			
ID	Name	2020 rating	2014 rating
WEP43	Dana CT PS	4.61	2.90
WEP42	E. Bridge St. PS	3.79	3.85
WEP41	Cottage Place	3.66	3.93
Westbrook Average		4.02	3.56
PWD -All Average (74 Pump Stations)		3.72	3.47



East Bridge Pump Station



Cottage Street Pump Station



Dana Court Pump Station
New dry pit submersible pumps installed in 2019

Subprogram # 60 **Gorham WW Pump Stations - R&R**

Division: Wastewater - Gorham Village

Manager: Poulin, Charlene

Funding: Bond and R&R – Wastewater – Div. 61

Priority: Routine replacement

Description:

This is an ongoing project designed to maintain and improve Gorham wastewater pump stations. Modifications and upgrades will ensure adequate capacity, reliability and safety.

Justification / Impact:

Components of the older pump stations have reached their useful life and obsolete equipment should be replaced. Replacing this equipment before it fails completely reduces the amount spent on operating and maintaining the equipment.

History:

This planned renewal and replacement will assist operations in moving toward a goal of performing more predictive and preventive maintenance instead of emergency maintenance.

Budget Summary:

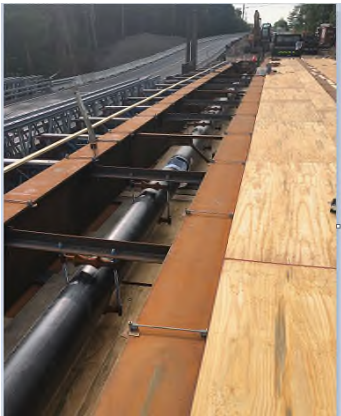
	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
3137/60/Gorham WW Pump Station - R&R	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Grand Total	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000

Previous Years on CIP:

2000 - present

Procurement Issues:

Primarily staff labor for installation using standard parts procured competitively.



2020 CIP 60, 43 Project #3212 Little River Bridge Replacement – Force Main and Water Main replacement in conjunction with the MDOT replacement of the bridge

New 12” insulated bridge crossing water main (left)

Map showing existing 8” force main and 12” water (right)



Condition Assessment – Gorham Pump Stations

2020 Gorham Pump Station Report

Gorham			
ID	Name	2020 rating	2014 rating
GOP50	Canterbury Pines	4.71	3.54
GOP51	Gateway Commons	4.01	3.83
GOP45	University	4.00	3.95
GOP47	Southwoods	4.00	3.63
GOP55	Little River	4.00	4.08
GOP56	Mallison	4.00	4.06
GOP57	Old Dynamite	4.00	4.96
GOP58	Olde Canal	4.00	4.03
GOP59	Tink Drive	4.00	4.93
GOP41	Tow Path	3.97	
GOP52	Meadowland	3.92	3.72
GOP54	Heartwood	3.92	3.81
GOP46	Glenwood	3.76	3.59
GOP48	Briarwood	3.52	3.78
GOP53	Park South	3.23	3.98
Gorham Average		3.94	3.98
PWD -All Average (74 Pump Stations)		3.72	3.47



Park South – condition rating is 3.2 out of 5

Subprogram # 416 Westbrook Gorham Windham Regional WWTF

Division: Wastewater - Joint Westbrook
Funding: Bonds, R&R – Wastewater- Div. 64

Manager: Firmin, Scott
Priority: Upgrade obsolete facility

Description:

Provide for plant upgrades required to continue to meet regulatory and operational requirements and for the timely routine replacement of equipment nearing the end of its service life. The main focus of the proposed projects is to improve plant performance and efficiency.

Justification / Impact:

Physical assets require scheduled maintenance and eventual replacement. Planned upgrades also include instrumentation and controls to provide enhanced automation, monitoring and control of the treatment processes. Additionally, upgrades are planned for the solids handling system to improve operational resiliency and reduce staff labor. Regulatory requirements are continuously revised and updated by the EPA and administered by the Maine Department of Environmental Protection. This account provides for the equipment replacement and system upgrades necessary to continue to meet regulatory and operational requirements.



History:

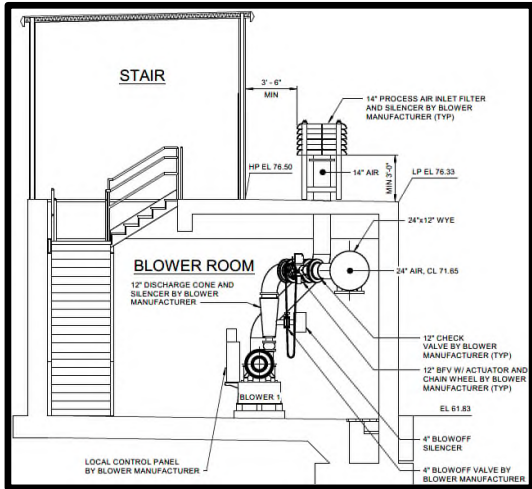
To meet the goals of this subprogram PWD is continuously engaged in the Capital Improvement Program Process described in the Introduction of the Capital Expenditures section. Recent planning and design efforts include the PWD Regional Biosolids Master Plan (2024). Projects are planned to begin in 2026.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
_WW Treatment	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000
Bonds		\$1,000,000	\$2,000,000		
3166/416/Process Area Ventilation Upgrades		\$1,000,000			
3256/416/Sludge Automation & Conveyance Upgrade			\$2,000,000		
R&R	\$585,000	\$545,000	\$135,000	\$145,000	\$135,000
3132/416/Westbrook Gorham Windham WWTF R&R	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
3159/416/Plant Water System Rehab/Controls		\$175,000			
3247/416/Locker Room Renovation		\$250,000			
3270/416/Process Valve/Actuator Replacement		\$20,000		\$20,000	
3271/416/Structural/Architectural Assessment/Rehab	\$35,000		\$35,000		\$35,000
3273/416/Outfall Condition Assessment				\$25,000	
3198/416/WAS and GBT System Upgrade/Rehabilitation	\$450,000				
Grand Total	\$585,000	\$1,545,000	\$2,135,000	\$145,000	\$135,000

Subprogram # 416 Westbrooke Gorham Windham Regional WWTF

CIP 2020, Subprogram #416, Project # 3023: \$11,250,000 - Westbrook aeration and secondary clarifier upgrade. Construction Started in 2021 and was completed in the fall of 2023. To the left is a diagram of the below grade aeration blower building. Right is foundation being constructed and below is the completed blower building.



Subprogram # 60 **Westbrook WW Pump Stations - R&R**

Division: Wastewater - Westbrook **Manager:** Poulin, Charlene
Funding: Bond and R&R – Wastewater – Div. 62 **Priority:** Routine replacement

Description:
 This is an ongoing project designed to maintain and improve Westbrook wastewater pump stations. Modifications and upgrades will ensure adequate capacity, reliability and safety.

Justification / Impact:
 Components of the older pump stations have reached their useful life and obsolete equipment should be replaced. Replacing this equipment before it fails completely reduces the amount spent on operating and maintaining the equipment.

History:
 This planned renewal and replacement will assist operations in moving toward a goal of performing more predictive and preventive maintenance instead of emergency maintenance.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R			\$200,000		
3275/60/Dana Ct. Forcemain Replacement			\$200,000		
Grand Total			\$200,000		

Previous Years on CIP: 2000 - present



East Bridge PS roof replacement completed fall of 2023

Portland Wastewater

East End Treatment Facility

PWD has completed a number of significant upgrade projects to key systems at the East End Wastewater Treatment Facility in recent years, including the following

- Secondary Clarifier Mechanisms and Primary Gallery Upgrade (In Progress)
- Aeration (2015)
- Sludge Dewatering (2011)
- Installation of a second CSO rated screen in the headworks (2010)
- Addition of a second waste activated sludge thickener, enclosed for odor control (2015)
- Building envelope improvements including roofing and windows (2016-2017)
- Addition of a screenings wash press (2014)
- Rehabilitation of the grit removal equipment and piping (2017-2019)
- Replacement of the sodium hypochlorite storage tanks and piping (2019)
- Overhaul of the main odor control fan OCF-1 (2019)
- HVAC upgrades to the dewatering and chemical handling areas (2021)
- Medium Voltage Power Distribution Upgrades (2022)
- Biosolids Master Plan and preliminary Engineering completed for dewatering (2023)

Biosolids Master Plan

Prepared for
Portland Water District
Portland, ME
April 12, 2023

In 2015, upgrade of the aeration system began to expand the system's capability to manage the spikes in pollutant loading to the treatment plant while exercising regular process control to better manage the performance of the treatment system. Since substantial completion in 2017, the upgrade has had a significant positive impact on the activated sludge system by promoting good settling, reducing odors, and enabling a significant amount of nitrogen management. The project was awarded a grant from Efficiency Maine for energy efficient design.

In 2015-2016, evaluations of the plant's electrical and HVAC systems were completed and long term replacement programs were developed. In 2018 design of the EEWWTF/Northeast PS Backup Power Upgrade began. Due to the purchase and sale agreement with Central Maine Power for installation of a substation and new primary feeders for the East End facility, this effort is recommended for combination with switchgear replacement which was also recommended as part of the electrical system evaluation. Design of power distribution upgrades at the plant including a new medium voltage loop and transformers and new main switchgear was completed in October 2020; construction is underway and anticipated to be complete by the end of 2022.

The third floor HVAC upgrade was completed in the Fall of 2021. Rehabilitation of primary clarifier sludge removal mechanism #3 was completed in 2018. Rehabilitation of mechanisms #1 and #2 were completed in the Summer of 2021. Upgrades to the chlorine contact tank isolation gate actuators were completed in the Spring of 2020. In the spring of 2019 overhaul of the main odor control system fan (OCF-1) was completed including installation of the spare fan impeller and replacement of all wear components.

The headworks channels were modified over the winter of 2020-2021 to include overflow bypass channels to handle influent flow in the event of a screening system failure. Replacement of the effluent flow meter was completed in 2021.

In 2023, Construction began on a project to replace the Plant's Secondary Clarifier Mechanisms, Primary Sludge and Plant Water Pumping, and a gravity thickener mechanism. This project is expected to be completed by fall 2025. In 2025 it is expected an additional project will be initiated by PWD staff to evaluate several process systems in need of improvements including the Return Activated Sludge Piping and Dewatering systems.

CIP 2023 21/3147 Secondary Clarifier Mechanisms Replacement



Portland Wastewater (continued)

Peaks Island Treatment Facility

In 2014, PWD conducted a feasibility study of ultraviolet disinfection at the Peaks facility as a potential replacement of the batch chlorination/de-chlorination process. The study concluded that UV disinfection would provide a cost-effective alternative to chlorination while enhancing the plant's ability to disinfect during wet weather flows. The system was installed in 2015 and has been performing well.

In 2018, PWD installed a control panel and associated lifting systems to facilitate sequencing batch reactor tank dewatering in a timely fashion for maintenance, inspection and repairs. Also in 2018, PWD installed a ventilation system in the headworks along with carbon air purification. In the spring of 2019 the influent screen was replaced with a new combination screen/screenings washer-compactor.



**New Peaks Island
Treatment Facility's
Influent Screen
Rotated out of the
Channel for Inspection**

Pump Stations

CIP subprogram #70 outlines future plans for the remaining pump stations in the City. PWD has undertaken several significant upgrades to the Portland pumping systems in recent years.

- Northeast PS Upgrades in 2017 and 2018 included Pump 1 replacement, and the addition of odor control.
- Fore River PS Upgrades in 2020 (CIP #70 project 2424) Included replacing mechanical piping and valves, installing a bypass connection, screening, generator and HVAC.
- Baxter Boulevard PS (CIP #70 project 3144) Upgrades included pump, valves and piping, and electrical and controls.

Current and future projects include an electrical upgrade to the India and Northeast pump stations. Each will receive new considerations for emergency backup power, along with ancillary HVAC and electrical work. This project is in the preliminary design phase and is expected to enter construction in late 2025.

The City of Portland submitted a Tier III Long-Term Control Plan for the mitigation of CSO flows to Maine DEP in 2011. The plan includes a \$167 million plan over 15 years. This plan focuses on storage and dedicated wet weather systems at the East End WWTF in the later years of the plan. A 2 million gallon storage conduit along Baxter Blvd. and Payson Park was commissioned in 2013. Design and construction of the next two storage conduits is underway, one of which was completed in 2022. These storage conduits are part of the City's collection system and are owned, operated, and maintained by the City. The treatment of flow from the storage conduits is coordinated with the City on an ongoing and regular basis.

Portland Wastewater (continued)

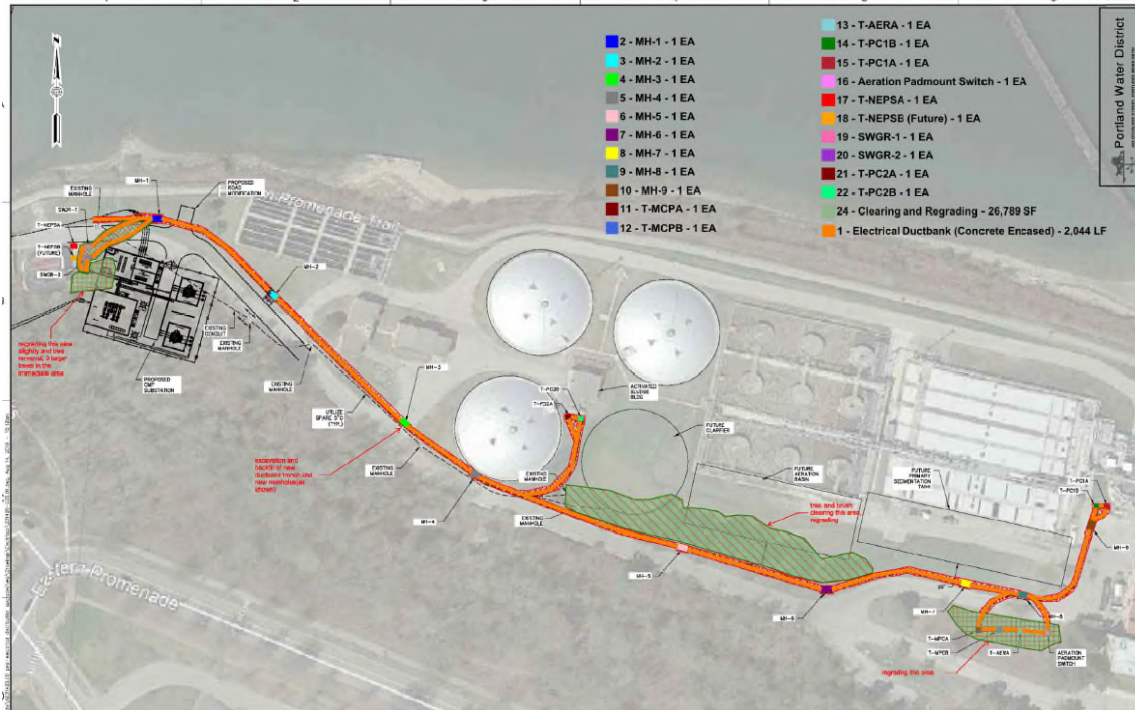
Program Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$300,000		\$500,000		
SCADA & Technology		\$200,000			
WW Collection & Pumping	\$2,000,000	\$150,000	\$1,050,000	\$225,000	\$125,000
WW Treatment	\$6,030,000	\$2,335,000	\$3,055,000	\$4,405,000	\$5,430,000
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$5,780,000	\$1,300,000	\$900,000	\$850,000	\$5,000,000
R&R	\$2,550,000	\$1,385,000	\$3,705,000	\$3,780,000	\$555,000
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000

2019 -2020 CIP 21 project 3014 East End Medium Voltage Power Distribution Upgrade – The project was completed in November of 2022



Portland Wastewater (continued)

Projects by Program	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$300,000		\$500,000		
3268/3/Portland Forcemain Eval /Condition Assessment	\$300,000		\$500,000		
SCADA & Technology		\$200,000			
3315/177/SCADA Server and Dark Fiber Upgrade (PI)		\$200,000			
WW Collection & Pumping	\$2,000,000	\$150,000	\$1,050,000	\$225,000	\$125,000
3135/70/Portland WW Pump Stations - R&R	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
3144/70/Baxter Blvd PS Upgrades Phase II			\$900,000		
3182/423/Torrington Point PS Upgrades				\$100,000	
3187/70/India St PS Generator & HVAC Upgrade	\$1,500,000				
3279/423/Stormwater System Upgrades	\$25,000	\$25,000	\$25,000		
3303/70/Stroudwater PS upgrades, site improvements	\$200,000				
3317/70/WW Systems Portable Equipment Replacement	\$150,000				
WW Treatment	\$6,030,000	\$2,335,000	\$3,055,000	\$4,405,000	\$5,430,000
3019/21/Gravity Thickener #2 Rehabilitation			\$1,750,000		
3020/21/Process Valve and Actuator Replacement	\$150,000	\$30,000	\$30,000	\$30,000	\$30,000
3131/423/Peaks Island R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3133/21/East End WWTF R&R	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
3150/21/HVAC Upgr. - Process Area, Tunnel and Pump Gallery	\$1,750,000				
3154/21/RAS Pump Rehabilitation and AG Building Electrical			\$300,000	\$2,000,000	
3155/21/Heating System Expansion				\$300,000	
3157/21/HVAC Upgrades - 2nd Floor Admin			\$175,000		
3167/423/Electrical Service and Power Distribution				\$750,000	
3192/423/Aeration System Upgrade			\$300,000		
3193/423/Decanter and Mixer Upgrade, Tanks A and B	\$50,000	\$500,000			
3195/423/RDT Rehabilitation		\$30,000			
3196/423/Activated Sludge Process Control Upgrade			\$100,000		
3197/423/WAS Processing System Upgrade/Rehabilitation		\$150,000			
3204/21/Dewatering & Solids Handling System Upgrade	\$2,500,000				\$5,000,000
3239/423/Sludge Handling Upgrades - Design	\$30,000				
3248/21/Locker Room Renovation	\$550,000				
3253/21/Thickened Primary Sludge Handling Rehabilitation				\$1,000,000	
3266/21/Structural/Architectural Assessment/Rehab	\$75,000		\$75,000		\$75,000
3267/21/Outfall Condition Assessment	\$50,000				
3305/21/Primary Clarifier equipment replacement	\$400,000				
3323/21/EEWWTF Fire Alarm Upgrade	\$150,000				
3324/21/EEWWTF - Grit Removal Upgrade		\$1,300,000			
Grand Total	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000

Subprogram # 70 **Portland WW Pump Stations - R&R**

Division: Wastewater - Portland
Funding: R&R, Bonds – Wastewater- Div. 57

Manager: Poulin, Charlene
Priority: Routine replacement

Description:

This program provides for a planned approach to the replacement of obsolete equipment in the Portland wastewater pump stations. Few improvements have taken place during the 25 years of operation. Pumps have to be upgraded, screens reconsidered and control systems revamped.

Justification / Impact:

The pump stations have reached the end of their useful design life and obsolete equipment must be replaced. Continued attention to the pump stations will allow for a predictive approach to maintenance while ensuring operational optimization and reliability.

History:

This program is based on the Portland Pump Station CPE performed by Wright-Pierce and contemplates improvements with funding from the R&R accounts.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,500,000		\$900,000		
3144/70/Baxter Blvd PS Upgrades Phase II			\$900,000		
3187/70/India St PS Generator & HVAC Upgrade	\$1,500,000				
R&R	\$475,000	\$125,000	\$125,000	\$125,000	\$125,000
3135/70/Portland WW Pump Stations - R&R	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
3303/70/Stroudwater PS upgrades, site improvements	\$200,000				
3317/70/WW Systems Portable Equipment Replacement	\$150,000				
Grand Total	\$1,975,000	\$125,000	\$1,025,000	\$125,000	\$125,000

2020 CIP 70-3143-Baxter Boulevard PS Upgrades

\$2,000,000 project completed in Spring of 2022. Below the contractor is lowering a new splitter box for the new electrical service



2022-CIP 70/3257 Baxter Pump Station Force Main Replacement

Completed May of 2022- 1000 ft. of 1980 -12" DI force main replaced with new 12" PVC force main. PWD received \$400,000 of ARPA funds from the City of Portland for this project.

Sargent Corp, Installing new Baxter Blvd Force Main



Condition Assessment – Portland Pump Stations

2020 Portland Pump Station Report

Portland /Peaks Island			
ID	Name	2020 rating	2014 rating
POP04	Great Pond Pump Station	4.79	5.0
POP01	Centennial	4.57	2.59
POP03	Rye Field	3.79	3.66
POP02	Torrington Point	3.70	3.26
POP43	Fore River	4.44	2.35
POP45	Thompson's Point	3.90	4.33
POP46	Arcadia Street	3.84	4.41
POP42	India Street	3.79	3.95
POP48	Westbrook Street	3.69	3.65
POP41	Northeast	3.21	2.89
POP47	Stroudwater	4.2	3.34
POP44	Baxter Boulevard	4.0	3.11
POP49	Garrison Street (2024 under construction)	1.63	2.65
POP50	Congress Street (2024 under construction)	1.63	2.80
Portland Average		3.47	3.43
PWD -All Average (74 Pump Stations)		3.72	3.47



Garrison Street Pump Station - Controls / Pneumatics Pumps-
 2021 CIP project #3184 under design to replace ejector style
 pump station with submersible pump station

Subprogram # 21 **East End WWTF Upgrade**

Division: Wastewater – Portland

Manager: Firmin, Scott

Funding: Bonds & R&R– Wastewater – Div. 57

Priority: Upgrade obsolete facility

Description:

Provide for plant upgrades required to continue to meet regulatory and operational requirements and for the timely routine replacement of equipment nearing the end of its service life. The main focus of the proposed projects to improve plant performance and efficiency.

Justification / Impact:

Physical assets require scheduled maintenance and eventual replacement. Planned upgrades also include instrumentation and control in accordance with current industry practice and provide enhanced automation, monitoring and control of the treatment processes. Regulatory requirements are continuously revised and updated by the EPA and administered by the Maine Department of Environmental Protection. This account provides for the equipment replacement and system upgrades necessary to continue to meet regulatory and operational requirements.

History:

This implementation program began with the Woodard & Curran CPE completed in 1998. In recent years, several system assessments have been conducted to support continued efforts to meet the objectives of this subprogram, including influent channel flow diversion, secondary clarifier CCT isolation, secondary clarification and sludge withdrawal, return activated sludge piping replacement, and primary gallery electrical systems. The largest recent investments were an \$11M upgrade of the aeration system completed in 2015, a \$5M investment in the plant's medium voltage distribution network and backup generator replacement completed in 2022, and a \$10M upgrade to the plant's secondary clarifiers, primary sludge gravity thickener and pumping, and plant water systems.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$4,250,000	\$1,300,000			\$5,000,000
3150/21/HVAC Upgr. - Process Area, Tunnel and Pump Gallery	\$1,750,000				
3204/21/Dewatering & Solids Handling System Upgrade	\$2,500,000				\$5,000,000
3324/21/EEWWTF - Grit Removal Upgrade		\$1,300,000			
R&R	\$1,650,000	\$305,000	\$2,605,000	\$3,605,000	\$380,000
3019/21/Gravity Thickener #2 Rehabilitation			\$1,750,000		
3020/21/Process Valve and Actuator Replacement	\$150,000	\$30,000	\$30,000	\$30,000	\$30,000
3133/21/East End WWTF R&R	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
3154/21/RAS Pump Rehabilitation and AG Building Electrical			\$300,000	\$2,000,000	
3155/21/Heating System Expansion				\$300,000	
3157/21/HVAC Upgrades - 2nd Floor Admin			\$175,000		
3248/21/Locker Room Renovation	\$550,000				
3253/21/Thickened Primary Sludge Handling Rehabilitation				\$1,000,000	
3266/21/Structural/Architectural Assessment/Rehab	\$75,000		\$75,000		\$75,000
3267/21/Outfall Condition Assessment	\$50,000				
3305/21/Primary Clarifier equipment replacement	\$400,000				
3323/21/EEWWTF Fire Alarm Upgrade	\$150,000				
Grand Total	\$5,900,000	\$1,605,000	\$2,605,000	\$3,605,000	\$5,380,000

Subprogram # 3 Wastewater Asset Condition Evaluations

Division: Wastewater - Portland

Manager: Pellerin, Greg

Funding: R & R – Wastewater – Div. 57

Priority: Routine replacement

Description:

This subprogram will provide needed engineering evaluation and programming of similar asset classes across all wastewater treatment plants and critical influent pump stations and force mains. Many of the processes have been upgraded over the years but systems such as electrical and HVAC were not prioritized to be replaced but are critical to the overall operations. Performing engineering evaluations on these critical systems would be the first step in developing a long term plan to replace or upgrade these systems to meet current codes.

Justification / Impact:

Engineering evaluation to develop prioritized schedule and budget to upgrade electrical distribution and heating and ventilation systems across the major wastewater treatment plants. This was completed in 2017 and has led to multi-year CIP improvements as outlined in the evaluations. Many of these systems are original to the plants and pump stations (35- 40 years old). The goal is to upgrade these systems to meeting code and allow for additional capacity to meet the future needs.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$300,000		\$500,000		
R&R	\$300,000		\$500,000		
3268/3/Portland Forcemain Eval /Condition Assessment	\$300,000		\$500,000		
Grand Total	\$300,000		\$500,000		

Previous Years on CIP: none

Related Projects: Subprogram # 3, Comprehensive Infrastructure Asset Management Plan

Procurement Issues: RFP for engineering procurement

From Corrosion Probe Inc. Evaluation of the India Street Force Main in 2019

“Overall, the force main where exposed and evaluated appears to be in fairly good condition. However, chloride intrusion has occurred and future corrosion of the PCCP’s pre-stressed wires can be expected in the coming years. CPI recommends that this force main be evaluated for future replacement or remedial measures such as external concrete encasement or protective wrapping for long term service life extension. Currently, no evidence of immediate failure is present, but a longer-range plan for this force main should be developed after further portions of the pipeline have been evaluated.”



Pictured: India Street 33” pre-stressed Force Main exposed during installation of City Storm Sewer in 2019

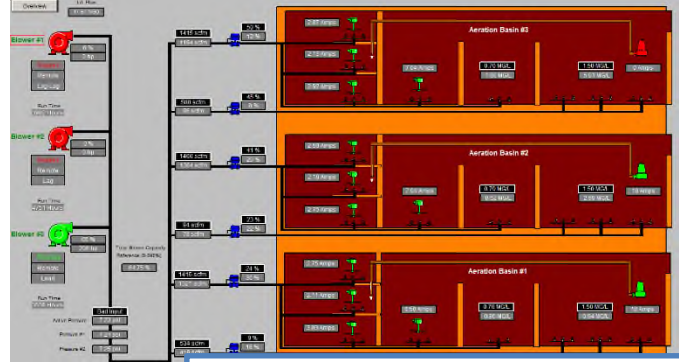
Subprogram # 177 SCADA/Process Control - Wastewater

Division: Wastewater - Portland
Funding: R & R – Wastewater – Div. 57

Manager: Pellerin, Greg
Priority: Upgrade obsolete facility

Description:

The program supports all 80 wastewater sites across PWD in upgrading and replacing the existing Supervisory Control and Data Acquisition (SCADA) equipment. The work needed is replacement of hardware and software to be compatible to PWD SCADA standards and provide for increased automation of wastewater systems and treatment. Programmable Logic Controllers (PLC) have been replaced across PWD to meet the new standards and remove outdated, non-maintainable equipment.



Justification / Impact:

The benefit of this program is to increase the automation and reduce the staff hours needed to perform routine activities for the systems and treatment plants across PWD.

In 2024, staff has launched an upgrade to renew the existing server hardware for the SCADA network at EEWWTf. This project will be complete Q1 2025.

History:

PWD started changing out the system in 2003 by replacing the existing 20 year-old system across the six wastewater communities and installing new SCADA equipment where it did not exist. All systems have been retrofitted or replaced but more automation of these systems will continue.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
R&R		\$200,000			
3315/177/SCADA Server and Dark Fiber Upgrade (PI)		\$200,000			
Grand Total		\$200,000			

Previous Years on CIP: 2003 to present
Related Projects: Subprogram #110

Subprogram # 423**Peaks Island WW Treatment and Systems****Division:** Wastewater - Peaks**Manager:** Firmin, Scott**Funding:** R & R – Wastewater – Div. 66**Priority:** Routine replacement**Description:**

This account will provide for timely routine replacement of equipment at the Peaks Island Treatment Facility and pump stations.

Justification / Impact:

Physical assets require scheduled maintenance and eventual replacement. This project provides funding for the efficient and timely replacement of equipment using routine and replacement funds.

History:

This program has been used at most PWD wastewater systems in the past.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
_WW Collection & Pumping	\$25,000	\$25,000	\$25,000	\$100,000	
Bonds				\$100,000	
3182/423/Torrington Point PS Upgrades				\$100,000	
R&R	\$25,000	\$25,000	\$25,000		
3279/423/Stormwater System Upgrades	\$25,000	\$25,000	\$25,000		
_WW Treatment	\$130,000	\$730,000	\$450,000	\$800,000	\$50,000
Bonds	\$30,000			\$750,000	
3167/423/Electrical Service and Power Distribution				\$750,000	
3239/423/Sludge Handling Upgrades - Design	\$30,000				
R&R	\$100,000	\$730,000	\$450,000	\$50,000	\$50,000
3131/423/Peaks Island R&R	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3192/423/Aeration System Upgrade			\$300,000		
3193/423/Decanter and Mixer Upgrade, Tanks A and B	\$50,000	\$500,000			
3195/423/RDT Rehabilitation		\$30,000			
3196/423/Activated Sludge Process Control Upgrade			\$100,000		
3197/423/WAS Processing System Upgrade/Rehabilitation		\$150,000			
Grand Total	\$155,000	\$755,000	\$475,000	\$900,000	\$50,000

Previous Years on CIP: 2007 – present

Peaks Island Treatment Facility – Built 1994

Water and Wastewater – Multi-fund Program

The projects below are being completed and benefits multiple water and wastewater funds and are allocated to the respective fund based on the relative use of the asset.

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
SCADA & Technology	\$360,000	\$960,000	\$360,000	\$360,000	\$360,000
Vehicle/Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Water Distribution System	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Water Facilities Program	\$2,650,000	\$2,150,000	\$1,650,000	\$300,000	\$300,000
Grand Total	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
3071/3/Comprehensive Infrastructure Asset Management Plan	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
SCADA & Technology	\$360,000	\$960,000	\$360,000	\$360,000	\$360,000
3038/50/Technology Upgrade and Replacement	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
3039/50/Upgrade of Finance System		\$600,000			
Vehicle/Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
3041/326/Vehicle and Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Water Distribution System	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
3046/63/Meter Replacement and Leak Detection	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Water Facilities Program	\$2,650,000	\$2,150,000	\$1,650,000	\$300,000	\$300,000
3050/68/Facility Upgrades	\$150,000	\$150,000	\$150,000	\$300,000	\$300,000
3054/68/HVAC Improvements -Phases 2, 3, 4	\$1,600,000	\$700,000			
3055/68/Douglass Street Roof repl. Ph 4	\$400,000				
3217/68/Office Renovations- post HVAC projects	\$300,000	\$300,000			
3283/68/Douglass St - Aggregate Storage Facility		\$200,000	\$1,500,000		
3308/68/Garage for Vacuum Excavator and WW Vac Truck	\$200,000				
3320/68/Douglass St. Fuel Tanks		\$300,000			
3321/68/Douglass St. Hot Water Boiler		\$500,000			
Grand Total	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$1,600,000	\$1,800,000	\$1,500,000		
R&R	\$2,510,000	\$2,410,000	\$1,610,000	\$1,760,000	\$1,760,000
Grand Total	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000

Subprogram # 3 Comprehensive Infrastructure Asset Management Plan

(Updated CWSSP Plan)

Division: Allocation

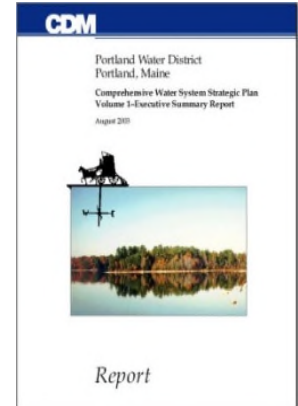
Manager: Crovo, Chris

Funding: Water Master Plan Reserve

Priority:

Description:

PWD completed a Comprehensive Water System Strategic Plan (CWSSP) in 2003. This plan has served as PWD’s water system master plan for the past 16 years and also served as a driver to develop an Asset Management approach to infrastructure maintenance and replacement of all PWD’s assets. This project will provide an update to the existing CWSSP plan but will also build out Asset Management Plans for all PWD’s water and wastewater critical assets.



Justification / Impact:

Since the completion of the CWSSP plan in 2003 PWD has completed the following;

- Completed an Asset Inventory of PWD’s Infrastructure Systems
- Fully developed and integrated PWD’s CMMS and GIS system (Asset Information Management System – AIM)
- Updated portions of the Hydraulic Model for the Water system
- Completed many of the recommended capital projects
- Maintained a financial model for water system and wastewater communities
- Conducted many evaluations and condition assessments of many critical assets

PWD is preparing to take the next step in Asset Management and would be seeking consulting assistance to complete the following;

- Determine assets that are critical to sustained performance and develop asset management plans for each asset class
- Development of condition-based monitoring plans and deployment
- Determine long-term optimized financial strategy

This effort would be used to update and create a single document outlining the status of PWD’s infrastructure and a multi-year plan on projects to be completed in the coming decade.

Budget Summary:

Projects by Program	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Comprehensive Planning	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
R&R	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
3071/3/Comprehensive Infrastructure Asset Management Plan	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Grand Total	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Previous Years on CIP: 2019

Related Projects:

Procurement Issues: Engineering consulting procurement – purchasing policy

Subprogram # 50 Technology Upgrade and Replacement

Division: Allocation
Funding: R & R – Water- Div. 10

Manager: Davis, Chad
Priority: Routine replacement

Description:

PWD has made a commitment to using technology as a means of operating more efficiently. This project is therefore an ongoing one and crosses all department lines and major processes. The focus is on establishing and maintaining a stable reliable network and databases to support PWD decision making, planning, budgeting and daily work activities. The project must also plan for growth and adaptation as new technology solutions become feasible.

Justification / Impact:

While economic payback can be demonstrated for many of the line items in this project, replacement of obsolete facilities is also a factor in technology investment. A fast, secure, reliable network and databases impacts PWD's ability to be proactive and competitive. Better available information that is timely supports a customer-centric business perspective.

History:

Technology infusion into PWD began anew after an EMA study in 1996 recommended the use of technology to reduce a competitive gap, improve customer service and operating efficiency. Early on a technology master plan was developed as a guide for PWD's investments. Key development work focused on building a stable reliable network infrastructure, acquiring best fit software solutions and populating the associated databases and documenting standard operating procedures. Most of the work was done in team environments to ensure the technology solution met the needs of the target PWD employee group. The PWD network consists of a 206 PC/Laptop/Thin Client wide area network supported by 39 servers housing various applications and data sources supporting asset management, customer billing, financials, GIS, voice mail, email, and VoIP phone. PWD's network also supports over fifty employees in the field via a wireless data network. Technology advances and cost savings continue to influence the design and delivery of information to PWD's employees and customers.

Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
_SCADA & Technology	\$360,000	\$960,000	\$360,000	\$360,000	\$360,000
Bonds		\$600,000			
3039/50/Upgrade of Finance System		\$600,000			
R&R	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
3038/50/Technology Upgrade and Replacement	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Grand Total	\$360,000	\$960,000	\$360,000	\$360,000	\$360,000

Previous Years on CIP: All since 1996

Related Projects:

Procurement Issues: Standard procurement procedures are used for major hardware, software and consulting purchases.

Subprogram # 326 **Vehicle and Equipment Replacement**

Division: Allocation
Funding: R & R – Water- Div. 10

Manager: Hudak, Joshua
Priority: Routine replacement

Description:

This project is to replace a portion of PWD's Vehicle and Equipment fleet each year. This year's review included the evaluation of all of the vehicles and equipment which have met or exceeded the trade criteria. In reviewing the fleet, the replacement cost is between \$4,500,000 and \$5,000,000.

Justification / Impact:

The rolling stock and construction equipment fleet are essential to PWD's "mission to provide PWD's customers with quality water, wastewater and related environmental services." Maintaining a reliable fleet of vehicles and equipment enables staff to fulfill the mission with safety, efficiency and timeliness. Worker safety, efficient operations and customer satisfaction are the basic benefits of maintaining a sound vehicle and equipment inventory.

History:

The Asset Management Department conducts an annual evaluation of major pieces of equipment and vehicles to determine PWD's annual replacement needs. The various trade criteria are also reviewed to ensure that they are appropriate. Based on the age and use of the fleet, projections of future annual costs are included in the five-year plan. These projections are re-reviewed each year to develop a minimum replacement program for the current year. Several major pieces of equipment will need to be replaced in the next two to four years.



Origin of the Subprogram:

Annual review and replacement of vehicles and equipment is a basic operating need of any geographically dispersed utility.

Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Vehicle/Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
R&R	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
3041/326/Vehicle and Equipment Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Grand Total	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Previous Years on CIP:

All

Procurement Issues:

Specifications are developed and proposals are solicited from approximately thirty vehicle and equipment dealers. Purchases are made on the basis of price and other criteria which lead to lowest life cycle cost.

2024 Annual Vehicle and Equipment Estimated Replacement Cost and Trade-in values

2025 Annual Vehicle and Equipment Replacement		Estimated Cost	Actual Cost
VEH25010- AWD SUV for A5	ASSET PURCHASE	\$27,000	
VEH25020- 4x4 with utility body/ extended cab	ASSET PURCHASE	\$51,000	
VEH08070- 3/4 ton with utility body	TRADE	(\$5,500)	
VEH25040- 4x4 F150 extended cab with cap	ASSET PURCHASE	\$45,000	
VEH13070- F150	TRADE	(\$5,500)	
VEH25050- 4x4 F150 extended cav with Utility Cap	ASSET PURCHASE	\$51,000	
VEH14090- F250 w/ utility body	TRADE	(\$8,000)	
VEH25060- Crew Truck	ASSET PURCHASE	\$95,000	
VEH17030- 5500 Crew Truck	TRADE	(\$20,000)	
VEH25070, VEH25080- 4x4 F150 extended cav with Utility Cap	ASSET PURCHASE	\$95,000	
VEH17060/VEH17090- Utility Vans	TRADE	(\$18,000)	
VEH25090- Utility Chasis with crane	ASSET PURCHASE	\$100,000	
VEH13030- Crane truck	TRADE	(\$7,000)	
Total CIP Request		\$400,000	\$ -



New Lake Patrol Boat - Replaced in 2022

Subprogram # 63 **Meter Replacement and Leak Detection**

Division: Allocation
Funding: R & R – Water - Div. 10

Manager: Wallace, Jim
Priority: Routine replacement

Description:

This work includes the cost to maintain the Long Service Meter Change program, and replacement of damaged meters. It also includes the purchasing of leak detection and monitoring equipment. PWD completed a change out of all of its 50,000 meters to radio read system in 2009. The meters and batteries are expected to last 20 years for the smaller meters and less for the larger meters. Preliminary work has begun exploring the strategy to replace the meters and related encoder receiver transmitters (ERTs). A project to replace meters globally across the district is underway, with completion expected in 2028.

Justification / Impact:

is a required program to meet PUC requirements and maintain accurate billing of customer accounts and account for lost water. Since long service meters typically underestimate the actual water flow, the Long Service Meter Change program is needed to ensure that PWD receives all the revenue to which it is entitled.

History:

New terms and conditions have recently been instituted to increase the long service interval from 15 to 20 years.

Origin of the Subprogram:

These costs do not reflect the value of meters and radio reading devices that are contributed by customers.

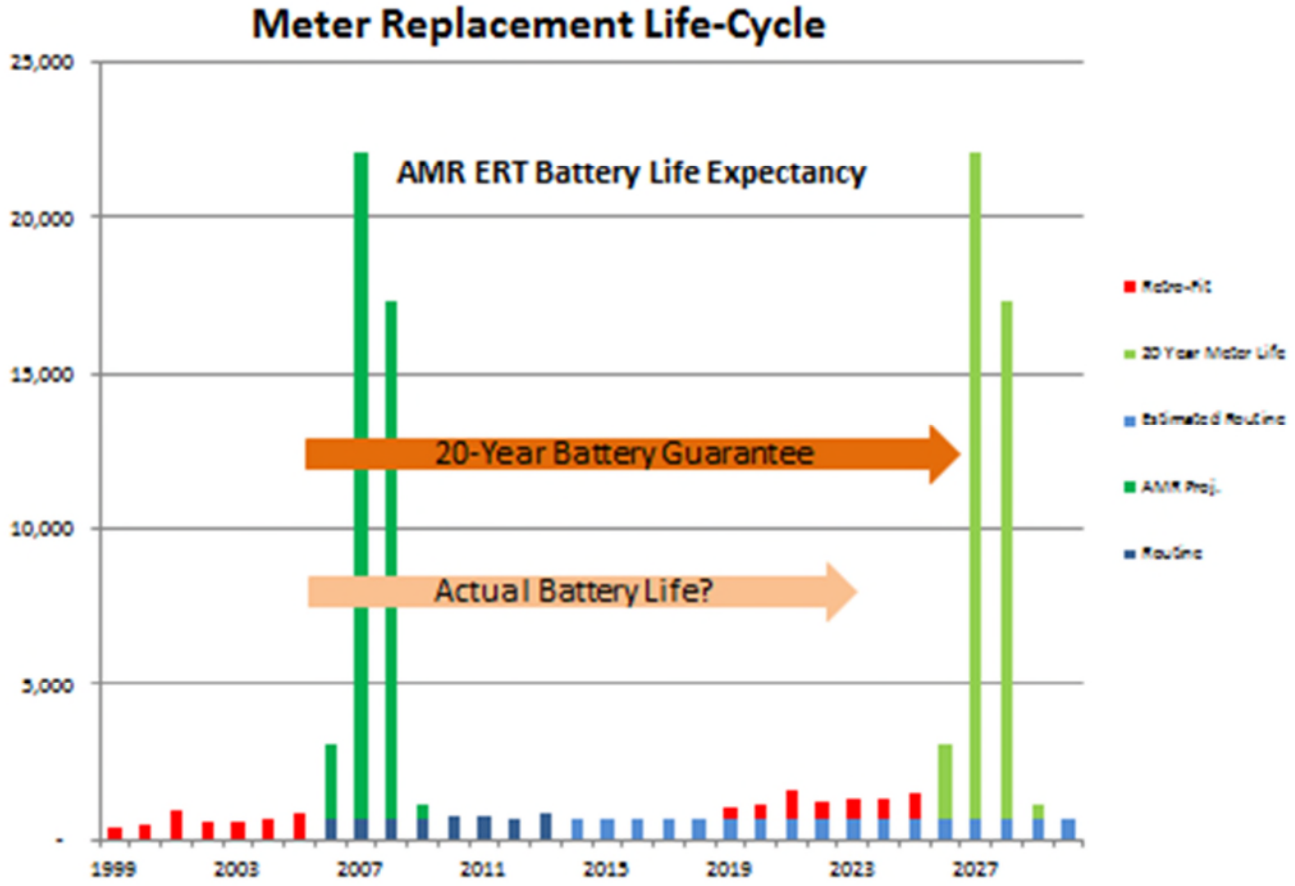
Budget Summary:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Water Distribution System	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
R&R	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
3046/63/Meter Replacement and Leak Detection	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
3250/63/Master Meter Plan					
Grand Total	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Previous Years on CIP: All
Related Projects: none
Procurement Issues: Standard meter procurement procedures.



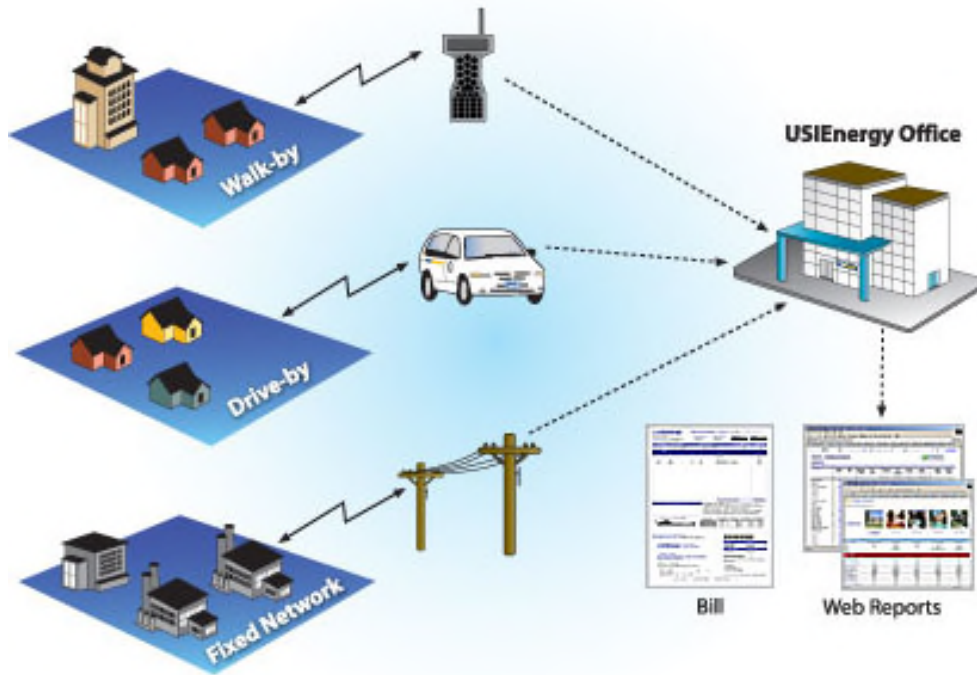
Subprogram # 63 Meter Replacement and Leak Detection



The above graph is projecting the life cycle of PWD’s 60,000 meters.
 The next major meter change-out is projected for 2026-2028.

Subprogram # 63 Meter Replacement and Leak Detection

Twenty-years ago the District changed their system from a walk-by meter reading system to drive-by system. In 2024, it was decided to begin the migration to a fixed network system. This \$30 million project is scheduled to begin in 2025 and be completed in 2028. The new system will have non-mechanical meters and provide enhance customer services and provide additional information to operation staff to be manage the water system.



	AMR	AMI
Meters	✓	✓
Endpoint Radios	✓	✓
Mobile Collector	✓	
Network		✓
Consumption Data	✓	✓✓✓
Initial & Final Reads		✓
Pressure		✓
Temperature		✓
Backflow Monitoring		✓
Remote Connect/Disconnect		✓
Leak Detection		✓
Leak Forgiveness		✓
Vacation Monitoring		✓
Water Rate Equity		✓
Zero Consumption		✓

Table outlines some of the differences between the current drive-by AMR system and fixed network AMI system

Subprogram # 68

Facilities Improvements

Division: Allocation
Funding: R & R – Water- Div. 10

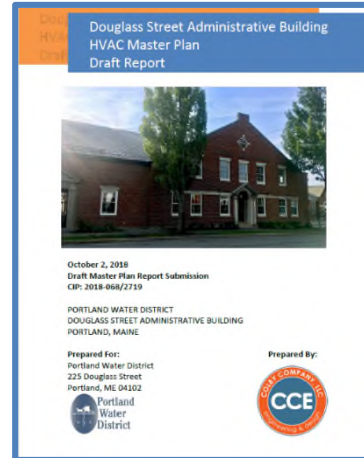
Manager: Hudak, Josh
Priority: Upgrade obsolete facility

Description:

This project is a combination of numerous subprojects addressing the improvements and maintenance needs of the Douglass Street and Lake office facilities. Some of the projects shown in this year’s plan are ongoing projects while others are for the current plan year only.

Justification / Impact:

In order to maintain PWD’s office facilities in good condition and provide a suitable environment for PWD’s employees and customers, it is necessary to have a program to address any problem areas and additional requirements. In order to maintain the integrity of the facilities, problem areas such as leaks, indoor air quality, worn out or aging equipment and infrastructure needs to be addressed on an ongoing basis.



Budget Summary:

Projects by Program

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Water Facilities Program	\$2,650,000	\$2,150,000	\$1,650,000	\$300,000	\$300,000
Bonds	\$1,600,000	\$900,000	\$1,500,000		
3054/68/HVAC Improvements -Phases 2, 3, 4	\$1,600,000	\$700,000			
3283/68/Douglass St - Aggregate Storage Facility		\$200,000	\$1,500,000		
R&R	\$1,050,000	\$1,250,000	\$150,000	\$300,000	\$300,000
3050/68/Facility Upgrades	\$150,000	\$150,000	\$150,000	\$300,000	\$300,000
3055/68/Douglass Street Roof repl. Ph 4	\$400,000				
3217/68/Office Renovations- post HVAC projects	\$300,000	\$300,000			
3308/68/Garage for Vacuum Excavator and WW Vac Truck	\$200,000				
3320/68/Douglass St. Fuel Tanks		\$300,000			
3321/68/Douglass St. Hot Water Boiler		\$500,000			
Grand Total	\$2,650,000	\$2,150,000	\$1,650,000	\$300,000	\$300,000

Previous Years on CIP: 2000

2024 CIP – Project 68/3054 HVAC Improvements Phase 3 (included office renovation) \$525k - **Completed October 2024.**



Unsafe material abatement in existing tile abatement during construction



Watershed/Land Funds

Subprogram # 1

Watershed Land Acquisition

Division: Water - General

Manager: Jackson, Laurel

Funding: Watershed Land Reserve

Priority: Regulatory mandate

Description:

Purchase land with or without buildings in accordance with the Policy for Watershed Land Acquisition in Standish.

Justification / Impact:

Ownership of land, particularly along the shore of Sebago Lake within the two-mile limit, is the surest way to control land use and body contact that affect Lower Bay water quality..

History:

PWD has a long standing policy to purchase Sebago Lake water frontage and other critical land for the purpose of watershed protection and long-term maintenance of Sebago Lake water quality. PWD does not aggressively solicit land to buy, but has made public its interest to purchase watershed land and, in recent times, all purchases have resulted from seller-initiated contacts.

Origin of the Subprogram PWD ownership of land in Lower Bay is the most effective tool to control land use and to minimize potential for contamination by *Giardia*, *Cryptosporidium* and viruses in the intake zone, as required by 40 CFR 141.71 Criteria for Avoiding Filtration.

Budget Summary:

<u>Budget year</u>	<u>Project</u>	<u>Budget Year Cost</u>
PEND 1	Watershed Protection Land Purchase	Approved as Needed

Total Cost, All Years:

Previous Years on CIP: All since 1994
Related Projects: None
Procurement Issues: Purchase decisions are negotiated on the basis of professional real estate appraisals. Board of Trustees approval of individual purchases is required.

Eel Cove – Shorefront properties within the two-mile limit and their tax-assessed values.

Tax Map Lot	Tax Assessed Value		
	Land	Building	Total
18-1	\$316,900	\$37,500	\$354,400
18-2	\$400,700	\$78,500	\$479,200
42-2	\$229,300	\$42,500	\$271,800
42-4	\$237,700	\$21,600	\$259,300
42-12A	\$30,900	\$0	\$30,900
42-13	\$30,900	\$0	\$30,900
42-18	\$269,500	\$184,700	\$454,200
42-20	\$396,200	\$125,800	\$522,000
42-24	\$63,300	\$11,700	\$75,000
	TOTALS		\$2,477,700

Recent purchases: Lanny/Porter purchased in 2007, Stanford in 2008, Messenger 2017, Webb 2018

Subprogram # 2 Watershed Land Conservation

Division: Water - General

Manager: Hunt, Paul

Funding: Bond – Water – Div. 20

Priority: Regulatory mandate

Description:

Contribute towards land conservation projects in the Sebago Lake watershed in accordance with the Watershed Land Conservation Policy and 40 CFR 141.71, Criteria for Avoiding Filtration.

Justification / Impact:

There is a direct link between the degree to which a watershed is forested and the quality of water in the lakes and streams within it (AWWA, 2004). Conservation of forested land in perpetuity protects water quality, which benefits both customers of the Portland Water District and all other users of Sebago Lake.

History:

In 2007 the Portland Water District trustees adopted a policy to support measures to conserve Sebago Lake watershed land in perpetuity to protect water quality and to provide open space for public access. PWD acknowledges that it is neither feasible nor necessary to own all land in the watershed. Instead PWD cooperates and partners with organizations and individuals who seek to preserve and manage their watershed lands in a manner that protects water quality and therefore protects the health of drinking water consumers. In 2012, the policy was amended to allow for a contribution of up to 25% of the easement/acquisition value and a Standard Operating Procedure was developed for assessing projects. PWD works closely with local partners and conservation organizations to achieve its watershed land protection goals and in 2017 a partnership called Sebago Clean Waters (SCW) was formalized. In 2020, PWD, on behalf of Sebago Clean Waters, was awarded an \$8 million dollar grant from the Natural Resources Conservation Service via its Regional Conservation Partnership Program. As lead partner PWD manages the funds and reports to NRCS on an annual basis. The goal of the Sebago Clean Waters partnership is to bring the watershed from 10% conserved (in 2000) to 25% conserved by 2032. WD’s estimated contribution is outlined in the budget summary.

Budget Summary:

<u>Budget year</u>	<u>Project</u>	<u>Budget Year Cost</u>
2025	Pend Watershed Land Conservation - PWD’s match	\$600,000

Previous Years on CIP:

Two

Related Projects:

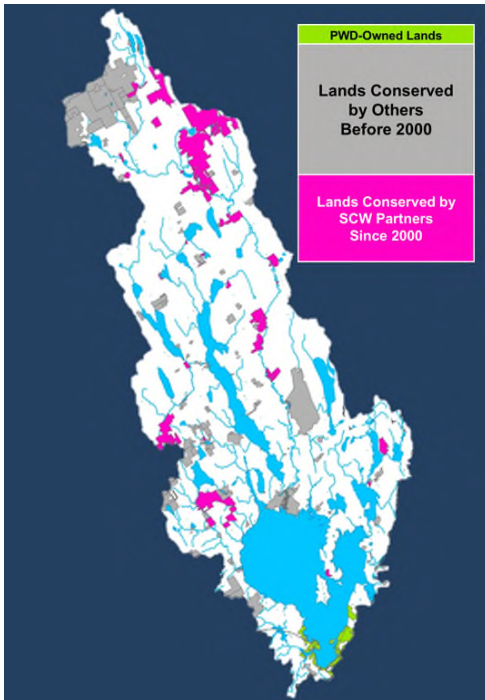
Subprogram #1 – Watershed Land Acquisition (Lower Bay)

Procurement Issues:

Project contributions are recommended by staff based on a formula. Board of Trustees approval of contributions is required.

Subprogram #1 and #2 are pending unscheduled work that may occur in 2025. If projects are undertaken, the Board of Trustees will be requested to approve and the Capital Improvement Plan amended. The project funding has not been included in the 2025 budget.

Watershed Land Conservation Progress



Conservation Land Acquired by Land Trusts with District Support				
Year	Projects	Acres	Amount of District Support	Total Value of Land Acquired in Fee or Easement
2008	1	350	\$5,000	\$100,000
2009	1	23	\$500	\$25,000
2010	1	60	\$10,000	\$1,500,000
2011	1	690	\$9,250	\$750,000
2012	2	116	\$6,900	\$297,000
2013	4	1,005	\$68,990	\$718,500
2014	4	1,301	\$346,443	\$2,410,000
2015	3	145	\$25,585	\$130,600
2016	0	0	\$0	\$0
2017	3	124	\$19,220	\$175,000
2018	3	1,646	\$370,994	\$1,781,000
2019	2	47	\$17,190	\$143,000
2020	2	57	\$13,285	\$68,500
2021	1	7,700	\$497,000	\$3,800,000
2022	0	0	\$0	\$0
2023	7	1,621	\$616,410	\$3,186,100
2024	1	400	\$148,000	\$820,000
Totals	36	15,285	\$2,154,767	\$15,904,700

Introduction

PWD has the responsibility to manage their financial resources by establishing and following prudent financial policies and procedures. A summary of the significant financial policies is listed below. PWD is in compliance with the policies, except where noted below (non-compliance is noted in red). Each policy is designated as being adopted by Law, Board or Management - see designation in parenthesis by policy title. Policies are reviewed periodically for relevance and adherence to the policy.

Significant Financial Policies

Accounting, Auditing, and Financial Reporting:

Basis of Accounting (Law-Charter)

PWD maintains its accounting records and reports on its financial conditions and results of operations in accordance with generally accepted accounting principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB). As a business-type activity, PWD is accounted for in enterprise funds. Enterprise funds are accounted for on the flow of economic resources measurement focus, using the accrual basis of accounting. Under this method, all assets and liabilities are included in the statement of net position, revenues are recorded when earned, and expenses are recorded the time the liabilities are incurred. (See Budgeting and Financial Planning section for difference between GAAP and Budget.)

Fund Structure (Law-Charter)

As required by PWD's charter, eight-supporting enterprise funds will be maintained—one fund for water service and seven funds for each of the communities provided with wastewater service. Revenues and expenses that are solely for the benefit of that fund are allocated directly to the enterprise fund. Enterprise funds, used for business-like activities, operate on an accrual basis. The accrual basis of accounting used by enterprise funds requires revenue to be recognized when it is earned and expenses to be recognized when the related benefit is received.

By contract, PWD provides billing and meter reading services to two communities. Related costs are recorded in the appropriate fund. Costs that benefit more than one fund are recorded in an allocated fund. The balance in each fund is fully allocated to the appropriate enterprise or contracted utility billing funds. A detail explanation of the allocation methods used is provided on subsequent pages (see Cost Allocation Policy Detail on subsequent pages).

2024/2025 Policy Changes/Highlights **Pension Funding Policy**

Historically, PWD has funded the plans with at least the recommended actuarially determined amount. Because the plan is closed to new participants, the actuary has estimated that contributions to the plan will only be needed for a few more years, it was recommended fund the plan with \$1.0 million contribution in 2025..

Capital Reserve Funding.

In 2014, the Board adopted a policy to create a capital reserve that was allowed under a new state law. The law stated PWD could allocate 10% of revenue to a capital reserve that could be used to finance approved projects. In 2025, it is assumed 10% of water revenue will be allocated to the fund. The Board amended the policy expanding the use of the funds to other water fund projects in addition to the traditional use of the fund to pay for water main replacement.

Engineering Services General Cost Allocation

Each year a review of how general costs are allocated to the funds is done. For the 2025 budget, the allocation method for general engineering services was changed from relative gross asset cost for each fund to the estimated replacement asset cost for each fund. The impact of the change is allocated more costs to the Water and Cumberland funds and less to all the others.

Subscription-Based Information Technology Arrangement.

A new accounting rule, GASB 96, requires the recognition of an intangible asset for the present value of likely payments for subscription-based purchase of computer software. The 2025 Budget captures the amortization expense as a capital expenditure. The 2025 budget has recognized a total expense of \$269,635.

Budget – Salary

In prior years, the salary/wage of all authorized employees were included in the budget. In 2024, the budget assumes five positions will be vacant reducing the budget by \$320,000.

Significant Financial Policies (continued)

Financial Planning Policies:

Annual Audit (Law-Charter)

Annual audit shall be conducted each year by June 30. The Board of Trustees shall appoint auditors.

Financial Reporting (Management)

Monthly financial reports should be distributed to the Board of Trustees and Management for their review. The report should include a comparison of actual results to budget with variances noted and explained.

Basis of Budgeting (Management)

The budget is consistent with GAAP, including the utilization of accrual accounting, except for the following items:

- Depreciation, being a non-cash expense, is not budgeted
- Contributions to asset renewal and replacement cash reserve is budgeted
- Principal Payments are included in the budget
- Contributed assets are not included in the operating or capital budget
- Pension Actuarially Determined Contribution is included in the budget opposed to the pension expense
- Net proceeds of asset sales are not recorded in the budget

The Board must authorize any amendment to the operating budget that results in a net increase in the total net operating budget. The general manager and treasurer are authorized to approve transfers between departments and funds. The Board of Trustees must approve all capital projects. The upcoming year's projects listed in the Capital Expenditure section of this document are approved when the document is adopted. As long as the actual costs are at or below the approved amount and it is awarded to the lowest bidder, the project does not need additional Board approval.

The policy requires the preparation of a multi-year projection of operating and capital expenses. The budget must be completed so the wastewater communities can be assessed the annual estimated costs by January 15th of each year. The PWD budget year is January 1 to December 31.

Balanced Budget (Charter)

A balanced operating budget is a budget that has total expenditures equal to total revenues, including use of fund balance. A balanced capital budget is a budget that has total expenditures that do not exceed available renewal/replacement fund amounts and external financing (bonds, grants or contributions).

Significant Financial Policies (continued)

Financial Planning Policies (continued):

Long-Range Planning (Management)

Capital Improvement Plan

A five-year capital improvement plan (CIP) will be updated annually. The Board may authorize capital expenditures in the upcoming year as long as the staff awards the project to the lowest bidder and the total project budget is within the amount in the CIP.

Operating Budget

Operating projections of at least three future years are created. For the water fund, the projection is used to recommend an appropriate water rate adjustment annually. For most communities, wastewater services are a joint effort of PWD providing treatment and interception service and the community providing collection and storm drain services. PWD's projected assessment of our cost and their internal costs are considered when determining the appropriate sewer rate. All funds incorporate the recommendations of the capital plans and operational evaluations/studies when projecting operating costs.

Asset Inventory (Management)

PWD utilizes an asset management system, Lucity EAM, that tracks PWD's assets. All employees must record their time to work orders and the applicable asset they are working on. Asset classifications are reviewed for accuracy and completeness with the review focusing on the most important assets. Condition rating assets has been completed on some assets. Efforts will continue on critical assets. Asset evaluation studies are completed periodically on critical assets.

Revenue Policies:

Water Rates (Board)

Water rates are established to provide sufficient revenues to support the operation of the water fund's activities. In 1994, 2006, and 2016 cost of service studies calculated for each customer class (e.g. – residential, commercial, etc.) the amount of revenues generated and costs incurred. The study indicated that some classes were subsidizing other classes. Immediately recognizing the impact of changing rates to reflect the cost of service for each customer class would cause significant rate shock for some customers. The Board adopted the approach of gradually adjusting rates over the future rate adjustments to address this issue. PWD established a policy in 2007 to gradually increase the rates of classes that were not paying rates appropriate to their cost-of-service allocation at a rate of 150% of the rate adjustment for residential customers. The increases are made through a combination of adjustments to base or meter charges and to the volumetric rates, including adjustments to each consumption tier or block.

Cost-of-service studies should be done periodically, approximately every 10 years, or if significant financial or operational change occurs that may have shifted the costs to serve the different customer classes. Generally, the Board has approved a small annual rate adjustment near the increase in the Consumer Price Index.

Significant Financial Policies (continued)

Water Rates (Board) (continues)

In 2013, a new state law allowed for funding through an infrastructure capital reserve. The law allows PWD to include an additional 10% in rates to fund a capital reserve. The 2024 Budget allocates the maximum 10% of revenue to the capital reserve.

Revenue Policies (continued):

Wastewater Assessment (Law -Charter)

Wastewater assessments are established to provide sufficient revenues to support the operation of each of wastewater funds' activities. By state law, the municipality must pay PWD's assessment.

Service Fees (Board)

Fees for miscellaneous services are based on the actual cost to provide the service. Effective January 1, 2016, PWD's Board can authorize changes for water related fees without Maine Public Utilities Commission (PUC) approval. PWD must file Terms and Conditions (T&Cs) with the Maine PUC for information purposes only. The T&Cs includes the fees for any service PWD requires customers to obtain from PWD. Additionally, the Board annually approves non-water related fees. Effective in 2023, all fees will be reviewed as part of the budget process and become effective the following January 1st.

Investments (Board)

Operating fund investments must be invested with the primary objective, in priority order, of safety, liquidity and yield. Investments should be made in securities that are backed directly or indirectly by the federal government. Currently, PWD is in compliance with the policy.

Pension funds' investments will be primarily invested in a diversified portfolio of equity and debt securities within guidelines established in the policy. The policy was revised to allow for U.S. equities portion of plan assets, securities of foreign-based issuers that are transacted in U.S. dollars on U.S. exchanges are permitted up to a limit of 20%, an increase from 10%, and will be classified as U.S. equities. In March 2024, the policy was amended reducing the target weight for international equities by 5% and increasing the target weight for US Equities by 5%.

	Minimum Weight	Target Weight	Maximum Weight
US Equities	30%	45%	50%
International Equities	5%	20%	30%
Bonds	20%	25%	40%
Alternatives	0%	10%	15%
Cash & Equivalents	0%	0%	30%

Use of One-time/Unpredictable Revenue (Board)

PWD's Board has established a fund to collect the net proceeds of watershed land sales. The fund is dedicated to future investment in protecting the watershed land. Unexpected water net income is typically allocated to a contingency or rainy-day fund. However, the Board considers whether any portion should be allocated to the watershed land fund. The Board has established a goal of 25% and 15% of operating expense for the contingency and watershed land funds, respectively. Unexpected wastewater net income is retained in the individual funds contingency fund.

Significant Financial Policies (continued)

Expenditure Policies:

Debt (Board) not fully in compliance

Debt may be issued for capital expenditures only. There is no legal limit for the amount of debt PWD can issue. However, the Board has set a maximum target for debt service in any fund to 35% of total budget. The target is close to industry standard (AWWA Industry Benchmark, median). In addition, operating revenue available for debt service should be at least 125% of the annual debt service.

PWD is projected to be in compliance with the benchmarks in 2024 except in Westbrook and Windham due to significant capital projects (i.e., Westbrook Wastewater Treatment Facility upgrades, Little Falls Conveyance, and North Windham Wastewater System projects). Debt will not be issued for longer than the useful life of the assets being financed. The average duration of outstanding debt should be 10 years or less.

Reserve Balances (Board) not fully in compliance

Each operating fund has a target balance of 25% of annual net operating budget. All funds are below the 25% threshold except the Portland Wastewater fund. The Cumberland's conservative forecast projects a small deficit by the end of 2024. If the deficit actually occurs, it will be added to future assessment. Additional emergency repairs expense was budgeted for 2025. Hopefully, the expense won't be needed and will be used to replenish the contingency balance.

Each fund has a cash reserve fund for the renewal and replacement of fixed assets. The target balance for the water and wastewater funds are 1% and 5%, respectively, of gross fixed asset costs. The wastewater target was increased from 3% to 5% in 2017. The Water, Westbrook Wastewater, and Windham Wastewater funds meet the target balance now and projected for the next 5 years. Cape Elizabeth, Cumberland, Gorham and Portland Wastewater Funds do not meet the increased target currently. Cape Elizabeth is expected to meet the target balance by 2029. In addition, the Water fund has a target balance of 15% of the annual net operating budget for a watershed land reserve. We project the reserve to be at 5.1% at the end of 2025. The 2026–2029 trend of operating and renewal & replacements fund balances for each of the water and wastewater funds are located in the 2025 Budget by fund section.

Capital Expenditures (Board)

A capital expenditure is a project with a cost of \$25,000 (Water/Portland funds), or \$10,000 (other funds) or more and has a useful life greater than 5 years. An exception is made for certain assets annually purchased in bulk that exceed the \$25,000 (Water/Portland funds) or \$10,000 (other funds) amount in a year. For example, individual hydrants, meters, valves and service lines cost less than \$25,000 but total annual purchases exceed \$25,000.

The Board of Trustees must approve all capital expenditures. An annual capital improvement plan is reviewed and approved by the Board and provides authorization for capital expenditures as long as the project costs are not exceeded and the lowest bid is accepted. If a project's cost is anticipated to exceed the budget or the lowest bid is not accepted, the Board must specifically authorize. The General Manager can approve emergency capital expenditures, but must inform the Board of the expenditure.

Significant Financial Policies (continued)

Expenditure Policies (continued):

Purchasing (Board)

The policy outlines the requirements for obtaining competitive pricing and the formal bidding processes. It also establishes authorization levels for operating expenses including the requirement that expenses greater than \$50,000 be approved by the Board. Amounts less than \$50,000 must be included in the Board approved budget. PWD is in compliance with the policy.

Pension Funding Policy (Board) not fully in compliance with Board approval

The Board voted to fully fund PWD's defined benefit plan by contributing at least the annual required contribution as calculated by the actuary. As noted in the above (see 2022/2023 Policy Changes/Highlights), it was decided to contribute \$1.0 million in 2025.

Risk Management Policies

Maine Tort Claims Act (Law-State)

As a public entity, PWD's liability for third party tort claims is limited by the provisions of the Maine Tort Claims Act. The Act provides that PWD is immune from claims, unless the Act provides a specific exception from immunity. In PWD's case, the exception most likely to affect PWD is one making PWD liable for negligent use of machinery and equipment. Should PWD be liable for a claim under the provisions of the Act, its liability is capped by the Act at \$400,000. The immunity provided public entities by the Tort Claims Act helps to keep the cost of PWD's insurance lower, allowing PWD to pass this savings to its ratepayers.

Property and Liability Insurance (Board)

Property and liability insurance is purchased to cover building and personal property losses including losses due to flood and earthquakes. Certain liability claims are limited under the Maine Tort Claim Act to \$400,000. The Board adopted a change to limit insurance on claims covered by the Tort Claim Act to the Act's limit.

Safety Program (Management)

A full-time safety officer and executive safety team oversee various safety policies including confined space entry, electrical safety, ergonomic for video display terminals, fall protection, hazard communication and safety commitment policies. A safety incentive policy outlines an employee award program recognizing good safety performance.

Employee Management (Management)

The four-person Human Resources department oversees PWD's employee relations management and practices. Over 60 policies have been created to guide management and employees.

In-House Legal Counsel (Board)

In 2006, the Board authorized hiring in-house legal counsel. Legal counsel actively participates in overseeing PWD's operation, including reviewing all contracts, and proactively identifying ways to reduce or avoid legal issues.

Cost Allocation Policy Detail

PWD has one water fund and six wastewater funds (Cape Elizabeth, Cumberland, Gorham, Portland, Westbrook and Windham). In addition, PWD also provides billing and/or meter reading services to three other municipalities (Falmouth, Scarborough and South Portland).

It is PWD's policy to directly assign expenses to a fund/municipality whenever possible. However, there are some expenses, such as paid time off or work done by administrative personnel, where such an assignment is not possible. In such cases, an allocation of that cost must be done.

In 1995, PWD engaged an outside consultant to review and update its cost allocation process. Since that time, organizational and other changes have necessitated updates and modifications. The changes that were made used the guidelines from the 1995 study. The current allocations were reviewed and approved by PWD's current auditors during 2013. Currently PWD uses the following methods to allocate costs:

- Customers Served
- Direct Labor
- General Allocation Percentage
- Gross Asset Value
- Meter Equivalent Units
- Relative Benefits
- Square Footage Utilized

A description of each method, the percentages used in this Budget and the dollars allocated, are in the following pages.

Each financial transaction is assigned a cost center number when the transaction is recorded in the financial system. The fund number indicates whether it is a 'direct' charge to the fund or an 'indirect' charge that will be allocated. Each department's costs are broken down into the fund category in the Departmental Expense section. All costs ultimately are assigned to one of the seven enterprise funds or three contract billing municipalities.

<u>Fund</u>	<u>Description</u>	<u>Fund</u>	<u>Description</u>
10	Allocated to All Direct Funds	57	Portland Wastewater
20	Water - members	59	South Portland Billing
30	Water - nonmembers	61	Gorham Wastewater
50	Allocated to All Wastewater Funds	62	Westbrook Wastewater
51	Cape Elizabeth Wastewater	64	Allocated to
53	Cumberland Wastewater		Gorham/Westbrook/Windham
54	Falmouth Wastewater	65	Allocated to Gorham/Windham
55	Windham Wastewater	66	Portland Wastewater (Peaks Island)
		67	North Windham Wastewater

Customers Served

This method determines the ratio of customers per fund to the total number of customers served based on the average total number of water and sewer customers.

The costs for Customer Service have three different allocations (general, billing and meter reading costs) that vary slightly. Falmouth has flat billings for their sewer customers; therefore, their general needs are limited (compared with sewer bills based on usage) and they do not utilize meter reading data. In addition, Scarborough Sanitary District does its own billing and payment processing utilizing PWD’s meter reading data, thus they have no general or billing expenses.

Sub-Groups Using Method:

- F1 – Customer Service
- H1 – Financial Services (payment processing)

2025 Allocation %:

	General F1	Billing F1	Meter Read F1	Paymts H1
Water	68.16%	66.63%	68.10%	66.63%
Cape Eliz	2.13%	2.13%	2.13%	2.13%
Cumberland	1.10%	1.10%	1.10%	1.10%
Falmouth	0.38%	1.91%	0.00%	1.91%
Gorham	1.77%	1.77%	1.77%	1.77%
Portland	15.16%	15.16%	15.16%	15.16%
Scarborough	0.00%	0.00%	0.44%	0.00%
So Portland	7.02%	7.02%	7.02%	7.02%
Westbrook	4.23%	4.23%	4.23%	4.23%
Windham	0.05%	0.05%	0.05%	0.05%
	100.00%	100.00%	100.00%	100.00%

2024 Allocation %:

	General F1	Billing F1	Meter Read F1	Paymts H1
Water	68.06%	66.53%	68.02%	66.53%
Cape Eliz	2.15%	2.15%	2.15%	2.15%
Cumberland	1.09%	1.09%	1.09%	1.09%
Falmouth	0.38%	1.91%	0.00%	1.91%
Gorham	1.74%	1.74%	1.74%	1.74%
Portland	15.23%	15.23%	15.23%	15.23%
Scarborough	0.00%	0.00%	0.42%	0.00%
So Portland	7.05%	7.05%	7.05%	7.05%
Westbrook	4.25%	4.25%	4.25%	4.25%
Windham	0.05%	0.05%	0.05%	0.05%
	100.00%	100.00%	100.00%	100.00%

Dollars Allocated:

	General F1	Billing F1	Meter Read F1	Paymts H1
Water	\$873,867	\$276,573	\$49,661	\$136,472
Cape Eliz	\$27,308	\$8,841	\$1,553	\$4,363
Cumberland	\$14,103	\$4,566	\$802	\$2,253
Falmouth	\$4,872	\$7,928	\$0	\$3,912
Gorham	\$22,693	\$7,347	\$1,291	\$3,625
Portland	\$194,364	\$62,927	\$11,055	\$31,051
Scarborough	\$0	\$0	\$321	\$0
So Portland	\$90,002	\$29,139	\$5,119	\$14,378
Westbrook	\$54,232	\$17,558	\$3,085	\$8,664
Windham	641	209	36	102
	\$1,282,082	\$415,088	\$72,923	\$204,820

Dollars Allocated:

	General F1	Billing F1	Meter Read F1	Paymts H1
Water	\$854,996	\$253,013	\$48,930	\$137,444
Cape Eliz	\$27,009	\$8,176	\$1,547	\$4,442
Cumberland	\$13,693	\$4,145	\$784	\$2,252
Falmouth	\$4,774	\$7,264	\$0	\$3,946
Gorham	\$21,859	\$6,617	\$1,252	\$3,595
Portland	\$191,325	\$57,920	\$10,956	\$31,464
Scarborough	\$0	\$0	\$302	\$0
So Portland	\$88,565	\$26,811	\$5,071	\$14,565
Westbrook	\$53,390	\$16,163	\$3,057	\$8,780
Windham	627	190	35	101
	\$1,256,238	\$380,299	\$71,934	\$206,589

Direct Labor

This method calculates the ratio of labor dollars directly charged by the area to specific funds.

Sub-Groups Using Method:

B1 – Wastewater Administration

L6 – Laboratory

B3 – Wastewater Treatment

L9 – Water/Wastewater Systems

C1 – Facilities Services

E7 – SCADA Services Group (general wastewater)

2025 Allocation %:	B1	B3	C1	E7	L6	L9
Water	0.00%	0.00%	73.60%	0.00%	62.55%	0.00%
Cape Elizabeth	13.08%	8.99%	3.45%	13.08%	3.55%	13.08%
Cumberland	3.91%	0.00%	1.19%	3.91%	0.00%	3.91%
Gorham	6.19%	2.69%	2.09%	6.19%	1.49%	6.19%
Portland	59.79%	71.05%	14.81%	59.79%	22.90%	59.79%
Westbrook	15.18%	16.92%	4.23%	15.18%	9.33%	15.18%
Windham	<u>1.85%</u>	<u>0.35%</u>	<u>0.63%</u>	<u>1.85%</u>	<u>0.18%</u>	<u>1.85%</u>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Dollars Allocated:	B1	B3	C1	E7	L6	L9
Water	\$0	\$0	\$166,032	\$0	\$213,332	\$0
Cape Elizabeth	66,612	55,428	7,783	15,745	12,108	88,833
Cumberland	19,912	0	2,684	4,707	0	26,555
Gorham	31,524	16,585	4,715	7,451	5,082	42,040
Portland	304,490	438,062	33,409	71,970	78,103	406,067
Westbrook	77,306	104,321	9,542	18,272	31,821	103,096
Windham	<u>9,421</u>	<u>2,158</u>	<u>1,422</u>	<u>2,227</u>	<u>613</u>	<u>12,564</u>
	\$509,265	\$616,554	\$225,587	\$120,372	\$341,059	\$679,155
2024 Allocation %:	B1	B3	C1	E7	L6	L9
Water	0.00%	0.00%	74.94%	0.00%	62.29%	0.00%
Cape Elizabeth	13.16%	9.24%	3.33%	13.16%	3.58%	13.16%
Cumberland	4.03%	0.00%	0.99%	4.03%	0.00%	4.03%
Gorham	6.22%	2.69%	1.87%	6.22%	1.54%	6.22%
Portland	60.06%	71.48%	14.30%	60.06%	23.05%	60.06%
Westbrook	14.54%	16.21%	3.30%	14.54%	9.33%	14.54%
Windham	<u>1.99%</u>	<u>0.38%</u>	<u>1.27%</u>	<u>1.99%</u>	<u>0.21%</u>	<u>1.99%</u>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Dollars Allocated:	B1	B3	C1	E7	L6	L9
Water	\$0	\$0	\$186,839	\$0	\$195,479	\$0
Cape Elizabeth	64,664	49,539	8,302	15,887	11,235	89,010
Cumberland	19,802	0	2,468	4,865	0	27,258
Gorham	30,563	14,422	4,662	7,509	4,833	42,070
Portland	295,117	383,227	35,652	72,506	72,336	406,228
Westbrook	71,445	86,907	8,227	17,553	29,279	98,344
Windham	<u>9,779</u>	<u>2,037</u>	<u>3,168</u>	<u>2,403</u>	<u>659</u>	<u>13,460</u>
	\$491,370	\$536,132	\$249,318	\$120,723	\$313,821	\$676,370

General Allocation Percentage

The ratio is calculated by determining each fund's operating budget (total expenditures less other/interest income) as a percentage to the total operating budget.

Sub-Groups Using Method:

E7 – SCADA Services Group
I1 – Human Resources

H1 – Financial Services
J1 – General Manager's Office

G1 – Information Service

2025 Allocation %:	E7	G1	H1	I1	J1
Water	53.69%	53.69%	53.69%	53.69%	53.69%
Cape Elizabeth	4.20%	4.20%	4.20%	4.20%	4.20%
Cumberland	2.32%	2.32%	2.32%	2.32%	2.32%
Gorham	2.92%	2.92%	2.92%	2.92%	2.92%
Portland	28.96%	28.96%	28.96%	28.96%	28.96%
Westbrook	7.06%	7.06%	7.06%	7.06%	7.06%
Windham	<u>0.85%</u>	<u>0.85%</u>	<u>0.85%</u>	<u>0.85%</u>	<u>0.85%</u>
	100.00%	100.00%	100.00%	100.00%	100.00%

Dollars Allocated:	E7	G1	H1	I1	J1
Water	\$122,742	\$785,310	\$585,205	\$426,455	\$1,168,685
Cape Elizabeth	9,602	61,432	45,779	33,360	91,423
Cumberland	5,304	33,934	25,287	18,428	50,500
Gorham	6,675	42,710	31,827	23,193	63,560
Portland	66,206	423,590	315,655	230,027	630,380
Westbrook	16,140	103,265	76,952	56,077	153,677
Windham	<u>1,943</u>	<u>12,433</u>	<u>9,265</u>	<u>6,751</u>	<u>18,502</u>
	\$228,612	\$1,462,674	\$1,089,970	\$794,291	\$2,176,727

2024 Allocation %:	E7	G1	H1	I1	J1
Water	53.48%	53.48%	53.48%	53.48%	53.48%
Cape Elizabeth	4.25%	4.25%	4.25%	4.25%	4.25%
Cumberland	2.22%	2.22%	2.22%	2.22%	2.22%
Gorham	2.93%	2.93%	2.93%	2.93%	2.93%
Portland	29.01%	29.01%	29.01%	29.01%	29.01%
Westbrook	7.03%	7.03%	7.03%	7.03%	7.03%
Windham	<u>1.08%</u>	<u>1.08%</u>	<u>1.08%</u>	<u>1.08%</u>	<u>1.08%</u>
	100.00%	100.00%	100.00%	100.00%	100.00%

Dollars Allocated:	E7	G1	H1	I1	J1
Water	\$124,457	\$859,151	\$493,879	\$393,281	\$1,137,637
Cape Elizabeth	9,890	68,276	39,248	31,254	90,407
Cumberland	5,166	35,664	20,501	16,325	47,224
Gorham	6,819	47,070	27,058	21,547	62,328
Portland	67,511	466,043	267,902	213,334	617,107
Westbrook	16,360	112,936	64,921	51,697	149,544
Windham	<u>2,513</u>	<u>17,350</u>	<u>9,974</u>	<u>7,942</u>	<u>22,973</u>
	\$232,716	\$1,606,490	\$923,483	\$735,380	\$2,127,220

Gross Asset Value

The allocation percentage is each fund's gross (fixed) asset value as a ratio to all gross assets. Costs allocated include those that involve all PWD's assets (All) or in some cases only wastewater assets (WW). The same asset values are used in both calculations except that the Water assets are removed for the wastewater calculations.

Sub-Group Using Method:

E2 – Planning and Design

2025 Allocation %:

	All	WW
Water	65.52%	0.00%
Cape Elizabeth	3.06%	8.86%
Cumberland	2.00%	5.87%
Falmouth	0.00%	0.00%
Gorham	3.63%	10.54%
Portland	20.54%	59.56%
Westbrook	4.44%	12.82%
Windham	0.81%	2.35%
	100.00%	100.00%

2024 Allocation %:

	All	WW
Water	64.19%	0.00%
Cape Elizabeth	3.25%	9.08%
Cumberland	1.61%	4.49%
Falmouth	0.00%	0.00%
Gorham	3.70%	10.32%
Portland	21.27%	59.39%
Westbrook	5.03%	14.06%
Windham	0.95%	2.66%
	100.00%	100.00%

Dollars Allocated:

	All	WW
Water	\$916,723	\$0
Cape Elizabeth	42,814	35,036
Cumberland	27,983	23,212
Falmouth	0	0
Gorham	50,789	41,679
Portland	287,385	235,522
Westbrook	62,122	50,695
Windham	11,334	9,293
	\$1,399,150	\$395,437

Dollars Allocated:

	All	WW
Water	\$935,778	\$0
Cape Elizabeth	47,379	37,087
Cumberland	23,471	18,339
Falmouth	0	0
Gorham	53,940	42,152
Portland	310,079	242,576
Westbrook	73,329	57,428
Windham	13,849	10,864
	\$1,457,825	\$408,446

Meter Equivalent Units

This calculation takes each meter and assigns a weight based on its size to determine a value of meter service provided to each fund.

Sub-Group Using Method:

A6 – Utility Services (meter service)

2025 Allocation %:

	A6
Water	64.83%
Cape Elizabeth	1.72%
Cumberland	1.06%
Gorham	1.71%
Portland	17.08%
Scarborough	1.46%
South Portland	7.52%
Westbrook	4.45%
Windham	0.17%
	100.00%

2024 Allocation %:

	A6
Water	64.87%
Cape Elizabeth	1.76%
Cumberland	1.05%
Gorham	1.70%
Portland	17.06%
Scarborough	1.39%
South Portland	7.57%
Westbrook	4.43%
Windham	0.17%
	100.00%

Dollars Allocated:

	A6
Water	\$204,760
Cape Elizabeth	5,432
Cumberland	3,348
Gorham	5,401
Portland	53,946
Scarborough	4,611
South Portland	23,751
Westbrook	14,055
Windham	538
	\$315,842

Dollars Allocated:

	A6
Water	\$144,736
Cape Elizabeth	3,927
Cumberland	2,343
Gorham	3,793
Portland	38,064
Scarborough	3,101
South Portland	16,890
Westbrook	9,884
Windham	379
	\$223,117

Relative Benefits

This method of allocation is based upon PWD's assessment of the benefit received by the departments and funds from the areas providing the service. Customer Service (control/dispatch) allocation previously had 5% allocated to wastewater funds based on the number of pump stations in each community. During the COVID-19 pandemic, the Wastewater Systems department took over responding to alarms at wastewater pump stations and will continue doing so moving forward; therefore, the allocation for control/dispatch is now 100% water. The laboratory wastewater split was determined by the number of tests run for each community. The allocation (new in 2019) for Industrial Pretreatment (IPT) is based on the applicable industries in each community.

Sub-Groups Using Method:

- F1 – Customer Service (control/dispatch center)
- L6 – Laboratory (general wastewater)
- L6 – Industrial Pretreatment (IPT)

2025 Allocation %:

	F1	L6	IPT
Water	100.00%	0.00%	0.00%
Cape Elizabeth	0.00%	9.24%	0.00%
Cumberland	0.00%	0.00%	0.00%
Gorham	0.00%	4.00%	11.36%
Portland	0.00%	61.29%	61.37%
Westbrook	0.00%	25.00%	25.00%
Windham	0.00%	0.47%	2.27%
	100.00%	100.00%	100.00%

Dollars Allocated:

	F1	L6	IPT
Water	\$213,189	\$0	\$0
Cape Elizabeth	0	24,747	0
Cumberland	0	0	0
Gorham	0	10,713	5,916
Portland	0	164,147	31,958
Westbrook	0	66,955	13,019
Windham	0	1,258	1,182
	\$213,189	\$267,820	\$52,075

2024 Allocation %:

	F1	L6	IPT
Water	100.00%	0.00%	0.00%
Cape Elizabeth	0.00%	9.24%	0.00%
Cumberland	0.00%	0.00%	0.00%
Gorham	0.00%	4.30%	11.60%
Portland	0.00%	61.29%	60.50%
Westbrook	0.00%	24.60%	25.60%
Windham	0.00%	0.57%	2.30%
	100.00%	100.00%	100.00%

Dollars Allocated:

	F1	L6	IPT
Water	\$205,288	\$0	\$0
Cape Elizabeth	0	21,686	0
Cumberland	0	0	0
Gorham	0	10,092	5,880
Portland	0	143,845	30,667
Westbrook	0	57,735	12,976
Windham	0	1,338	1,166
	\$205,288	\$234,696	\$50,689

Square Footage Utilized

The costs of the Douglass Street administrative facility are charged to each area based on the square footage they occupy. Office space is charged out at a higher rate (five times higher) than warehouse space. Dollars are allocated to the sub-groups.

2025 Allocation %:

Water Operations	
A1 - Water Administration	4.51%
A2 - Transmission/Distribution	2.99%
A6 - Utility Services	<u>1.32%</u>
	8.82%
Environmental Services	
A5 - Water Resources	0.78%
L6 - Water/WW Laboratory (IPT)	<u>1.79%</u>
	2.57%
Wastewater Operations	
B1 - WW Administration	1.63%
L9 - Water/WW Systems	<u>3.50%</u>
	5.13%
Engineering Services	
C1 - Facility Services	22.11%
E2 - Planning & Design	19.01%
E7 - SCADA Services Group	<u>1.94%</u>
	43.06%
Administration	
F1 - Customer Service	10.19%
G1 - Information Services	5.37%
H1 - Financial Services	8.09%
I1 - Human Resources	4.32%
J1 - BOT & Senior Management	<u>12.45%</u>
	40.42%
	100.00%

Dollars Allocated:

	\$
Water Operations	\$76,879
Environmental Services	22,401
Wastewater Operations	44,713
Engineering Services	375,328
Administration	<u>352,317</u>
	<u>\$871,638</u>

2024 Allocation %:

Water Operations	
A1 - Water Administration	4.51%
A2 - Transmission/Distribution	2.99%
A6 - Utility Services	<u>1.32%</u>
	8.82%
Environmental Services	
A5 - Water Resources	0.78%
L6 - Water/WW Laboratory (IPT)	<u>1.31%</u>
	2.09%
Wastewater Operations	
B1 - WW Administration	1.63%
L9 - Water/WW Systems	<u>3.50%</u>
	5.13%
Engineering Services	
C1 - Facility Services	22.11%
E2 - Planning & Design	18.66%
E7 - SCADA Services Group	<u>1.94%</u>
	42.71%
Administration	
F1 - Customer Service	10.19%
G1 - Information Services	6.20%
H1 - Financial Services	8.09%
I1 - Human Resources	4.32%
J1 - BOT & Senior Management	<u>12.45%</u>
	41.25%
	100.00%

Dollars Allocated:

	\$
Water Operations	\$76,554
Environmental Services	18,140
Wastewater Operations	44,524
Engineering Services	370,705
Administration	<u>358,032</u>
	<u>\$867,955</u>

Vehicle Rates

Internal transportation costs are charges to the departments for the availability of PWD owned vehicles. Each type of vehicle and piece of equipment has an assigned hourly rate. Most vehicles are charged for 40 hours per week. Charges are either assigned directly to the task or to a “stand-by” account or later allocated. Transportation costs represent the expense of operating the garage and include labor, materials, occupancy and depreciation. Overall budget increased \$51,526 primarily due to the addition of the Special Purpose Hydrovac in Water Services.

2025 Budget Details

Vehicle Type	Rate	Active Hours	Stand-by Hours	Total Hours
Backhoe/Loader <19,501 GVW	\$41.14	466	-	466
Car	\$3.91	2,490	1,970	4,460
Compressor	\$24.91	5,310	-	5,310
Dump Truck < 15,000 GVW	\$10.50	775	1,305	2,080
Dump Truck 15,001-40,000 GVW	\$13.49	1,722	2,438	4,160
Dump Truck >= 40,000 GVW	\$18.03	5,028	3,292	8,320
Generator/Load Bank	\$42.37	340	-	340
Misc. Const. Equipment - Forklift, etc.	\$28.66	3,815	-	3,815
Misc. Trailed Equipment - Trailer Mounted Pump, Jet Machine	\$18.71	4,168	-	4,168
Pick-up Truck/SUV - Light - < 6,000 GVW	\$3.91	10,081	8,639	18,720
Pick-up Truck/SUV - Medium - 6,001-7,500 GVW	\$4.19	9,943	21,257	31,200
Pick-up Truck/SUV - Heavy - 7,501-10,000 GVW	\$5.10	8,400	8,340	16,740
Special Purpose - C - Crane, Sludge, etc.	\$56.08	100	-	100
Special Purpose - D - Jetvac, etc.	\$46.99	1,106	-	1,106
Special Purpose - E - Hydrovac, etc.	\$42.05	1,000	-	1,000
Utility Truck 6,001 - 10,000 GVW	\$4.19	6,514	5,966	12,480
Utility Truck 10,001 - 14,000 GVW	\$6.00	9,672	4,888	14,560
Utility Truck 14,001 - 16,000 GVW	\$6.60	3,736	2,504	6,240
Utility Truck 16,001 - 19,500 GVW	\$7.19	6,328	4,092	10,420
Van 7,501-10,000 GVW	\$5.10	11,646	13,314	24,960
Total Hours		92,640	78,005	170,645

Sub-Group	2024 Budget	2025 Budget	\$ - Difference	% - Difference
A1 - Water Administration	\$ -	\$ -	\$ -	n/a
A2 - Transmission/Distribution	\$ 713,483	\$ 757,478	\$ 43,995	6.2%
A3 - Water Treatment	\$ 36,476	\$ 37,109	\$ 633	1.7%
A5 - Water Resources	\$ 34,863	\$ 35,494	\$ 631	1.8%
A6 - Utility Services	\$ 181,727	\$ 171,851	\$ (9,876)	-5.4%
B1 - WW Administration	\$ -	\$ -	\$ -	n/a
B3 - Wastewater Treatment	\$ 65,398	\$ 66,539	\$ 1,141	1.7%
C1 - Facility Services	\$ 67,430	\$ 75,883	\$ 8,453	12.5%
E2 - Planning & Design	\$ 20,097	\$ 20,782	\$ 685	3.4%
E7 - SCADA Services Group	\$ 25,062	\$ 25,504	\$ 442	1.8%
F1 - Customer Service	\$ 15,927	\$ 16,216	\$ 289	1.8%
I1 - Human Resources	\$ -	\$ -	\$ -	n/a
J1 - BOT & Senior Management	\$ -	\$ -	\$ -	n/a
L6 - Water/WW Laboratory	\$ 6,126	\$ 8,106	\$ 1,980	32.3%
L9 - Water/WW Systems	\$ 158,284	\$ 161,437	\$ 3,153	2.0%
	\$ 1,324,873	\$ 1,376,399	\$ 51,526	3.9%

Joint Use Facilities – Operations and Maintenance Allocations

PWD has two areas where wastewater flows from more than one community are combined. Costs associated are allocated by the percentage of the flow contributed by each:

Portland Water District Facilities:

Westbrook Regional – All of the wastewater from Gorham, Westbrook, and South Windham is treated at Westbrook Regional WWTF, with one pump station handling the flow from all communities. The budget for 2025 is up \$144,712 (7.2%) due to higher costs for salaries & wages (\$34.6k), biosolids (\$22.6k), materials & supplies (\$23.5k) and power (\$22.6k).

Little Falls – The Little Falls areas of Gorham and Windham previously used a small treatment facility. Since 2008, flows from this area have been conveyed to the Westbrook Regional WWTF. Wastewater from Windham moves into Gorham where it is combined with that community’s flow until it joins with the Westbrook flow at the Westbrook town line. The budget is \$85,253, a \$1,152 decrease (1.3%) from the previous year.

----- Westbrook Regional -----				----- Little Falls -----	
	Gorham	Westbrook	Windham	Gorham	Windham
2017	16.50%	80.25%	3.25%	21.50%	78.50%
2018	15.75%	81.00%	3.25%	27.50%	72.50%
2019	13.00%	84.00%	3.00%	28.00%	72.00%
2020	13.00%	84.00%	3.00%	24.50%	75.50%
2021	13.00%	84.00%	3.00%	22.50%	77.50%
2022	13.50%	83.50%	3.00%	27.00%	73.00%
2023	14.50%	83.50%	2.00%	40.00%	60.00%
2024	14.00%	84.00%	2.00%	33.00%	67.00%
2025	13.50%	84.75%	1.75%	37.00%	63.00%

Contracted Services Facilities:

South Portland – Wastewater from the Northern portion of Cape Elizabeth is treated at the South Portland Treatment Facility (SPTF), which is owned by the City of South Portland. The contractual agreement charges PWD based on Cape Elizabeth’s portion of the total flow at the SPTF; that flow (from last 12 months) was 7.8% (up 1.3%). Shared costs decreased 8.2% decreasing Cape Elizabeth’s portion 5.5% (\$15,000).

Falmouth – All of Cumberland’s wastewater is treated at the Falmouth Treatment Facility (FTF) through a contractual agreement. This cost is budgeted to be \$794,019 in 2025 which is an increase of \$98,363 from the previous year. Most of the increase is due to upcoming capital projects at FTF.

---- South Portland ----			----- Falmouth -----		
	Cape Eliz	So Portland	Cumberland	Falmouth	Millcreek PS
2017	6.7%	93.3%	24.0%	76.0%	40.8%
2018	6.7%	93.3%	24.0%	76.0%	40.8%
2019	6.7%	93.3%	24.0%	76.0%	40.8%
2020	6.7%	93.3%	24.0%	76.0%	40.8%
2021	6.7%	93.3%	24.0%	76.0%	40.8%
2022	8.3%	91.7%	24.0%	76.0%	40.8%
2023	8.0%	92.0%	24.0%	76.0%	40.8%
2024	7.7%	92.3%	24.0%	76.0%	40.8%
2025	7.8%	92.2%	24.0%	76.0%	40.8%

Joint Use Facilities – Capital Cost Sharing Allocations

PWD has two areas where wastewater flows from more than one community and are combined. Costs associated with these combinations are allocated by the percentage of the design flow contributed by each community. The areas of combined flow are:

Portland Water District Facilities:

Westbrook Regional – All of the wastewater from Gorham, Westbrook, and Windham is treated at Westbrook Regional Wastewater Treatment Facility. In addition, one pump station handles the combined waste from all three communities.

System	--- Millions of Gallons/Day (MGD) ---				----- Flow Percentage -----		
	Westbrook	Gorham	Windham	Total	Westbrook	Gorham	Windham
Southside Interceptor above Manhole 60	0.16	1.06	0.12	1.34	12.0%	79.1%	9.0%
Manhole 60 up to and including Siphon	5.00	1.06	0.12	6.18	81.0%	17.2%	1.9%
Cottage Place Pumping Station & Force Main	2.12	0.70	0.06	2.88	73.7%	24.3%	2.1%
Westbrook Regional WWTF & Outfall	3.02	1.40	0.12	4.54	66.6%	30.8%	2.6%

Little Falls – The Little Falls areas of Gorham and Windham used to be a self-contained system with a small wastewater treatment facility. Starting in 2008, wastewater from this area was conveyed to the Westbrook Regional Wastewater Treatment Facility. As it is presently constituted, wastewater from Windham moves into Gorham where it is combined with that community's flow until it joins with the Westbrook flow at the Westbrook town line.

Facility Name	----- Gallons/Day -----			-- Flow Percent --	
	Gorham	Windam	Total	Gorham	Windam
Gray Rd/Mallison St Gravity Sewer	63,500	53,500	117,000	54.3%	45.7%
Mallison St Pump Station (PS)/Flow Meter (FM)	84,000	100,000	184,000	45.6%	54.4%
Mosher Rd Gravity Sewer	145,000	100,000	245,000	59.2%	40.8%
Little River PS/FM	222,500	100,000	322,500	69.0%	31.0%
Mosher Rd & Cross Country Gravity Sewer	638,000	100,000	738,000	86.4%	13.6%
Industrial Park Gravity Sewer Upgrade	2,105,000	100,000	2,205,000	95.5%	4.5%
Woodlawn Ave PS (Tow Path Rd) effective 2008	-	-	-	100.0%	0.0%
Fire Station (Route 202) PS	-	-	-	0.0%	100.0%
Androscoggin St PS	-	-	-	0.0%	100.0%

Contracted Services Facilities:

South Portland – All of the wastewater from the Northern portion of Cape Elizabeth is treated at the South Portland Treatment Facility through a contractual agreement.

Facility Name	--- Millions Gallons/Day (MGD) ---			----- Flow Percentage -----	
	Cape Eliz	So Portland	Total	Cape Eliz	So Portland
Treatment Plant	0.716	8.584	9.300	7.7%	92.3%

Note: In Cape Elizabeth 1/13th of average design flow = 7.7% per Sewer Service Agreement dated 08/11/93.

Falmouth – All of the wastewater from Cumberland is treated at the Falmouth Wastewater Treatment Facility through a contractual agreement.

Facility Name	Millions of Gallons/Day (MGD)*			----- Flow Percentage -----	
	Cumberland	Falmouth	Total	Cumberland	Falmouth
Route 88 Interceptor - Town Line to Millcreek PS	1.790	1.007	2.797	64.0%	36.0%
Millcreek PS & Force Main	1.076	1.998	3.074	35.0%	65.0%
Millcreek Interceptor	2.030	1.595	3.625	55.5%	44.5%
Treatment Facility (average design flow)	0.468	1.092	1.560	30.0%	70.0%
Cumberland Route 1 Sewer Extension to Johnson Rd PS	0.144	0.490	0.634	22.7%	77.3%
Existing Sewers & Mains - Johnson Rd to Millcreek	0.144	0.216	0.360	40.0%	60.0%
Johnson Road PS (gallons pumped per minute)	100	150	250	40.0%	60.0%

* = Peak flow unless noted otherwise

Introduction

The appendix contains the following:

- 2026-2029 Financial Forecast
- Maine Measures of Growth 2023 Scorecard
- Population Change and Density
- Portland Water District Rate Sheet Summary
- Customer Satisfaction Survey
- Board of Trustees' Orders and Resolutions
- Glossary

2026 to 2029 Financial Forecast

A long-term financial forecast is developed incorporating estimated cost adjustments to operating expense line items and impact of projects in the capital improvement plan. A summary of the operating and capital budget plans are provided below. An income statement for each fund is provided in the Budget by Fund section.

Consolidated Operating Budget:

	2023 Budget	2023 Actual	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues:								
Water Sales	29,043,602	28,097,013	30,779,641	32,871,615	35,719,666	38,824,320	41,562,629	43,888,392
Assessment Income	25,403,484	25,403,484	27,006,984	28,957,800	31,673,675	35,980,264	38,087,741	39,472,057
Contracted Billing Income	242,268	242,268	250,860	267,108	318,876	397,376	455,698	462,245
Interest Income	354,946	1,716,771	1,171,042	1,487,575	1,487,581	1,487,581	1,487,581	1,487,581
Other Income	1,021,252	1,624,706	1,467,700	1,585,259	1,585,259	1,585,259	1,585,259	1,585,259
Total Revenues	\$ 56,065,552	\$ 57,084,242	\$ 60,676,227	\$ 65,169,357	\$ 70,785,057	\$ 78,274,800	\$ 83,178,908	\$ 86,895,534
Operating Expenses:								
Salaries & Wages	8,097,899	7,384,599	8,133,026	8,645,769	9,133,771	9,594,053	10,015,845	10,366,400
Employee Benefits	3,492,164	3,281,698	3,585,595	3,763,351	4,081,852	4,402,563	4,709,716	4,992,299
Biosolids Disposal	3,444,636	3,104,923	3,201,669	3,303,887	3,469,082	3,642,536	3,824,663	4,015,895
Chemicals	1,972,351	2,556,128	2,723,902	2,804,390	2,888,522	2,975,177	3,064,432	3,156,366
Contracted Services	3,850,237	4,736,075	4,262,927	4,603,476	4,741,580	4,883,829	5,030,343	5,181,253
Facilities	105,381	101,218	121,167	121,681	125,331	129,091	132,964	136,953
Heat/Fuel Oil	425,538	359,174	331,190	299,153	308,128	317,373	326,895	336,701
Insurance	107,972	117,451	126,391	140,253	144,460	148,793	153,257	157,854
Materials & Supplies	1,279,520	1,513,490	1,365,442	1,513,490	1,591,896	1,672,653	1,755,832	1,808,507
Other Expense	142,378	-36,418	78,481	98,967	992,979	1,312,908	1,625,130	1,785,852
Purchased Power	2,027,520	2,142,250	2,816,638	3,236,814	3,366,287	3,467,275	3,571,293	3,678,432
Regulatory/Taxes	326,906	340,698	341,497	333,991	344,011	354,332	364,961	375,910
Tele/Other Utilities	315,757	388,302	375,928	388,787	400,452	412,466	424,839	437,583
Transportation	1,113,064	1,075,173	1,059,727	1,102,769	1,152,852	1,200,139	1,241,144	1,278,378
SS - Administration	7,299,366	6,913,208	7,539,942	7,745,866	8,055,700	8,377,928	8,713,045	9,061,566
SS - Engineering Services	2,079,775	2,281,487	2,469,028	2,370,381	2,464,605	2,562,574	2,664,438	2,770,350
SS - Environmental Services	655,826	667,778	621,256	683,901	711,257	739,708	769,297	800,069
SS - Wastewater Services	1,715,522	1,833,663	1,703,872	1,804,974	1,827,174	1,850,260	1,874,270	1,899,241
SS - Water Services	175,310	300,820	206,528	292,579	304,282	316,453	329,110	342,274
Total Operating Expenses	38,627,122	39,115,272	41,064,206	43,254,479	46,104,221	48,360,111	50,591,474	52,581,883
Debt Service & Lease	12,943,899	13,211,619	14,299,242	16,237,243	18,562,749	23,034,631	24,922,475	25,879,721
Renewal & Replacement - Direct	2,749,250	2,749,250	3,516,250	2,926,950	3,260,450	3,588,950	3,942,450	4,270,950
Renewal & Replace - Indirect/Contract	1,200,001	1,199,997	1,242,501	1,404,997	1,114,200	1,114,200	1,114,200	1,114,200
Capital Finance Expense	16,893,150	17,160,866	19,057,993	20,569,190	22,937,399	27,737,781	29,979,125	31,264,871
Total Operating Expenses	\$ 55,520,272	\$ 56,276,138	\$ 60,122,199	\$ 63,823,669	\$ 69,041,620	\$ 76,097,892	\$ 80,570,599	\$ 83,846,754
Current Year Surplus(Deficit)	\$ 545,280	\$ 808,104	\$ 554,028	\$ 1,345,688	\$ 1,743,437	\$ 2,176,908	\$ 2,608,309	\$ 3,048,780

Consolidated Capital Budget:

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Water	\$29,090,000	\$18,225,000	\$12,385,000	\$15,585,000	\$30,385,000
Cape Elizabeth Wastewater	\$1,465,000	\$1,935,000	\$1,135,000	\$100,000	\$175,000
Cumberland Wastewater	\$30,000	\$330,000	\$2,230,000	\$1,030,000	\$630,000
Gorham Wastewater	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Portland Wastewater	\$8,330,000	\$2,685,000	\$4,605,000	\$4,630,000	\$5,555,000
Westbrook Wastewater	\$420,000	\$10,040,000	\$240,000	\$40,000	\$540,000
Windham North Wastewater	\$10,000,000	\$7,000,000	\$10,000,000		
Windham South Wastewater	\$20,000	\$20,000	\$20,000	\$770,000	\$20,000
Joint Westbrook Wastewater	\$1,035,000	\$2,345,000	\$2,135,000	\$145,000	\$135,000
Water/Wastewater Allocation	\$4,110,000	\$4,210,000	\$3,110,000	\$1,760,000	\$1,760,000
Grand Total	\$54,535,000	\$46,825,000	\$35,895,000	\$24,095,000	\$39,235,000

2026 to 2029 Financial Forecast(continued)

A summary of future revenue impact to water ratepayers and wastewater municipal assessments is provided below. Total water revenues are projected to increase on average 7.5% each year. The impact to retail customers is listed in the second table. All 2025 wastewater assessments, except Windham, are below projections that were provided to the wastewater municipalities for ratemaking purposes in 2023. Windham’s assessment is higher due to higher construction financing costs on the new North Windham Wastewater Facility. The updated 2026-2029 are preliminary and will be reviewed with municipal officials in November 2024 before being finalized.

Water Revenues and Municipal Assessments:

	Proposed 2025 Budget	Prior Year 2025 Projection	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Water	\$ 32,871,615 6.8%	\$ 32,947,948 7.0%	\$ 35,719,666 8.7%	\$ 38,824,320 8.7%	\$ 41,562,629 7.1%	\$ 43,888,392 5.6%
Wastewater:						
Cape Elizabeth	2,474,052 3.5%	2,483,773 3.9%	2,634,747 6.5%	2,808,213 6.6%	2,918,773 3.9%	2,939,240 0.7%
Cumberland	1,428,456 11.6%	1,617,977 26.4%	1,620,057 13.4%	1,765,761 9.0%	1,935,786 9.6%	2,115,969 9.3%
Falmouth	\$ 314,112 0.00%	\$ 300,336 -4.39%	\$ 294,646 -6.20%	\$ 292,951 -0.58%	\$ 291,288 -0.57%	\$ 292,157 0.30%
Gorham	\$ 1,712,484 2.2%	\$ 1,712,503 2.2%	\$ 1,757,936 2.7%	\$ 1,878,961 6.9%	\$ 1,922,630 2.3%	\$ 1,742,387 -9.4%
Portland	\$ 17,609,172 6.4%	\$ 17,609,860 6.4%	\$ 18,932,174 7.5%	\$ 20,311,524 7.3%	\$ 21,599,935 6.3%	\$ 22,790,761 5.5%
Westbrook	\$ 4,111,872 2.9%	\$ 4,152,064 3.9%	\$ 4,271,409 3.9%	\$ 5,387,836 26.1%	\$ 5,517,805 2.4%	\$ 5,581,646 1.2%
Windham	\$ 1,307,652 61.7%	\$ 999,673 23.6%	2,160,980 65.3%	3,533,323 63.5%	3,899,861 10.4%	4,010,766 2.8%

Water Rates:

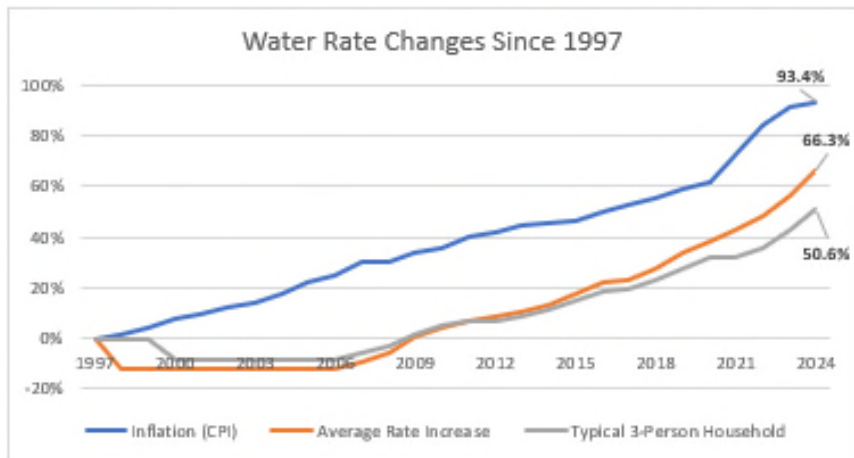
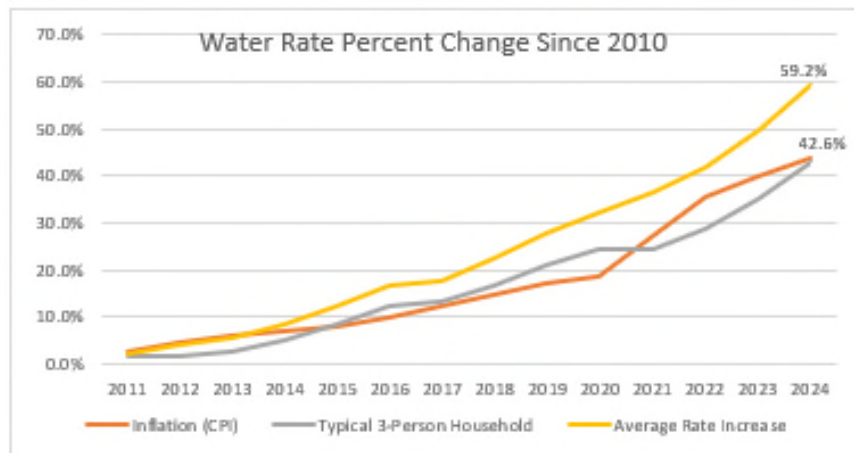
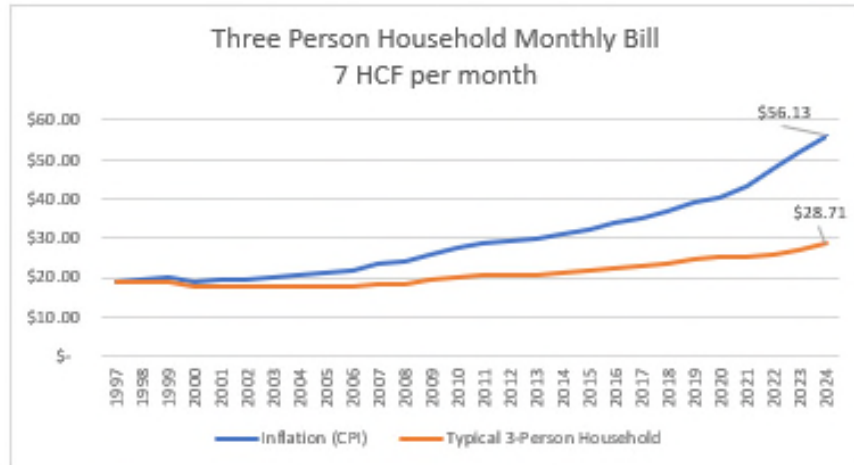
Actual 2023-2024 rates, proposed 2025 and projected 2026-2029 rates. For 2026-2029, assumed annual 1% growth in the number of accounts.

Customer Class	Meter/Usage	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029
							\$	-
Residential	.62" meter, 7 HCF	\$ 27.19	\$ 28.71	\$ 30.20	\$ 32.42	\$ 34.82	\$ 36.84	\$ 38.53
Commercial	.62" meter, 40 HCF	\$ 114.85	\$ 121.22	\$ 128.16	\$ 138.64	\$ 150.06	\$ 159.78	\$ 167.98
Small Industrial	2" meter, 1,300 HCF	\$ 2,174.81	\$ 2,337.63	\$ 2,512.07	\$ 2,787.22	\$ 3,093.71	\$ 3,363.39	\$ 3,587.75
Large Industrial	8" meter, 56,000 HCF	\$ 70,327.11	\$ 76,570.48	\$ 82,244.88	\$ 91,318.72	\$ 101,522.77	\$ 110,589.73	\$ 117,963.40
Government	2" meter, 70 HCF	\$ 223.51	\$ 242.13	\$ 258.57	\$ 284.12	\$ 312.11	\$ 336.49	\$ 357.05
Sprinkler	6" meter (month)	\$ 41.92	\$ 44.30	\$ 46.58	\$ 50.05	\$ 53.75	\$ 56.89	\$ 59.48
Public Fire (per year)		\$ 1,644,768	\$ 1,738,188	\$ 1,827,705	\$ 1,963,869	\$ 2,109,195	\$ 2,232,583	\$ 2,334,165
(By Percent)								
Residential	.62" meter, 7 HCF	4.9%	5.6%	5.2%	7.4%	7.4%	5.8%	4.6%
Commercial	.62" meter, 40 HCF	5.5%	5.5%	5.7%	8.2%	8.2%	6.5%	5.1%
Small Industrial	2" meter, 1,300 HCF	7.0%	7.5%	7.5%	11.0%	11.0%	8.7%	6.7%
Large Industrial	8" meter, 56,000 HCF	6.9%	8.9%	7.4%	11.0%	11.2%	8.9%	6.7%
Government	2" meter, 70 HCF	6.5%	8.3%	6.8%	9.9%	9.9%	7.8%	6.1%
Sprinkler	6" meter (month)	5.0%	5.7%	5.1%	7.4%	7.4%	5.8%	4.6%
Public Fire (per year)		5.0%	5.7%	5.1%	7.5%	7.4%	5.9%	4.6%

2026 to 2029 Financial Forecast(continued)

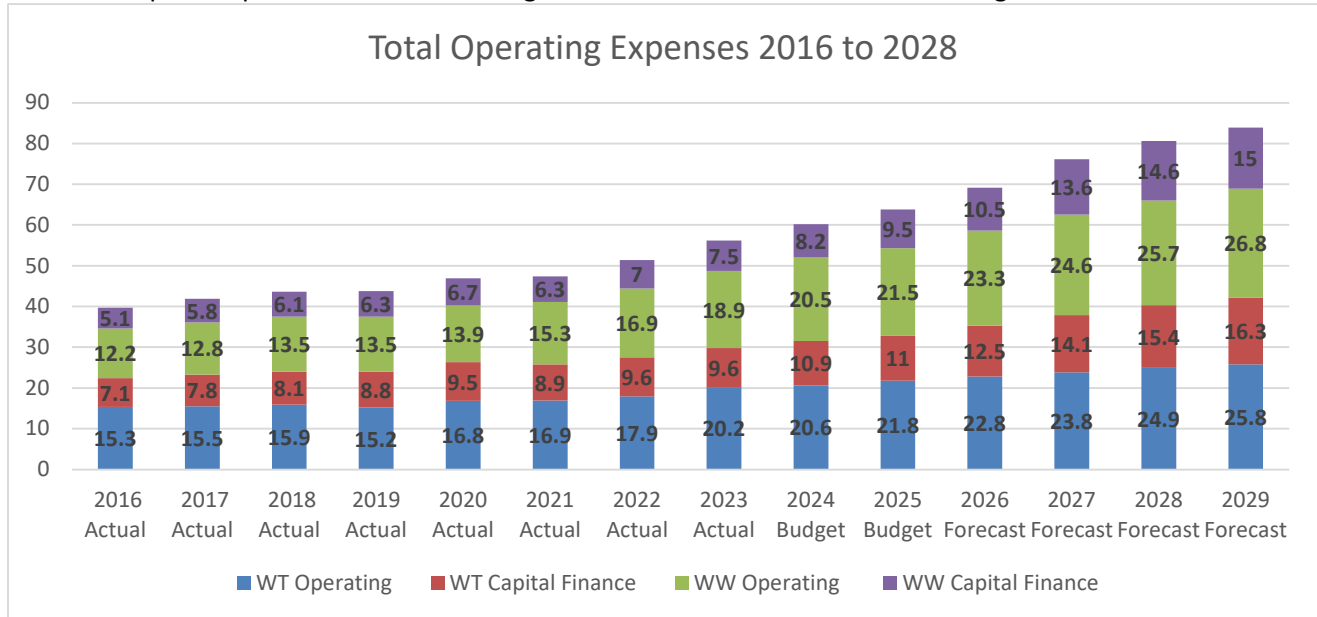
Water Rates

As the table indicates on the previous page, water rates are expected to increase between 4.5% and 6.2% in the upcoming years; which is higher than the expected rate of inflation. The primary driver is higher investment in the aging infrastructure. Historically, rates have been rising lower than inflation as the two top tables below indicate. However, in more recent years, the average increases have been above inflation while the typical three-person household have seen increases equal to inflation (see bottom graph).



2026 to 2029 Financial Forecast (continued)

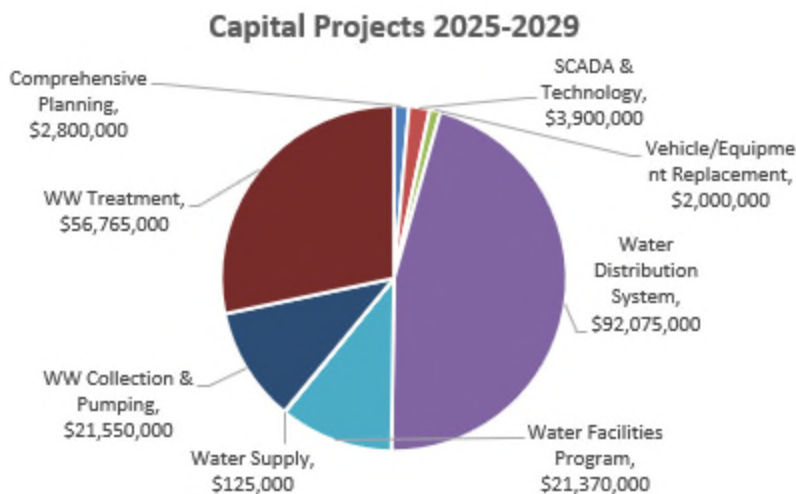
Total expenses are projected to increase to almost \$76 million by 2028, a 90% total increase since 2016 (or 5.6% a year). As the chart shows, increases in capital financing are driving the increases with water and wastewater capital finance cost increasing by 103% and 145%, respectively. Capital finance costs consists of two components – debt service payments and contribution to the renewal and replacement funds. The debt service component portion of the total budget increases from 19% of the total budget to 28%.



The assumptions incorporated in the projections are as follows:

- Salary increases with an annual increase of 3.5% . Water and Wastewater staffing increased for all funds by 5 and 3, respectively, full-time employees in the next few years.
- Benefit increases of 6% each year.
- Other expenses increase between 3% and 5% each year.

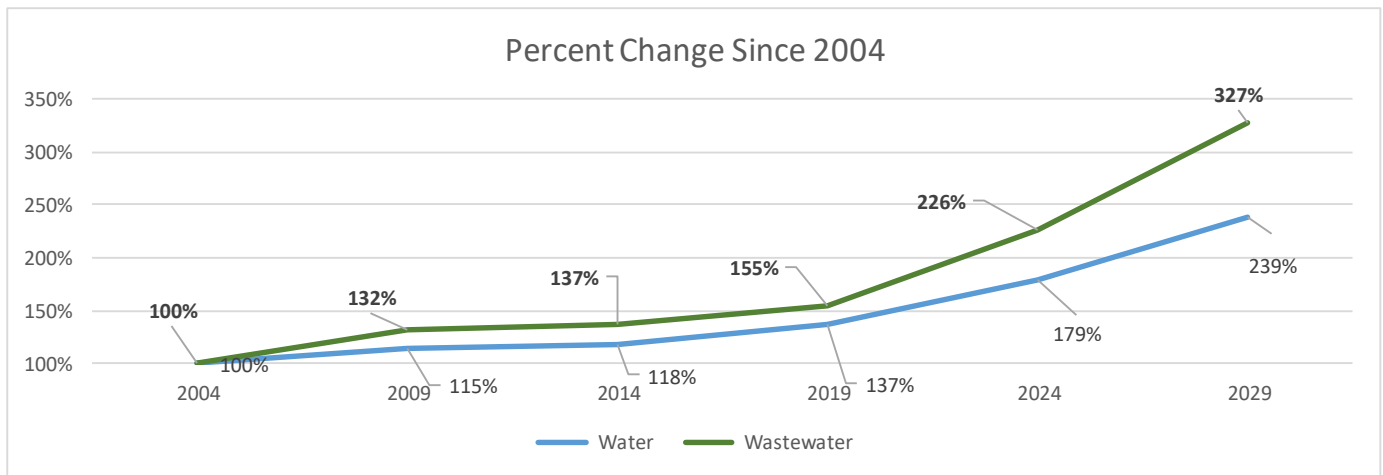
New debt service and renewal/replacement fund expenditures consistent with the 2025 5-year capital plan, which includes close to \$56 million of capital project. Most new debt assumed a 20-year life of 4% interest



2026 to 2029 Financial Forecast (continued)

Budget by Fund Trends

Between 2004 and 2009, significant bonded capital projects including the connecting the Little Falls area in Windham and Gorham to the Westbrook Regional Treatment facility and upgrades at the treatment facilities. Significant investment in the wastewater funds, including major plant & pump stations upgrade, along with the new facility serving North Windham causes the gap between the two parts of the company to widen. Most of the wastewater facilities were built in the 1970's and 1980's with federal grants and we continue to replace those assets but now have to borrow funds to pay for the upgrades.



Total Expense Budget

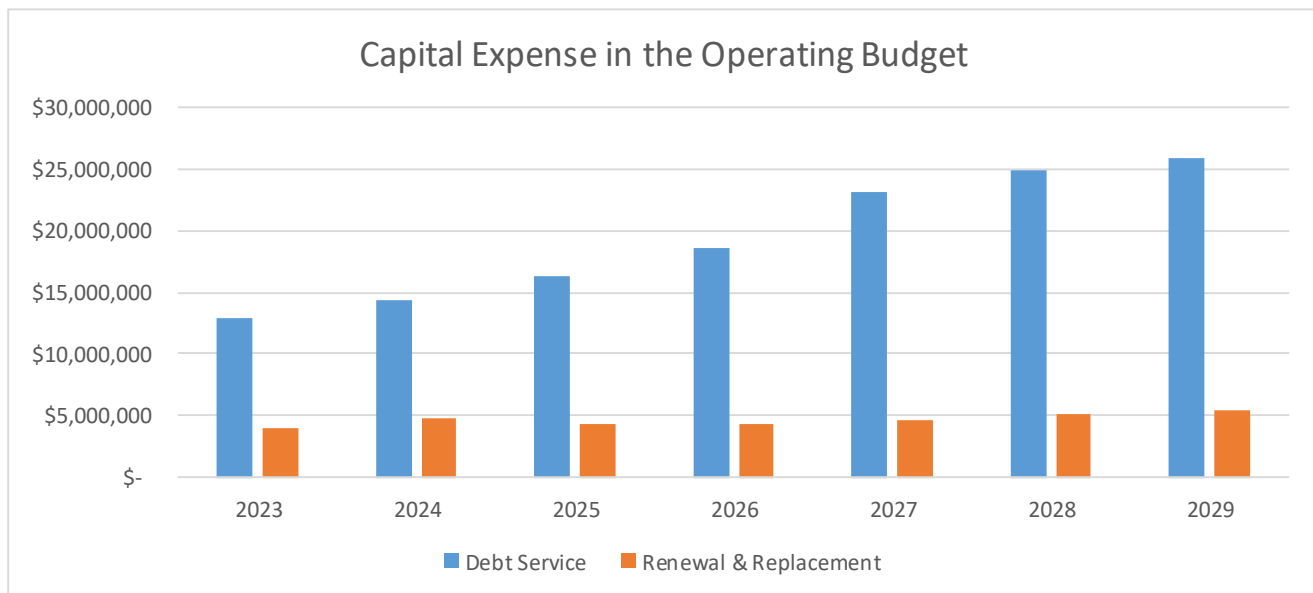
Fund	2004	2009	2014	2019	2024	2029
Water	\$17,608,717	\$20,245,019	\$20,817,310	\$24,087,928	\$31,460,796	\$42,121,180
WW- Cape Elizabeth	1,043,475	1,089,695	1,378,857	1,571,432	2,473,026	3,060,550
WW- Cumberland	498,146	767,586	771,632	954,624	1,316,586	2,164,414
WW- Falmouth	45,721	10,937	15,012	306,132	304,792	298,042
WW- Gorham	578,340	1,056,084	1,121,671	1,103,156	1,735,323	1,787,994
WW- Portland	8,481,000	10,951,209	10,982,397	12,535,853	17,507,832	23,992,164
WW- Westbrook	1,920,536	2,474,362	2,645,693	2,688,293	4,392,293	5,909,146
WW- Windham	54,091	338,117	355,253	391,218	830,596	4,046,660
Other Contract Billing	136,834	206,279	189,158	196,122	257,055	485,191
Total	<u>\$30,366,860</u>	<u>\$37,139,288</u>	<u>\$38,276,983</u>	<u>\$43,834,758</u>	<u>\$60,278,299</u>	<u>\$83,865,341</u>
Total WW	12,758,143	16,894,269	17,459,673	19,746,830	28,817,503	41,744,161

2026 to 2029 Financial Forecast (continued)

Capital

The operating budget includes the annual contribution to a renewal/replacement fund to pay for smaller capital projects, and debt service on existing and proposed larger capital projects.

For 2023-2029, the expense increases on average more than 10% a year.



Over \$154 million of new bonds are forecasted to be issued between 2025 and 2029. Eligible projects will be financed through the State Revolving Loan fund at a subsidized interest. The assumed rate for bonds issued directly to the market up to 4.0%.

Financing Summary

	- 2025 -	- 2026 -	- 2027 -	- 2028 -	- 2029 -
Bonds	\$43,130,000	\$37,100,000	\$26,650,000	\$14,815,000	\$32,690,000
Cap Reserve	\$2,339,609	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
R&R	\$9,065,391	\$7,725,000	\$7,245,000	\$7,280,000	\$4,545,000
Grand Total	\$54,535,000	\$46,825,000	\$35,895,000	\$24,095,000	\$39,235,000

2026 to 2029 Financial Forecast (continued)

Bond Limits

The District has no legal limits of debt. A board-approved policy establishes a target maximum level of debt service to 35% of total fund budget and minimum debt service ratio of 1.25. The table indicates the status and projected status.

The \$12M Westbrook Regional Wastewater Treatment plant scheduled completed in 2023 caused the Gorham, Westbrook and Windham ratios not to meet all the benchmark ratio. Significant pump station upgrades, along with Falmouth's Treatment Facility upgrade, causes Cumberland to miss some of their ratios.

Percent of Budget Dedicated to Debt Service – Target: Not to Exceed 35%

Funds	2023	2024	2025	2026	2027	2028	2029
Water	26%	25%	27%	29%	31%	32%	32%
Wastewater							
Cape Elizabeth	19%	17%	18%	22%	25%	27%	26%
Cumberland	23%	25%	24%	30%	34%	38%	41%
Gorham	33%	34%	34%	33%	34%	33%	23%
Portland	17%	16%	19%	21%	22%	24%	24%
Westbrook	22%	25%	24%	24%	37%	36%	34%
Windham-South	43%	37%	39%	38%	38%	40%	32%

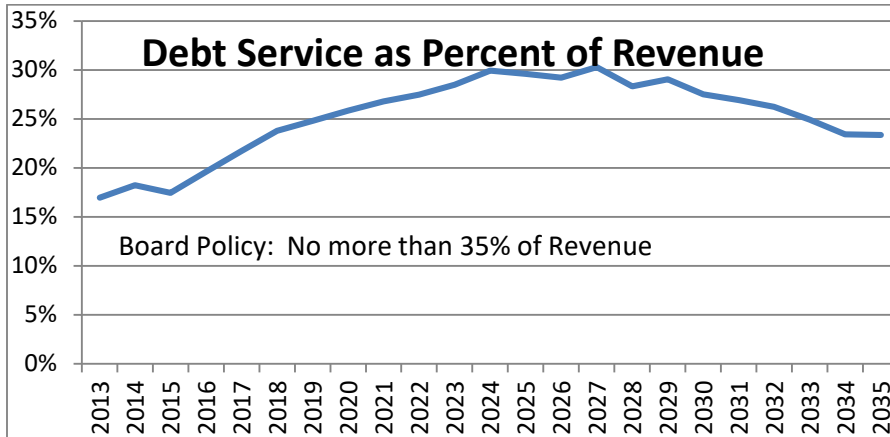
Debt Service Ratio – Target: Greater or Equal to 1.25

Funds	2023	2024	2025	2026	2027	2028	2029
Water	1.51	1.23	1.38	1.40	1.39	1.40	1.42
Wastewater							
Cape Elizabeth	1.66	1.45	1.43	1.33	1.28	1.27	1.28
Cumberland	1.50	1.47	1.59	1.41	1.34	1.28	1.24
Gorham	1.28	1.21	1.22	1.22	1.21	1.23	1.39
Portland	1.83	1.52	1.38	1.32	1.30	1.29	1.28
Westbrook	1.14	1.15	1.17	1.12	1.08	1.07	1.07
Windham-South	1.47	1.23	1.23	1.23	1.23	1.22	1.30

2026 to 2029 Financial Forecast (continued)

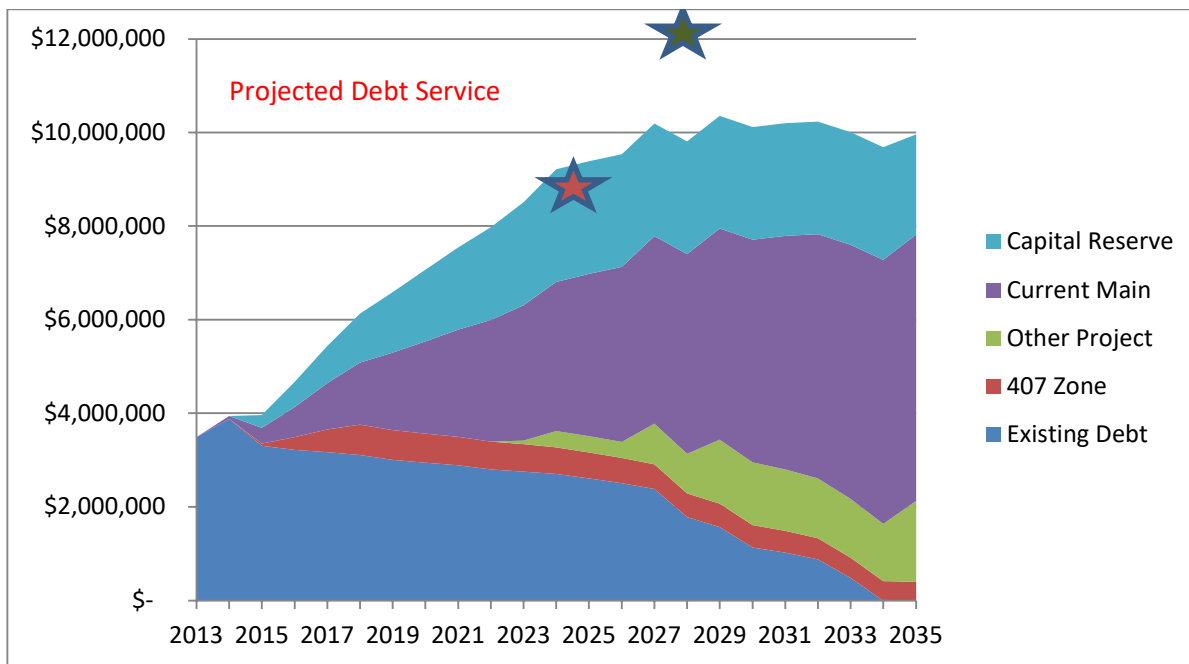
Long-Term Water Fund Target

The long-term water fund target was established in 2013. The projected 2026-2029 ratios are near the target percent through 2026. The years after 2026 are projected to be a couple percent higher but still below the 35% target.



Projected Water Debt

The Water Fund has significant future bond financing needs including completing the 407 zone system upgrades and main renewals. In 2011, the Board adopted the policy to double the investment in main renewal by incrementally increasing the amount spent by \$500,000 until reaching an annual level of \$4 million in 2016. Starting in 2014, an additional annual investment of \$2 million was bonded to pay for main renewal and funded through the capital reserve. Other major projects include the installation of a new meter reading system and transmission line projects.



The 2025 Budget requests \$8.8 million of debt service, below the long-term plan



The updated multi-year projection is for \$13.4 million in 2029, \$3.4 above 2029 target. The 2025 multi-year plan recommends higher level of main renewal investments (up to \$13 million from the planned \$7M) and the impact of the higher-than-expected meter and meter reading sys project cost.

2026 to 2029 Financial Forecast (continued)

Projected Debt by Fund

Projected debt including proposed debt to finance the 5-year Capital Plan for next 20 years.

	Water		Cape Elizabeth Wastewater	
	Principal	Interest	Principal	Interest
2025	\$ 6,524,562	\$ 2,473,830	2025	\$ 326,500 \$ 88,618
2026	\$ 7,340,049	\$ 2,953,111	2026	\$ 391,500 \$ 136,022
2027	\$ 8,077,213	\$ 3,549,594	2027	\$ 466,500 \$ 184,307
2028	\$ 8,611,426	\$ 3,714,412	2028	\$ 519,000 \$ 207,865
2029	\$ 8,822,409	\$ 4,019,402	2029	\$ 515,000 \$ 195,728
2030	\$ 9,877,577	\$ 4,616,513	2030	\$ 519,500 \$ 185,405
2031	\$ 9,637,184	\$ 4,240,227	2031	\$ 519,500 \$ 171,841
2032	\$ 9,270,814	\$ 3,883,677	2032	\$ 398,000 \$ 158,418
2033	\$ 8,816,758	\$ 3,553,892	2033	\$ 390,000 \$ 145,999
2034	\$ 8,492,711	\$ 3,225,936	2034	\$ 390,000 \$ 133,761
2035	\$ 7,775,362	\$ 2,912,921	2035	\$ 390,000 \$ 121,450
2036	\$ 7,281,724	\$ 2,629,306	2036	\$ 378,000 \$ 109,165
2037	\$ 6,908,135	\$ 2,363,328	2037	\$ 378,000 \$ 97,249
2038	\$ 6,623,398	\$ 2,110,631	2038	\$ 358,650 \$ 85,429
2039	\$ 6,428,398	\$ 1,859,294	2039	\$ 358,650 \$ 74,238
2040	\$ 6,192,398	\$ 1,619,206	2040	\$ 308,400 \$ 63,114
2041	\$ 6,107,397	\$ 1,386,031	2041	\$ 246,500 \$ 51,881
2042	\$ 5,748,398	\$ 1,159,546	2042	\$ 246,500 \$ 41,770
2043	\$ 5,573,398	\$ 937,878	2043	\$ 217,750 \$ 31,888
2044	\$ 4,834,500	\$ 711,700	2044	\$ 217,750 \$ 23,178
	\$144,109,311	\$53,208,735		\$ 7,317,950 \$ 2,284,148

	Cumberland Wastewater		Gorham Wastewater	
	Principal	Interest	Principal	Interest
2025	\$ 6,250	\$ 7,503	2025	\$ 482,978 \$ 61,579
2026	\$ 61,250	\$ 49,715	2026	\$ 470,378 \$ 58,705
2027	\$ 100,000	\$ 85,133	2027	\$ 507,818 \$ 75,446
2028	\$ 160,000	\$ 127,400	2028	\$ 507,818 \$ 66,438
2029	\$ 210,000	\$ 158,000	2029	\$ 277,563 \$ 58,986
2030	\$ 240,000	\$ 169,400	2030	\$ 242,132 \$ 55,066
2031	\$ 240,000	\$ 159,800	2031	\$ 239,514 \$ 51,158
2032	\$ 240,000	\$ 150,200	2032	\$ 239,514 \$ 47,269
2033	\$ 240,000	\$ 140,600	2033	\$ 239,514 \$ 43,370
2034	\$ 240,000	\$ 131,000	2034	\$ 239,514 \$ 39,470
2035	\$ 240,000	\$ 121,400	2035	\$ 239,514 \$ 35,567
2036	\$ 240,000	\$ 111,800	2036	\$ 239,514 \$ 31,662
2037	\$ 240,000	\$ 102,200	2037	\$ 239,514 \$ 27,754
2038	\$ 240,000	\$ 92,600	2038	\$ 239,514 \$ 23,842
2039	\$ 240,000	\$ 83,000	2039	\$ 224,114 \$ 19,953
2040	\$ 240,000	\$ 73,400	2040	\$ 224,114 \$ 16,190
2041	\$ 240,000	\$ 63,800	2041	\$ 224,114 \$ 12,426
2042	\$ 240,000	\$ 54,200	2042	\$ 96,499 \$ 8,882
2043	\$ 240,000	\$ 44,600	2043	\$ 96,499 \$ 6,445
2044	\$ 240,000	\$ 35,000	2044	\$ 37,440 \$ 4,243
	\$ 4,137,500	\$ 1,960,751		\$ 5,307,579 \$ 744,451

2026 to 2029 Financial Forecast (continued)

Projected Debt by Fund

Projected debt including proposed debt to finance the 5-year Capital Plan for next 20 years.

	Portland Wastewater		Westbrook Wastewater	
	Principal	Interest	Principal	Interest
2025	\$ 2,462,741	\$ 707,776	2025	\$ 840,000 \$ 141,638
2026	\$ 2,747,741	\$ 954,325	2026	\$ 774,160 \$ 204,942
2027	\$ 3,051,241	\$ 1,138,464	2027	\$ 1,363,540 \$ 579,814
2028	\$ 3,367,241	\$ 1,313,113	2028	\$ 1,363,540 \$ 541,152
2029	\$ 3,362,247	\$ 1,448,665	2029	\$ 1,305,626 \$ 504,829
2030	\$ 3,633,247	\$ 1,537,194	2030	\$ 1,186,394 \$ 474,437
2031	\$ 3,590,637	\$ 1,436,234	2031	\$ 1,180,733 \$ 444,107
2032	\$ 3,541,637	\$ 1,336,501	2032	\$ 1,180,733 \$ 413,816
2033	\$ 3,541,637	\$ 1,237,025	2033	\$ 1,180,733 \$ 383,505
2034	\$ 3,391,637	\$ 1,138,439	2034	\$ 1,180,733 \$ 353,190
2035	\$ 3,391,637	\$ 1,044,578	2035	\$ 1,180,733 \$ 322,870
2036	\$ 3,291,637	\$ 950,322	2036	\$ 1,130,733 \$ 292,670
2037	\$ 2,781,900	\$ 857,121	2037	\$ 1,130,733 \$ 262,839
2038	\$ 2,781,900	\$ 767,638	2038	\$ 1,130,733 \$ 233,060
2039	\$ 2,756,900	\$ 678,017	2039	\$ 987,433 \$ 202,292
2040	\$ 2,599,400	\$ 587,580	2040	\$ 987,433 \$ 173,875
2041	\$ 2,513,300	\$ 499,658	2041	\$ 987,433 \$ 145,454
2042	\$ 2,383,000	\$ 412,015	2042	\$ 717,086 \$ 117,500
2043	\$ 2,123,000	\$ 26,765	2043	\$ 717,086 \$ 91,894
2044	\$ 2,087,500	\$ 243,787	2044	\$ 589,380 \$ 66,796
	<u>\$ 57,312,680</u>	<u>\$18,071,430</u>		<u>\$20,525,595 \$ 5,883,884</u>

	So. Windham Wastewater		Total	
	Principal	Interest	Principal	Interest
2025	\$ 147,772	\$ 21,125	\$ 10,790,803	\$ 3,502,069
2026	\$ 146,212	\$ 19,159	\$ 11,931,290	\$ 4,375,979
2027	\$ 149,392	\$ 18,854	\$ 13,715,704	\$ 5,631,612
2028	\$ 149,392	\$ 21,189	\$ 14,678,417	\$ 5,991,569
2029	\$ 100,561	\$ 44,138	\$ 14,593,406	\$ 6,429,748
2030	\$ 88,724	\$ 41,812	\$ 15,787,574	\$ 7,079,827
2031	\$ 88,503	\$ 39,460	\$ 15,496,071	\$ 6,542,827
2032	\$ 88,503	\$ 37,063	\$ 14,959,201	\$ 6,026,944
2033	\$ 88,503	\$ 34,563	\$ 14,497,145	\$ 5,538,954
2034	\$ 88,503	\$ 32,042	\$ 14,023,098	\$ 5,053,838
2035	\$ 88,503	\$ 29,494	\$ 13,305,749	\$ 4,588,280
2036	\$ 88,503	\$ 26,920	\$ 12,650,111	\$ 4,151,845
2037	\$ 88,503	\$ 24,312	\$ 11,766,785	\$ 3,734,803
2038	\$ 88,503	\$ 21,654	\$ 11,462,698	\$ 3,334,854
2039	\$ 87,203	\$ 18,972	\$ 11,082,698	\$ 2,935,766
2040	\$ 87,203	\$ 16,276	\$ 10,638,948	\$ 2,549,641
2041	\$ 87,203	\$ 13,561	\$ 10,405,947	\$ 2,172,811
2042	\$ 45,666	\$ 11,004	\$ 9,477,149	\$ 1,804,917
2043	\$ 45,666	\$ 29,297	\$ 9,013,399	\$ 1,168,767
2044	\$ 40,680	\$ 7,610	\$ 8,047,250	\$ 1,092,314
	<u>\$ 1,797,352</u>	<u>\$ 471,598</u>	<u>\$248,323,443</u>	<u>\$81,446,284</u>

2026 to 2029 Financial Forecast (continued)

Strategic Goal Impact

In the next five years, the District is forecasted to spend over \$373 million in operating expenses and \$200 million in capital expenditures to meet our mission to protect public health, safety, and the environment by providing customers with high-quality, reliable and affordable water services. Below is an overview of some of the significant impacts spending the money will have on meeting our mission and strategic goals.

At the beginning of the 2025 planning cycle, the Management Team developed a preliminary list of action items. The list below identifies items included in the 5-year plan.

Goal 1 –Public Health and Safety

Protect public health and safety by providing services that meet or exceed federal, state and local health, and safety standards.

Name	2025 to 2029 Impact
Federal Law: Lead/Copper Compliance	Full-time staff person completed the inventory of lead pipes in the system by the federal deadline of October 2024. In next 3 years, all galvanized pipes will be removed (\$6.2M) and GPS location points of obtained customers to allow customers to review their line status on our website (\$2.0M).
Portland WW East End Treatment Facility Upgrades	Due to operation issues, the secondary clarifier & primary gallery needed to be replaced in an expedited manner to assure treatment process will continue to meet standards at the East End Wastewater Treatment Facility Plant located in Portland (\$10.4M). In the next 5 years, over \$36 million will be spent to upgrade additional equipment at the facility.
Biosolids Disposal Management	Staff began the process of creating a long-term strategy to deal with the disposal of biosolids including addressing the PFAS embedded in biosolids (\$300k). The study will be completed in 2024 and with cooperation of state, local and private sector come up with a recommended solution. Since the solution has not been determined, no financial resources allocated in future years but could be significant.
Prioritize critical assets at SLWTF and optimize maint. plans	Upgrades to the 30-year old water treatment plant will begin including projects related to the chemical feed and roof (\$12M).

Goal 2 – Environmental Stewardship

Ensure the sustainability of natural resources by protecting the environment within our shared watersheds and service area.

Name	2025 to 2029 Impact
Windham North Windham	The Town of Windham identified the North Windham business area as needing a public sewer system. Construction of the \$38.4M project began in 2023 with a target date of completion of early 2026.
Watershed Protection - Continue \$8M RCCP Grant	The fourth year of \$8M RCCP Grant activities will be coordinated by the District and its partner Sebago Clean Waters. Beginning in 2024, the District will provide a grant to support the SCW program (\$60K). PWD continues to allocate significant resources annually to protect the Sebago Lake Watershed (\$1.3M). The Coalition's long-term goal is to protect from development and conserve an additional 35,000 acres of land over the next 15 years. By protecting the land, we retain the 'natural water filter' to maintain Sebago Lake's excellent water quality. Conserving and protecting land from development to maintain the water quality will continue to allow the District to avoid a federal requirement to construct a \$150 million filtration plant.
Westbrook Wastewater Storage	A \$10M 2026 project constructing a wastewater storage tank to capture rain water and reducing the level of untreated wastewater may be required if alternative methods of reduction do not work.

2026 to 2029 Financial Forecast (continued)

Strategic Goal Impact

Goal 3 –Reliable & Sustainable Service

Provide services in a manner that is reliable and sustainable, so customers can depend on them.

Name	2025 to 2029 Impact
Windham Water Tank	In 2024, the new Windham Water Tank will become operational and replacing an aging tank (\$5.1M) improve water system volume and pressure.
Cape WW Aeration Upgrade	Upgrade of the aging Cape Elizabeth's Treatment Facility Aeration system (\$2.8M). The project will also protects the environment by reducnt the amount of nitrogen returned to the environment.
Meter Reading Change Out Program	The current meter reading/meter system was installed almost 20 years ago. Starting in 2025, the meter reading system/meters will be replaced with an advance meter infrastructure system(\$30M).
Water Main Replacement Program	Continue replacing aging water mains (\$53M) over the next 5 years.
407 Zone Improvements	Continue investing in the 407 zone to assure adequate supply is available in that area. Starting in 2025, investments on a new main serving Chute Road/Cumberland will begin at a total cost of \$14 million in the next 5 years.
WGW Treatment Plant Capacity Expansion Plan	A \$300k study will be completed in 2024 reviewing the future wastewater flow coming from the Westbrook, Gorham and Windham areas to assure the Westbrook Regional Treatment Facility has adequate capacity to treat.
Wastewater Pump Stations Upgrades	Over the next 5 years, 26 aging pump station and related piping throughout 6 wastewater communities will be upgraded (\$10.5M) and will increase reliability of the system. The upgrade of the Keddy Mill pump station (\$750K) will enable the elimination of 1 pump station and promote economic development in the South Windham area.
Sebage Lake Intake facilities	Water Emergency Storage Capacity (\$12M) and Intake facilities replacement (\$4.5M) will be considered to improve the reliability of the water system.
Cybersecurity and Computer Backup	Continue the development of the computer system backup and response to a cybersecurity incident (\$100k)

Goal 4 –High Value

Provide high value services, which requires engaging and understanding customer needs and priorities; balancing competing goals with the cost of services with customers' ability to pay.

Name	2025 to 2028 Impact
Master Plan (CWWSP)	In 2023, the process began to update the Comprehensive Water Master Plan and will continue throughout 2025 with the Portland WW Force Main assessment and additional water assessments (\$0.7M).
EAM Development Program	Work areas will continue the development and use of the recently install asset management system.
Customer Satisfaction Survey response	A customer satisfaction survey was conducted. The survey indicated 97% of customers were at least satisfied with the District service. Results will be taken into consideration as we make changes including changes to our website and other customer service options.
Finance System Upgrade	Will review the options to upgrade or replace the current finance system will be explored (\$600k). Focus will be on obtaining a system that could integrate with asset management system in a cost-effective manner.
Power BI Rollout	Work areas will explore ways to use a new information display tool (Power BI). IS staff will develop a data warehouse to ease the use of the data.

Goal 5 –High-Performance and Supportive Work Environment

Maintain a safe work atmosphere that values diversity and inclusiveness, collaboration, engagement, and respect , while embracing continuous improvement and efficiency.

Name	2025 to 2029 Impact
Employee Succession Plan	With close to 20% of the work force in their 60's, management will continue to prepare the organization for the transition.
Employee Satisfaction Survey Response	An Employee Satisfaction Survey was conducted last 2023. Survey results will be taken into consideration as we make changes.
Employee Engagement Activities	In last 2023, a new team was formed to identify, plan and implement activities to encourage employees activities
Douglass Street Facility	Continue investments will be made into the office and other work areas to address work environment issues including HVAC system (\$2.3 million), aggregate storage facility (\$1.7 million) and other investments (\$2 million).

2026 to 2029 Financial Forecast (continued)

Strategic Goal Impact

Forecast Impact on the District's Financial Health

Operating Budget. All Funds have been projected that revenues meet or exceed expenses for each year when accompanied by regular, modest rate adjustments. The table below indicates the operating and capital reserve forecasted balances at the end of the five years. Cumberland Operating has been depleted due to unexpected system repair. The 2025-2029 budgets have been increased to support unexpected expenses and if they don't occur, the unspent money will put into the operating contingency reserve.























	Operating Contingency Reserve	Percent of Budget	Renewal and Replacement (Capital) Reserve
Water	\$ 5,907,276	14%	\$ 6,632,754
Wastewater:			
Cape Elizabeth	\$ 387,831	13%	\$ 846,324
Cumberland	\$ -	0%	\$ 277,441
Gorham	\$ 144,627	8%	\$ 609,435
Portland	\$ 3,583,126	15%	\$ 4,188,081
Westbrook	\$ 313,278	7%	\$ 1,925,840
Windham (South Only)	\$ 180,826	36%	\$ 464,123

The capital investments are being paid for with a mix of bonds, primarily with a 20-year term, and current year revenues. The debt service burden does increase over the next 5 years with debt service between 23% to 41%. Cumberland's debt service is high to due significant debt service assessed by the Town of Falmouth for improvements at their treatment plant facility that services Cumberland along with significant upgrades by the District on Cumberland's pump station throughout the next five years. Westbrook's Debt Service ratio is impacted by proposed federally mandated \$10 million combined sewer overflow storage conduit project

	Debt Service - Percent of Budget	Debt Service Ratio
Target	<35%	>125%
Water	32%	142%
Wastewater:		
Cape Elizabeth	26%	128%
Cumberland	41%	124%
Gorham	23%	139%
Portland	24%	128%
Westbrook	34%	107%
Windham (South Only)	32%	130%













Maine Measures of Growth 2023 Scorecard

The Maine Economic Growth Council updates Measures of Growth Report which tracks 25 indicators that provide a snapshot of how Maine's economy is faring. The full report is located here - <https://www.mdf.org/economic-policy-research/measures-of-growth-report/>).



FUNDAMENTAL PERFORMANCE INDICATORS	ECONOMY
<p>PROSPERITY</p> <p> 1. Wages pg 4  -1.5% In 2022, wages remained above the EPSCoR* average but fell 1.5% after adjusting for inflation.</p> <p> -0.6% 2. Poverty pg 5 In 2021, poverty rose from 10.6% to 11.2%.</p> <p> +2% 3. Gender Wage Equity pg 6 In 2022, women's median wages rose nearly 2% compared to men's, but remained about 84% of men's earnings.</p> <p> +3% 4. Racial/Ethnic Income Equity pg 7 In 2017-2021, the average incomes of BIPOC* and Latino or Hispanic Mainers rose 3% but remained 31% below white Mainers, dramatically short of full equity. (*Black, Indigenous, People of Color)</p> <p>PEOPLE</p> <p> -1.5% 5. Labor Force pg 8 Maine's labor force shrank 1.5% to 675,000 in 2022.</p> <p> -1.8% 6. Labor Force Participation pg 10 In 2022, 81% of Maine adults ages 25-54 were in the labor force, down from 82.8% in 2021.</p> <p>PRODUCTIVITY</p> <p> -0.6% 7. Value Added pg 11 In 2022, value added per worker fell 0.6%, and was 22% below the U.S. average.</p> <p> +2% 8. Gross Domestic Product pg 12 In 2022, Maine's GDP rose nearly 2%, on pace with other New England states.</p>	<p>INNOVATION</p> <p> 9. Research & Development pg 14  +0.1% In 2020, Maine's R&D spending rose from 1% to 1.1% of GDP.</p> <p> +10% 10. International Exports pg 15 Maine exports rose 10% in 2022, reaching their highest level since 2011.</p> <p> +89% 11. Entrepreneurship pg 16 In 2021, the number of business starts exceeded closures by 71%, up from 12% in 2020.</p> <p>TALENT</p> <p> +8% 12. Prekindergarten Education pg 17 In 2022-23, the share of schools with Pre-Ks rose to 85%.</p> <p> 13. Fourth-Grade Reading pg 18  -7% In 2022, 29% of Maine 4th graders were proficient in reading, a sharp drop from pre-COVID levels.</p> <p> 14. Eighth-Grade Math pg 19  -10% In 2022, 24% of Maine 8th graders were proficient in mathematics, down from 34% pre-COVID.</p> <p> 15. Postsecondary Degrees & Credentials pg 21  +2% In 2021, 55% of Maine adults had a credential of value, up from 53% in 2019.</p> <p>BUSINESS CLIMATE</p> <p> 0% 16. Cost of Doing Business pg 22 In 2022, Maine's cost of doing business was unchanged relative to the U.S.</p> <p> -0.7% 17. Cost of Health Care pg 23 Proportional health care expenditures fell 0.7% in 2022 but remain an ongoing challenge.</p>

Why is this of significance to Portland Water District? Ability to hire new skilled employees will be a challenge in the future. Cost of doing business and living in Maine is high, which might inhibit the ability to continue to increase water rates. Electricity costs is a significant cost for the District and is relatively high.




Maine Measures of Growth 2023 Scorecard

<p> 18. Cost of Energy pg 24</p> <p> The price of industrial electricity rose 17% in 2022, mirroring nationwide increases.</p>	<p> 25. Mental & Behavioral Health pg 33</p> <p> In 2020-2021, the percentage of children with a mental and/or behavioral condition rose 0.4%.</p>	
<p> 19. State and Local Tax Burden pg 25</p> <p> In 2021, Maine's tax burden remained unchanged at 11.7%.</p>	<p> 26. Health Insurance Coverage pg 34</p> <p>Maine's health insurance coverage is stable and above the U.S. average.</p>	
<p> COMMUNITY</p>		<p> 27. Food Security pg 35</p> <p>In 2019-2021, the share of Mainers experiencing food insecurity fell about 2 percentage points.</p>
<p>INFRASTRUCTURE</p>		<p> ENVIRONMENT</p>
<p> 20. Transportation pg 27</p> <p>In 2022, 67% of Maine roadways were rated good or fair.</p>	<p> 28. Air Quality pg 36</p> <p> In 2022, there were 24 moderately unhealthy days, four fewer than last year.</p>	
<p> 21. Internet Connectivity pg 28</p> <p> In 2023, 86% of Maine locations have either average or broadband internet, up 8%.</p>	<p> 29. Water Quality pg 37</p> <p> In 2022, Maine maintained its excellent water quality rating.</p>	
<p> 22. Housing Affordability pg 30</p> <p> Housing affordability appears to have dropped in 2022, but complete data are not currently available.</p>	<p> 30. Greenhouse Gas Emissions pg 38</p> <p>From 2018 to 2019, GHG emissions fell 2%.</p>	
<p>HEALTH & SAFETY</p>		<p> 31. Sustainable Forestlands pg 40</p> <p> In 2021, the growth-to-removal ratio rose 8% to 1.43 and remained above the sustainability goal.</p>
<p> 23. Safety pg 31</p> <p>Maine's crime rate fell 2% in 2021.</p>		
<p> 24. Physical Wellness pg 32</p> <p>Consistently, about 2/3 of Maine adults are overweight or obese.</p>		

Gold Stars and Red Flags are determined by consensus of the Growth Council based on consideration of the data and the experienced perspective of Council members. The general criteria are:

-  **Exceptional Performance**
Very high national standing and/or established trend toward significant improvement.
-  **Needs Attention**
Very low national standing and/or established trend toward significant decline. The indicator may show improvement but is still viewed as needing attention.

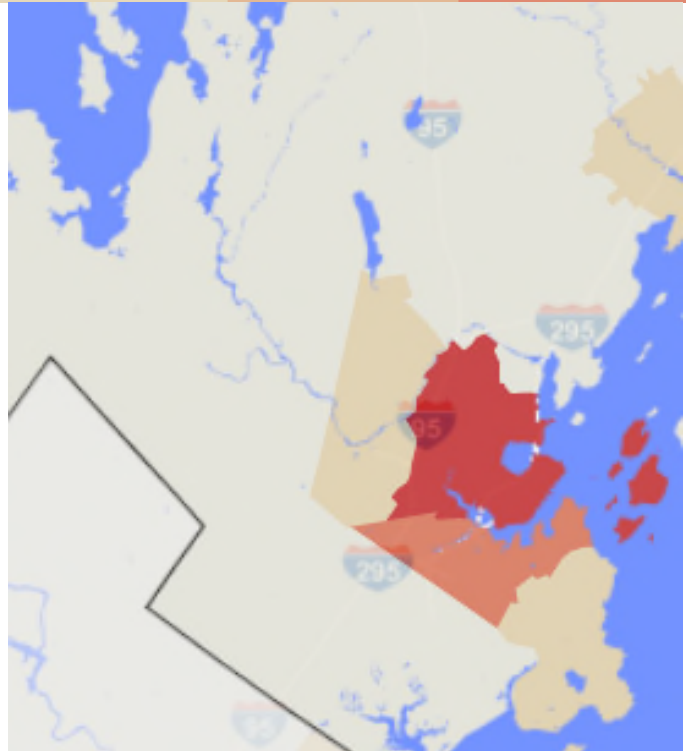
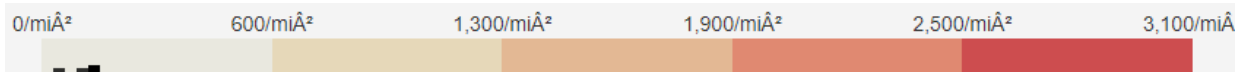
Colored Progress Symbols reflect movement from year to year and/or recent trends toward or away from the benchmarks established by the Council. The general criteria are:

-  Movement toward the benchmark since the last available data.
-  No significant movement relative to the benchmark since the last available data, or no new data.
-  Movement away from the benchmark since the last available data.

Population Change and Density

Maine is a relatively rural state with low population density. Growth has been modest with 8% growth in the past 10 years. Cities (red area) are more dense in population however in the past 10 years the towns have grown at a faster pace than the city population. As the population spreads out, we need to make sure our infrastructure supports their water needs. One example is a series of capital projects in the 407 zone (Windham/Gorham) area (see Capital Expenditure Section – Water Program 307 – almost \$18 million of projects).

2020 vs 2010				
City/Town	2020 Population	2010 Population	Increase-#	Increase-%
Members:				
Cape Elizabeth	9,535	9,015	520	6%
Cumberland	8,473	7,211	1262	18%
Falmouth	12,444	11,185	1259	11%
Gorham	18,336	16,381	1955	12%
Portland	68,408	66,194	2214	3%
Scarborough	22,135	18,919	3216	17%
South Portland	26,498	25,002	1496	6%
Westbrook	20,400	17,494	2906	17%
Windham	18,434	17,001	1433	8%
Raymond	4,512	4,436	76	2%
Total	209,175	192,838	16337	8%
Non-Member:				
Standish	10,244	9,874	370	4%
Total Population in Communities Served				
	219,419	202,712	16707	8%



Portland Water District Rate Sheet Summary

A summary of Portland Water District’s Water Rates and Municipalities’ Sewer Rates as of July 1, 2024 is presented below. Water and Sewer is billed based on actual water consumption for all communities except Falmouth Wastewater customers. The chart shows the typical usage by the number of occupants in the household.

PORTLAND WATER DISTRICT RATE SHEET 07.01.24
 Typical monthly consumption and charges for Residential users with 5/8' meter on daily usage of 60 gallons per person
 Usage is rounded to nearest hundred cubic feet (hcf). 1 HCF = 748 gallons.

WATER RATES				
Effective Date		01/01/24		
# OF PEOPLE	GALLONS = HCF	MEMBERS	NON-MEMBERS	
1	1,800 = 2	14.36	16.54	
2	3,600 = 5	22.97	26.50	
3	5,400 = 7	28.71	33.14	
4	7,200 = 10	37.32	43.10	
5	9,000 = 12	43.06	49.74	
6	10,800 = 14	48.80	56.38	
7	12,600 = 17	57.41	66.34	
8	14,400 = 19	63.15	72.98	
9	16,200 = 22	71.76	82.94	

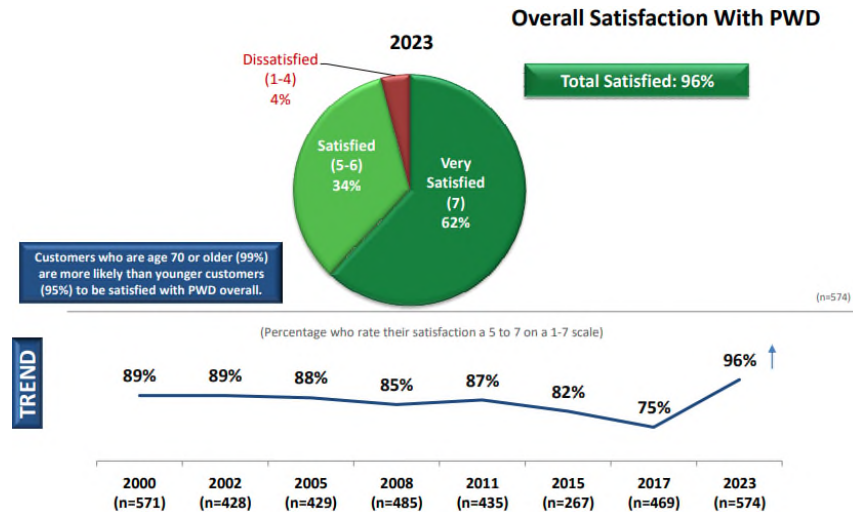
SEWER RATES						
07/01/24	09/16/23	07/01/24	07/01/24	01/01/22	03/01/24	04/01/23
PORTLAND	CUMBERLAND	SOUTH PORTLAND	CAPE ELIZABETH	WESTBROOK	WINDHAM	GORHAM
26.00	50.28	14.32	60.30	20.46	51.00	23.03
65.00	70.32	35.80	78.93	43.65	51.00	45.05
91.00	83.68	50.12	91.35	59.11	71.40	59.73
130.00	103.72	71.60	109.98	82.30	102.00	81.75
156.00	117.08	85.92	122.40	97.76	122.40	96.43
182.00	130.44	100.24	134.82	113.22	142.80	111.11
221.00	150.48	121.72	153.45	136.41	173.40	133.13
247.00	163.84	136.04	165.87	151.87	193.80	147.81
286.00	183.88	157.52	184.50	175.06	224.40	169.83

WATER RATES	Min Charge includes 1 HCF	Per additional HCF 2-30 HCF	Per additional HCF 31-100 HCF	Lifeline Water Rate (Reduction in Monthly Minimum Charge)	Minimum includes 1 HCF
MEMBERS	11.49	2.87	2.65	MEMBERS	2.87
NON-MEMBERS	13.22	3.32	3.06	NON-MEMBERS	3.32

SEWER RATES	Min HCF	MIN CHARGE	HCF	Municipal Contacts for Sewer	
PORTLAND	1	13.00	13.00	Ben Pearson	874-8843
CUMBERLAND	0	36.92	6.68	Pam Bosarge	829-2207
SOUTH PORTLAND	1	7.16	7.16	Colleen Mitchell	767-7675
CAPE ELIZABETH	1	54.09	6.21	Ben McDougal	799-5251
WESTBROOK	1	12.73	7.73	Eric Dudley	854-9105 x222
GORHAM	1	15.69	7.34	Freeman Abbott	222-1608
				Laurie Nordfors	222-1675
WINDHAM	5 hcf per unit	51.00	10.20	Barry A. Tibbetts	892-1907
FALMOUTH eff 07.01.2024	RATE PER LIVING UNIT	Commercial Fixtures > 17	SCHOOLS	Beth Pauls	781-4462
	\$54.21 x # of units (Residential)	(\$54.21 x # of units) + (# of fixtures - 17 fixtures x \$2.56) (Com'l combination of fixtures)	\$45.17 for every 15 students (Schools)	Note: These are the most common sewer rates, but this is not a complete list.	

Customer Satisfaction Survey

A periodic customer satisfaction survey is conducted. The overall result of the 2023 survey were strong and improved since the last survey with 96% of customer as least satisfied with the District.



Key Findings

Overall satisfaction with PWD is very high and has increased since the organization's most recent customer survey in 2017.

- Almost all surveyed customers are satisfied with PWD overall (96%), representing a new high.
 - Satisfaction with PWD is higher than satisfaction with other tested utilities or service providers.
- In addition, customers are almost universally satisfied with the reliability (99%) and quality (96%) of their water from PWD, and nine out of ten are satisfied with PWD's wastewater service overall (90%).
- Huge majorities also believe the water they receive from PWD is safe (93%), colorless (97%), odor-free (93%), good tasting (92%), and delivered with adequate pressure (92%).
 - Two out of three agree that PWD responds quickly to emergencies (64%), and half agree that the organization provides advance alerts about planned shut-offs (52%). While customers are more likely to praise PWD's performance in other areas of service, given the perceived reliability of PWD and the fact that many do not have a firm opinion about PWD's performance in planned or emergency outages, these ratings likely reflect a lack of experience with these issues as a customer of PWD.
- Many customers are also satisfied with the price of their water (78%) or the overall value of PWD's services (70%). Eight out of ten believe PWD provides accurate bills (79%) – an increase over recent waves of the survey.
 - Fewer who use PWD for wastewater service are satisfied with the price of those services (62%).

Communication also appears to be a strength of the organization.

- Eight out of ten customers rate the amount of communication they receive from PWD as *about right* (82%), and almost none rate the amount of communication they receive as *too much* (<0.5%) or *too little* (4%).
- Another eight out of ten believe the organization keeps customers informed (79%), and seven out of ten believe the organization is easy to reach (72%).

PWD also enjoys a strongly positive image among its customers.

- Majorities believe PWD serves the public well (81%) or view the company as experienced (71%), well-run (65%), or trustworthy (60%).
- Many would also describe the organization as safe (69%) or reliable (67%).

PWD's online services are particularly popular; phone-based services are less popular.

- Seven out of ten surveyed customers currently use PWD's paperless billing (72%) or online bill payment systems (70%), and six out of ten use online auto payments (60%).
- In contrast, no more than one out of ten customers use account information by phone (8%), pay-by-phone (6%), or pay-by-text (6%) services. Importantly, this low usage is not necessarily a result of low awareness – usage of these services is low even among customers who are aware of them.
- Email is, by far, the preferred form of communication about account status, billing, water testing, construction, and information about PWD. Many would also like to receive emails about service interruptions, though text messages are also a popular way to receive information about water delivery issues.

Proposed Board of Trustees' Orders and Resolutions



BOARD OF TRUSTEES / AGENDA ITEM SUMMARY

Agenda Items:

Date of Meeting: November 25, 2024
 Subject: Proposed Budget Orders
 Presented By: Christopher Crovo, General Manager

The Administration and Finance, Operations and Planning Committees reviewed the 2025 Budget and CIP for which they have jurisdiction. Below are the recommended motions to be considered at the regular meeting.

Wastewater Assessment and Billing Service Fee

The proposed motion accepts the 2025 budget and authorizes billing the municipalities for wastewater and billing services.

Order 24-28

ORDERED that the 2025 Budget and Wastewater Assessments as presented by the General Manager at the October 28, 2024 Regular Board meeting are accepted and adopted and shall be filed with the minutes of this meeting; and pursuant to Section 12 of the District's Charter, to assess for 2025 the participating municipalities for wastewater related costs as follows:

Town of Cape Elizabeth	\$ 2,474,052
Town of Cumberland	\$ 1,428,456
Town of Falmouth	\$ 314,112
Town of Gorham	\$ 1,712,484
City of Portland	\$ 17,609,172
City of Westbrook	\$ 4,111,872
Town of Windham	\$ 1,307,652

and to assess non-participating municipal corporations for billing-related costs as follows:

City of South Portland	\$ 314,112
Scarborough Sanitary District	\$ 18,348

Water Rates, Terms and Condition and Non-Tariff Services Fees

The proposed motions to update the rates and fees assessed to customers.

Water Rates

The 2025 Budget assumes an average water rate increase of 5.9%. The proposed motion authorizes the specific rates to be adopted.

Order 24-29

ORDERED that the final rate schedule for the water rate adjustment, hereto and incorporated herein by reference, are hereby adopted with an effective date of January 1, 2025.

Water – Terms and Conditions (T&C)

The T&C outlines the water business practices and fees. The proposed motion updates the fees for current costs. Because the District was granted a waiver from the Public Utilities Commission from rate-related filings, the T&C changes need only Board approval.

Order 24-30

ORDERED the revisions to the Portland Water District's Terms & Conditions of water service, hereto and incorporated herein by reference, are hereby adopted with an effective date of January 1, 2025.

Non-Water Tariff Services

The fee schedule was last amended in November 2023. The proposed schedule is amended reflecting updated fees to current costs and several new Main Extension and New Service (MEANs) fees.

Order 24-31

ORDERED the revision to the Fee Schedule for Non-Water Tariff Services, hereto and incorporated herein by reference, is hereby adopted with an effective date of January 1, 2025.

Capital Budget and Related Bond Reimbursement Motions

The motion accepts the proposed capital improvement plan and authorizes staff to implement the 2024 projects within the restrictions stated below and in compliance with the purchasing policy guidelines.

Order 24-32

ORDERED The 2025-2029 Capital Improvement Plan is hereby adopted and the General Manager is authorized to solicit bids or proposals for the 2025 projects; excepting CIP# 182, project 3241\North Windham Wastewater system and to authorize the General Manager to award contracts for approved projects to the lowest bidder if the bid is within the project budget;

BE IT FURTHER ORDERED The General Manager shall solicit bids or proposals and partner with municipalities, MDOT, and developers for the replacement and extension of water mains, services, valves and hydrants as outlined in the Water Distribution Systems Program and to authorize the General Manager to award and enter into contracts if the bid or partnering proposals are within the overall program budget.

In compliance with Internal Revenue Service (IRS) regulation, an 'intent to borrow' motion must be approved by the Board before expenditures are incurred on a project that may be financed with tax-exempt financing. Resolution 24-17 indicates the intent to borrow motions for all funds. Before a bond is actually authorized or issued, a public hearing will be held. Subsequent to the hearing, the Board will consider authorizing the bond.

Resolution 24 - 14

RESOLVED the Board of Trustees hereby declares its intent to issue debt to reimburse costs incurred by the District for water fund, Cape Elizabeth, Cumberland, Portland, Westbrook, Gorham and Windham wastewater funds projects identified in the 2025 CIP. The full form of the resolution is attached hereto and incorporated herein by reference, and shall be part of the minutes of this meeting.

Resolution 24-14
DECLARATION OF OFFICIAL INTENT PURSUANT TO
TREASURY REGULATION §1.150-2

WHEREAS, the Portland Water District (the “Issuer”) intends to proceed with the projects described in Section 2 below (the “Projects”); and

WHEREAS, the Issuer intends to finance some or all of the costs of the Projects through the issuance of tax-exempt bonds or notes in anticipation thereof; and

WHEREAS, the Issuer may incur certain of the costs of the Projects prior to the issuance of such bonds or notes and the Issuer expects to be reimbursed from the proceeds thereof; and

WHEREAS, Treasury Regulation §1.150-2 requires that the Issuer declare its official intent to reimburse itself for such expenditures with the proceeds of such bonds or notes.

NOW, THEREFORE, the Issuer does hereby declare its official intent as follows:

1. **Declaration of Intent.** The Issuer reasonably expects to reimburse itself for expenditures made on the Projects with the proceeds of tax-exempt bonds or notes in anticipation thereof to be issued by the Issuer to finance the costs of the Projects in the maximum principal amount of \$59,135,000.
2. **General Description of Property to which Reimbursement Relates.** The following is a reasonably accurate general functional description of the type and use of the property with respect to which reimbursements will be made:

Water Fund CIP Projects

- Construction or installation of new water mains, valves, hydrants, services and meters;
- Acquisition of vehicles, leak detection and related equipment;
- Renovation of various water facilities, including the Sebago Lake Treatment chemical storage facilities;
- Acquisition and installation of various computer and other IT-related equipment; and
- Building improvements at the Douglass Street facilities including but not limited to the HVAC system and roof.

Cape Elizabeth Wastewater Fund CIP Projects

- Renovation of the Cape Elizabeth Treatment Facility’s aeration and clarification system; and
- Replacement of obsolete assets at various pump stations, including but not limited to Broad Cove pump station.

Cumberland Wastewater Fund CIP Projects

- Replacement of obsolete assets at various pump stations.

Portland Wastewater Fund CIP Projects

- Renovation, repair and replacement of machinery and equipment and facilities at the East End and Peaks Island Wastewater Treatment Facility, including but not limited to projects related to the dewatering & solids handling system, HVAC upgrades and primary clarifier equipment;
- Renovation, repair and replacement of the primary gallery and secondary clarifier; and

- Replacement of obsolete assets, machinery and equipment or installation of new machinery and equipment and force mains at various pump stations, including but not limited to the India Street pump stations.

Westbrook, Gorham and Windham Wastewater Funds CIP Projects

- Construction and equipping of a new wastewater treatment plant and related infrastructure in the North Windham area of Windham,
- Construction of a combined sewer overflow storage conduit, and
- Renovation, repair and replacement of machinery, equipment and facilities at the Westbrook Regional Treatment Plant and various pump stations in Gorham, Westbrook and Windham.

3. Public Availability of Official Intent. This Declaration of Official Intent shall be maintained as a public record of the Issuer.

4. Treasury Regulations. This is a declaration of official intent pursuant to the requirements of Treasury Regulations § 1.150-2.

5. Authority for Declaration. This declaration is adopted pursuant to the following action of the Issuer: Resolution adopted by the Portland Water District Board of Trustees.

Glossary/Acronyms

Term	Description
407 Zone	A water pressure zone, supported by pump stations and water tanks, that is at an elevation above the District's water source (Sebago Lake).
ABC Project	ABC stands for "Asset, Billing & Customer Relations". It is made up of two parts: the Cayenta Billing and Central Square Asset Management projects.
Accurate bill index	The ratio of correct read adjustments on accounts to the total of all accounts.
Accrual Basis	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at the time)
AED	Automated external defibrillator
AL	Aluminum
AMaP	Asset Management and Planning group, consisting of Engineering and Environmental Services
Amortization	The write-off of costs that has a financial benefit exceeding 1 year but is not a capital expenditure. The write-off period is determined based on an estimate of asset's useful life.
AMR	Automated Meter Reading
Asset Information Management (AIM) System	Computerized asset identification system used to document all asset maintenance schedules / procedures from day of acquisition to disposal.
AWWA	American Water Works Association
BOD	Biochemical Oxygen Demand - a measure of organic material in the influent / effluent of the wastewater system expressed in lbs./ day
Bond	A written promise to pay (debt) a specified sum of money (called principal) at a specified future date (called the maturity date(s)) along with periodic interest payments at a specific percentage of principal (interest rate).
Booster Station	Water pump station
Capital Expenditure	Expenditures for a physical asset that exceeds \$25,000 and has a useful life of greater than 5 years or extends the useful life of an existing asset for more than 5 years.

Glossary/Acronyms

Term	Description
Cayenta Billing Project	Current project to update/replace the District's billing and customer service information system.
CMAR	Construction Manager at Risk
CCTV	Closed Circuit Television
Central Square Asset Management Project	Current project to update/replace the District's asset management and computerized maintenance management system (CMMS).
CEWWTF	Cape Elizabeth Wastewater Treatment Facility
CMMS	Computerized maintenance management system
CMP	Acronym for Central Maine Power, electricity provider
Combined Sewer Overflow (CSO)	CSO's are a part of a combined sewer system that contains both sanitary waste and storm water. Under high flow events, generally due to wet weather that exceed the sewer system's capacity, CSO's will discharge excess flows into nearby bodies of water.
CPE	Comprehensive Plant Evaluation
CRM	Customer relationship management
Cross Connection Fees	Fees collected for work relating to the inspection of water backflow devices.
Cryptosporidium	A one cell parasite that originates from the feces of infected animals and humans that can cause gastrointestinal illness.
Customer Activation Fees	Fees charged customer if a new billing account needs to be created; typically when a customer moves into a new home.
Customer Connection Fees	Applications fees charged to customers requesting to install a new water main, service line or meter.
Customer Penalties	Disconnection fees charged to customers for non-payment of services.
CWSSP	Comprehensive Water System Strategic Plan
CWWMP	Comprehensive Wastewater Management Plan
Deferred Costs	Costs that have been incurred for a purpose that has a beneficial period in excess of one year but does not culminate into a capital expenditure. These costs are normally written-off to operating expense over the estimated useful life of the item.
DEP	Department of Environmental Protection, State of Maine

Glossary/Acronyms

Term	Description
Depreciation	The write-off of an asset based on the decrease in value of property over its estimated useful life.
DHHS	Department of Health and Human Services
EEWWTF	East End Wastewater Treatment Facility
Enterprise Fund	A proprietary fund used by governments to account for business-type activities. Such a fund is appropriately used for operations that are financed and operated in a manner similar to private business enterprise where the intent is that the costs be financed or recovered primarily through user charges.
EPA	Environmental Protection Agency, Federal Agency
ERP	Emergency Response Plan
FEMA	Federal Emergency Management Agency - a federal agency that provides financial assistance after declared national disasters.
Fire Service Outage Index	Standard to monitor hydrants returned to service within 3 business days.
Force Main (Sewer)	Sewer force mains are necessary when gravity flow is not sufficient to move water runoff and sewage through a gravity line. Force mains move wastewater under pressure by using pumps or compressors located in lift stations.
Fouling	Settlement, and sometimes the growth, of undesired materials on solid surfaces in a way that reduces the efficiency of the affected part.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and /or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.
GBT	Gravity Belt Thickener
Generally Accepted Accounting Principal (GAAP)	Uniform minimum standards of, and guidelines for, external financial and reporting. They govern the form and content of basic financial statements of an entity. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. The primary authoritative statements on the application of GAAP to local governments are Government Accounting Standards Board pronouncements (GASB).
HCF	Hundred Cubic Feet- the standard measure used for billing water usage, 1 HCF is equal to 748 gallons of water, 1 cubic foot of water is equal to 7.48 gallons.
Hydrogeological	Adjective of hydrogeology that means the branch of geology dealing with the waters below the earth's surface and with the geological aspects of surface waters.
Industrial Pretreatment Program (IPT)	A program responsible for permitting and monitoring industrial sewer customers who discharge significant quantities of non-domestic wastewater to the collection system to ensure their activities do not impact our operation or the receiving waters.

Glossary/Acronyms

Term	Description
I/I	Abbreviation for Infiltration and Inflow. Inflow and infiltration are terms used to describe the ways that groundwater and storm water enter the sanitary sewer system. Inflow is water that is dumped into the sewer system through improper connections, such as downspouts and groundwater sump pumps. Infiltration is groundwater that enters the sewer system through leaks in the pipe.
Interest from Customers	Late fees charged to past due balances. An account is considered delinquent 25 days after the bill is mailed to customer.
Jobbing Revenue	Revenue for work performed by District employees which is billable to outside parties.
LOTO	Lockout tag-out
LOX	Liquid Oxygen, LOX is used by the District in the production of ozone which is used in the water treatment process
LTD	Long Term Debt
MCL	Maximum contaminant level
MDOT Cash Reserve	Funds received from Maine Department of Transportation from sales of land to be reserved for future land purchases.
MEANS	Main Extension and New Services program
MGD	Acronym for million gallons per day (Mgal/d). Measures rate of flow of liquid.
MMBB	Maine Municipal Bond Bank
MPLS	Multiprotocol Label Switching
NFPA 70E	National Fire Protection Association standard for electrical safety in the workplace.
NWWWTF	North Windham Wastewater Treatment Facility
Ozone	A gas formed by electrical discharge in air used as an oxidizing, deodorizing and bleaching agent in the purification of water.
PFAS	Per- and polyfluoroalkyl substances (PFAS) are a group of man-made chemicals potentially impacting the District's wastewater biosolids.
PI	Plant Information - a database used to automatically compile performance information on a specific asset.
PIWWTF	Peaks Island Wastewater Treatment Facility
PLC	Programmable logic controller is an industrial computer control system that continuously monitors the state of input devices and makes decisions based upon a custom program to control the state of output devices.

Glossary/Acronyms

Term	Description
PPB	Parts per billion
Proprietary Funds	Accounting funds established to separate assets and operational costs based on the type of system (i.e. Water or Wastewater) or Wastewater municipality.
PRTG	Paessler Router Traffic Grapher, refers to network monitoring software
PS	Pump Station
PUC	Public Utilities Commission, a State of Maine agency charged with regulating utilities.
Quasi-municipality	Independent government entity as defined by state law. It has many of the responsibilities and rights of a typical governmental entity.
R&R Multi-fund Assets	Assets utilized by all funds and paid for by allocations to the funds (i.e. computers, meters, administrative office space).
R&R	Renewal and Replacement Funds, a cash reserve created to fund smaller capital projects.
Sanitary Sewer Overflows (SSO)	Sewer systems that contain only sanitary flows that may discharge directly into water bodies without being treated.
SBITA	Subscription-Based Information Technology Arrangement, which is a contract that gives a customer the right to use a vendor's IT software or services for a set period of time. This item is governed by Government Accounting Board Statement (GASB) 96.
SCADA	Supervisory Control and Data Acquisition
SDS	Safety data sheets
SLWTF	Sebago Lake Water Treatment Facility
SOP	Standard operating procedure
Spatial Scheduling	Use of the district's geographic information system to schedule customer appointments on a daily basis to best utilize manpower and vehicle usage.
SRF	State Revolving Fund- Maine Municipal Bond Bank program for long-term financing
STD	Short Term Debt
SU	Standard units of measuring pH with a range of 1 - 14.
Sub-meters	Meters installed to measure water that will not be returned to the sewer system for disposal. This water may be used for irrigation purposes or other outside use and therefore should not be included in the calculation of wastewater disposal charges.
SWTR standards	Surface Water Treatment Rules
TCR samples	Total Coliform Rule
10th Percentile Chlorine Residual	Minimum residual found in water samples approximately 90% of the time.
TIF	Tax Increment Finance - a designated municipal fund established to fund structural improvements

Glossary/Acronyms

Term	Description
TPS	Thickened Primary Sludge
Tropic State Index	Calculated measure of lake productivity with clear, clean water as the desired result. Range of less than 30 to greater than 100 with the lower the number, the better the results.
TSS	Total Suspended Solids - a measure of suspended material in the influent / effluent of the wastewater system expressed in lbs. / day
Unaccounted for Water	Water not measured by metered flow such as fire service use, main leaks, etc.
UV	UV stands for Ultra Violet. UV water or wastewater treatment systems use special lamps that emit UV light of a particular wavelength that have the ability, based on their length, to disrupt the DNA of micro-organisms.
WAS	Waste(water) Activated Sludge
Water Outage Index	Index of the ratio of customer outage hours/million hours available. Customer outage hours are computed by taking the # of customers without water service times the number of hours the outage lasts. The hours available is derived by taking the number of customers times number of days times 24 hours per day.
Watershed	A stretch of high land dividing the areas drained by different rivers or river systems into Sebago Lake.
Watershed Reserve	PUC allowed reserve of Water revenue to be used for future land purchases to protect PWD's watershed.
Weighted average unit price	Total cost of a product divided by the total product units
WEWWTF	Westbrook/Gorham/Windham Regional Treatment Facility
WIMS	Water information management solution (software)
WWPS	Wastewater Pump Station
WTF	(Drinking) Water Treatment Facility
WWTF	Wastewater Treatment Facility