

***City of Biddeford***

**City Council**

**February 01, 2022 6:00 PM Council Chambers and via Zoom**

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**1. Roll Call**

**2. Pledge of Allegiance**

**3. Adjustment(s) to Agenda**

**4. Presentation:**

4.a. Corrective Action Plan in Response to BerryDunn Report (Sewer Billing)

[2-01-2022 BerryDunn Report - MEMO.docx](#)

[2-01-2022 BerryDunn Report - Staff Review of Identified Issues.docx](#)

[2-01-2022 BerryDunn Wastewater Billing Review Report Final.pdf](#)

**Public Addressing the Council...(3 minute limit per speaker for up to a total of 15 minutes)**

**5. Consideration of Minutes:**

- 5.a. January 17, 2022 Special Council Meeting Minutes  
[1-17-2022 Special Council Meeting Minutes.docx](#)
- 5.b. January 18, 2022 Council Meeting Minutes  
[1-18-2022 Council Meeting Minutes.docx](#)

**6. Orders of the Day:**

- 6.a. 2022.7) Approval/Center Street Sewer Separation Project/Gorham Sand and Gravel, Inc. of Gorham, Maine  
[2-01-2022 Center St Sewer Separation Proj-ORDER.doc](#)  
[2-01-2022 Center St Sewer Separation Proj-MEMO.docx](#)  
[2-01-2022 Center Street - GS&G Bid Package.pdf](#)  
[2-01-2022 Center Street - Construction Drawings.pdf](#)  
[2-01-2022 Center Street - Site Location Map.pdf](#)
- 6.b. 2022.8) Amendment/Ch. 42, Motor Vehicles & Traffic/Sec. 42-99-No through trucks/Add Round Hill Street  
[2-01-2022 No Through Trucks Round Hill Street-ORDER.doc](#)  
[2-01-2022 Round Hill Street No Through Trucks-MEMO.docx](#)
- 6.c. 2022.9) Amendment/Ch. 42, Motor Vehicles & Traffic/Sec. 42-90-No Parking/Add Lemieux Street  
[2-01-2022 No Parking Lemieux Street-ORDER.doc](#)  
[2-01-2022 No Parking Lemieux Street-MEMO.docx](#)
- 6.d. 2022.10) Amendment/Ch. 40, Miscellaneous Provisions and Offenses/Art. III-Discharge of Firearms/  
Add Section 40-44-Discharge of firearm on Sunday  
[2-01-2022 No Discharge of Firearm on Sunday-ORDER.doc](#)  
[2-01-2022 No Discharge of Firearm on Sunday-MEMO.docx](#)
- 6.e. 2021.132) REMOVE FROM TABLE: Amendment/Ch. 42, Motor Vehicles & Traffic/Sec. 42-66-Beach permit parking regulations enumerated/Increase in Beach Permit Fees  
[2-01-2022 Beach Permit Fees Increase-ORDER.doc](#)  
[2-01-2022 Beach Permit Fees-MEMO.docx](#)  
[2-01-2022 Beach Fee Recommendation from Policy Comm.pdf](#)  
[2-01-2022 Beach Permit Fees-Budget.xlsx](#)  
[2-01-2022 Beach Fees - local communities 2021.xlsx](#)

**7. Appointments:**

- 7.a. Erik Heumiller...Conservation Commission  
[2-01-2022 App-Heumiller-Conservation Commission.docx](#)  
[2-01-2022 Committee App-Heumiller-Conservation Comm.pdf](#)
- 7.b. Michael Lowell...Conservation Commission  
[2-01-2022 App-Lowell-Conservation Comm.docx](#)  
[2-01-2022 Committee App-Lowell-Conservation Commission.pdf](#)
- 7.c. Robert Cyr...Downtown Development Commission  
[2-01-2022 Appt-Cyr-DDC.docx](#)  
[2-01-2022 Committee App-Cyr-DDC.pdf](#)

- 7.d. Camille White...Downtown Development Commission  
[2-01-2022 App-White-DDC.docx](#)  
[2-01-2022 Committee App-White-DDC.pdf](#)
- 7.e. Rebecca Henry...Project Canopy Committee  
[2-01-2022 Appt-Henry-Project Canopy Committee.docx](#)  
[2-01-2022 Committee App-Henry-Project Canopy Committee.pdf](#)
- 8. **Public Addressing the Council..(5 minute limit per speaker; 30 minute total time limit)**
- 9. **City Manager Report**
- 10. **Other Business**
- 11. **Council President Addressing the Council**
- 12. **Mayor Addressing the Council**
- 13. **Adjourn**



## Finance Committee and City Council

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Meeting Date: February 1, 2022

Meeting Time: 6:00pm

Agenda Item No: 4

Item Description: ***Corrective Action Plan in Response to BerryDunn Report***

Submitted by: Nichole Wood, Finance Director

Supporting Information/Documentation:

*BerryDunn City of Biddeford Wastewater Billing Process Review Project Analysis and Recommendations Report*

City staff's review of identified issues prepared by Kristy Cyr, Tax Collector

Key Terms:

N/A

Executive Summary:

The City engaged BerryDunn to conduct an assessment of the City's municipal wastewater billing processes with the goal of highlighting a review of historic billing processes, identify areas for improvements and provide recommendations to optimize the billing process. This brief is a response to that report.

Detailed Review:

The finance department has experienced challenges related to Wastewater billing over the past several years, due in large part to a long-term employee's retirement and lack of written procedures and processes for how to process the different types of billing. As the position became vacant several times, Kristy Cyr stepped in to do the wastewater billing.

Kristy had already identified several issues with consistency as she answered questions and reviewed what had been done, and worked diligently to fix the errors. She has reviewed the accounts identified by BerryDunn and provided some insight into what happened in her report.

There are instances in BerryDunn's report that identified "skipped/missed billings" for several accounts; however, after further review we determined that they were not skipped. Rather, due to staff turnover they billings were delayed, but eventually performed. There was no loss of revenue.

Prior to receiving the BerryDunn report Kristy had already identified several accounts that had a stop date applied to their service, which was preventing bills from processing. As we found these accounts we updated the stop date accordingly.



Corrective actions:

- Finance has created a set billing schedule for both monthly and two quarterly batches of accounts.
- We have scheduled a “soup to nuts” training with Tyler/Munis personnel on the Utility Billing module in March. We will use this time to develop a written procedures manual.
- After the above-mentioned training session, we will work with Tyler/Munis personnel to determine if there are any processes that we can better automate to create some efficiencies and ensure accuracy.

Funding Source:

N/A

Staff Recommendation:

None

BerryDunn was able to identify key findings related to missed/skipped billings that are not aligned with common practice for municipal utility operations. For the examples below, there appears to be a gap from when the readings are taken and the bill is due. There was a skipped billing issue discovered for a number of accounts. A handful of examples are shown below for accounts 000004, 000031, and 001384. The accounts are set to bill on a monthly basis, but are not billed monthly.

*I do not see skipped/missed billings for account 000004. There was a delay in the Nov 2020 billing due to staff turnover. The Nov 2020 billing was completed Dec 1, 2020. There were 2 billings done in April 2021 for March 2021 and April 2021, putting the account back in line with Monthly billing schedule.*

*I do not see skipped/missed billings for account 000031. There was a delay in the Nov 2020 billing due to staff turnover. The Nov 2020 billing was completed Dec 1, 2020. There were 2 billings done in April 2021 for March 2021 and April 2021, putting the account back in line with Monthly billing schedule. TD Bank is the Tenant for this account while Hannaford Brother's Co is the Owner of the building.*

*I do not see skipped/missed billings for account 001384. There was a delay in the Nov 2020 billing due to staff turnover. The Nov 2020 billing was completed Dec 1, 2020. There were 2 billings done in April 2021 for March 2021 and April 2021, putting the account back in line with Monthly billing schedule.*

There was also a discovered finding with specific accounts not being billed on time, which were read on February 1, 2021, and not billed until April 9, 2021. Accounts 000358 and 000380 were other examples to fit this criteria. Account 000380 for Briarwood Apartments only used 15,200 gallons through February 1, 2021. The service code on the account shows sewer Commercial Mon; however, the account type shows Residential. This may be correct set up, however, if the correct service code is not being used, there could be a potential loss of revenues for the multiunit/apartment account. If the wrong meter size or charge/rate code combination is not added, there could be a loss in revenues

*Accounts 000358 and 000380. There was a delay in the Nov 2020 billing due to staff turnover. The Nov 2020 billing was completed Dec 1, 2020. Two billings were completed in April 2021 for March 2021 and April 2021, bringing all monthly accounts back in line with the monthly billing cycle.*

*Account 000380 the service code dictates the billing fee schedule each account is charged from. Account 000380 has a service code of 50 which is a monthly commercial account, this is correct. It is categorized as Residential under type which has no bearing on the billing fee.*

#### Figure 05: Accounts with Stop Date Prior to 12/31/9999

There are forty-seven accounts that have a stop date on the service, which has prevented the accounts from being billed. The accounts have a stop date less than 12/31/9999, which indicates the service has stopped and not billed. The accounts below have been identified as missed billings

*I will compare this list of accounts with a stop date prior to 12/31/9999 with Maine Water's records of stopped or inactive accounts to ensure accuracy.*

#### Figure 06: Charge code setup

There may be potential discrepancies with the classification of the account linking to a charge/rate code depending on the multi-unit category. Reviewing charge/rate code combinations will confirm accuracy for services set up and linking to the proper rate structure.

*The Charge Code setup has been reviewed and verified for accuracy by Nichole and Kristy.*

After further review, there was a discovery with account 000087 being billed; however, it appears the usage has dropped. This could be a potential loss in revenue if the meter is not working accurately, and the account is not estimated when the location address is occupied.

*Account 000087 changed from Charge Code 50 (Commercial Monthly) to Charge Code 60 (Commercial Quarterly) in 2016. Usage has been consistent since 2011.*

Upon reviewing the current fiscal year rates, there were findings related to setup for the sewer residential monthly rate codes. There is a potential issue with the rate master setup, and the rate table, for the following service/rate code combination, which could be resulting in lost revenues. The rate set up within Munis appears to be incorrect for the Multi-Unit (35) 2021, based on the "Charge Amount min" amounts shown in Figure 08 and the Sewer Billing Fee Schedule provided by the City. The rate code listed below appears to be the only rate code that has an effective date of 7/1/2021. All other rates codes show the effective date of 7/1/2020. The rate for 7/1/2020 shows \$19.82, which was updated to 7/1/2021 at \$18.43.

According to the rate sheet shared with BerryDunn, the rate should be \$19.82 (see next two screen shots for support documentation)

*The Rate Table was reviewed by Nichole and Kristy. Rate Code 35 (Multi Unit Monthly) had the incorrect minimum charge entered, this was noticed and corrected.*

The City's reconciliation process was identified as being largely manual. Within Munis, BerryDunn generated a reconciliation report used in utility billing called the AR Aging report, which showed only one account with an outstanding balance. This is uncommon from BerryDunn's experience that a municipality would have only one overdue account, which is what is reflected in Figure 11 below

*This could be a technology issue. The Sewer Billing AR Category stays the same regardless if the account is past due or is in lien status. The City of Biddeford currently has 110 active Sewer Liens.*

There were a number of accounts discovered with potential skipped billings (the example below in Figure 12 shows an account billed with a six-month gap, then a seven-month gap). This could affect revenues from year to year, especially when rates are changed during the gap period (billings and readings for the next four screenshots have highlighted fields – shown for support – account 130210 was read in April and not billed until October. There were many other accounts identified like this.

*Due to Seasonal Accounts and/or Vacant Properties there will be gaps in billings for these particular accounts. The City receives Shut Off / Turn On status from Maine Water Co. Account 130210 is a Biddeford Pool Account and this account is Seasonal. Accounts starting with the numbers 1, 5 or 7 are Biddeford Pool Accounts and could be Seasonal.*

The account listed below is also a monthly account that took two months to bill (see next two screen shots below): Figure 18: Account 000202: Potential Skipped Billing Example

*Account 000202 is a monthly account. Please see explanation on delayed monthly billings on first page.*

BerryDunn reviewed the bill run process and setup in Munis, and observed that the bill run process and setup are inconsistent, with delayed billings. There are months in between

readings and billings, as well as with due dates that are causing fluctuation of revenues from month to month, and year to year. The City appears to be billing too far in arrears, which could lead to a potential risk in decreased collections, due to the age of the account when a customer leaves and if owing an outstanding balance. An example of a bill run date range was captured below for support documentation.

*The City is required to wait for Maine Water to complete the water billing and compile necessary billing reports in order for the Sewer Billing Process to begin. We are billing in the arrears because we are billing for water consumed in prior months. In order to get an accurate billing, the water has to be consumed and that consumption reported to the City or the result would be estimated billings. The Sewer Billing Department has developed a billing schedule for all monthly and quarterly billings. This billing schedule will help with frequency issues. Final Sewer Billing amounts are always calculated in the event a property is sold or there is a change in tenant(s). Final Water Readings are provided to the Sewer Billing Department by Maine Water. The Final Water/Sewer amounts are then provided to the various Closing/Title Companies.*

*Pages 21-22 of Barry Dunn's Report is showing examples from 2013, are these still ongoing issues or concerns?*

#### Table 3.1 Primary Challenges and Improvement Opportunities

4. Billings were skipped on average by two months, and on other occasions up to seven months. There were identified instances where the City had skipped recurring billings, in some instances by several months. BerryDunn recommends that the City look to align billing processes in accordance to ordinances and/or policies, and move one-off accounts to a separate bill run, which should also be automated. This policy change could allow for more accurate reporting and revenues earned and billed in the correct month or fiscal year.

*Due to Seasonal Accounts and/or Vacant Properties there will be gaps in billings for these particular accounts. The City receives Shut Off / Turn On status from Maine Water Co. Account 130210 is a Biddeford Pool Account and this account is Seasonal. Accounts starting with the numbers 1, 5 or 7 are Biddeford Pool Accounts and could be Seasonal.*

5. Shut-off accounts may not be marked paid immediately once the payment is received. The City should look to help ensure all shut-off accounts are activated once payment is received,

and once there is consumption on account (this could be set up on an automated process). There are special codes that may be beneficial to add within Munis to help to avoid skipped billings. Many shut-off accounts were discovered as not being billed for many years.

*Due to Seasonal Accounts and/or Vacant Properties there will be gaps in billings for these particular accounts. The City receives Shut Off / Turn On status from Maine Water Co.*

6. Rate codes should be reviewed due to a potential incorrect rate code setup. There was a potential incorrect rate code for FY21 identified which may be causing a loss in revenues. There was a discovery of a charge/code 35 that was lower than the current fiscal year rate, which would negatively affect revenues.

*The Rate Table was reviewed by Nichole and Kristy. Rate Code 35 (Multi Unit Monthly) had the incorrect minimum charge entered, this was noticed and corrected.*

7. Supporting documentation for adjustments is limited and inconsistent. The adjustment support documents were scratched through on some adjustments multiple times, and the detail was vague as to how the calculation was determined. The manual process and documentation for adjustments may be incorrect causing a decrease in revenues.

*I have not seen the supporting documents specified in #7. All adjustments made to sewer billing accounts will have supporting documents with clear calculations and detail.*

8. Overdue accounts with liens appear to not be automated to move an account balance from one category to liens. The City should consider a written policy/procedure that includes potential system automation for processing liens in Munis. If documentation does not exist at the City for this, the City might consider documenting the procedures to support standardization in the lien process. There were no documents provided to BerryDunn that included procedures or policy for lien processing.

*Sewer Liens are placed on an annual basis in accordance with State Law 36 M.R.S.A SS 942, 943.*

9. Applications for new occupants are most often received in paper form and at the time of payment. The City is not using an available automated process for adding new customers and to automate final billing of old customers within Munis. Processing applications in paper form is challenging and time consuming for staff members, as they must manually key in information, which may increase errors in billing the wrong amount to the old and/or new customer.

*Final Sewer Billing amounts are always calculated in the event a property is sold or there is a change in tenant(s). Final Water Readings are provided to the Sewer Billing Department by Maine Water. The final Water/Sewer amounts are then provided to the various Closing/Title Companies. This process is in place so that the buyer of a property is not responsible for any Water or Sewer charge incurred by the Seller.*

10. Zero consumption was billed on a number of identified occasions. BerryDunn recommends that the City review its contract with Maine Water, particularly with the potential of there being broken meters in service that may be causing loss of sewer revenue for the City when these accounts are billed at zero usage. The City may also consider estimating accounts when meters are broken to avoid billing accounts for zero consumption.

*When a building is vacant but the Water/Sewer account is active, this will result in zero consumption and the account will be billed the minimum charge.*

12. No estimated consumption. There were no accounts showing an estimated billing. For most of the accounts with zero consumption that were reviewed, the meter was replaced and usage appeared on the next month for the accounts reviewed.

*New meter installs are reported by Maine Water. There is an out-reading for the old meter and a reading for the new meter. Charges are calculated manually to include the out-reading and new reading consumption. No functionality known in Munis to handle two readings within one billing.*

13. Certain Procedures and Policies may not be fully documented or kept up to date. There are some instances where processes are not formally documented to help ensure a shared organizational understanding of standard operating procedures or workflow. This was observed while reviewing final billing, adjustments, and regular billing. The policies would benefit from being more thoroughly developed, and it was noted that there is not a checklist

for procedures. There was no documentation provided for processing of final bills and new customers, and if such documentation does not exist, the City might consider developing documentation to support these processes.

*I am not aware of a Policies and Procedures Manual for Sewer Billing. This should be developed if one does not exist. This could prove to be valuable in ensuring all employees associated with the Sewer Billing Process are following the exact same processes.*

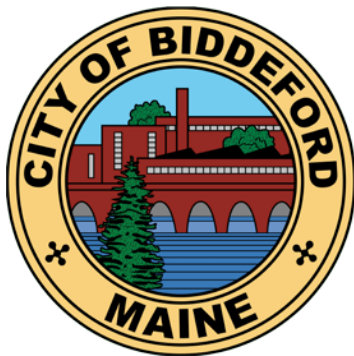
14. Current staffing levels and cross training of staff may not be aligned with current workload demands. This presents challenges with planned and unplanned absences. There were several instances of staff replacement or departures since BerryDunn began this project, and reported to BerryDunn as having occurred in the 12 months leading up to this study. This could contribute to transactions not being processed due to staff members not being in the office, or leaving the City. Several processes are currently owned by individual staff members, with little or no backup staff trained on their duties.

*Since 2019 the City has employed 4 people for the Sewer Billing Process.*



# City of Biddeford Wastewater Billing Process Review Project

## Analysis and Recommendations Report

**Submitted by:**

BerryDunn  
2211 Congress Street  
Portland, ME 04102-1955  
207.541.2200

**Final Version Submitted On:**

November 10, 2021

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| Version | Delivered Date    | Update Reason                                                        |
|---------|-------------------|----------------------------------------------------------------------|
| Draft 1 | November 9, 2021  | Draft 1 delivered to the City for review.                            |
| Draft 2 | November 10, 2021 | Draft 2 delivered to the City for review based on Draft 1 feedback.  |
| Final   | November 10, 2021 | Final version delivered to the City incorporating Draft 2 revisions. |

**Table i: Version History of the Report**

# 1 Introduction

## 1.1 Project Background

The City of Biddeford (City) has retained Berry Dunn McNeil & Parker, LLC (BerryDunn) to conduct an assessment of the City's municipal wastewater billing processes. The goal of the project is to produce a report highlighting a review of historical billing processes to understand any needed corrections; a proactive review of processes to identify areas for improvement; and present considerations of any related recommendations to best optimize the billing process. At the point in time that the assessment activities, including review of existing documentation provided by the City and interviews with City staff were conducted, the City leveraged a legacy version of the Tyler Technologies (Tyler) Munis software to support wastewater billing and other City business functions. During the assessment period the City implemented a major upgrade to the Tyler Munis (Munis) software, which is expected to bring about changes to the way in which City staff interact with this primary enterprise software application, including the potential for new features and functionality that may address some of the initial findings from the assessment process. As a result, the City provided direction for the development of this report to acknowledge that certain gaps and areas for improvement in processes may be addressed through the software upgrade; however, the benefits may not be realized for a undetermined period of time until such time and the City has an adequate sample period of processes and transactions against which to measure. Where appropriate in this report, notation is made of potential areas to explore adopting functionality with Tyler as the City continues to expand use of the Munis software.

## 1.2 Definitions and Terms

For purposes of clarity when discussing this project, the terms and definitions in Table 1 below will be utilized.

**Table 1.1: List of Terms and Definitions**

| List of Terms and Definitions |                                                                                                                                 |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Term                          | Definition                                                                                                                      |
| AR                            | Accounts Receivable                                                                                                             |
| BerryDunn                     | Berry Dunn McNeil & Parker, LLC                                                                                                 |
| City                          | City of Biddeford, Maine                                                                                                        |
| KKW                           | Kennebunk, Kennebunkport, and Wells Water District a water utility providing water services to City residents in Biddeford Pool |
| Maine Water                   | The public water utility providing water services to City residents                                                             |
| Munis                         | The primary enterprise software application used by the City to support wastewater billing                                      |

| List of Terms and Definitions |                                                                 |
|-------------------------------|-----------------------------------------------------------------|
| Term                          | Definition                                                      |
| Tyler                         | Tyler Technologies, the provider of the Munis software solution |

### 1.3 Scope of Work and Project Phases

The focus of this project is to document the current environment's strengths and weaknesses related to City wastewater billing processes, analyze information gathered from documentation review, and develop recommendations that address inefficiencies and support best practices.

There are four phases in the project:

- 1. Project Planning**, which includes meeting with the City's project team to introduce our project team members, confirm the size and scope of the project, clarify goals and objectives, identify known project constraints, and refine dates and tasks, as appropriate.
- 2. Document Request and Review**, which includes requesting available background documentation (e.g., organizational charts, existing system documentation, process and policy documentation, etc.) and reviewing provided documentation to become more knowledgeable of the City's current environment and make best use of City personnel's time during interviews.
- 3. Process Observations and Interviews**, which includes facilitating fact-finding interview meetings to confirm information learned from the document review phase, evaluate, and note the City's current processes, inefficiencies, and opportunities for improvement. It is noted that due to the planned technology update to the Munis software, the City and BerryDunn determined that process observations of City staff using the software was not required, and such observations were removed from this scope.
- 4. Analysis and Recommendations**, which includes analyzing information gathered from the documentation review and interviews; documenting the current environment's strengths and weaknesses, and identifying where wastewater billing processes fall short of best practices and industry standards; providing supporting detail related to processes, policies, and procedures and areas of misalignment that could benefit from new or refined processes; and developing recommendations that address inefficiencies and support best practices through development of this report.

## 2 Current State Assessment

This section of the report describes the current environment as it relates to wastewater billing processes at the City, and presents analysis based on the review of documentation provided by the City during the course of this assessment.

### 2.1 Current Wastewater Billing Processes Narrative

At the highest level, this business process review focuses on the processes and policies used by the City to support wastewater billing. The City, like many similarly situated municipalities within the region and nationally, operates in a lean staffing model whereby individual staff are often tasked with supporting one or more core business functions within a department or division. Serving a population of approximately 21,452, the City employs approximately 43.3 full-time employees (FTE) within General Government and Public Services, 117 FTE in Public Safety, 68 within Public Works and Wastewater Treatment, and 432.30 in Education. The City operates on a July 1 – June 30 fiscal year basis.

Water services are provided to the majority of City residents by Maine Water—a public water utility which provides services to 21 Maine towns and communities—while approximately 80 accounts for residents of Biddeford Pool are serviced by KKW. City staff report having 4,323 active customer accounts for wastewater billing within the City.

Through the interview process, it was reported by City staff that one of the largest perceived challenges with the wastewater billing process has been realized over the past 12 – 24 months with staff turnover. A former City employee had managed the wastewater billing process in excess of two decades, and upon their departure, much of the tacit knowledge of processes and practices left with that individual. Subsequent to their departure, a new staff member was hired who separated from service within approximately one year. During the course of the interviews and assessment period conducted by BerryDunn, one of the challenges in collecting information resulted from staff turnover including three staff members departing City employment during the study. Staff turnover may present a challenge to consistent billing practices and understanding of the end-to-end processes. In one interview, a City staff member noted that a family emergency for one individual involved in wastewater billing resulted in one month of bills not having been processed (fall 2020), citing the reasoning likely being not communicating to a backup staff member that they would need to process billing in their absence.

The City uses Tyler Technologies Munis version 2019.1—which is a major upgrade that occurred during the initial interviews BerryDunn performed with staff. As noted previously in this report, as a result of that upgrade, some of the objectives related to identifying technology gaps and process observations were placed on a lower priority of focus. BerryDunn also notes that the documentation (sample reports, registers, procedural manuals) provided by the City may now be in need of review and revisions to align with the use of a new version of Munis. As reported by City staff, the upgrade process experienced some challenges overall and was largely focused on the technical upgrade. With this upgrade, BerryDunn recommends that the City engage Tyler Technologies to provide City staff with training and an overview of the new

features and functionality related to wastewater billing, in the event these may introduce efficiencies to City processes.

The City is currently using several manual workarounds in Microsoft Excel to support the wastewater billing process, including reconciling the usage files from Maine Water with information from Munis, as well as creation of a final bill for the closeout process.

BerryDunn recommends reviewing with Tyler the installed version of Munis 2019.1, particularly with accounts, to compare screen and program differences between the old Munis classic version and the new upgraded 2019.1 version. This may be an area to revisit since there were issues and challenges with the upgrade process.

More detailed challenges are noted in the following subsection, and BerryDunn has identified the primary thematic challenges and areas for improvement in Section 3 to this report. Below are several challenges noted in the process review work effort:

- The process of review and manual reconciliation of files received from Maine Water was identified as a challenge by City staff. Billing files from Maine Water are received on a monthly basis, as well as two different billing files received quarterly, and are input by City staff into Munis. There are often errors in the files, so City staff reviews each account manually to ensure amounts match. It was noted by staff that there are approximately 500 accounts reviewed monthly as part of this process and this takes around 30 minutes of staff time, while the quarterly billing review is much more time intensive, taking up to six hours to review.
- There were identified issues with delayed and missed billings. Much of the data is manually added when a billing is missed.
- BerryDunn identified possible setup issues with services, metered tables, rates, meter inventory, and account status that may lead to inefficiencies with billings and collections.
- The use of manual processes to manage old and new account owners may have contributed in the past to late billings, skipped billings, and missed billings.
- There are many accounts that have no consumption, which is a risk factor contributing to potential loss of revenues.
- There are accounts not showing as an active status for long periods of time, which appears to have possibly contributed to missed billings as well.

Late/overdue accounts and ownership transfers have been an issue with consistent billings and missed billings. Late/overdue accounts appear to have a gap in between collections and lien processing, which can increase the risk for collections for overdue accounts.

## 2.2 Requested Documentation Analysis

At the initiation of the project in April, BerryDunn submitted an information request to the City to request documentation in assisting with the process review project. The City made available documentation in response to this request in mid-June. In the initial review of the provided documentation, some file folders were provided empty—which presented delays in the review of documentation. BerryDunn sought additional documentation and clarification throughout the course of this study, reviewed such documentation and clarified questions with City staff, and connected with City staff via web-conference for interviews and review of the Munis system. This included participation by City accounts receivable staff, finance department staff, and IT staff, including several City staff no longer employed with the City. The City may consider reviewing tasks performed by office staff and any field personnel to help ensure workflows and responsibilities with tasks validate the number of staffing needed to handle billing and collections.

Based on work with other municipal organizations, BerryDunn is aware that there are step-by-step guides for the upgraded version of Munis that could be used by the City to help ensure proper procedures are followed on a system automation basis rather than a manual basis. These types of guides typically reduce the risk of inaccuracies related to human error, and allow for a more automated and accurate processing of billings and payments. BerryDunn recommends the City leverage the updated Munis procedure guides from version 2019.1 as a guide to create standard operating procedures for City staff to follow to help ensure steps are being processed accurately, and to serve as a tool for cross-training staff on billing procedures.

The City's policy documentation would benefit from revisions for clarity and thoroughness related to billing, and the adoption of any new revised policies as a result of this review or the Munis upgrade. A related recommendation from BerryDunn is to develop policies for the department staff that provides reference to and guidance from any local ordinances outlining rates and fees for current and overdue accounts. Newly developed policies should include guidance on processes for moving current accounts to overdue accounts, and standards or benchmarks for processing of accounts in a timely manner. Related policies the City should consider for adoption include step-by-step procedures and deadlines for billing accounts once received from Maine Water to outline a required date to bill the accounts. When accounts are in question, or an issue is found that requires more than an initial review, BerryDunn's recommendation is to move those accounts to a one-off bill run so other accounts are billed on time, and so as not to delay the billing of accounts that are accurate.

A finding from the process review by BerryDunn is that it appears some final/closed accounts have not been billed on time, nor have those accounts been automated to add the new customer to an active status, which has contributed to missed billings (catch-up billings). During the review and while attempting to reconcile, there were many reports and billing registers that were not available as support documents to reference due to the departure of staff as well as Procedures and Policies that were followed previously. Included are a list of key findings related



to missed/skipped billings and items of concern in regards to best practice for the billing and collections of wastewater accounts.

After reviewing the folders and files that were initially uploaded in response to the BerryDunn information request, and following initial interviews with City staff, a list of questions was sent to the primary staff member responsible for wastewater billing in an attempt to clarify reports and folders contents. Responses to the provided questions from BerryDunn were returned by the City, which were then to be jointly reviewed with BerryDunn and the accounts receivable staff member the following week. Between the time the responses were received and the scheduled meeting with the City staff member, the staff member separated from service, leaving several questions unanswered and several questions answered with vague or partial responses. While BerryDunn waited for the City to reassign someone to work with BerryDunn, BerryDunn requested that access to Munis be provided in a read-only setting to expedite the process review. BerryDunn requested read-only access to review the Munis system to validate database setup and account information to support this assessment review process. Viewing the system allowed BerryDunn to view first-hand information that was omitted in the provided documentation and assess sample accounts and past billings.

BerryDunn was able to connect via read-only access to the City's Munis system on several occasions to review billings, identify and research perceived issues, and to assist in the identification of recommended changes based on findings and observations. The remainder of this section of the report includes screenshots of the setup/menus/accounts within Munis that help to demonstrate some of the findings.

BerryDunn was able to identify key findings related to missed/skipped billings that are not aligned with common practice for municipal utility operations. For the examples below, there appears to be a gap from when the readings are taken and the bill is due. There was a skipped billing issue discovered for a number of accounts. A handful of examples are shown below for accounts 000004, 000031, and 001384. The accounts are set to bill on a monthly basis, but are not billed monthly. The reading for the billing on April, 9, 2021 was taken on February 1, 2021, and not billed until April. The bill due date also extended by months, which left a somewhat large gap (as compared to similarly situated municipalities, from BerryDunn's experience) from the date the meter was read to the date the bill was actually due.



Figure 01: Account 000004

**Account History Inquiry/Report [City of Biddeford]**

Back Search Browse Output Print Display PDF Save Summary Report Options Toggle Sort View Detail

Account

AR category: 60 - Services - General

Account: 000004

Parcel: 0381870000

Location #: 15

City: BIDD

Suff: ME

Str: GREEN ST

Zip: 04005

Customer Name: ST JAMES HALL

Customer ID: 24173

Apt:

Balance: 1347.84

History

| Date       | Bill#  | P | Service | Seq | Type   | Curr Rd | Usage | Amount  |
|------------|--------|---|---------|-----|--------|---------|-------|---------|
| 05/21/2021 | 419737 |   |         | 1   | Pmt Pr | 0       | 0     | -30.72  |
| 05/10/2021 | 419313 |   |         | 1   | Pmt Pr | 0       | 0     | -30.72  |
| 04/23/2021 | 419737 |   | 50      | 1   | Charge | 3800    | 0     | 30.72   |
| 04/09/2021 | 419313 |   | 50      | 1   | Charge | 3800    | 0     | 30.72   |
| 04/05/2021 | 416638 |   |         | 1   | Pmt Pr | 0       | 0     | -279.65 |
| 03/23/2021 | 416638 |   | 50      | 1   | Charge | 3800    | 3500  | 279.65  |
| 03/06/2021 | 416214 |   |         | 1   | Pmt Pr | 0       | 0     | -30.72  |
| 02/23/2021 | 416214 |   | 50      | 1   | Charge | 300     | 200   | 30.72   |
| 01/25/2021 | 412002 |   |         | 1   | Pmt Pr | 0       | 0     | -30.72  |
| 01/12/2021 | 412002 |   | 50      | 1   | Charge | 100     | 0     | 30.72   |

Figure 02: Account 000031

**Account History Inquiry/Report [City of Biddeford]**

Back Search Browse Output Print Display PDF Save Summary Report Options Toggle Sort View Detail

Account

AR category: 60 - Services - General

Account: 000031

Parcel: 0341390000

Location #: 299

City: BIDD

Suff: ME

Str: ELM ST

Zip: 04005

Customer Name: TD BANK

Customer ID: 1031

Apt:

Balance: 30.02

History

| Date       | Bill#  | P | Service | Seq | Type   | Curr Rd    | Usage | Amount |
|------------|--------|---|---------|-----|--------|------------|-------|--------|
| 05/10/2021 | 416658 |   |         | 1   | Pmt In | Ck# 166913 |       | -0.18  |
| 05/10/2021 | 416658 |   |         | 1   | Pmt Pr | Ck# 166913 |       | -30.58 |
| 04/23/2021 | 419757 |   | 50      | 1   | Charge | 7300       | 100   | 30.72  |
| 04/12/2021 | 416658 |   |         | 1   | Pmt Pr | Ck# 166377 |       | -0.14  |
| 04/12/2021 | 416234 |   |         | 1   | Pmt In | Ck# 166377 |       | -0.18  |
| 04/12/2021 | 416234 |   |         | 1   | Pmt Pr | Ck# 166377 |       | -30.40 |
| 04/09/2021 | 419333 |   | 50      | 1   | Charge | 7200       | 100   | 30.72  |
| 03/23/2021 | 416658 |   | 50      | 1   | Charge | 7100       | 100   | 30.72  |
| 03/06/2021 | 416234 |   |         | 1   | Pmt Pr | Ck# 165817 |       | -0.32  |
| 03/06/2021 | 412022 |   |         | 1   | Pmt In | Ck# 165817 |       | -0.18  |

Figure 03: Account 001384

**Account History Inquiry/Report [City of Biddeford]**

Back Search Browse Output Print Display PDF Save Summary Report Options Toggle Sort View Detail

Account

AR category 60 - Services - General

Account 001384

Parcel 0342190000

Location # 175 Suff ME Str ALFRED ST Zip 04005

City BIDD State ME Zip 04005

Customer Name ALBESHIR SAAD

Apt

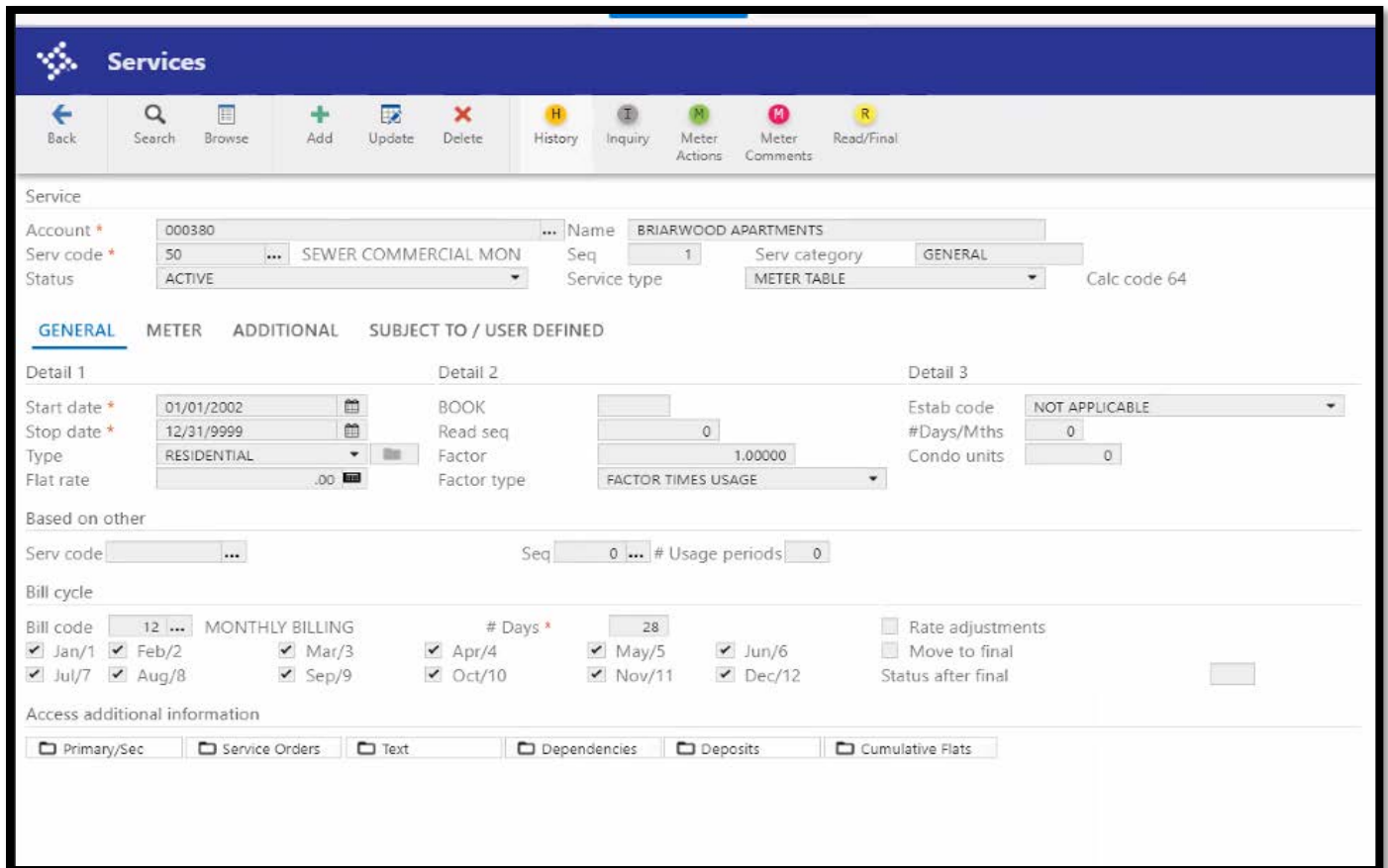
Balance 147.62

History

| Date       | Bill#  | P | Service | Seq | Type   | Curr Rd    | Usage | Amount  |
|------------|--------|---|---------|-----|--------|------------|-------|---------|
| 04/12/2021 | 411802 |   |         | 1   | Pmt In | Ck# 961777 |       | -0.54   |
| 04/12/2021 | 411802 |   |         | 1   | Pmt Pr | Ck# 961777 |       | -92.30  |
| 04/09/2021 | 419549 |   | 35      | 1   | Charge | 486800     | 1800  | 129.96  |
| 03/23/2021 | 416874 |   | 35      | 1   | Charge | 485000     | 2400  | 173.28  |
| 03/12/2021 | 411802 |   |         | 1   | Pmt In | Ck# 889786 |       | -2.40   |
| 03/12/2021 | 411802 |   |         | 1   | Pmt Pr | Ck# 889786 |       | -44.88  |
| 03/12/2021 | 409908 |   |         | 1   | Pmt In | Ck# 889786 |       | -2.24   |
| 03/12/2021 | 409908 |   |         | 1   | Pmt Pr | Ck# 889786 |       | -95.85  |
| 03/12/2021 | 407239 |   |         | 1   | Pmt In | Ck# 889786 |       | -3.33   |
| 03/12/2021 | 407239 |   |         | 1   | Pmt Pr | Ck# 889786 |       | -114.07 |

There was also a discovered finding with specific accounts not being billed on time, which were read on February 1, 2021, and not billed until April 9, 2021. Accounts 000358 and 000380 were other examples to fit this criteria. Account 000380 for Briarwood Apartments only used 15,200 gallons through February 1, 2021. The service code on the account shows sewer Commercial Mon; however, the account type shows Residential. This may be correct set up, however, if the correct service code is not being used, there could be a potential loss of revenues for the multi-unit/apartment account. If the wrong meter size or charge/rate code combination is not added, there could be a loss in revenues.

Figure 04: Account 000380



**Services**

Back Search Browse Add Update Delete History Inquiry Meter Actions Meter Comments Read/Final

Service

Account \* 000380 Name BRIARWOOD APARTMENTS

Serv code \* 50 SEWER COMMERCIAL MON Seq 1 Serv category GENERAL

Status ACTIVE Service type METER TABLE Calc code 64

**GENERAL** METER ADDITIONAL SUBJECT TO / USER DEFINED

Detail 1 Detail 2 Detail 3

Start date \* 01/01/2002 BOOK

Stop date \* 12/31/9999 Read seq 0

Type RESIDENTIAL Factor 1.00000

Flat rate .00 Factor type FACTOR TIMES USAGE

Based on other

Serv code Seq 0 # Usage periods 0

Bill cycle

Bill code 12 MONTHLY BILLING # Days \* 28

☒ Jan/1 ☒ Feb/2 ☒ Mar/3 ☒ Apr/4 ☒ May/5 ☒ Jun/6 ☐ Rate adjustments

☒ Jul/7 ☒ Aug/8 ☒ Sep/9 ☒ Oct/10 ☒ Nov/11 ☒ Dec/12 ☐ Move to final

Status after final

Access additional information

Primary/Sec Service Orders Text Dependencies Deposits Cumulative Flats

There are forty-seven accounts that have a stop date on the service, which has prevented the accounts from being billed. The accounts have a stop date less than 12/31/9999, which indicates the service has stopped and not billed. The accounts below have been identified as missed billings:

| Services |         |                      |          |          |              |            |            |      |            |      |
|----------|---------|----------------------|----------|----------|--------------|------------|------------|------|------------|------|
|          |         |                      |          |          |              |            |            |      |            |      |
| Back     | Accept  | Cancel               | Search   | Output   | Print        | Display    | PDF        | Save | Excel      | Word |
| Account  | Service | Service Description  | Serv Seq | Status   | Service Type | Start Date | Stop Date  | Type | Bill Cycle |      |
| 000096   | 50      | SEWER COMMERCIAL MON | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 09/29/2014 | C    | 12         | 12   |
| 000095   | 50      | SEWER COMMERCIAL MON | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/04/2012 | C    | 12         | 12   |
| 000114   | 50      | SEWER COMMERCIAL MON | 1        | INACTIVE | METER TABLE  | 04/01/2009 | 04/02/2009 | C    | 12         | 12   |
| 000245   | 50      | SEWER COMMERCIAL MON | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 05/21/2012 | M    | 12         | 12   |
| 000270   | 30      | SEWER RESIDENTIAL MO | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 06/27/2014 | R    | 12         | 12   |
| 000285   | 30      | SEWER RESIDENTIAL MO | 1        | ACTIVE   | METER TABLE  | 01/02/2002 | 10/08/2008 | R    | 12         | 12   |
| 000517   | 30      | SEWER RESIDENTIAL MO | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 01/01/2012 | R    | 12         | 12   |
| 000904   | 40      | SEWER RESIDENTIAL QU | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 08/31/2015 | R    | 4          | 4    |
| 001147   | 540     | SUBMETER RESIDENTIAL | 1        | INACTIVE | METER TABLE  | 08/17/2000 | 09/17/2000 | R    | 0          | 0    |
| 001395   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/31/2013 | R    | 4          | 4    |
| 001449   | 40      | SEWER RESIDENTIAL QU | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 08/11/2017 | R    | 4          | 4    |
| 001456   | 50      | SEWER COMMERCIAL MON | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 01/01/2011 | C    | 12         | 12   |
| 001479   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 12/13/2010 | R    | 4          | 4    |
| 001652   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/16/2014 | R    | 4          | 4    |
| 002088   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 11/30/2011 | R    | 4          | 4    |
| 002089   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 02/04/2011 | R    | 4          | 4    |
| 002160   | 30      | SEWER RESIDENTIAL MO | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/21/2011 | R    | 12         | 12   |
| 002593   | 40      | SEWER RESIDENTIAL QU | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 11/25/2013 | R    | 4          | 4    |
| 002593   | 540     | SUBMETER RESIDENTIAL | 1        | INACTIVE | METER TABLE  | 08/12/1997 | 11/25/2013 | R    | 0          | 0    |
| 003115   | 60      | SEWER COMMERCIAL QUA | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 09/03/2013 | C    | 4          | 4    |
| 003431   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/18/2013 | R    | 4          | 4    |
| 003603   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/03/2013 | R    | 4          | 4    |
| 003616   | 30      | SEWER RESIDENTIAL MO | 1        | ACTIVE   | METER TABLE  | 01/01/2002 | 11/09/2007 | R    | 12         | 12   |
| 003617   | 40      | SEWER RESIDENTIAL QU | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 02/20/2010 | R    | 4          | 4    |
| 003635   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 12/14/2011 | R    | 4          | 4    |
| 003775   | 40      | SEWER RESIDENTIAL QU | 1        | ACTIVE   | METER TABLE  | 01/01/2002 | 10/30/2013 | R    | 4          | 4    |
| 003807   | 40      | SEWER RESIDENTIAL QU | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 11/21/2016 | R    | 4          | 4    |
| 003816   | 60      | SEWER COMMERCIAL QUA | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 12/21/2012 | C    | 4          | 4    |
| 003831   | 60      | SEWER COMMERCIAL QUA | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 09/08/2011 | C    | 4          | 4    |
| 003834   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 01/09/2013 | R    | 4          | 4    |
| 003842   | 40      | SEWER RESIDENTIAL QU | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 12/19/2011 | R    | 4          | 4    |
| 003842   | 540     | SUBMETER RESIDENTIAL | 1        | SHUT-OFF | METER TABLE  | 07/02/1993 | 12/19/2011 | R    | 0          | 0    |
| 005006   | 60      | SEWER COMMERCIAL QUA | 1        | INACTIVE | METER TABLE  | 01/01/2002 | 05/24/2012 | C    | 4          | 4    |
| 005006   | 60      | SEWER COMMERCIAL QUA | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 11/16/2011 | C    | 4          | 4    |
| 012957   | 50      | SEWER COMMERCIAL MON | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 05/29/2013 | C    | 12         | 12   |
| 013179   | 50      | SEWER COMMERCIAL MON | 1        | SHUT-OFF | METER TABLE  | 01/01/2002 | 05/29/2013 | C    | 12</       |      |

### Figure 06: Charge code setup

[illegible]

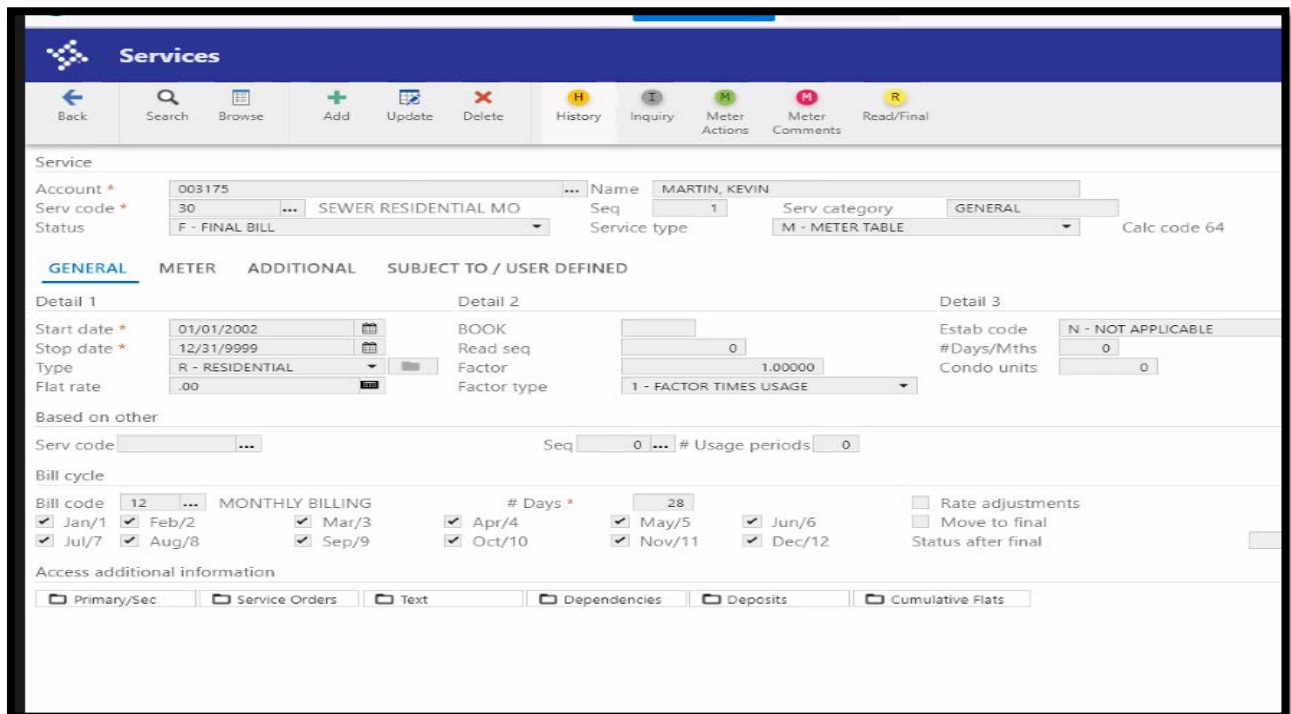
There appears to be negative consumption for some accounts over the years, which do not appear to have been billed when the consumption reflected negative usage. This could be a potential risk for loss of revenues if the meter was installed backwards. Another potential issue discovered, which the City may wish to validate, was with account 000175 where it was identified that the meter appeared to have been broken (zero usage) for five years. The meter appeared to have been replaced in mid-year 2021, and is now reflecting usage. The issue appears to have resulted in an estimated loss of revenues of approximately \$3,000.

There were three accounts found that had a stop date; however, the services were active (000285, 0003616, 003775). Accounts 000285 and 0003616 are two examples of these accounts that have missed billings since 2008. For account 003775, this account has been skipped since 2014.

Based on BerryDunn's review of the setup in Munis there were 4,328 active accounts with 5,258 active services, but 3 of the accounts had a stop date. There were 293 inactive accounts with 748 inactive services. Of the 748 inactive services, there were 723 inactive services with a future stop date. Account 000011 showed inactive and not billed since 2002.

There were also 101 services showing shut-off as the status (account 0000042 last billed in 2014, account 003835 last billed in 2019, IP0014 not billed since 2014, IP0015 not billed since 2021, and account 013179 not billed since 2013) and one final bill status with a stop date in the future which was last billed on July 15, 2021:

**Figure 07: Account 003175**



**Services**

Back Search Browse Add Update Delete History Inquiry Meter Actions Meter Comments Read/Final

Service

Account \* 003175 Name MARTIN, KEVIN

Serv code \* 30 SEWER RESIDENTIAL MO Seq 1 Serv category GENERAL

Status F - FINAL BILL Service type M - METER TABLE Calc code 64

**GENERAL** METER ADDITIONAL SUBJECT TO / USER DEFINED

Detail 1

Start date \* 01/01/2002

Stop date \* 12/31/9999

Type R - RESIDENTIAL

Flat rate .00

Detail 2

BOOK

Read seq 0

Factor 1.00000

Factor type 1 - FACTOR TIMES USAGE

Detail 3

Etab code N - NOT APPLICABLE

#Days/Mths 0

Condo units 0

Based on other

Serv code Seq 0 # Usage periods 0

Bill cycle

Bill code 12 MONTHLY BILLING # Days \* 28

Jan/1 Feb/2 Mar/3 Apr/4 May/5 Jun/6

Jul/7 Aug/8 Sep/9 Oct/10 Nov/11 Dec/12

Rate adjustments

Move to final

Status after final

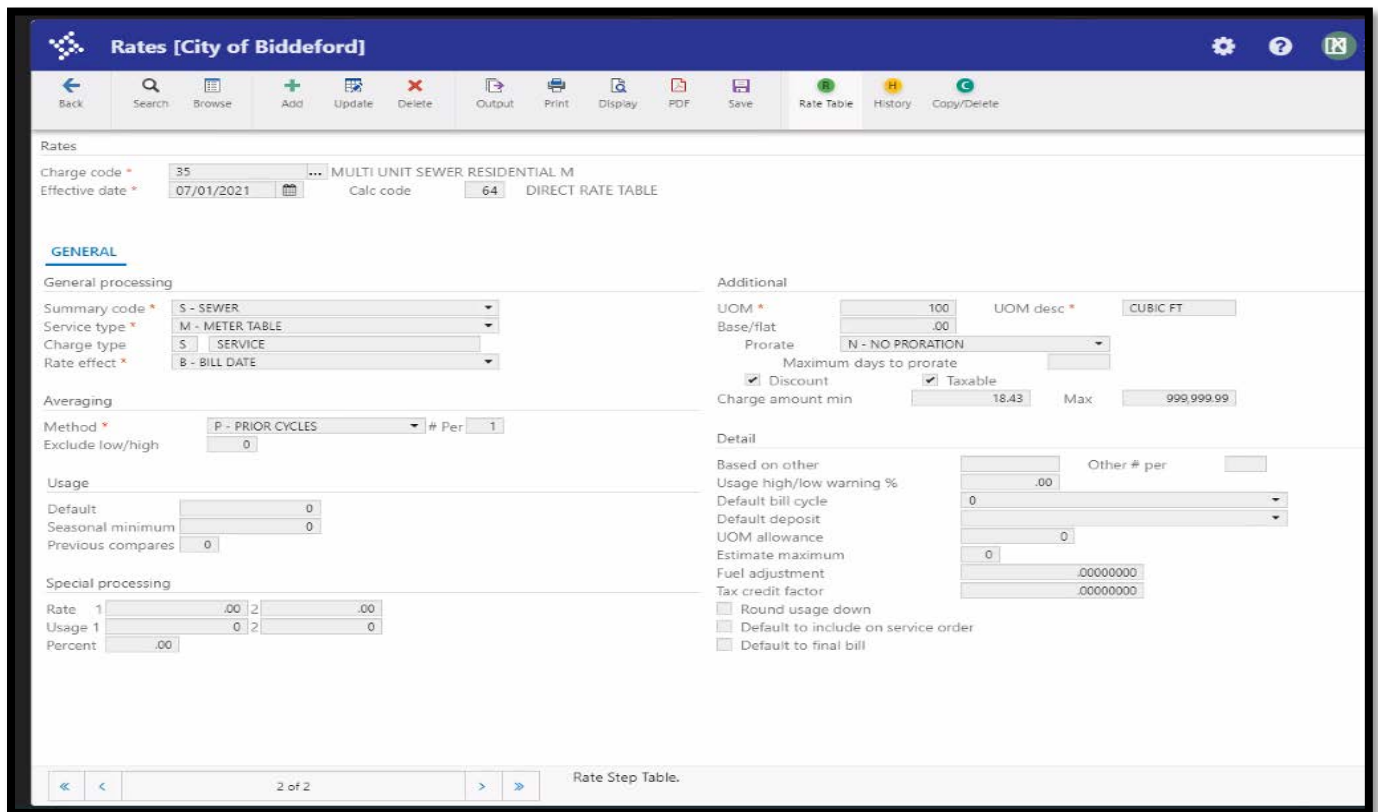
Access additional information

Primary/Sec Service Orders Text Dependencies Deposits Cumulative Flats

After further review, there was a discovery with account 000087 being billed; however, it appears the usage has dropped. This could be a potential loss in revenue if the meter is not working accurately, and the account is not estimated when the location address is occupied.

Upon reviewing the current fiscal year rates, there were findings related to setup for the sewer residential monthly rate codes. There is a potential issue with the rate master setup, and the rate table, for the following service/rate code combination, which could be resulting in lost revenues. The rate set up within Munis appears to be incorrect for the Multi-Unit (35) 2021, based on the "Charge Amount min" amounts shown in Figure 08 and the Sewer Billing Fee Schedule provided by the City. The rate code listed below appears to be the only rate code that has an effective date of 7/1/2021. All other rates codes show the effective date of 7/1/2020. The rate for 7/1/2020 shows \$19.82, which was updated to 7/1/2021 at \$18.43. According to the rate sheet shared with BerryDunn, the rate should be \$19.82 (see next two screen shots for support documentation):

**Figure 08: Multi-Unit Sewer Residential Rate Master**



The screenshot displays the 'Rates [City of Biddeford]' software interface. The top navigation bar includes icons for Back, Search, Browse, Add, Update, Delete, Output, Print, Display, PDF, Save, Rate Table, History, and Copy/Delete. The main form is titled 'Rates' and shows the following details:

- Charge code \***: 35 MULTI UNIT SEWER RESIDENTIAL M
- Effective date \***: 07/01/2021
- Calc code**: 64 DIRECT RATE TABLE

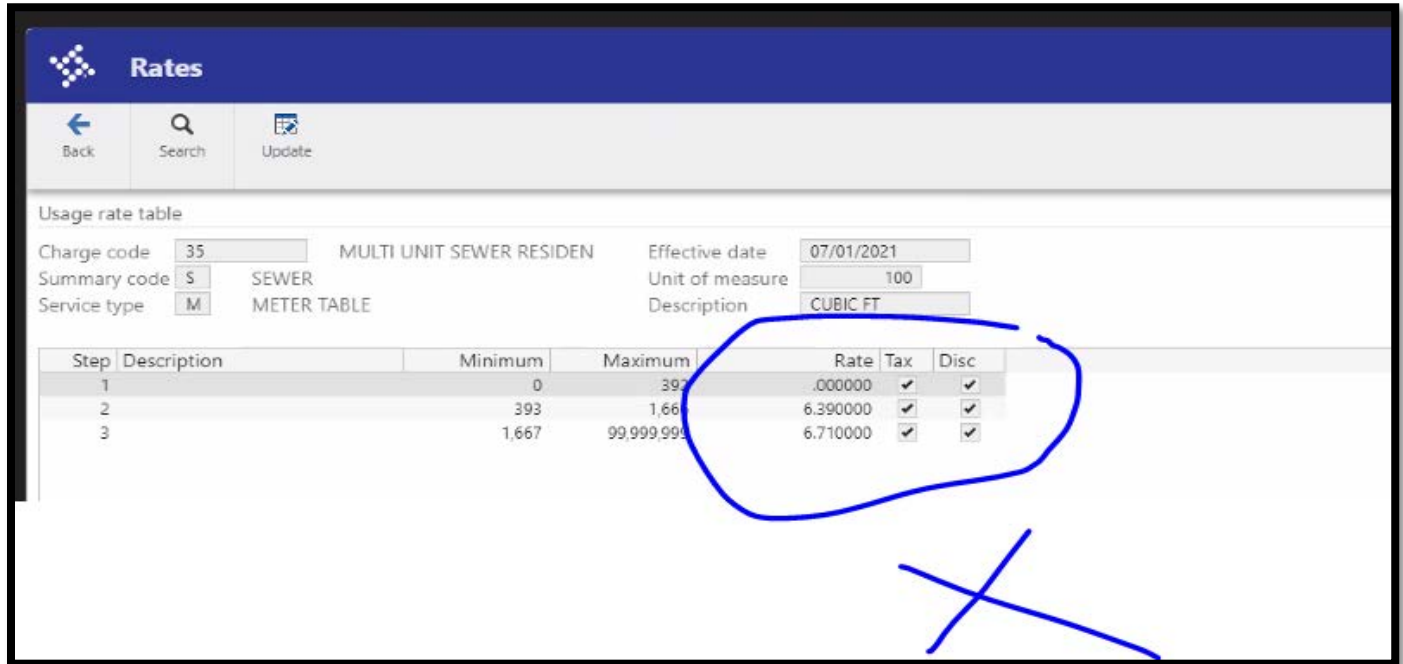
The form is divided into several sections:

- GENERAL**
  - General processing**
    - Summary code \***: S - SEWER
    - Service type \***: M - METER TABLE
    - Charge type**: S SERVICE
    - Rate effect \***: B - BILL DATE
  - Averaging**
    - Method \***: P - PRIOR CYCLES
    - # Per**: 1
    - Exclude low/high**: 0
  - Usage**
    - Default**: 0
    - Seasonal minimum**: 0
    - Previous compares**: 0
  - Special processing**
    - Rate**: 1 .00 2 .00
    - Usage 1**: 0 2 0
    - Percent**: .00
- Additional**
  - UOM \***: 100
  - UOM desc \***: CUBIC FT
  - Base/flat**: .00
  - Prorate**: N - NO PRORATION
  - Maximum days to prorate**:
  - ☒ Discount
  - ☒ Taxable
  - Charge amount min**: 18.43
  - Max**: 999,999.99
- Detail**
  - Based on other**:
  - Usage high/low warning %**: .00
  - Default bill cycle**: 0
  - Default deposit**:
  - UOM allowance**: 0
  - Estimate maximum**: 0
  - Fuel adjustment**: .00000000
  - Tax credit factor**: .00000000
  - ☐ Round usage down
  - ☐ Default to include on service order
  - ☐ Default to final bill

The bottom of the screen shows a navigation bar with arrows and the text '2 of 2' and 'Rate Step Table.'



Figure 09: Multi-Unit Sewer Residential Rate Table



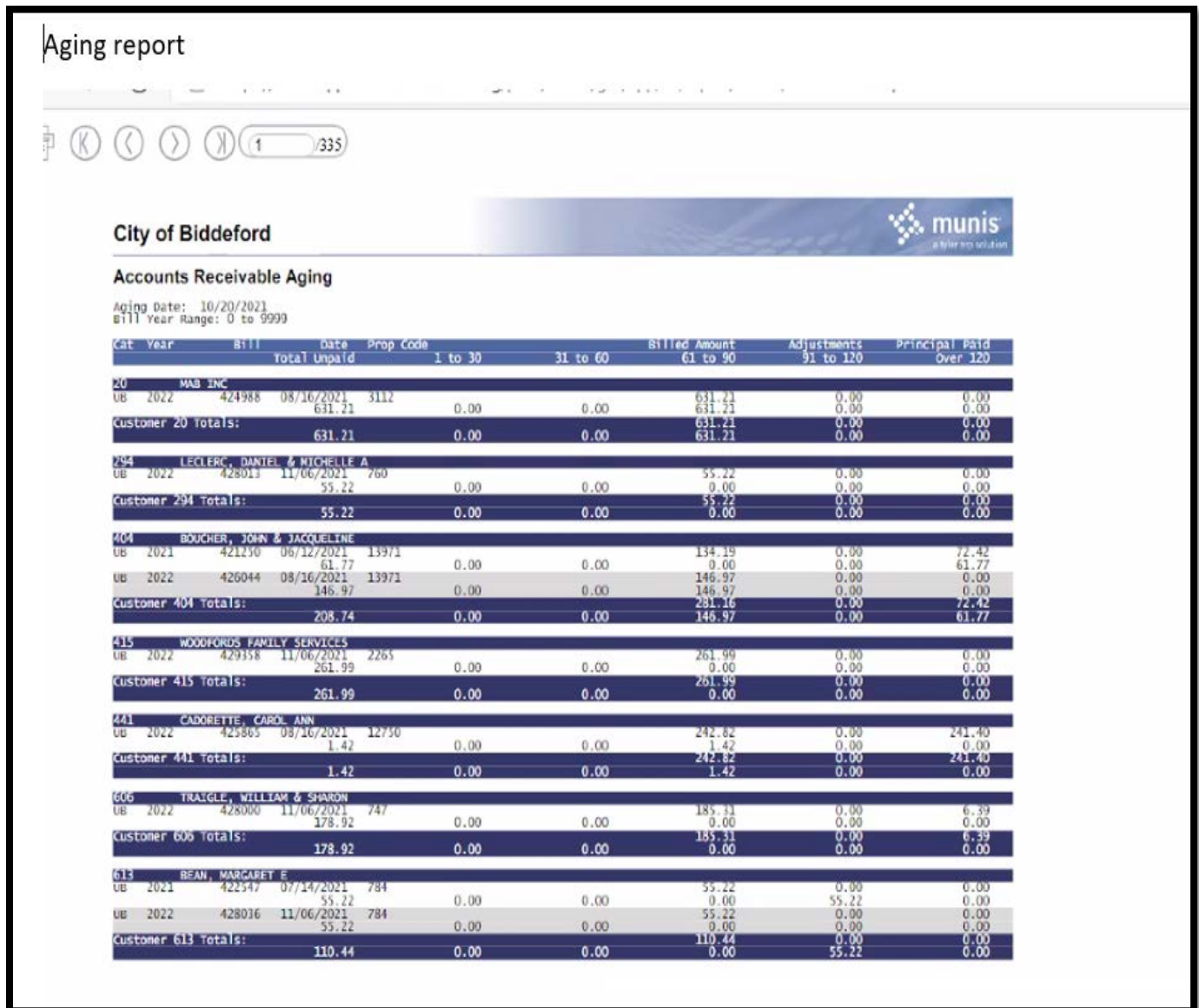
| Step | Description | Minimum | Maximum    | Rate     | Tax | Disc |
|------|-------------|---------|------------|----------|-----|------|
| 1    |             | 0       | 392        | .000000  | ✓   | ✓    |
| 2    |             | 393     | 1,666      | 6.390000 | ✓   | ✓    |
| 3    |             | 1,667   | 99,999,999 | 6.710000 | ✓   | ✓    |

Figure 10: Provided Rate Sheet

| Type of Billing  | Frequency | # of Weeks | Min Volume (100CF) | Max Volume (100CF) | Rate   | Min Charge |
|------------------|-----------|------------|--------------------|--------------------|--------|------------|
| Residential (30) | Monthly   | 4 Weeks    | 0                  | 392                | \$4.59 | \$18.43    |
| Residential (30) | Monthly   | 4 Weeks    | 393                | 1,666              | \$6.39 |            |
| Residential (30) | Monthly   | 4 Weeks    | 1,667              | 1,000,000,000      | \$6.71 |            |
| Multi Unit (35)  | Monthly   | 4 Weeks    | 0                  | 392                | \$4.95 | \$19.82    |
| Multi Unit (35)  | Monthly   | 4 Weeks    | 393                | 1,666              | \$6.88 |            |
| Multi Unit (35)  | Monthly   | 4 Weeks    | 1,667              | 1,000,000,000      | \$7.22 |            |
| Residential (40) | Quarterly | 12 Weeks   | 0                  | 1,175              | \$4.59 | \$55.22    |
| Residential (40) | Quarterly | 12 Weeks   | 1,176              | 5,000              | \$6.39 |            |
| Residential (40) | Quarterly | 12 Weeks   | 5,001              | 1,000,000,000      | \$6.71 |            |

The City's reconciliation process was identified as being largely manual. Within Munis, BerryDunn generated a reconciliation report used in utility billing called the AR Aging report, which showed only one account with an outstanding balance. This is uncommon from BerryDunn's experience that a municipality would have only one overdue account, which is what is reflected in Figure 11 below.

Figure 11: Accounts Receivable Aging Report



There were a number of accounts discovered with potential skipped billings (the example below in Figure 12 shows an account billed with a six-month gap, then a seven-month gap). This could affect revenues from year to year, especially when rates are changed during the gap period (billings and readings for the next four screenshots have highlighted fields – shown for support – account 130210 was read in April and not billed until October. There were many other accounts identified like this).



**Figure 12: Account 130210: Potential Skipped Billing Example**

**Account Customer Inquiry [City of Biddeford]**

Back Cancel Search Output Print Display PDF Save

Account: 130210  
 Customer: 20536 Owner: 20536  
 Customer: IRVING, MASON III & ANN W  
 Owner: IRVING, MASON III & ANN W  
 Location: 9 Suffix: Apt:  
 Route/Book: 0001 District: 02 Type: R  
 Parcel: 0590530020

Billing address: PO BOX 351  
 BIDDEFORD POOL, ME 04006

Additional info:  
 Last customer change: 06/23/2008  
 Account created: 04/01/2005  
 Status: A  
 Group bill:

Recent activity:  
 Last bill: 08/06/2021 267.36  
 Last payment: 09/20/2021 267.36  
 Bill due date: 09/07/2021  
 Penalty amt: 0.00  
 Total due after due date: 1.57

Service Orders Contacts Special Conditions Text

**SERVICES** **BILLS**

| Bill Dt  | Bill#  | Charge | P | Billed | Current | Past Due | Interest | Balance | Due Date | From     | To       | Late | Cat |
|----------|--------|--------|---|--------|---------|----------|----------|---------|----------|----------|----------|------|-----|
| 08/06/21 | 426867 | 40     |   | 267.36 | .00     | 1.56     | .01      | 1.57    | 09/07/21 | 10/27/20 | 04/28/21 | 51   | 60  |
| 02/11/21 | 416153 | 40     |   | 896.64 | .00     | .00      | .00      | .00     | 03/12/21 | 04/28/20 | 10/27/20 | 0    | 60  |
| 07/28/20 | 405056 | 40     |   | 147.44 | .00     | .00      | .00      | .00     | 08/29/20 | 10/29/19 | 04/28/20 | 0    | 60  |
| 01/23/20 | 394764 | 40     |   | 383.75 | .00     | .00      | .00      | .00     | 02/25/20 | 09/05/19 | 10/29/19 | 0    | 60  |
| 10/02/19 | 389299 | 40     |   | 185.66 | .00     | .00      | .00      | .00     | 11/04/19 | 04/24/19 | 07/31/19 | 0    | 60  |

Bill Special Cond

The bill run types, whether monthly or quarterly, appear to not be billed consistently on a month-to-month, or quarterly basis. Figure 13 is an example of readings compared to actual billing dates.

Figure 13: Accounts not billed timely

| ACCOUNT | Column2                  | Column5           | Column6 | Column7   | Column8 | Column9   | Column11 | Column15 | M * R  | Column16 |
|---------|--------------------------|-------------------|---------|-----------|---------|-----------|----------|----------|--------|----------|
|         |                          |                   | reading | date      | Reading | date      | CONSUMP  | RATE     | AMOUNT | BILL AMT |
| 300337  | 503500 CALDWELL, CIEL R. | 114 MILE STRETCH  | 17478   | 1/27/2021 | 19218   | 4/28/2021 | 1740     | 6.39     | 111.19 | 111.19   |
| 300338  | 503600 HENNEDY, JOHN F   | 118 MILE STRETCH  | 13414   | 1/27/2021 | 15876   | 4/28/2021 | 2462     | 6.39     | 157.32 | 157.32   |
| 300342  | 133350 MILLET, DAVID     | 22 LESTER B ORCUT | 16051   | 1/27/2021 | 16781   | 4/28/2021 | 730      | 4.60     | 33.58  | 55.22    |
| 300343  | 503725 BRONSON, DAVID    | 24 LESTER B ORCUT | 8318    | 1/27/2021 | 10256   | 4/28/2021 | 1938     | 6.39     | 123.84 | 123.84   |
| 300427  | 703600 RUSSELL, GORDON D | 35 LESTER B ORCUT | 43582   | 1/27/2021 | 45845   | 4/28/2021 | 2263     | 6.39     | 144.61 | 144.61   |
| 300428  | 130210 IRVING, ANN       | 9 STONE CLIFF RD  | 20443   | 1/26/2021 | 22505   | 4/28/2021 | 2062     | 6.39     | 131.76 | 131.76   |
| 300429  | 130220 BLAKE, MARY A.    | 7 STONE CLIFF RD  | 25329   | 1/27/2021 | 27350   | 4/28/2021 | 2021     | 6.39     | 129.14 | 129.14   |
| 300430  | 703800 MCPHEETERS, THOMA | 21 LESTER B ORCUT | 5183    | 1/27/2021 | 6244    | 4/28/2021 | 1061     | 4.60     | 48.81  | 55.22    |

Figure 14: Account 703600: Potential Skipped Billing Example

**Account Customer Inquiry [City of Biddeford]**

Back Cancel Search Output Print Display PDF Save

Account: 703600  
 Customer: 5078 Owner: 18764  
 Customer: RUSSELL JR MRS J.G.  
 Owner: RUSSELL, GORDON  
 Location: 35 Suffix Apt  
 35 LESTER B ORCUTT BLVD  
 BIDD, ME 04005  
 Route/Book: 0001 District: 02 Type: R  
 Parcel: 0590600000

Billing address: C/O WILMINGTON TRUST  
 280 CONGRESS ST SUITE 1300  
 BOSTON, MA 02210

Additional info: Last customer change: 06/23/2008  
 Account created: 04/01/2005  
 Status: A  
 Group bill: N

Recent activity:  
 Last bill: 08/06/2021 312.60  
 Last payment: 09/16/2021 312.60  
 Bill due date: 09/07/2021  
 Penalty amt: 0.00  
 Total due after due date: 1.83

Service Orders Contacts Special Conditions Text

**SERVICES** **BILLS**

| Bill Dt  | Bill#  | Charge | P | Billed  | Current | Past Due | Interest | Balance | Due Date | From     | To       | Late | Cat |
|----------|--------|--------|---|---------|---------|----------|----------|---------|----------|----------|----------|------|-----|
| 08/06/21 | 426892 | 40 S40 |   | 312.60  | .00     | 1.82     | .01      | 1.83    | 09/07/21 | 10/28/20 | 04/28/21 | 51   | 60  |
| 02/11/21 | 416177 | 40 S40 |   | 1821.97 | .00     | .00      | .00      | .00     | 03/12/21 | 05/13/20 | 12/31/20 | 0    | 60  |
| 07/28/20 | 405071 | 40 S40 |   | 288.25  | .00     | .00      | .00      | .00     | 08/29/20 | 11/06/19 | 05/13/20 | 0    | 60  |
| 01/23/20 | 394789 | 40 S40 |   | 1349.26 | .00     | .00      | .00      | .00     | 02/25/20 | 08/14/19 | 11/06/19 | 0    | 60  |

Bill Special Cond

Figure 15: Accounts not billed timely

| ACCOUNT | Column2           | Column5           | Column6 | Column7   | Column8 | Column9   | Column11 | Column15 | M * R  | Column16 |
|---------|-------------------|-------------------|---------|-----------|---------|-----------|----------|----------|--------|----------|
| 300337  |                   |                   | reading | date      | Reading | date      | CONSUMP  | RATE     | AMOUNT | BILL AMT |
| 503500  | CALDWELL, CIEL R. | 114 MILE STRETCH  | 17478   | 1/27/2021 | 19218   | 4/28/2021 | 1740     | 6.39     | 111.19 | 111.19   |
| 300338  |                   |                   |         |           |         |           |          |          |        |          |
| 503600  | HENNEDY, JOHN F   | 118 MILE STRETCH  | 13414   | 1/27/2021 | 15876   | 4/28/2021 | 2462     | 6.39     | 157.32 | 157.32   |
| 300342  |                   |                   |         |           |         |           |          |          |        |          |
| 133350  | MILLET, DAVID     | 22 LESTER B ORCUT | 16051   | 12/6/1901 | 16781   | 4/28/2021 | 730      | 4.60     | 33.58  | 55.22    |
| 300343  |                   |                   |         |           |         |           |          |          |        |          |
| 503725  | BRONSON, DAVID    | 24 LESTER B ORCUT | 8318    | 1/27/2021 | 10256   | 4/28/2021 | 1938     | 6.39     | 123.84 | 123.84   |
| 300427  |                   |                   |         |           |         |           |          |          |        |          |
| 703600  | RUSSELL, GORDON D | 35 LESTER B ORCUT | 43582   | 1/27/2021 | 45845   | 4/28/2021 | 2263     | 6.39     | 144.61 | 144.61   |
| 300428  |                   |                   |         |           |         |           |          |          |        |          |
| 130210  | IRVING, ANN       | 9 STONE CLIFF RD  | 20443   | 1/26/2021 | 22505   | 4/28/2021 | 2062     | 6.39     | 131.76 | 131.76   |
| 300429  |                   |                   |         |           |         |           |          |          |        |          |
| 130220  | BLAKE, MARY A.    | 7 STONE CLIFF RD  | 25329   | 1/27/2021 | 27350   | 4/28/2021 | 2021     | 6.39     | 129.14 | 129.14   |
| 300430  |                   |                   |         |           |         |           |          |          |        |          |
| 703800  | MCPHEETERS, THOMA | 21 LESTER B ORCUT | 5183    | 1/27/2021 | 6244    | 4/28/2021 | 1061     | 4.60     | 48.81  | 55.22    |

The account listed below is another example of a potential skipped billing, which is set up to bill on a monthly basis (see next two screen shots for support documents):

Figure 16: Account 002073: Potential Skipped Billing Example


**Account History Inquiry/Report [City of Biddeford]**

















Account

AR category: 60 - Services - General

Account: 002073

Parcel: 0410700000

Location #: 126

City: BIDD

Suff: ME

Str: CLEAVES ST

Zip: 04005

Customer Name: STEINDL, JAHNNA

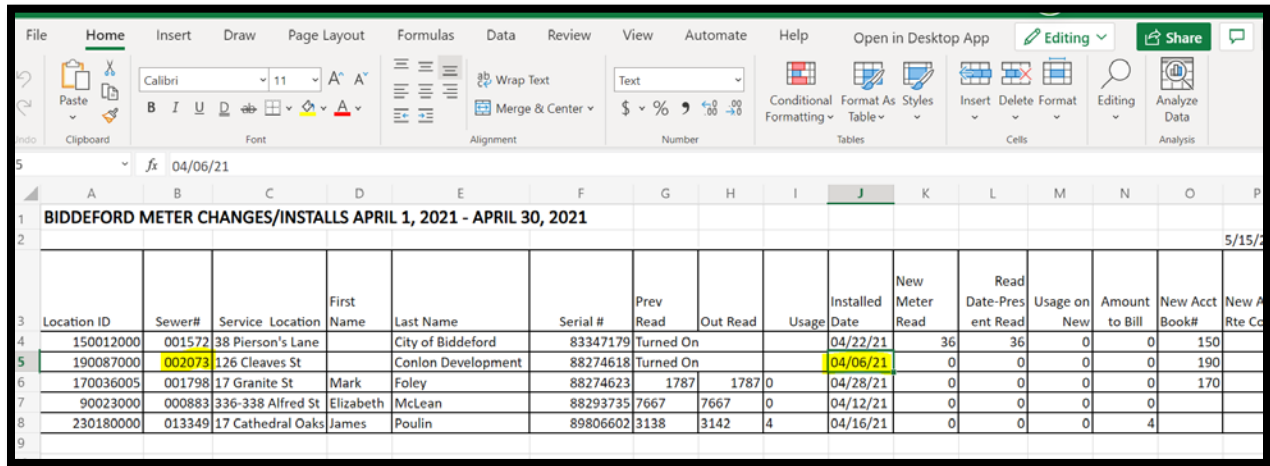
Apt:

Balance: .00

History

| Date       | Bill#  | P | Service | Seq | Type   | Curr Rd    | Usage | Amount |
|------------|--------|---|---------|-----|--------|------------|-------|--------|
| 10/04/2021 | 429211 |   | 40      | 1   | Charge | 200        | 200   | 55.22  |
| 10/04/2021 | 429211 |   |         | 1   | Pmt Pr | 0          | 0     | -55.22 |
| 10/04/2021 | 104728 |   |         | 1   | Pmt Pr | 0          | 0     | 55.22  |
| 08/12/2021 | 104728 |   |         | 1   | Pmt Pr | Ck# 116936 |       | -55.22 |
| 10/18/2005 | 104728 |   | 40      | 1   | Adj    | 0          | 0     | -54.88 |
| 08/12/2005 | 104728 |   | 40      | 1   | Charge | 57100      | 0     | 54.88  |
| 03/20/2005 | 2104   |   | 40      | 1   | Charge | 0          | 0     | 0.00   |

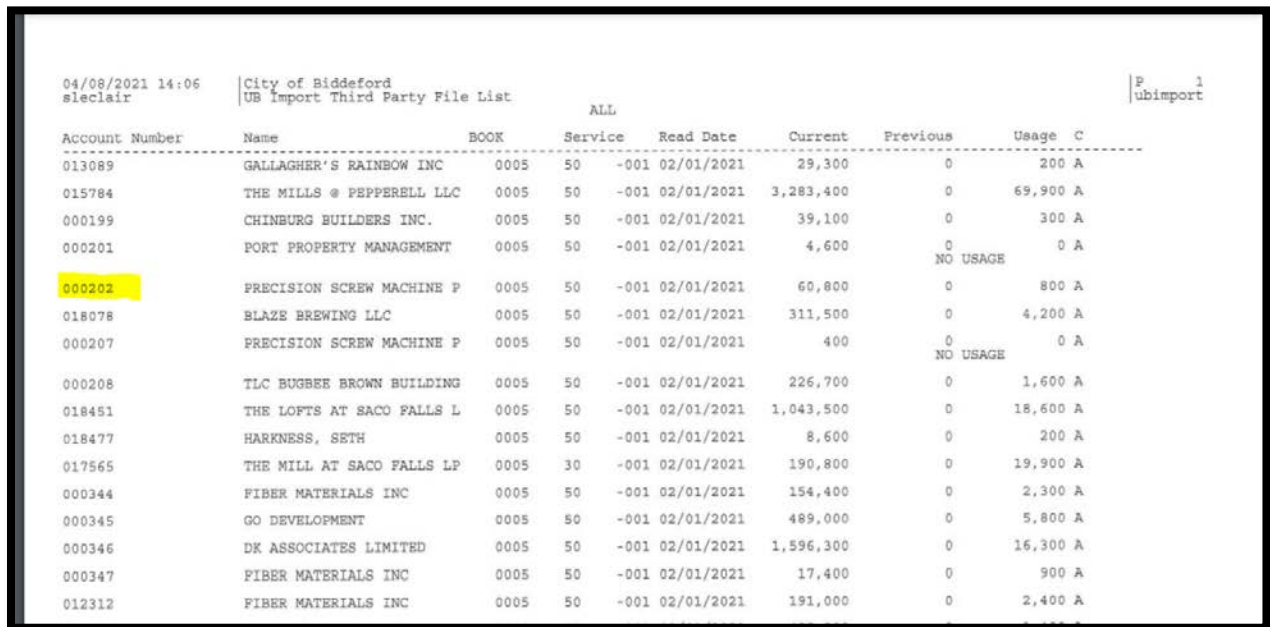
**Figure 17: Accounts not billed timely**



| Location ID | Sewer# | Service Location  | First Name | Last Name          | Serial # | Prev Read | Out Read | Usage | Installed Date | New Meter Read | Read Date-Previous Read | Usage on New | Amount to Bill | New Acct Book# | New Acct Rte Cd |
|-------------|--------|-------------------|------------|--------------------|----------|-----------|----------|-------|----------------|----------------|-------------------------|--------------|----------------|----------------|-----------------|
| 150012000   | 001572 | 38 Pierson's Lane |            | City of Biddeford  | 83347179 | Turned On |          |       | 04/22/21       | 36             | 36                      | 0            | 0              | 150            |                 |
| 190087000   | 002073 | 126 Cleaves St    |            | Conlon Development | 88274618 | Turned On |          |       | 04/06/21       | 0              | 0                       | 0            | 0              | 190            |                 |
| 170036005   | 001798 | 17 Granite St     | Mark       | Foley              | 88274623 | 1787      | 1787     | 0     | 04/28/21       | 0              | 0                       | 0            | 0              | 170            |                 |
| 90023000    | 000883 | 336-338 Alfred St | Elizabeth  | McLean             | 88293735 | 7667      | 7667     | 0     | 04/12/21       | 0              | 0                       | 0            | 0              |                |                 |
| 230180000   | 013349 | 17 Cathedral Oaks | James      | Poulin             | 89806602 | 3138      | 3142     | 4     | 04/16/21       | 0              | 0                       | 0            | 4              |                |                 |

The account listed below is also a monthly account that took two months to bill (see next two screen shots below):

**Figure 18: Account 000202: Potential Skipped Billing Example**



| Account Number | Name                      | BOOK | Service | Read Date       | Current   | Previous | Usage    |
|----------------|---------------------------|------|---------|-----------------|-----------|----------|----------|
| 013089         | GALLAGHER'S RAINBOW INC   | 0005 | 50      | -001 02/01/2021 | 29,300    | 0        | 200 A    |
| 015784         | THE MILLS @ PEPPERELL LLC | 0005 | 50      | -001 02/01/2021 | 3,283,400 | 0        | 69,900 A |
| 000199         | CHINBURG BUILDERS INC.    | 0005 | 50      | -001 02/01/2021 | 39,100    | 0        | 300 A    |
| 000201         | PORT PROPERTY MANAGEMENT  | 0005 | 50      | -001 02/01/2021 | 4,600     | 0        | 0 A      |
| 000202         | PRECISION SCREW MACHINE P | 0005 | 50      | -001 02/01/2021 | 60,800    | 0        | 800 A    |
| 018078         | BLAZE BREWING LLC         | 0005 | 50      | -001 02/01/2021 | 311,500   | 0        | 4,200 A  |
| 000207         | PRECISION SCREW MACHINE P | 0005 | 50      | -001 02/01/2021 | 400       | 0        | 0 A      |
| 000208         | TLC BUGBEE BROWN BUILDING | 0005 | 50      | -001 02/01/2021 | 226,700   | 0        | 1,600 A  |
| 018451         | THE LOFTS AT SACO FALLS L | 0005 | 50      | -001 02/01/2021 | 1,043,500 | 0        | 18,600 A |
| 018477         | HARKNESS, SETH            | 0005 | 50      | -001 02/01/2021 | 8,600     | 0        | 200 A    |
| 017565         | THE MILL AT SACO FALLS LP | 0005 | 30      | -001 02/01/2021 | 190,800   | 0        | 19,900 A |
| 000344         | FIBER MATERIALS INC       | 0005 | 50      | -001 02/01/2021 | 154,400   | 0        | 2,300 A  |
| 000345         | GO DEVELOPMENT            | 0005 | 50      | -001 02/01/2021 | 489,000   | 0        | 5,800 A  |
| 000346         | DK ASSOCIATES LIMITED     | 0005 | 50      | -001 02/01/2021 | 1,596,300 | 0        | 16,300 A |
| 000347         | FIBER MATERIALS INC       | 0005 | 50      | -001 02/01/2021 | 17,400    | 0        | 900 A    |
| 012312         | FIBER MATERIALS INC       | 0005 | 50      | -001 02/01/2021 | 191,000   | 0        | 2,400 A  |

**Figure 19: Account 000202: Potential Skipped Billing Example Account History Inquiry**

**Account History Inquiry/Report [City of Biddeford]**

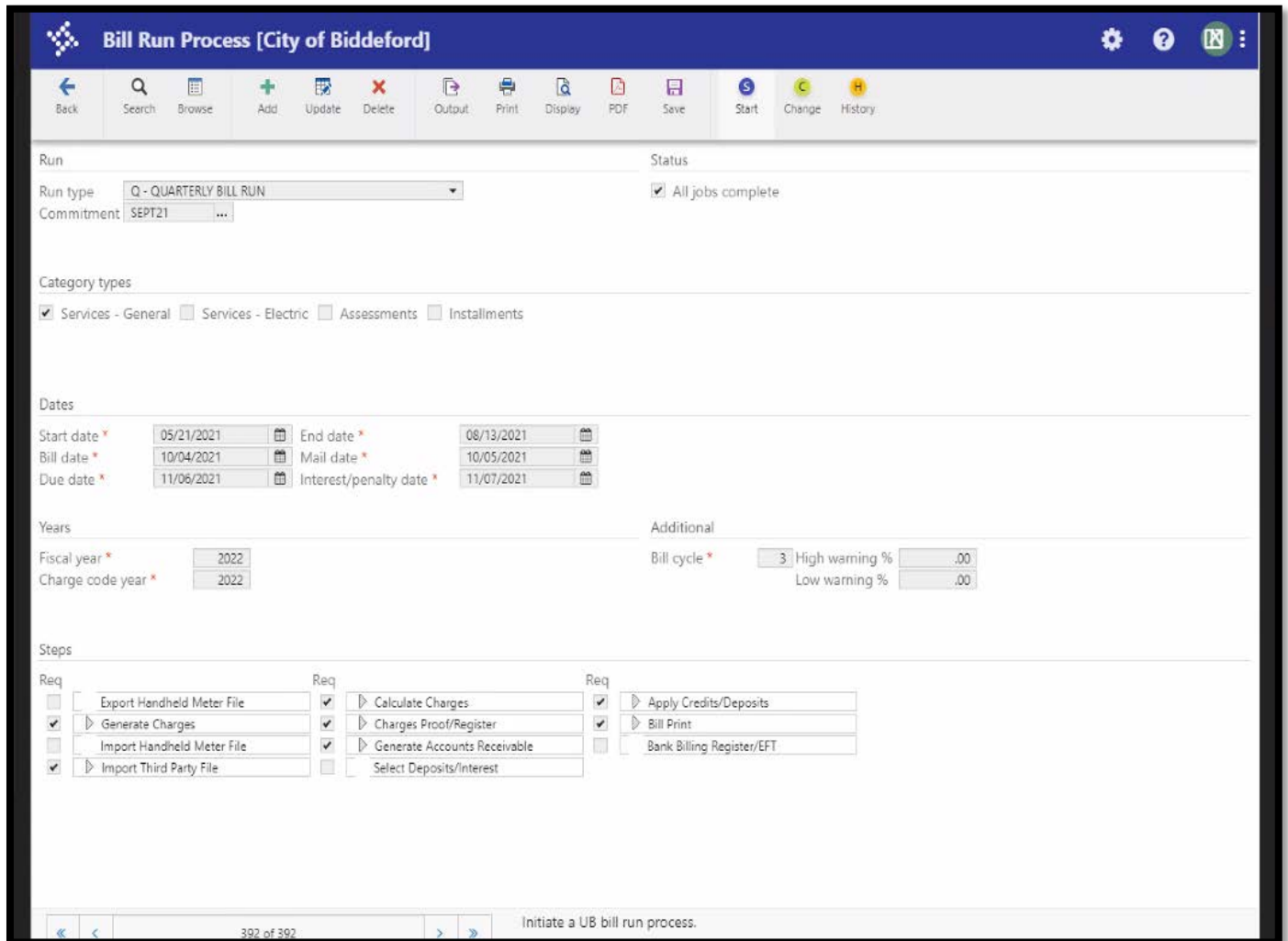
Back Search Browse Output Print Display PDF Save Summary Report Options Toggle Sort View Detail

Account: 000202  
 Category: 60 - Services - General  
 Customer: 28169  
 Name: PRECISION SCREW MACHINE PRODUC  
 Address: 30 CITY State ME Zip 04005  
 Balance: 58.26

| Date    | Bill#  | P | Service | Seq | Type   | Curr Rd   | Usage | Amount |
|---------|--------|---|---------|-----|--------|-----------|-------|--------|
| 12/2021 | 416769 |   |         | 1   | Pmt Pr | Ck# 68363 |       | -43.38 |
| 09/2021 | 419444 |   | 50      | 1   | Charge | 60800     | 800   | 57.84  |
| 23/2021 | 416769 |   | 50      | 1   | Charge | 60000     | 600   | 43.38  |
| 15/2021 | 416345 |   |         | 1   | Pmt Pr | Ck# 68301 |       | -50.61 |
| 23/2021 | 416345 |   | 50      | 1   | Charge | 59400     | 700   | 50.61  |
| 01/2021 | 412133 |   |         | 1   | Pmt Pr | Ck# 68214 |       | -65.07 |
| 01/2021 | 411697 |   |         | 1   | Pmt Pr | Ck# 68214 |       | -0.43  |
| 12/2021 | 412133 |   | 50      | 1   | Charge | 58700     | 900   | 65.07  |
| 02/2021 | 411697 |   |         | 1   | Pmt Pr | Ck# 68116 |       | -79.10 |
| 02/2021 | 409803 |   |         | 1   | Pmt In | Ck# 68116 |       | -0.84  |

BerryDunn reviewed the bill run process and setup in Munis, and observed that the bill run process and setup are inconsistent, with delayed billings. There are months in between readings and billings, as well as with due dates that are causing fluctuation of revenues from month to month, and year to year. The City appears to be billing too far in arrears, which could lead to a potential risk in decreased collections, due to the age of the account when a customer leaves and if owing an outstanding balance. An example of a bill run date range was captured below for support documentation:

**Figure 20: Bill Run Process Sample**



There are twenty open bill runs that are incomplete ranging from 6/12/2006 through 11/30/2021. The “Generate AR” function in Munis was performed; however, the “Apply Credits” step was not performed in some bill runs. This could be explained if the Apply Credits process is run outside of the bill run before bills are printed (see first screen shot below). If the Apply Credits is not executed for a bill run, there could be credits from customer accounts that are not carried over to the new bill, or refunded when an old customer moves out. There is also a bill run showing the Generate AR being incomplete, which could be an issue to add to missed billings (see second screen shot below):



Figure 21: Bill Run Process Sample

| Bill Run Process |             |            |            |            |            |              |          |
|------------------|-------------|------------|------------|------------|------------|--------------|----------|
| Run              | Description | Commitment | Bill Date  | Mail Date  | Due Date   | Penalty Date | Complete |
| M                | MONTHLY     | 050517     | 05/05/2017 | 05/05/2017 | 05/05/2017 | 05/05/2017   | N        |
| M                | MONTHLY     | 051019     | 05/10/2019 | 05/10/2019 | 05/10/2019 | 05/10/2019   | N        |
| M                | MONTHLY     | 053116     | 05/31/2016 | 05/31/2016 | 05/31/2016 | 05/31/2016   | N        |
| M                | MONTHLY     | 060221     | 06/02/2021 | 06/02/2021 | 06/02/2021 | 06/02/2021   | N        |
| M                | MONTHLY     | 061206     | 06/12/2006 | 06/12/2006 | 06/12/2006 | 06/12/2006   | N        |
| M                | MONTHLY     | 061207     | 06/12/2007 | 06/12/2007 | 06/12/2007 | 06/12/2007   | N        |
| M                | MONTHLY     | 061312     | 06/13/2012 | 06/13/2012 | 06/13/2012 | 06/13/2012   | N        |
| M                | MONTHLY     | 061313     | 06/13/2013 | 06/13/2013 | 06/13/2013 | 06/13/2013   | N        |
| M                | MONTHLY     | 061410     | 06/14/2010 | 06/14/2010 | 06/14/2010 | 06/14/2010   | N        |
| M                | MONTHLY     | 061508     | 06/15/2008 | 06/15/2008 | 06/15/2008 | 06/15/2008   | N        |
| M                | MONTHLY     | 061511     | 06/15/2011 | 06/15/2011 | 06/15/2011 | 06/15/2011   | N        |
| M                | MONTHLY     | 062018     | 06/20/2018 | 06/20/2018 | 06/20/2018 | 06/20/2018   | N        |
| M                | MONTHLY     | 062208     | 06/22/2008 | 06/22/2008 | 06/22/2008 | 06/22/2008   | N        |
| M                | MONTHLY     | 062320     | 06/23/2020 | 06/23/2020 | 06/23/2020 | 06/23/2020   | N        |
| M                | MONTHLY     | 062614     | 06/26/2014 | 06/26/2014 | 06/26/2014 | 06/26/2014   | N        |
| M                | MONTHLY     | 062615     | 06/26/2015 | 06/26/2015 | 06/26/2015 | 06/26/2015   | N        |
| M                | MONTHLY     | OC13       | 10/15/2013 | 10/15/2013 | 11/15/2013 | 11/16/2013   | N        |
| M                | MONTHLY     | SEP13      | 09/26/2013 | 09/26/2013 | 10/26/2013 | 10/27/2013   | N        |
| Q                | QUARTERLY   | MA114      | 05/29/2014 | 05/30/2014 | 06/29/2014 | 06/30/2014   | N        |
| Q                | QUARTERLY   | OCT21      | 10/28/2021 | 10/29/2021 | 11/29/2021 | 11/30/2021   | N        |

There appears to be monthly bill runs that have a large gap in dates. An example added below shows accounts that were read from 5/23/2013 through 8/26/2013 (screen shots listed below):

Figure 22: Bill Run Process – Potential Date Gaps Example 1

| Bill Run Process [City of Biddeford]                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div> <span>Back</span> <span>Search</span> <span>Browse</span> <span>Add</span> <span>Update</span> <span>Delete</span> <span>Output</span> <span>Print</span> <span>Display</span> <span>PDF</span> <span>Save</span> <span>Start</span> <span>Change</span> <span>History</span> </div> |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| Run                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                   | Status                                                                                                                                                                                                                                                                         |                                                                                                                                                                    |
| Run type: M - MONTHLY BILL RUN                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                   | <input type="checkbox"/> All jobs complete                                                                                                                                                                                                                                     |                                                                                                                                                                    |
| Commitment: OC13                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| Category types                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| <input checked="" type="checkbox"/> Services - General <input type="checkbox"/> Services - Electric <input type="checkbox"/> Assessments <input type="checkbox"/> Installments                                                                                                             |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| Dates                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| Start date *                                                                                                                                                                                                                                                                               | 05/01/2013                                                                                                                                                                                                                        | End date *                                                                                                                                                                                                                                                                     | 10/15/2013                                                                                                                                                         |
| Bill date *                                                                                                                                                                                                                                                                                | 10/15/2013                                                                                                                                                                                                                        | Mail date *                                                                                                                                                                                                                                                                    | 10/15/2013                                                                                                                                                         |
| Due date *                                                                                                                                                                                                                                                                                 | 11/15/2013                                                                                                                                                                                                                        | Interest/penalty date *                                                                                                                                                                                                                                                        | 11/16/2013                                                                                                                                                         |
| Years                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                   | Additional                                                                                                                                                                                                                                                                     |                                                                                                                                                                    |
| Fiscal year *                                                                                                                                                                                                                                                                              | 2014                                                                                                                                                                                                                              | Bill cycle *                                                                                                                                                                                                                                                                   | 10 High warning % .00                                                                                                                                              |
| Charge code year *                                                                                                                                                                                                                                                                         | 2014                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                | Low warning % .00                                                                                                                                                  |
| Steps                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                                                                                                                                                                    |
| Req                                                                                                                                                                                                                                                                                        | <input type="checkbox"/> Export Handheld Meter File<br><input checked="" type="checkbox"/> Generate Charges<br><input type="checkbox"/> Import Handheld Meter File<br><input checked="" type="checkbox"/> Import Third Party File | <input checked="" type="checkbox"/> Calculate Charges<br><input checked="" type="checkbox"/> Charges<br><input checked="" type="checkbox"/> Run calculate charges process<br><input checked="" type="checkbox"/> Generate<br><input type="checkbox"/> Select Deposits/Interest | <input checked="" type="checkbox"/> Apply Credits/Deposits<br><input checked="" type="checkbox"/> Bill Print<br><input type="checkbox"/> Bank Billing Register/EFT |

Figure 23: Bill Run Process – Potential Date Gaps Example 2

**Calculate Charges [City of Biddeford]**

Back Search Browse Add Update Delete Output Print Display PDF Save Calculate All Calc Find Set Meter Reads Cons/Usage Menu

Account

Account 001562 AG207, LLC

Charge code 40 Seq 1 SEWER RESIDENTIAL QU SERVICES - GENERAL

Location # 25 Suffix Pre-dir Post-dir

Street HILL ST Str type

Unit type Unit/Apt

City ME Zip code 04005

Subdivision Lot

Prim acct Status ACTIVE

Bill address 52 WILD DUNES WAY, UNIT 28 OLD ORCHARD BEACH ME 04064

Service BOOK

Read seq Type Calc code

Current meter

Read code A - ACTUAL READ

Read Date Actual Read

Previous 05/23/2013 392.800

Current 08/26/2013 401.300

Read time

Factor 1.0000

Actual usages

Current 8,500

Old/Replaced 0

Allowance 0

Charges

Base/Flat amount

Usage amount

Add'l amount

Total charge

Billed/factored

Usage 8,500

Old/replaced meter

Read Date Actual Read

Previous 0

Current 0

Winter quarter usage

Previous 0

Current 0

Flat information

Qty 0 Usage 0

Access additional info

- Subject to .C
- Rate adjustments .C
- Messages
- Special cond
- Service orders

Figure 24: Accounts not billed timely

**Account History Inquiry/Report [City of Biddeford]**

Back Search Browse Output Print Display PDF Save Summary Report Options Toggle Sort View Detail

Account

AR category 60 - Services - General

Account 001562 Customer 51022

Parcel 0391070000 Name AG207, LLC

Location # 25 Suff Str HILL ST Apt

City BIDD State ME Zip 04005 Balance 14.69

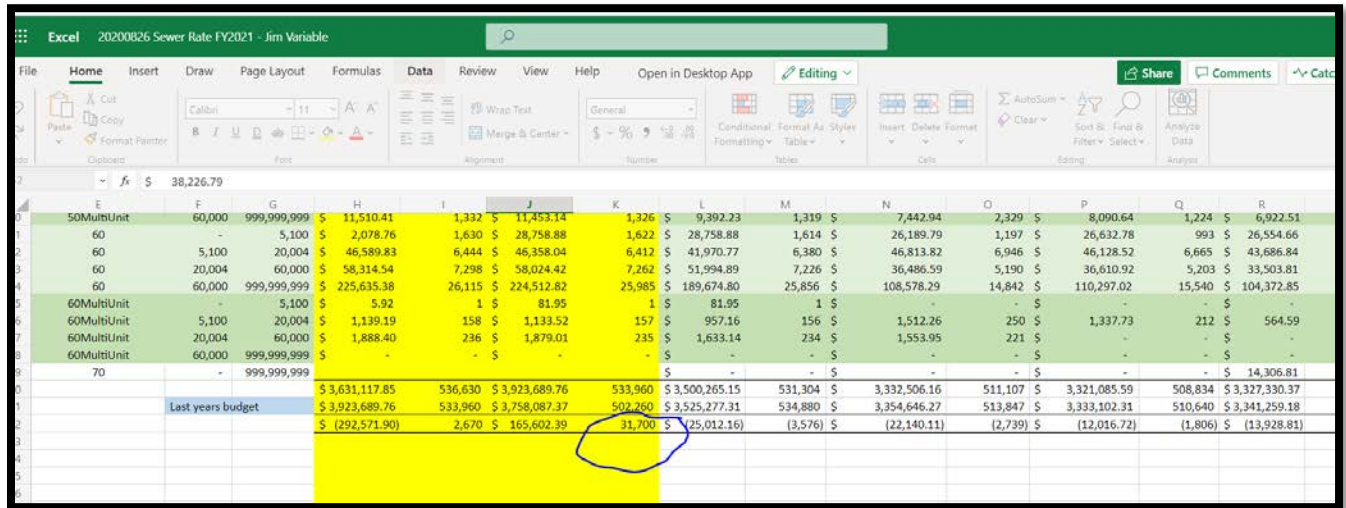
History

| Date       | Bill#  | P | Service | Seq | Type   | Curr Rd    | Usage | Amount  |
|------------|--------|---|---------|-----|--------|------------|-------|---------|
| 02/27/2014 | 271060 |   | 40      | 1   | Charge | 409900     | 8600  | 504.82  |
| 12/10/2013 | 266274 |   | 40      | 1   | Charge | 401300     | 8500  | 498.95  |
| 10/28/2013 | 261460 |   |         | 1   | Pmt In | 0          | 0     | -2.38   |
| 10/28/2013 | 261460 |   |         | 1   | Pmt Pr | 0          | 0     | -397.62 |
| 09/18/2013 | 261460 |   |         | 1   | Pmt In | Ck# 995009 |       | -3.01   |
| 09/18/2013 | 261460 |   |         | 1   | Pmt Pr | Ck# 995009 |       | -108.32 |
| 09/18/2013 | 256201 |   |         | 1   | Pmt In | Ck# 995009 |       | -7.84   |
| 09/18/2013 | 256201 |   |         | 1   | Pmt Pr | Ck# 995009 |       | -448.23 |
| 07/19/2013 | 261460 |   | 40      | 1   | Charge | 392800     | 8800  | 516.56  |
| 06/13/2013 | 256201 |   |         | 1   | Pmt In | Ck# 995008 |       | -2.91   |



The FY21 sewer audit report showed 31,700 billable units in the final report, which appears to be high in comparison to other months/years. This spreadsheet is located under the Archive Sewer Billing Analysis folder (file name 20200826 Sewer Rate FY 20 – Jim Variable spreadsheet). Without BerryDunn having all reports to reconcile to, this may be an item for City finance to review following delivery of this report:

**Figure 25: FY21 Sewer Rate Audit Report**



| Category    | Units  | Revenue     | Units           | Revenue | Units           | Revenue | Units           | Revenue | Units           | Revenue | Units           | Revenue | Units           | Revenue | Units | Revenue | Units | Revenue |
|-------------|--------|-------------|-----------------|---------|-----------------|---------|-----------------|---------|-----------------|---------|-----------------|---------|-----------------|---------|-------|---------|-------|---------|
| 50MultiUnit | 60,000 | 999,999.999 | \$ 11,510.41    | 1,332   | \$ 11,453.14    | 1,326   | \$ 9,392.23     | 1,319   | \$ 7,442.94     | 2,329   | \$ 8,090.64     | 1,224   | \$ 6,922.51     |         |       |         |       |         |
| 60          | -      | 5,100       | \$ 2,078.76     | 1,630   | \$ 28,758.88    | 1,622   | \$ 28,758.88    | 1,614   | \$ 26,189.79    | 1,197   | \$ 26,632.78    | 993     | \$ 26,554.66    |         |       |         |       |         |
| 60          | 5,100  | 20,004      | \$ 46,589.83    | 6,444   | \$ 46,358.04    | 6,412   | \$ 41,970.77    | 6,380   | \$ 46,813.82    | 6,946   | \$ 46,128.52    | 6,665   | \$ 43,686.84    |         |       |         |       |         |
| 60          | 20,004 | 60,000      | \$ 58,314.54    | 7,298   | \$ 58,024.42    | 7,262   | \$ 51,994.89    | 7,226   | \$ 36,486.59    | 5,190   | \$ 36,610.92    | 5,203   | \$ 33,503.81    |         |       |         |       |         |
| 60          | 60,000 | 999,999.999 | \$ 225,635.38   | 26,115  | \$ 224,512.82   | 25,985  | \$ 189,674.80   | 25,856  | \$ 108,578.29   | 14,842  | \$ 110,297.02   | 15,540  | \$ 104,372.85   |         |       |         |       |         |
| 60MultiUnit | -      | 5,100       | \$ 5.92         | 1       | \$ 81.95        | 1       | \$ 81.95        | 1       | \$ -            | -       | \$ -            | -       | \$ -            |         |       |         |       |         |
| 60MultiUnit | 5,100  | 20,004      | \$ 1,139.19     | 158     | \$ 1,133.52     | 157     | \$ 957.16       | 156     | \$ 1,512.26     | 250     | \$ 1,337.73     | 212     | \$ 564.59       |         |       |         |       |         |
| 60MultiUnit | 20,004 | 60,000      | \$ 1,888.40     | 236     | \$ 1,879.01     | 235     | \$ 1,633.14     | 234     | \$ 1,553.95     | 221     | \$ -            | -       | \$ -            |         |       |         |       |         |
| 60MultiUnit | 60,000 | 999,999.999 | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            |         |       |         |       |         |
| 70          | -      | 999,999.999 | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            | -       | \$ -            |         |       |         |       |         |
|             |        |             | \$ 3,631,117.85 | 536,630 | \$ 3,923,689.76 | 533,960 | \$ 3,500,265.15 | 531,304 | \$ 3,332,506.16 | 511,107 | \$ 3,321,085.59 | 508,834 | \$ 3,327,330.37 |         |       |         |       |         |
|             |        |             | \$ 3,923,689.76 | 533,960 | \$ 3,758,087.37 | 502,260 | \$ 3,525,277.31 | 534,880 | \$ 3,354,646.27 | 513,847 | \$ 3,333,102.31 | 510,640 | \$ 3,341,259.18 |         |       |         |       |         |
|             |        |             | \$ (292,571.90) | 2,670   | \$ 165,602.39   | 31,700  | \$ 25,012.16    | (3,576) | \$ (22,140.11)  | (2,739) | \$ (12,016.72)  | (1,806) | \$ (13,928.81)  |         |       |         |       |         |

Other items identified by BerryDunn for follow-up investigation by the City to review and update/validate include the following:

- For FY20, there were only 11 months showing billed.
- For FY20 and FY21, Q2 and Q4 should be audited by the City due to potential low revenue reporting.
- For FY21, Q1 and Q3 should be audited by the City to find any skip, catch up, or incorrect consumption billings.
- For the spreadsheet "Rev 20210315" FY20 for the month of July, is significantly low under column K (the revenue is \$500,000 less than previous year).

### 3 Primary Challenges and Improvement Opportunities

There were several challenges related to the current wastewater billing processes at the City identified during the fact-finding activities, many of which are documented in Section 2.0 Current State Assessment. The following table describes the primary challenges and improvement opportunities identified, and includes a column indicating whether the challenge is related to current policy, technology, or processes adopted by the City.

**Table 3.1 Primary Challenges and Improvement Opportunities**

| Primary Challenges and Improvement Opportunities |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |         |        |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|--------|
| No.                                              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Technology | Process | Policy |
| 1                                                | <b>Import readings through automation by selecting the proper device type in Munis.</b> Based on the review of the file layout, imports are not able to be performed with complete automation to manage consumption for billings in Munis, which may be contributing to delayed, missed, and skipped billings. Based on the rate codes, there are no high/low parameters set up to automate the process for reviewing readings, low readings, high readings, zero readings, etc. Exceptions are handled on a manual basis per account, which is creating more time for staff to check and/or verify readings. | X          | X       | X      |
| 2                                                | <b>Bill and reconcile accounts monthly, quarterly, or based on the type of bill run set up.</b> The City should consider adopting a policy and procedure to bill and reconcile collections for monthly accounts on a monthly basis, quarterly accounts on quarterly basis, and move any exceptions to a separate billing using automated features and processing in Munis. Monthly billings and automated processes will reduce the risk of human error, as well as earn revenues on a monthly and/or quarterly basis, depending on the accounts in each category.                                            |            | X       | X      |
| 3                                                | <b>Adopt the use of reports in Munis to reconcile billings and collections to financial reports.</b> The City should consider looking to reconcile Maine Water and Kennebunk Water accounts to Munis by using reporting tools in Munis. Some reports in Munis that may help with reconciliation could be specific to an Aging Report, Trial Balance, Reconciliation Report, and Detailed Receivables. This could prove positive for increased or proper recording of cash flows. There may be the need for customized reports depending on the needs from the Finance Department.                             | X          | X       |        |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |   |   |   |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|
| 4 | <b>Billings were skipped on average by two months, and on other occasions up to seven months.</b> There were identified instances where the City had skipped recurring billings, in some instances by several months. BerryDunn recommends that the City look to align billing processes in accordance to ordinances and/or policies, and move one-off accounts to a separate bill run, which should also be automated. This policy change could allow for more accurate reporting and revenues earned and billed in the correct month or fiscal year. |   | X | X |
| 5 | <b>Shut-off accounts may not be marked paid immediately once the payment is received.</b> The City should look to help ensure all shut-off accounts are activated once payment is received, and once there is consumption on account (this could be set up on an automated process). There are special codes that may be beneficial to add within Munis to help to avoid skipped billings. Many shut-off accounts were discovered as not being billed for many years.                                                                                  | X | X |   |
| 6 | <b>Rate codes should be reviewed due to a potential incorrect rate code setup.</b> There was a potential incorrect rate code for FY21 identified which may be causing a loss in revenues. There was a discovery of a charge/code 35 that was lower than the current fiscal year rate, which would negatively affect revenues.                                                                                                                                                                                                                          | X | X |   |
| 7 | <b>Supporting documentation for adjustments is limited and inconsistent.</b> The adjustment support documents were scratched through on some adjustments multiple times, and the detail was vague as to how the calculation was determined. The manual process and documentation for adjustments may be incorrect causing a decrease in revenues.                                                                                                                                                                                                      |   | X | X |
| 8 | <b>Overdue accounts with liens appear to not be automated to move an account balance from one category to liens.</b> The City should consider a written policy/procedure that includes potential system automation for processing liens in Munis. If documentation does not exist at the City for this, the City might consider documenting the procedures to support standardization in the lien process. There were no documents provided to BerryDunn that included procedures or policy for lien processing.                                       | X | X | X |
| 9 | <b>Applications for new occupants are most often received in paper form and at the time of payment.</b> The City is not using an available automated process for adding new customers and to automate final billing of old customers within Munis. Processing applications in paper form is challenging and time consuming for staff members, as they must manually key in                                                                                                                                                                             | X | X | X |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |   |   |   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|
|    | information, which may increase errors in billing the wrong amount to the old and/or new customer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |   |   |
| 10 | <b>Zero consumption was billed on a number of identified occasions.</b> BerryDunn recommends that the City review its contract with Maine Water, particularly with the potential of there being broken meters in service that may be causing loss of sewer revenue for the City when these accounts are billed at zero usage. The City may also consider estimating accounts when meters are broken to avoid billing accounts for zero consumption.                                                                                                                                                                                                                                           |   | X | X |
| 11 | <b>Meter reading process are manual, including subtraction meters.</b> There is room for error when calculating manual adjustments, and when hand-keying readings for regular billing, final billing, and when making adjustments to billings.                                                                                                                                                                                                                                                                                                                                                                                                                                                | X | X | X |
| 12 | <b>No estimated consumption.</b> There were no accounts showing an estimated billing. For most of the accounts with zero consumption that were reviewed, the meter was replaced and usage appeared on the next month for the accounts reviewed.                                                                                                                                                                                                                                                                                                                                                                                                                                               |   | X | X |
| 13 | <b>Certain Procedures and Policies may not be fully documented or kept up to date.</b> There are some instances where processes are not formally documented to help ensure a shared organizational understanding of standard operating procedures or workflow. This was observed while reviewing final billing, adjustments, and regular billing. The policies would benefit from being more thoroughly developed, and it was noted that there is not a checklist for procedures. There was no documentation provided for processing of final bills and new customers, and if such documentation does not exist, the City might consider developing documentation to support these processes. |   | X | X |
| 14 | <b>Current staffing levels and cross training of staff may not be aligned with current workload demands.</b> This presents challenges with planned and unplanned absences. There were several instances of staff replacement or departures since BerryDunn began this project, and reported to BerryDunn as having occurred in the 12 months leading up to this study. This could contribute to transactions not being processed due to staff members not being in the office, or leaving the City. Several processes are currently owned by individual staff members, with little or no backup staff trained on their duties.                                                                |   |   | X |

## 4 Recommendations and Next Steps

The following section presents recommendations the City might consider adopting as it works to address inefficiencies and support best practices to facilitate potential improvements and efficiencies for City staff.

Because of the fact-finding activities completed to date, BerryDunn has recommended actions to address the challenges and opportunities for improvement identified as a result of the fact-finding interviews and documentation review. Each recommended action presented has been presented utilizing a standard template. A sample template is provided below that includes a description of each field

**Table 4.1: Recommended Action Format Template**

| No.                                                                                                                   | Recommended Action                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>This section of the template contains a description of the recommended action.</i> |                                                                                                                                                  |
| <b>Related Challenges/Opportunities for Improvement</b>                                                               |                                                                                                                                                  |
| #                                                                                                                     | <i>This section of the template contains a list of the challenges and areas for improvement that this recommendation is designed to address.</i> |
| <b>Anticipated Benefits</b>                                                                                           |                                                                                                                                                  |
| <i>This section of the template contains a list of the anticipated benefits of the recommended action.</i>            |                                                                                                                                                  |

### 4.1 Recommended Actions

The table below identifies all of the recommended actions. These are not presented in a prioritized order; however, there may be certain tasks that must be completed before initiating others.

**Table 4.2: Recommended Actions**

| Recommended Actions |                                                                                                                                            |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| No.                 | Recommended Actions                                                                                                                        |
| 1                   | Explore updated file format availability from Maine Water and Kennebec Water to align with the upgraded Munis version to automate imports. |
| 2                   | Reconcile to monthly and quarterly billings and the end of each billing cycle completion using available Munis reports.                    |
| 3                   | Establish and maintain a billing calendar.                                                                                                 |
| 4                   | Review charge/rate code setup to confirm the correct rates are billed.                                                                     |
| 5                   | Review the adjustment policy and manual processing of accounts.                                                                            |

| Recommended Actions |                                                                                                                                          |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| No.                 | Recommended Actions                                                                                                                      |
| 6                   | Begin the lien process within proper time once an account is closed.                                                                     |
| 7                   | Use functionality in Munis to close final/closed accounts and open new customer accounts through automation.                             |
| 8                   | Audit and implement necessary corrections related to the detailed findings described in Section 2.                                       |
| 9                   | Review and update the contract with Maine Water and Kennebec Water to receive readings within one business day from reading of meter.    |
| 10                  | Review findings to help ensure future policies and procedures are in writing to automate and validate billing and collection accuracies. |
| 11                  | Prepare a job task analysis to determine level of staffing needed.                                                                       |

The tables below include the recommended actions, the opportunities for improvement that the recommended actions will address, as well as the anticipated benefits.

**Table 4.3: Recommended Action #1**

| #1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Recommended Action: <i>Explore updated file format availability from Maine Water and Kennebec Water to align with the upgraded Munis version to automate imports</i>                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to determine if functionality exists in Munis to support automated import processes through device type in Munis, and to implement any such existing functionality. The focus of this action item would be to import readings automatically, and to create parameters for checking hi/low readings, exceptions, negative readings, closed or shut-off accounts with consumption, and zero consumption. The City should also determine if functionality exists in Munis to support decrease in revenues related to low consumption, skipped billings, or missed billings.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Related Challenges/Opportunities for Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Import readings through automation by selecting the proper device type in Munis.</b> Based on the review of the file layout, imports are not able to be performed with complete automation to manage consumption for billings in Munis, which may be contributing to delayed, missed, and skipped billings. Based on the rate codes, there are no hi/low parameters setup up to automate the process for reviewing readings, low readings, high readings, zero readings, etc. Exceptions are handled on a manual basis per account, which is creating more time for staff to check and/or verify readings. |
| Anticipated Benefits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| The primary anticipated benefit related to this action item is to alleviate the workload for the City through automation, and to eliminate human error and decrease in revenues. More specifically, realizing revenues and cash flows on a monthly to quarterly basis to contribute to accurate reporting and budgeting. Billing customers in a more automated fashion will also reduce time for staff to focus on                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



collections, customer service, and other areas to improve department efficiencies. Reducing the time spent of manually checking and entering readings, particularly those containing sub-meters, will represent a savings in City staff time spent manually entering information into Munis. If functionality exists to allow the process to expedite, this will also reduce the amount of staff time spent manually entering information. This will allow staff to report accurate readings and customer account information on time, and reduce overall processing times.

**Table 4.4: Recommended Action #2**

| #2                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Recommended Action: Reconcile to monthly and quarterly billings and the end of each billing cycle completion using available Munis reports</b>                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to determine if functionality exists in Munis to support reconciliation between billing and collections. The focus of this action item would be balance billings and collections to financial reports using Munis sewer billing account information and financial reporting, as well as bank statements and other reports needed monthly or annual reporting requirements.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Related Challenges/Opportunities for Improvement</b>                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Bill and reconcile accounts monthly, quarterly, or based on the type of bill run set up.</b> The City should bill and reconcile collections for monthly accounts on a monthly basis, quarterly accounts on quarterly basis, and move any exceptions to a separate billing using automated features and processing in Munis. Monthly billings and automated processes will reduce the risk of human error, as well as earn revenues on a monthly and/or quarterly basis, depending on the accounts in each category.          |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Use reports in Munis to reconcile billings and collections to financial reports.</b> Reconcile Maine Water and Kennebunk Water accounts to Munis by using reporting tools in Munis. Some reports in Munis that may help with reconciliation could be specific to an Aging Report, Trial Balance, Reconciliation Report, and Detailed Receivables. This could prove positive for increase or proper recording of cash flows. There may be the need for customized reports depending on the needs from the Finance Department. |
| <b>Anticipated Benefits</b>                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| The primary anticipated benefit related to this action item is to confirm billing and collections on a monthly or quarterly basis, depending on the bill run types. This will also provide accurate reporting for budgeting processes and improvements needed within the City.                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**Table 4.5: Recommended Action #3**

| #3                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Recommended Action: Establish and maintain a billing calendar</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to create a policy for billing accounts in a timely manner. The goal is to bill within the same week the readings are received so there is no delay with billing and collections. The City may consider billing each monthly cycle on a date within the week readings are received at which the billing date would be the minimum number of days allowed as due by law.</i> |                                                                      |

| Related Challenges/Opportunities for Improvement                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Billings were skipped on average by two months, and on other occasions up to seven months.</b> Process billing in accordance to ordinances and/or policies and move one-off accounts to a separate bill run, which should also be automated. This policy change could allow for accurate reporting and revenues earned and billed in the correct month or fiscal year.                 |
| 5                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Shut-off accounts may not be marked paid immediately once the payment is received.</b> Ensure all shut-off accounts are activated once payment is received, and once there is consumption on account (set up on automated process). There are special codes that may be beneficial to add to avoid skipped billings. Many accounts were discovered as not being billed for many years. |
| Anticipated Benefits                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                           |
| The primary anticipated benefit related to this action item is to help avoid skipped billings, and to bill accounts on a regular and timely basis, as well as to collect in a more timely fashion. The benefits of billing accounts on time will allow for collection of payments in a more timely fashion. The policy will allow staff to maintain consistencies with billing and collections in a more scheduled fashion. |                                                                                                                                                                                                                                                                                                                                                                                           |

**Table 4.6: Recommended Action #4**

| #4                                                                                                                                                                                                                                                                                            | Recommended Action: <i>Review the charge/rate code setup to confirm the correct rates are billed</i>                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to create a policy for copying rates to a new year, and to determine if the current software allows this to be done through automation. The goal is to bill new rates correctly based on the fiscal year rates.</i> |                                                                                                                                                                                                                                                                                              |
| Related Challenges/Opportunities for Improvement                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                              |
| 6                                                                                                                                                                                                                                                                                             | <b>Rate codes need to be reviewed due to an incorrect rate code setup.</b> There was an incorrect rate code for FY21 which may be causing a lost in revenues. There was a discovery of a rate code that was lower than the current fiscal year rate, which would negatively impact revenues. |
| Anticipated Benefits                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                              |
| The primary anticipated benefit related to this action item is to help avoid incorrect billings, and to help ensure that rates are billed based on the then-current rate structure. The benefit is to record revenues accurately without a revenue loss.                                      |                                                                                                                                                                                                                                                                                              |

**Table 4.7: Recommended Action #5**

| #5                                                                                                                                                                                                                                                                                                                                                                                      | Recommended Action: <i>Review the adjustment policy and manual processing of accounts</i> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to create a policy for adjusting accounts, particularly sub-metered accounts. If automation exists for most adjustment calculations, the set up should be made through Munis. There should be a policy for adjusting accounts with an approval process for adjustments made over a certain dollar amount.</i> |                                                                                           |



| Related Challenges/Opportunities for Improvement                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7                                                                                                                                                                                                                                  | <b>Supporting documentation for adjustments is limited and inconsistent.</b> The adjustment support documents were scratched through on one adjustment multiple times, and the detail was vague as to how the calculation was determined. The manual process and documentation for adjustments may be incorrect causing a decrease in revenues. |
| 12                                                                                                                                                                                                                                 | <b>No estimated consumption.</b> There were no accounts showing an estimated billing. For most of the accounts with zero consumption that were reviewed, the meter was replaced, usage appeared on the next month for the accounts reviewed.                                                                                                    |
| Anticipated Benefits                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                 |
| The benefit to a process and policy for adjustments is to help ensure adjustments are properly calculating. With having an approval process in place, this could mitigate against human error and incorrect adjustment processing. |                                                                                                                                                                                                                                                                                                                                                 |

**Table 4.8: Recommended Action #6**

| #6                                                                                                                                                                                                                                                                                                                                                                | Recommended Action: <i>Begin the lien process within proper time once an account is closed</i>                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to create a policy for processing overdue accounts in a timely fashion.</i>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                       |
| Related Challenges/Opportunities for Improvement                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                       |
| 8                                                                                                                                                                                                                                                                                                                                                                 | <b>Overdue accounts with liens appear to not be automated to move an account balance from one category to liens.</b> There should be a written process to include system automation for processing liens in Munis. There were no documents provided to show procedures or policy for lien processing. |
| Anticipated Benefits                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                       |
| The benefit is to support the collection of overdue money in a timely fashion, and to establish benchmarks for the processing of these functions. The older the debt is, typically the harder the processes to support successful collection. Being proactive and timely with collection efforts on overdue accounts allows for a greater opportunity to collect. |                                                                                                                                                                                                                                                                                                       |

**Table 4.9: Recommended Action #7**

| #7                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Recommended Action: <i>Use functionality in Munis to close final/closed accounts and open new customer account through automation.</i> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to determine if functionality exists in Munis to support automated old/new customers to streamline the work and to help ensure old/new readings are ended and started for new customers. The focus of this action item would be to bill final/closed customers for actual consumption used at the time of department, and to start the new customer with the proper reading.</i> |                                                                                                                                        |
| Related Challenges/Opportunities for Improvement                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                        |

|                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9                                                                                                                                                                                                                                                                  | <b>Applications for new occupants most often received in manual form and at the time of payment.</b> Biddeford staff is not using the automated process for adding new customers and to automate final billing of old customers. Processing applications in this form is challenging and time consuming for staff members, as they must manually key in information, which may increase errors in billing the wrong amount to the old and/or new customer. |
| <b>Anticipated Benefits</b>                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| The primary benefit is to help ensure there are no duplicate billings, or additional consumption billing. Using functionality designed for final billing will help to ensure accurate billings and will reduce time spent on manually processing old/new accounts. |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**Table 4.10: Recommended Action #8**

|                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #8                                                                                                                                                                                                                                                                                     | <b>Recommended Action: <i>Audit and implement necessary corrections related to the detailed findings described in Section 2</i></b>                                                            |
| <b>Action Item Description:</b> <i>The goal of this recommended action is to determine if functionality exists in Munis to automate processes for checking account for zero usage to possibly estimate billings that are inaccurate due to broken meters or malfunctioning meters.</i> |                                                                                                                                                                                                |
| <b>Related Challenges/Opportunities for Improvement</b>                                                                                                                                                                                                                                |                                                                                                                                                                                                |
| 10                                                                                                                                                                                                                                                                                     | <b>Zero consumption was billed in many occasions.</b> Review contract with Maine Water and Kennebec, particularly with broken metered causing loss of sewer revenue when billed at zero usage. |
| <b>Anticipated Benefits</b>                                                                                                                                                                                                                                                            |                                                                                                                                                                                                |
| The main purpose of checking zero consumption accounts is to confirm no loss in revenues and billings will occur. The benefit is to bill customers fairly and accurately, and accounts for all monies owed to the City.                                                                |                                                                                                                                                                                                |

**Table 4.11: Recommended Action #9**

|                                                                                                                       |                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #9                                                                                                                    | <b>Recommended Action: <i>Review and update the contract with Maine Water and Kennebec Water to receive readings within one business day from reading of meter</i></b>                                                                         |
| <b>Action Item Description:</b> <i>The goal of this recommended action is to bill accounts in a timelier manner.</i>  |                                                                                                                                                                                                                                                |
| <b>Related Challenges/Opportunities for Improvement</b>                                                               |                                                                                                                                                                                                                                                |
| 11                                                                                                                    | <b>Meter reading process are manual, including subtraction meters.</b> There is room for error when calculating manual adjustments, and when hand-keying readings for regular billing, final billing, and when making adjustments to billings. |
| <b>Anticipated Benefits</b>                                                                                           |                                                                                                                                                                                                                                                |
| The main purpose of billing accounts on time and collecting on-time payments benefits cash flows and timely billings. |                                                                                                                                                                                                                                                |

**Table 4.12: Recommended Action #10**

| #10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Recommended Action: <i>Review findings to help ensure future policies and procedures are in writing to automate and validate billing and collection accuracies.</i>                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to have policies and procedures in place for properly handling billing and collection.</i>                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Related Challenges/Opportunities for Improvement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Certain Procedures and Policies may not be fully documented or kept up to date.</b> There are some instances where processes are not formally documented to help ensure a shared organizational understanding of standard operating procedures or workflow. This was observed while reviewing final billing, adjustments, and regular billing. The policies were vague and did not include a checklist for procedures. There was no documentation provided for processing of final bills and new customers. |
| <b>Anticipated Benefits</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| The primary benefit is to help ensure all steps are being taken, all accounts are billed and not skipped, and that there are no missed billings. This action item may be best phased in following the implementation of other action items, in order to fully capture any revised policies or procedures, as well as any additional automation of processes. By standardizing policies and procedures in written format, this will enable greater consistency in billing practices and allow for transfer of knowledge between City resources including new hires. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**Table 4.13: Recommended Action #11**

| #11                                                                                                                                                                                                                                                                                                                                                | Recommended Action: <i>Prepare a job task analysis to determine level of staffing needed.</i>                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Item Description:</b> <i>The goal of this recommended action is to evaluate staffing versus duties. The City should consider evaluating using a job task analysis to review all duties per staff member.</i>                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Related Challenges/Opportunities for Improvement</b>                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 14                                                                                                                                                                                                                                                                                                                                                 | <b>Current staffing levels and cross training of staff may not be aligned with current workload demands.</b> This presents challenges with planned and unplanned absences. There were several instances of staff replacement since BerryDunn began this project. This could contribute to transactions not being processed due to staff members not being in the office, or leaving the City. Several processes are currently owned by individual staff members, with little or no backup staff trained on their duties. |
| <b>Anticipated Benefits</b>                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| The benefit to reviewing staffing alignment to current job tasks and responsibilities is to help ensure that the appropriate number of staff are working in the department, and providing support and backup for critical billing activities. Another benefit to reviewing and conducting an analysis is to confirm staff overages, if applicable. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

It is anticipated that if all or most identified recommended actions are successfully implemented and achieve the anticipated benefits, the City will realize staff time savings in the processing of monthly and quarterly billings, as well as gain a greater level of confidence in the accuracy and thoroughness of City wastewater billing revenues.

## 4.2 Next Steps

The information in this report serves as a point in time assessment of current state processes for the City, and presents recommended actions for consideration by the City to adopt. Following City confirmation of the content in this report, BerryDunn will finalize this report.

## 5 APPENDIX A: Requested Documentation Inventory

The following table identifies the documentation provided to BerryDunn by the City in response to the initial information request submitted on April 14, 2021. Several file folders were provided, and are presented with an inventory of the specific files contained within each file folder

| No. | Title                                                                                                                                                            |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | City of Biddeford Information Request Sheet 20210413-INFO.docx                                                                                                   |
| 2   | EFFECTIVE DATES OF RATE CHANGES.xlsx                                                                                                                             |
| 3   | MaineWater Transmittal File Biddeford304_Sewer.exp                                                                                                               |
| 4   | Sewer Rev Data 2019 to 04.14.2021.xls                                                                                                                            |
| 5   | File Folder APR21A<br>1. APR21A METER ERRORS.xlsx<br>2. Biddeford304_Sewer.xlsx                                                                                  |
| 6   | File Folder APR21B<br>1. charge error list.pdf<br>2. METER READ CORRECTIONS.xlsx<br>3. srubnewbil0019.txt<br>4. ubimport0001.txt                                 |
| 7   | File Folder Final Bills<br>1. This file folder did not contain any files                                                                                         |
| 8   | File Folder May21 M<br>1. may 21 MONTHLY READUNG.xlsx<br>2. MAY21M.txt<br>3. srubnewbil0021.txt                                                                  |
| 9   | File Folder May21 Q<br>1. Biddeford309.txt<br>2. Biddeford310.txt<br>3. Biddeford311.txt<br>4. calculate charges.xlsx<br>5. MAY21 Q combined water readings.xlsx |
| 10  | File Folder Procedures<br>1. Recurring entries.docx<br>2. Requisition Entry.docx<br>3. Sewer Billing Procedure.docx<br>4. Sewer Billing Procedure_STL.docx       |

| No. | Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | 5. Steps to Register Your Tax or Sewer Account Online.docx<br>6. Submeter entry.docx                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11  | File Folder Sewer Billing Analysis FY22<br>1. Sub-File Folder: Archive Sewer Billing Analysis <ul style="list-style-type: none"> <li>a. 20200826 Sewer Rate FY2021 - Jim Variable.xlsx</li> <li>b. biddeford sewer billing determinites 2020 and 2019 Mainely Water.xls</li> <li>c. Jan 2019 to Nov 2020.zip               <ul style="list-style-type: none"> <li>i. biddeford sewer billing determinites 1.2019.xls</li> <li>ii. biddeford sewer billing determinites 1.2020.xls</li> <li>iii. biddeford sewer billing determinites 10.2019.xls</li> <li>iv. biddeford sewer billing determinites 10.2020.xls</li> <li>v. biddeford sewer billing determinites 11.2019.xls</li> <li>vi. biddeford sewer billing determinites 11.2020.xls</li> <li>vii. biddeford sewer billing determinites 12.2019.xls</li> <li>viii. biddeford sewer billing determinites 2.2019.xls</li> <li>ix. biddeford sewer billing determinites 2.2020.xls</li> <li>x. biddeford sewer billing determinites 3.2019.xls</li> <li>xi. biddeford sewer billing determinites 3.2020.xls</li> <li>xii. biddeford sewer billing determinites 4.2019.xls</li> <li>xiii. biddeford sewer billing determinites 4.2020.xls</li> <li>xiv. biddeford sewer billing determinites 5.2019.xls</li> <li>xv. biddeford sewer billing determinites 5.2020.xls</li> <li>xvi. biddeford sewer billing determinites 6.2019.xls</li> <li>xvii. biddeford sewer billing determinites 6.2020.xls</li> <li>xviii. biddeford sewer billing determinites 7.2019.xls</li> <li>xix. biddeford sewer billing determinites 7.2020.xls</li> <li>xx. biddeford sewer billing determinites 8.2019.xls</li> <li>xxi. biddeford sewer billing determinites 8.2020.xls</li> <li>xxii. biddeford sewer billing determinites 9.2019.xls</li> <li>xxiii. biddeford sewer billing determinites 9.2020.xls</li> </ul> </li> </ul> |
|     | 2. Copy of Rev 20210315 Sewer Billing Review - Annual Comparison Pivots.xlsx<br>3. Rev 20210315 Sewer Billing Review - Annual Comparison Pivots.xlsx<br>4. Sewer Billing FY2021.xlsx<br>5. Sewer Billing Review - Annual Comparison Pivots.xlsx<br>6. Sewer Revenue Analysis FY21 v FY20.xlsx                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| No. | Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12  | <p>File Folder Sewer Review</p> <p>1. Sub-File Folder: COMPLETED</p> <ul style="list-style-type: none"> <li>a. Biddeford259_Sewer.exp</li> <li>b. Biddeford260_Sewer.exp</li> <li>c. Biddeford261_Sewer.exp</li> <li>d. Biddeford262_Sewer.exp</li> <li>e. Biddeford263_Sewer.exp</li> <li>f. Biddeford264_Sewer.exp</li> <li>g. Biddeford265_Sewer.exp</li> <li>h. Biddeford266_Sewer.exp</li> <li>i. Biddeford267_Sewer.exp</li> <li>j. Biddeford268_Sewer.exp</li> <li>k. Biddeford269_Sewer.exp</li> <li>l. Biddeford270_Sewer.exp</li> <li>m. Biddeford271_Sewer.exp</li> <li>n. Biddeford272_Sewer.exp</li> <li>o. Biddeford273_Sewer.exp</li> <li>p. Biddeford274_Sewer.exp</li> <li>q. Biddeford275_Sewer.exp</li> <li>r. Biddeford276_Sewer.exp</li> <li>s. Biddeford277_Sewer.exp</li> <li>t. Biddeford278_Sewer.exp</li> <li>u. Biddeford279_Sewer.exp</li> <li>v. Biddeford280_Sewer.exp</li> <li>w. Biddeford281_Sewer.exp</li> <li>x. Biddeford282_Sewer.exp</li> <li>y. Biddeford283_Sewer.exp</li> <li>z. Biddeford284_Sewer.exp</li> <li>aa. Biddeford285_Sewer.exp</li> <li>bb. Biddeford286_Sewer.exp</li> <li>cc. Biddeford287_Sewer.exp</li> <li>dd. Biddeford288_Sewer.exp</li> <li>ee. Biddeford289_Sewer.exp</li> <li>ff. Biddeford290_Sewer.exp</li> <li>gg. Biddeford291_Sewer.exp</li> <li>hh. Biddeford292_Sewer.exp</li> </ul> |

| No. | Title                              |
|-----|------------------------------------|
|     | ii. Biddeford293_Sewer.exp         |
|     | jj. Biddeford294_Sewer.exp         |
|     | kk. Biddeford296_Sewer.exp         |
|     | ll. Biddeford297_Sewer.exp         |
|     | mm. Biddeford298_Sewer.exp         |
|     | nn. Biddeford299_Sewer.exp         |
|     | oo. Biddeford300_Sewer.exp         |
|     | pp. Biddeford301_Sewer.exp         |
|     | qq. Biddeford302_Sewer.exp         |
|     | rr. Biddeford303_Sewer.exp         |
|     | ss. Biddeford304_Sewer.exp         |
|     | tt. Biddeford305_Sewer.exp         |
|     | uu. Biddeford306_Sewer.exp         |
|     | vv. Biddeford307_Sewer.exp         |
|     | ww. Biddeford308_Sewer.exp         |
|     | xx. Biddeford309_Sewer.exp         |
|     | yy. Biddeford310_Sewer.exp         |
|     | zz. Biddeford311_Sewer.exp         |
|     | aaa. Biddeford312_Sewer.exp        |
|     | bbb. sewer readings - Shortcut.Ink |
|     | 2. Sub-File Folder: excel format   |
|     | a. Biddeford259_Sewer.xlsx         |
|     | b. Biddeford260_Sewer.xlsx         |
|     | c. Biddeford261_Sewer.xlsx         |
|     | d. Biddeford262_Sewer.xlsx         |
|     | e. Biddeford263_Sewer.xlsx         |
|     | f. Biddeford302_Sewer.xlsx         |
|     | g. Biddeford304_Sewer.xlsx         |
|     | h. Biddeford305_Sewer.xlsx         |
|     | i. Biddeford306_Sewer.xlsx         |
|     | j. Biddeford307_Sewer.xlsx         |
|     | k. Biddeford308_Sewer.xlsx         |
|     | l. Biddeford309_Sewer.xlsx         |
|     | m. Biddeford310_Sewer.xlsx         |
|     | n. Biddeford311_Sewer.xlsx         |
|     | o. Biddeford312_Sewer.xlsx         |
|     | p. Biddeford313_Sewer.xlsx         |



| No. | Title                                                       |
|-----|-------------------------------------------------------------|
|     | q. Biddeford314_Sewer.xlsx                                  |
|     | r. Biddeford315_Sewer.xlsx                                  |
|     | s. Biddeford316_Sewer.xlsx                                  |
|     | t. BILLING FILE 264 12.6.19 READINGS.xlsx                   |
|     | u. MAY21 Q.xlsx                                             |
| 3.  | Sub-File Folder: FY 2021                                    |
|     | a. Biddeford304_Sewer.txt                                   |
|     | b. Biddeford305_Sewer.exp                                   |
|     | c. Biddeford306_Sewer.exp                                   |
|     | d. Biddeford307_Sewer.exp                                   |
| 4.  | Sub-File Folder: SUBMETER READINGS                          |
|     | a. 0009234 ROGER GUAY 5.19.21.xlsx                          |
|     | b. 000931 HAROLD FRITZ 5.19.21.xlsx                         |
|     | c. 016715 Larry Guay 5.19.21.xlsx                           |
| 5.  | 2020 CALENDAR YEAR READINGS.xlsx                            |
| 6.  | 304.xlsx                                                    |
| 7.  | April Sewer Invoice.pdf                                     |
| 8.  | Biddeford312_Sewer.exp                                      |
| 9.  | Biddeford313_Sewer.exp                                      |
| 10. | Biddeford314_Sewer.exp                                      |
| 11. | Biddeford315_Sewer.exp                                      |
| 12. | Biddeford316_Sewer.exp                                      |
| 13. | Dec19 M.xlsx                                                |
| 14. | Dec19 Q.xlsx                                                |
| 15. | KKWWD FEB 2021-APR 2021 Bills.xlsx                          |
| 16. | Meter Installs 4.1.2021 4.30.2021 Biddeford.xlsx            |
| 17. | NEW 2019_MUNIS_11.3_BIDD_SEWERR FEB 2021-APR 2021 Bills.txt |
| 18. | Sewer 263 12.01.20.xlsx                                     |

**SPECIAL COUNCIL MEETING**  
**JANUARY 17, 2022**  
*{Meeting was held at University of New England}*

Mayor Casavant called the meeting to order at 9:36 a.m.

**Roll Call:** William Emhiser, Scott Whiting, Martin Grohman, Amy Clearwater, Norman Belanger, Liam LaFountain, Doris Ortiz and Marc Lessard

Bobby Mills was excused.

With no American Flag present, the Pledge of Allegiance was not recited.

There were no adjustments to the agenda.

*Orders of the Day:*

**2022.3** **IN BOARD OF CITY COUNCIL..JANUARY 17, 2022**  
**BE IT ORDERED,** that the City Council of the City of Biddeford does hereby establish Juneteenth as an official City-observed holiday.

Motion by Councilor Clearwater, seconded by Councilor Whiting to grant the order.  
Vote: Unanimous.

**2022.4** **IN BOARD OF CITY COUNCIL..JANUARY 17, 2022**  
**BE IT ORDERED,** by the City Council of the City of Biddeford to authorize the creation of a Diversity, Inclusion and Equity Committee.

Motion by Councilor Clearwater, seconded by Councilor Belanger to grant the order.  
Vote: Unanimous.

Motion by Councilor Belanger, seconded by Councilor Lessard to adjourn.  
Vote: Unanimous. Time: 9:55 a.m.

**Attest by:** \_\_\_\_\_  
**Carmen J. Morris, City Clerk**

## COUNCIL MEETING

JANUARY 18, 2022

*NOTE: Due to COVID-19, this meeting was held in-person in the Council Chambers, as well as virtually (via ZOOM),*

Mayor Casavant called the meeting to order at 6:01 p.m.

**Roll Call:** William Emhiser, Scott Whiting, Martin Grohman, Bobby Mills, Amy Clearwater (joined virtually), Norman Belanger, Liam LaFountain and Marc Lessard

Doris Ortiz was excused.

The Council, and all who were present, recited the Pledge of Allegiance.

Adjustment to the Agenda:

- Remove Presentation of FY23 Capital Improvement Projects (CIP) Budget

### ***Proclamation: Support for Local Businesses During the Pandemic***

Mayor Casavant read the proclamation in support for the local businesses that have been struggling through the pandemic. Specifically, businesses are facing the challenge of customers not wearing masks; and many of these are reluctant to mandate mask wearing in their places of business for fear of losing customers. Tonight's Proclamation is a plea to the public to do the responsible thing and wear masks in all places of business in support of their staff as well as other customers.

### ***Update: Climate Change Task Force***

Chrystina Gastelum member of the Climate Change Task Force and Chair of the Conservation Commission, gave a PowerPoint Presentation, outlining the goals of the Climate Change Task Force. She also provided an overview of the Climate Action Plan that has been developed. The Task Force's major objectives are to mitigate the risks we can; and adapt to the changes we cannot. Chrystina encouraged the Council to take a look at the Climate Change Roadmap that was recently provided to them. The Task Force intends to ask for \$74,000 in the upcoming budget to support the Climate Change initiatives that are outlined in the Climate Change Roadmap.

### ***Presentation: Community Gardens***

Biddeford Community Gardens Director, Holly Culloton gave a PowerPoint Presentation, starting with thanks to all the volunteers and financial contributors to the Biddeford Community Gardens Program. She talked about the successes of Biddeford's Community Gardens last year and the plans for this coming growing season. Some of those plans include:

- Possibly building a community greenhouse
- Support the Mayor's Monarch Pledge
- 'Biddeford Gardens' Series with McArthur Library
- Pierson's Lane Children's Garden summer programming
- Weekly garden work parties in each of the four gardens
- Potlucks using the food grown in the gardens

Public Addressing the Council... (3-minute limit per speaker for up to 15 minutes):

There were no public comments.

### **Consideration of Minutes: January 4, 2022**

Motion by Councilor Belanger, seconded by Councilor Mills to accept the minutes as printed.

Vote: Unanimous.

### ***Orders of the Day:***

**2022.05**

**IN BOARD OF CITY COUNCIL...JANUARY 18, 2022**

**BE IT ORDERED**, that the City Council of the City of Biddeford does hereby identify \$3,650,862 as lost revenue in accordance with American Rescue Plan Act (ARPA) and authorizes the use of ARPA Grant Funds in amount of \$3,650,862 to be deposited into the General Fund, unencumbered, for replacement of lost revenue as allowed under ARPA rules.

NOTE: This item will be considered by the Finance Committee at their January 18, 2022 meeting and a recommendation will be forwarded to the Council.

Motion by Councilor Belanger, seconded by Councilor Lessard to grant the order.  
Vote: Unanimous.

**2022.06** **IN BOARD OF CITY COUNCIL...JANAURY 18, 2022**  
**BE IT ORDERED**, that the City Council of the City of Biddeford does hereby authorize the City Manager to facilitate payoff of the Waste Water Treatment Plant interfund loan, in the amount of approximately \$1,694,572 with the actual amount verified in accordance with the FY21 financial audit and YTD balance as of the date of payoff. The payoff shall be from the unencumbered ARPA lost revenue funds.

NOTE: This item will be considered by the Finance Committee at their January 18, 2022 meeting and a recommendation will be forwarded to the Council.

Motion by Councilor Belanger, seconded by Councilor Emhiser to grant the order.  
Vote: Unanimous.

*Appointments:*

**IN BOARD OF CITY COUNCIL...JANUARY 18, 2022**  
**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby appoint the following to the *Ad Hoc Housing Committee*:

**Councilor Doris Ortiz, Chair**  
**Councilor Martin Grohman**  
**Daniel Boucher**  
**Shirley Bowen**  
**Ciel Caldwell**  
**Dominic Deschambault**  
**Seth Harkness**  
**Jessica Johnson**

Motion by Councilor Emhiser, seconded by Councilor Lessard to confirm the appointments.  
Vote: Unanimous.

**IN BOARD OF CITY COUNCIL...JANUARY 18, 2022**  
**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby appoint:

**Vito Mininni**  
**8 Harvard Street**  
**Ward 7**

to the *Capital Projects Committee*, for a term to expire in December 2023.

Motion by Councilor Belanger, seconded by Councilor Lessard to confirm the appointment.  
Vote: Unanimous.

Public Addressing the Council... (5-minute limit per speaker; 30 minute total time limit):  
There were no public comments.

*City Manager Report:* City Manager James Bennett had no report at this time.

*Other Business:*

Councilor Whiting: appreciates that the Mayor put forth the Proclamation in *Support for Local Businesses During the Pandemic*; however, he is not convinced that a Proclamation goes far enough to get people to start wearing masks when going into local businesses.

Councilor Whiting is encouraged that the ARP Funds could be used to help local businesses who have seen a loss in revenue due to the pandemic.

*Council President Addressing the Council:* Councilor Belanger noted that at a Special Council Meeting held on January 17<sup>th</sup>, the Council approved making Juneteenth an officially City-observed holiday; and also approved the formation of a Diversity, Inclusion and Equity Committee.

*Mayor Addressing the Council:* Mayor Casavant reminded folks that WinterFest is coming up on February 4<sup>th</sup> and 5<sup>th</sup> with lots of fun and free activities planned over those two days. Wal-Mart has donated 30 bicycles which will be raffled off; and many local businesses have donated pizzas for the event. He explained that snow for the event is brought in from the various parking lots in the City, including at Biddeford Crossing and clean snow (no salt or sand) from the Biddeford Airport.

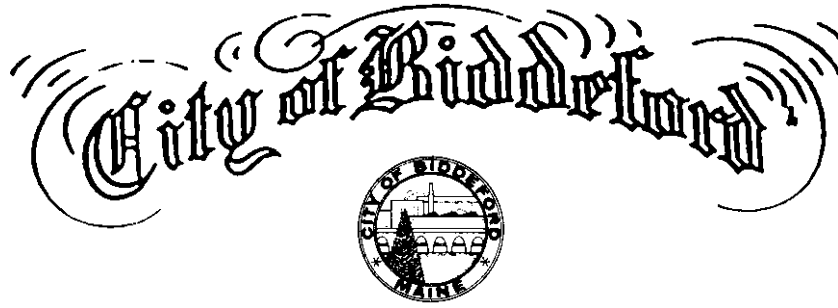
Mayor Casavant went on to urge folks to check out the Westbrook Skating Rink Facebook page where Councilor Marty Grohman can be seen wading through Westbrook Skating Rink in his waders getting equipment. Councilor Grohman is an avid volunteer for the skating rink.

Motion by Councilor Belanger, seconded by Councilor Lessard to adjourn.

Vote: Unanimous.

Time: 7:10 p.m.

**Attest by:** \_\_\_\_\_  
**Carmen J. Morris, City Clerk**



**2022.7**

**IN BOARD OF CITY COUNCIL...FEBRUARY 1, 2022**

**BE IT ORDERED,** that the City Manager or his designee be authorized to sign a unit cost contract with Gorham Sand and Gravel, Inc. of Gorham, Maine for the construction of the Center Street Sewer Separation Project as per the bid submitted and opened on December 21, 2021 in the amount of \$1,467,157.70. Funding for this work is from the Sewer Separation Bonds approved by voters and as provided for in account codes 35102-60605 & 31458-60313.

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**NOTE:** The Finance Committee will review this item at their February 1, 2022 meeting.



## City Council

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Meeting Date: February 1<sup>st</sup>, 2022

Meeting Time: 6:00 PM

Agenda Item No: 2022.7

Item Description: Center Street Sewer Separation – Bid Acceptance

Submitted by: Jeff Demers (Public Works Director)

Tom Milligan, PE (City Engineer)

Craig Chekan, PE (Deputy Engineer)

### Supporting Information/Documentation:

1. Site Location Map
2. Construction Drawings
3. Low Bidder (Gorham Sand & Gravel) Bid Package

### Executive Summary:

- a) Per DEP requirements, storm sewer separation is a major component of the City's wastewater responsibilities. Separating storm inlets from existing combined sanitary sewer pipes helps eliminate sewage overflow into the City's regulated outfalls.
- b) Center Street, which has existing combined sewers, was identified as a key location to meet the City's sewer separation goals. Separating Center Street's storm inlets will have many benefits:
  - i. Increase available capacity in the existing downstream sewers within Elm Street
  - ii. Utilize the previously separated downstream storm pipes within Elm Street
  - iii. Route upstream sewer flow eastwards towards Main Street to eliminate redundant sewage pumping and increased capacity at the Horrigan Court Pump Station

### Detailed Review:

- a) Wright-Pierce, the design engineer, advertised this project to bid on November 24th, 2021.
- b) A public open-bid process was held on December 21st in the City's Council Chambers.
- c) Four construction bids were received:
  - i. Pratt & Sons: \$1,971,075.00
  - ii. Dearborn Construction: \$2,226,442.00
  - iii. Gorham Sand & Gravel: \$1,467,157.70
  - iv. Defelice Corporation: \$1,548,505.25
- d) Gorham Sand & Gravel (GS&G), the lowest bidder, has a reputable relationship with the City and has previously completed a number of City projects:
  - i. Pearl Street Parking Garage sitework (2021)
  - ii. Fortune Rocks Drainage (2013)
  - iii. Lincoln Street Drainage (2011)
  - iv. Washington & Jefferson Street Drainage and Parking Improvements (2004)
- e) GS&G's bid package has been reviewed, compared against the bid documents, and deemed acceptable.

**Funding Source:**

This project will be funded from:

- 35102-60605 – Sewer Construction Improvements
- 31458-60313 – Capital CSO

**Staff Recommendation:**

Staff recommends to accept Gorham Sand & Gravel's 'Center Street Sewer Separation' bid of \$1,467,157.70.



SECTION 00410BID FORM FOR CONSTRUCTION CONTRACT

The terms used in this Bid with initial capital letters have the meanings stated in the Instructions to Bidders, the General Conditions, and the Supplementary Conditions.

**ARTICLE 1—OWNER AND BIDDER****1.01 This Bid is submitted to:**

City of Biddeford  
Engineering Department  
205 Main Street / PO Box 586  
Biddeford, ME 04005  
Center Street Sewer Separation

**1.02 The undersigned Bidder proposes and agrees, if this Bid is accepted, to enter into an Agreement with Owner in the form included in the Bidding Documents to perform all Work as specified or indicated in the Bidding Documents for the prices and within the times indicated in this Bid and in accordance with the other terms and conditions of the Bidding Documents.****ARTICLE 2—ATTACHMENTS TO THIS BID****2.01 The following documents are submitted with and made a condition of this Bid:**

- A. Required Bid security;
- B. List of Proposed Subcontractors;
- C. List of Proposed Suppliers;
- D. Evidence of authority to do business in the state of the Project; or a written covenant to obtain such authority within the time for acceptance of Bids; Mike Has
- E. Required Bidder Qualification Statement with supporting data;

**ARTICLE 3—BASIS OF BID—LUMP SUM BID AND UNIT PRICES****3.01 *Base Bid Items***

- A. Bidder will complete the Work in accordance with the Contract Documents for the following lump sum, unit price and allowance items.
- B. Bidder acknowledges that:
  - 1. each Bid Unit Price includes an amount considered by Bidder to be adequate to cover Contractor's overhead and profit for each separately identified item, and

2. estimated quantities are not guaranteed, and are solely for the purpose of comparison of Bids, and final payment for all Unit Price Work will be based on actual quantities, determined as provided in the Contract Documents (estimated "\*\*\*").

| Item No. | Description                                                                 | Unit  | Quantity | Bid Unit Price | Bid Amount   |
|----------|-----------------------------------------------------------------------------|-------|----------|----------------|--------------|
| 1        | Mobilization/Demobilization (maximum 4% of Total Bid)                       | LS    | 1        | \$56,000.00    | \$56,000.00  |
| 2        | Traffic Control and Regulation                                              | LS    | 1        | \$67,000.00    | \$67,000.00  |
| 3        | Traffic Control via Uniformed Police Officers                               | ALLOW | 1        | \$10,000       | \$10,000.00  |
| 4        | 6-inch Storm Drain Service*                                                 | LF    | 100      | \$135.00       | \$13,500.00  |
| 5        | 6-inch Storm Drain Pipe                                                     | LF    | 20       | \$135.00       | \$2,700.00   |
| 6        | 12-inch Storm Drain Pipe                                                    | LF    | 70       | \$230.00       | \$16,100.00  |
| 7        | 15-inch Storm Drain Pipe                                                    | LF    | 325      | \$266.00       | \$86,450.00  |
| 8        | 18-inch Storm Drain Pipe                                                    | LF    | 135      | \$274.00       | \$36,990.00  |
| 9        | 24-inch Storm Drain Pipe                                                    | LF    | 400      | \$299.50       | \$119,800.00 |
| 10       | 4-foot Diameter Drain Manholes                                              | VF    | 48       | \$845.00       | \$40,560.00  |
| 11       | 5-foot Diameter Drain Manholes                                              | VF    | 17       | \$1,028.00     | \$17,476.00  |
| 12       | 4-foot Diameter Catch Basins                                                | VF    | 78       | \$740.50       | \$57,759.00  |
| 13       | Type F Catch Basin                                                          | EA    | 2        | \$1,600.00     | \$3,200.00   |
| 14       | PVC Sewer Service Pipe (all sizes)                                          | LF    | 225      | \$145.00       | \$32,625.00  |
| 15       | 10-inch PVC Gravity Sewer Pipe                                              | LF    | 10       | \$306.00       | \$3,060.00   |
| 16       | 12-inch PVC Gravity Sewer Pipe                                              | LF    | 60       | \$280.00       | \$16,800.00  |
| 17       | 18-inch PVC Gravity Sewer Pipe                                              | LF    | 660      | \$562.62       | \$371,329.20 |
| 18       | 24-inch PVC Gravity Sewer Pipe                                              | LF    | 185      | \$812.62       | \$150,334.70 |
| 19       | 4-foot Diameter Sewer Manholes                                              | VF    | 28       | \$895.00       | \$25,060.00  |
| 20       | 5-foot Diameter Sewer Manholes                                              | VF    | 38       | \$1,078.00     | \$40,964.00  |
| 21       | Manhole Drop Connection with Drop Bowl                                      | VF    | 7        | \$2,760.00     | \$19,320.00  |
| 22       | Pipe Trench Insulation                                                      | LF    | 200      | \$14.00        | \$2,800.00   |
| 23       | Test Pit Excavation and Backfill                                            | EA    | 5        | \$1,000.00     | \$5,000.00   |
| 24       | Ledge Excavation*                                                           | CY    | 480      | \$0.01         | \$4.80       |
| 25       | Replacement of Unsuitable Material Above Pipe Bedding and Initial Backfill* | CY    | 100      | \$55.00        | \$5,500.00   |

| Item No.       | Description                                                     | Unit | Quantity | Bid Unit Price | Bid Amount   |
|----------------|-----------------------------------------------------------------|------|----------|----------------|--------------|
| 26             | Excavation Below Grade and Replacement Backfill*                | CY   | 100      | \$ 20.00       | \$ 2,000.00  |
| 27             | Bituminous Pavement – Binder Course (19 mm, hand-placed)        | TON  | 485      | \$ 150.00      | \$ 72,750.00 |
| 28             | Bituminous Pavement – Surface Course (12.5 mm, hand-placed)     | TON  | 10       | \$ 170.00      | \$ 1,700.00  |
| 29             | Bituminous Pavement – Surface Course (12.5 mm, machine-placed)  | TON  | 250      | \$ 105.00      | \$ 26,250.00 |
| 30             | Mill Existing Pavement (1.5 inch depth)                         | SY   | 2,925    | \$ 15.00       | \$ 43,875.00 |
| 31             | Shim Bituminous Pavement Prior to Overlay*                      | TON  | 80       | \$ 110.00      | \$ 8,800.00  |
| 32             | Paved Sidewalk and Driveway Repair                              | SY   | 425      | \$ 60.00       | \$ 25,500.00 |
| 33             | Concrete Sidewalk Repair                                        | SY   | 20       | \$ 125.00      | \$ 2,500.00  |
| 34             | Granite Curb (Remove and Reset)                                 | LF   | 375      | \$ 30.00       | \$ 11,250.00 |
| 35             | Granite Curb (New)*                                             | LF   | 25       | \$ 35.00       | \$ 875.00    |
| 36             | Granite Transition Curb                                         | EA   | 11       | \$ 500.00      | \$ 5,500.00  |
| 37             | Detectable Warning Devices                                      | SF   | 48       | \$ 150.00      | \$ 7,200.00  |
| 38             | Crosswalk Striping and Stop Bars                                | LF   | 750      | \$ 1.50        | \$ 1,125.00  |
| 39             | RCP Pipe to Brick Pipe Connection                               | EA   | 2        | \$ 5,000.00    | \$ 10,000.00 |
| 40             | Asbestos Cement Pipe Removal and Disposal*                      | LF   | 100      | \$ 40.00       | \$ 4,000.00  |
| 41             | Existing Sewer Pipe and Structures - Abandon with Flowable Fill | LS   | 1        | \$ 15,000      | \$ 15,000.00 |
| 42             | Existing Water Main Relocation (Greater than 2-inch diameter)*  | LF   | 100      | \$ 185.00      | \$ 18,500.00 |
| 43             | Erosion and Sediment Control, Site Preparation, and Restoration | LS   | 1        | \$ 10,000.00   | \$ 10,000.00 |
| Total Base Bid |                                                                 |      |          |                |              |

3.02 Total Bid (Base Bid)

|                                                       |                 |
|-------------------------------------------------------|-----------------|
| Total Bid (Total of all Lump Sum and Unit Price Bids) | \$ 1,467,157.70 |
|-------------------------------------------------------|-----------------|

**ARTICLE 4—DELETED**

**ARTICLE 5—DELETED**

**ARTICLE 6—TIME OF COMPLETION**

- 6.01 Bidder agrees that the Work will be substantially complete and will be completed and ready for final payment in accordance with Paragraph 15.06 of the General Conditions on or before the dates or within the number of calendar days indicated in the Agreement.
- 6.02 Deleted.
- 6.03 Deleted.
- 6.04 Bidder accepts the provisions of the Agreement as to liquidated damages.

**ARTICLE 7—BIDDER'S ACKNOWLEDGEMENTS: ACCEPTANCE PERIOD, INSTRUCTIONS, AND RECEIPT OF ADDENDA**

**7.01 *Bid Acceptance Period***

- A. This Bid will remain subject to acceptance for 60 days after the Bid opening, or for such longer period of time that Bidder may agree to in writing upon request of Owner.

**7.02 *Instructions to Bidders***

- A. Bidder accepts all of the terms and conditions of the Instructions to Bidders, including without limitation those dealing with the disposition of Bid security.

**7.03 *Receipt of Addenda***

- A. Bidder hereby acknowledges receipt of the following Addenda:

| Addendum Number | Addendum Date |
|-----------------|---------------|
| #1              | 12/10/2021    |
| #2              | 12/14/2021    |
|                 |               |

**ARTICLE 8—BIDDER'S REPRESENTATIONS AND CERTIFICATIONS**

**8.01 *Bidder's Representations***

- A. In submitting this Bid, Bidder represents the following:
1. Bidder has examined and carefully studied the Bidding Documents, including Addenda.
  2. Bidder has visited the Site, conducted a thorough visual examination of the Site and adjacent areas, and become familiar with the general, local, and Site conditions that may affect cost, progress, and performance of the Work.
  3. Bidder is familiar with all Laws and Regulations that may affect cost, progress, and performance of the Work, including all American Iron and Steel requirements.
  4. Bidder has carefully studied the reports of explorations and tests of subsurface conditions at or adjacent to the Site and the drawings of physical conditions relating to existing surface or subsurface structures at the Site that have been identified in the

Supplementary Conditions, with respect to the Technical Data in such reports and drawings.

5. Bidder has carefully studied the reports and drawings relating to Hazardous Environmental Conditions, if any, at or adjacent to the Site that have been identified in the Supplementary Conditions, with respect to Technical Data in such reports and drawings.
6. Bidder has considered the information known to Bidder itself; information commonly known to contractors doing business in the locality of the Site; information and observations obtained from visits to the Site; the Bidding Documents; and the Technical Data identified in the Supplementary Conditions or by definition, with respect to the effect of such information, observations, and Technical Data on (a) the cost, progress, and performance of the Work; (b) the means, methods, techniques, sequences, and procedures of construction to be employed by Bidder, if selected as Contractor; and (c) Bidder's (Contractor's) safety precautions and programs.
7. Based on the information and observations referred to in the preceding paragraph, Bidder agrees that no further examinations, investigations, explorations, tests, studies, or data are necessary for the performance of the Work at the Contract Price, within the Contract Times, and in accordance with the other terms and conditions of the Contract.
8. Bidder is aware of the general nature of work to be performed by Owner and others at the Site that relates to the Work as indicated in the Bidding Documents.
9. Bidder has given Engineer written notice of all conflicts, errors, ambiguities, or discrepancies that Bidder has discovered in the Bidding Documents, and of discrepancies between Site conditions and the Contract Documents, and the written resolution thereof by Engineer is acceptable to Contractor.
10. The Bidding Documents are generally sufficient to indicate and convey understanding of all terms and conditions for performance and furnishing of the Work.
11. The submission of this Bid constitutes an incontrovertible representation by Bidder that without exception the Bid and all prices in the Bid are premised upon performing and furnishing the Work required by the Bidding Documents.

8.02 *Bidder's Certifications*

A. The Bidder certifies the following:

1. This Bid is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any collusive agreement or rules of any group, association, organization, or corporation.
2. Bidder has not directly or indirectly induced or solicited any other Bidder to submit a false or sham Bid.
3. Bidder has not solicited or induced any individual or entity to refrain from bidding.
4. Bidder has not engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract. For the purposes of this Paragraph 8.02.A:
  - a. Corrupt practice means the offering, giving, receiving, or soliciting of anything of value likely to influence the action of a public official in the bidding process.

- b. Fraudulent practice means an intentional misrepresentation of facts made (a) to influence the bidding process to the detriment of Owner, (b) to establish bid prices at artificial non-competitive levels, or (c) to deprive Owner of the benefits of free and open competition.
- c. Collusive practice means a scheme or arrangement between two or more Bidders, with or without the knowledge of Owner, a purpose of which is to establish bid prices at artificial, non-competitive levels.
- d. Coercive practice means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the bidding process or affect the execution of the Contract.

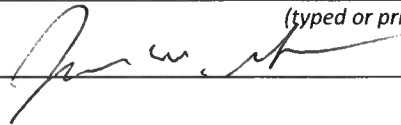
BIDDER hereby submits this Bid as set forth above:

Bidder:

Gorham Sand & Gravel

(typed or printed name of organization)

By:



(individual's signature)

Name:

James Shaw

(typed or printed)

Title:

President

(typed or printed)

Date:

12/21/2021

(typed or printed)

If Bidder is a corporation, a partnership, or a joint venture, attach evidence of authority to sign.

Attest:



(individual's signature)

Name:

Patrick Shaw

(typed or printed)

Title:

Project Manager

(typed or printed)

Date:

12/21/2021

(typed or printed)

Address for giving notices:

939 Parker Farm Road  
Buxton, ME 04093

Bidder's Contact:

Name: James Shaw  
(typed or printed)

Title: President  
(typed or printed)

Phone: 207-839-2442

Email: jimshaw@gsggravel.com

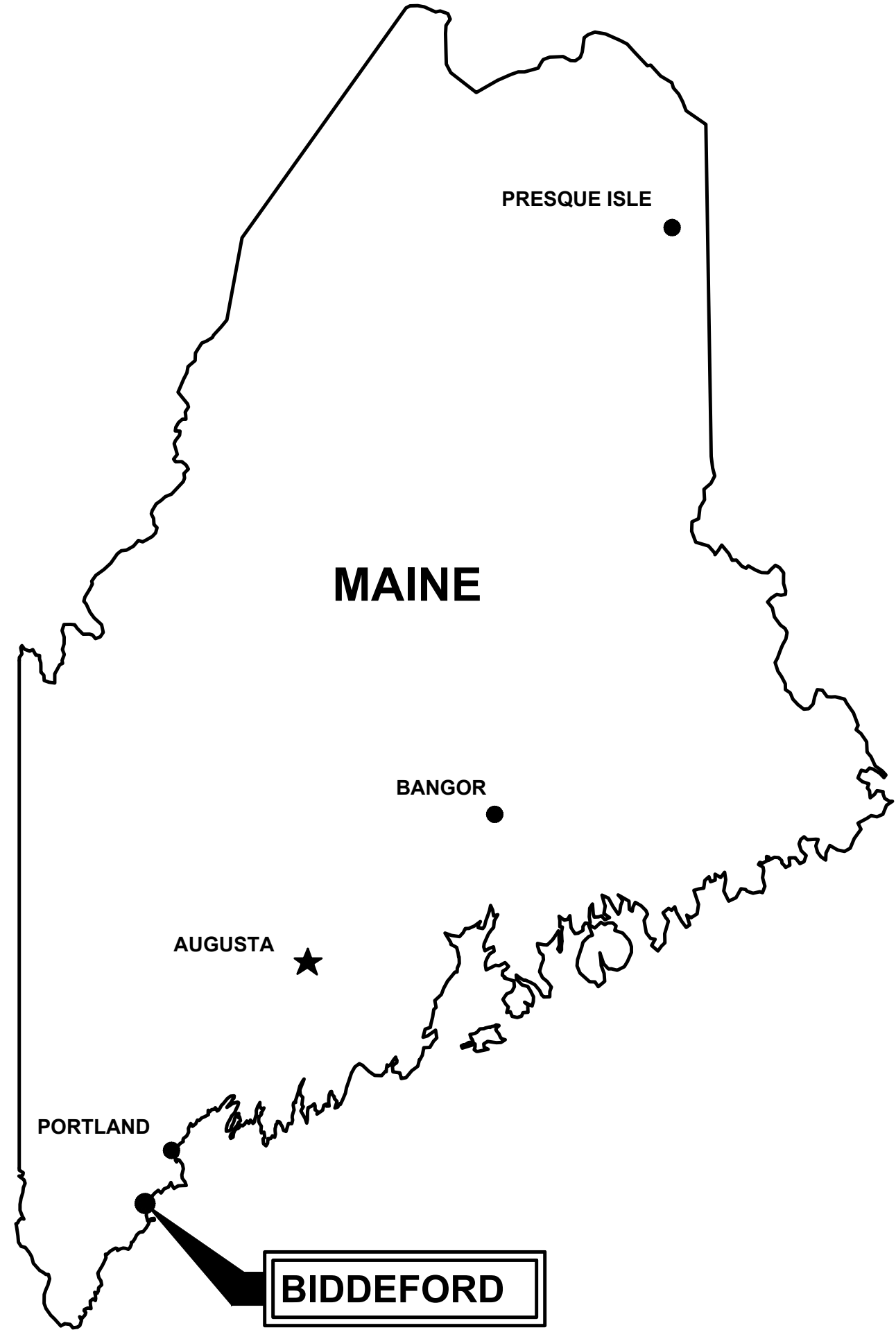
Address:  
939 Parker Farm Road  
Buxton, ME 04093

Bidder's Contractor License No.: (if applicable) \_\_\_\_\_

END OF SECTION

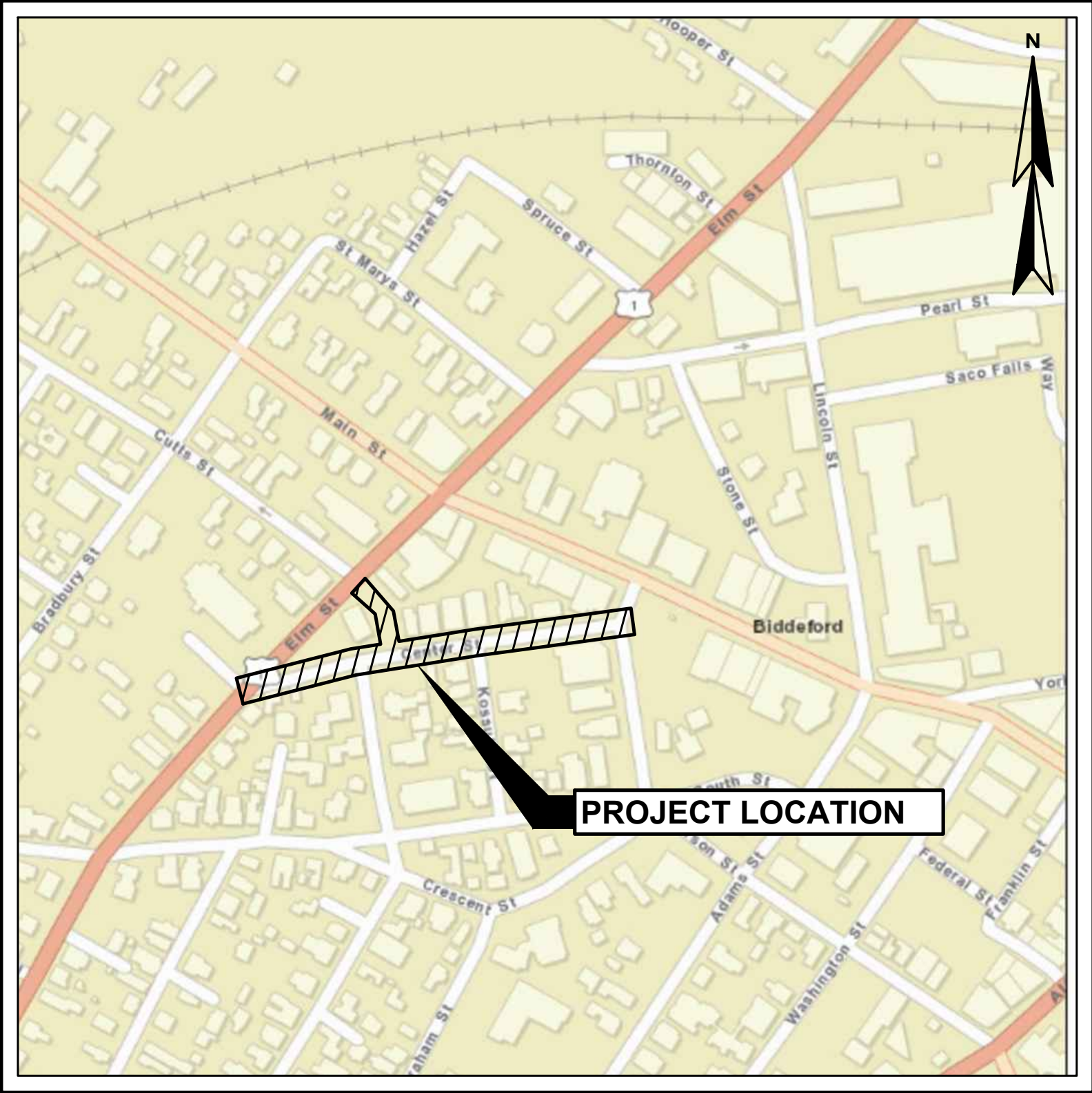


CITY OF BIDDEFORD, MAINE  
CONTRACT DRAWINGS FOR  
CENTER STREET SEWER SEPARATION  
NOVEMBER 2021

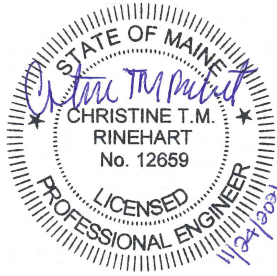


DRAWING INDEX

| GENERAL |                                                         |
|---------|---------------------------------------------------------|
| ----    | COVER SHEET                                             |
| CIVIL   |                                                         |
| C-1     | GENERAL NOTES, LEGEND, ABBREVIATIONS AND SITE KEY       |
| C-2     | PLAN: CROSS COUNTRY STORM DRAIN                         |
| C-3     | PLAN AND PROFILE: CENTER STREET<br>STA 1+00 TO STA 5+75 |
| C-4     | PLAN AND PROFILE: CENTER STREET<br>STA 5+75 TO STA 8+60 |
| C-5     | DETAILS I                                               |
| C-6     | DETAILS II                                              |
| C-7     | DETAILS III                                             |
| C-8     | EROSION CONTROL NOTES AND DETAILS                       |



LOCATION PLAN  
SCALE: 1"=2,000'

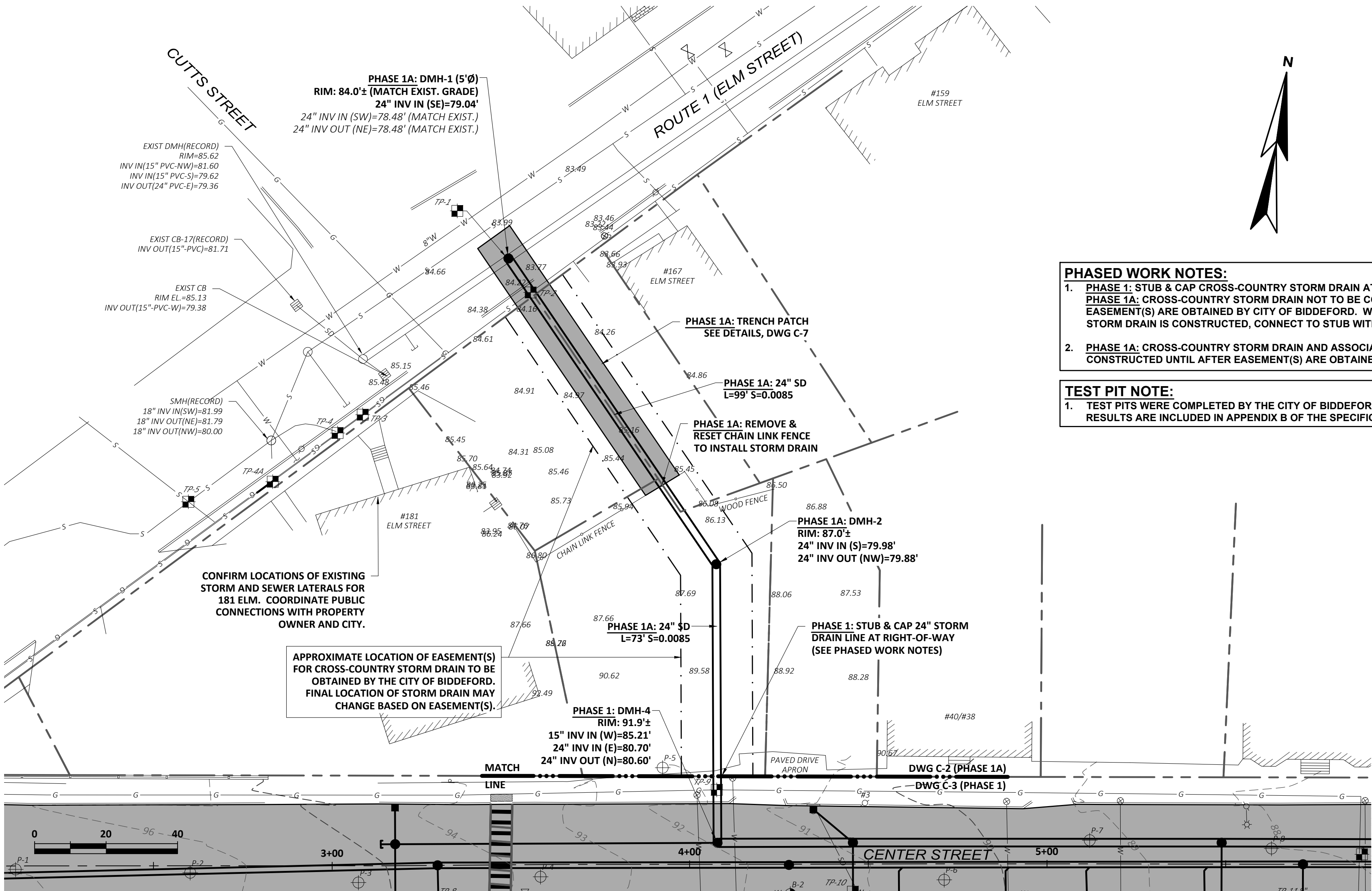


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FOR BIDDING 11/24/2021  
WP PROJECT No. 13838A





**PHASED WORK NOTES:**

1. **PHASE 1:** STUB & CAP CROSS-COUNTRY STORM DRAIN AT THE CENTER STREET RIGHT-OF-WAY.  
**PHASE 1A:** CROSS-COUNTRY STORM DRAIN NOT TO BE CONSTRUCTED UNTIL AFTER EASEMENT(S) ARE OBTAINED BY CITY OF BIDDEFORD. WHEN PHASE 1A CROSS-COUNTRY STORM DRAIN IS CONSTRUCTED, CONNECT TO STUB WITH FERNCO COUPLING OR EQUAL.

2. **PHASE 1A:** CROSS-COUNTRY STORM DRAIN AND ASSOCIATED PHASE 1A SEWER NOT TO BE CONSTRUCTED UNTIL AFTER EASEMENT(S) ARE OBTAINED BY CITY OF BIDDEFORD.

**TEST PIT NOTE:**

1. TEST PITS WERE COMPLETED BY THE CITY OF BIDDEFORD NOVEMBER OF 2021. TEST PIT RESULTS ARE INCLUDED IN APPENDIX B OF THE SPECIFICATIONS.

**PLAN**  
SCALE: 1"=20'

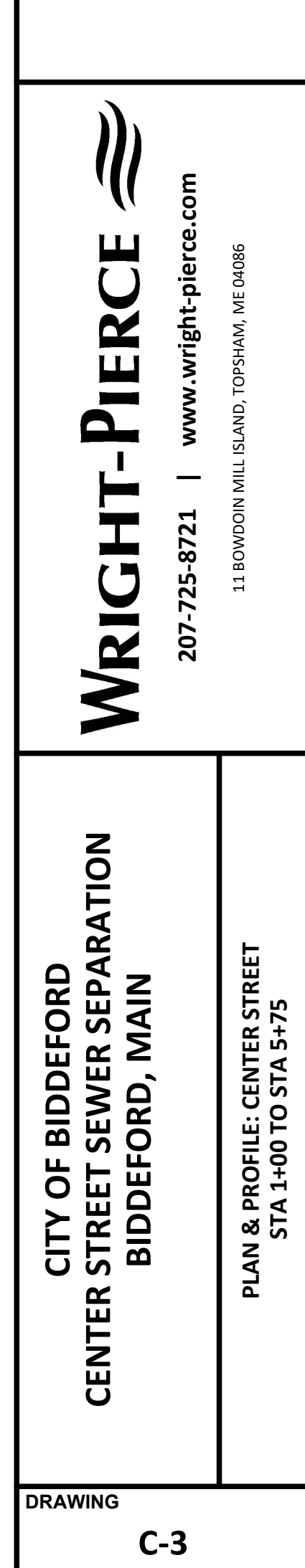
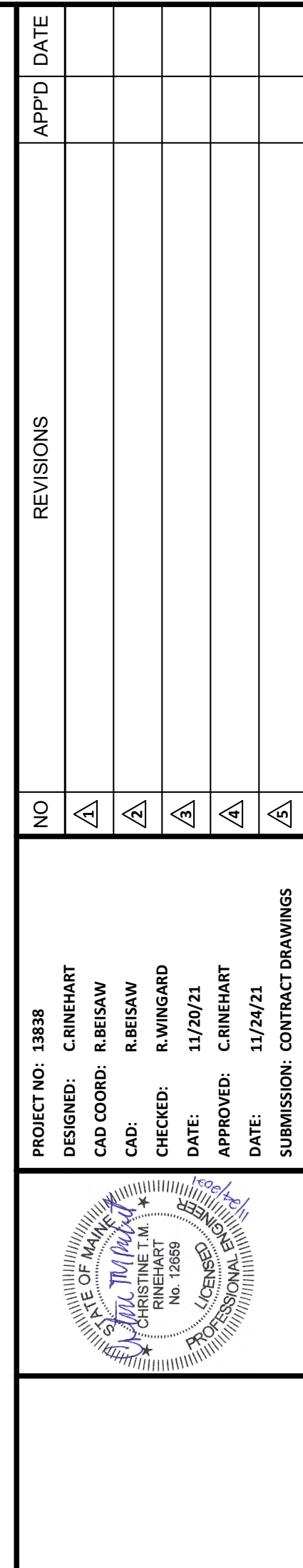
|         |                                                                         |                                 |                                                                                                                                                                                                       |           |  |      |      |
|---------|-------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|------|------|
| DRAWING | CITY OF BIDDEFORD<br>CENTER STREET SEWER SEPARATION<br>BIDDEFORD, MAINE | PLAN: CROSS COUNTRY STORM DRAIN | PROJECT NO: 13838<br>DESIGNED: CRINEHART<br>CAD COORD: R. BEISAW<br>CAD: R. BEISAW<br>CHECKED: R. WINGARD<br>DATE: 11/20/21<br>APPROVED: CRINEHART<br>DATE: 11/24/21<br>SUBMISSION: CONTRACT DRAWINGS | REVISIONS |  | APPD | DATE |
|         |                                                                         |                                 |                                                                                                                                                                                                       | NO        |  |      |      |

**WRIGHT-PIERCE**  
207-725-8721 | www.wright-pierce.com  
11 BOWDOIN HILL ISLAND, TOPSHAM, ME 04086

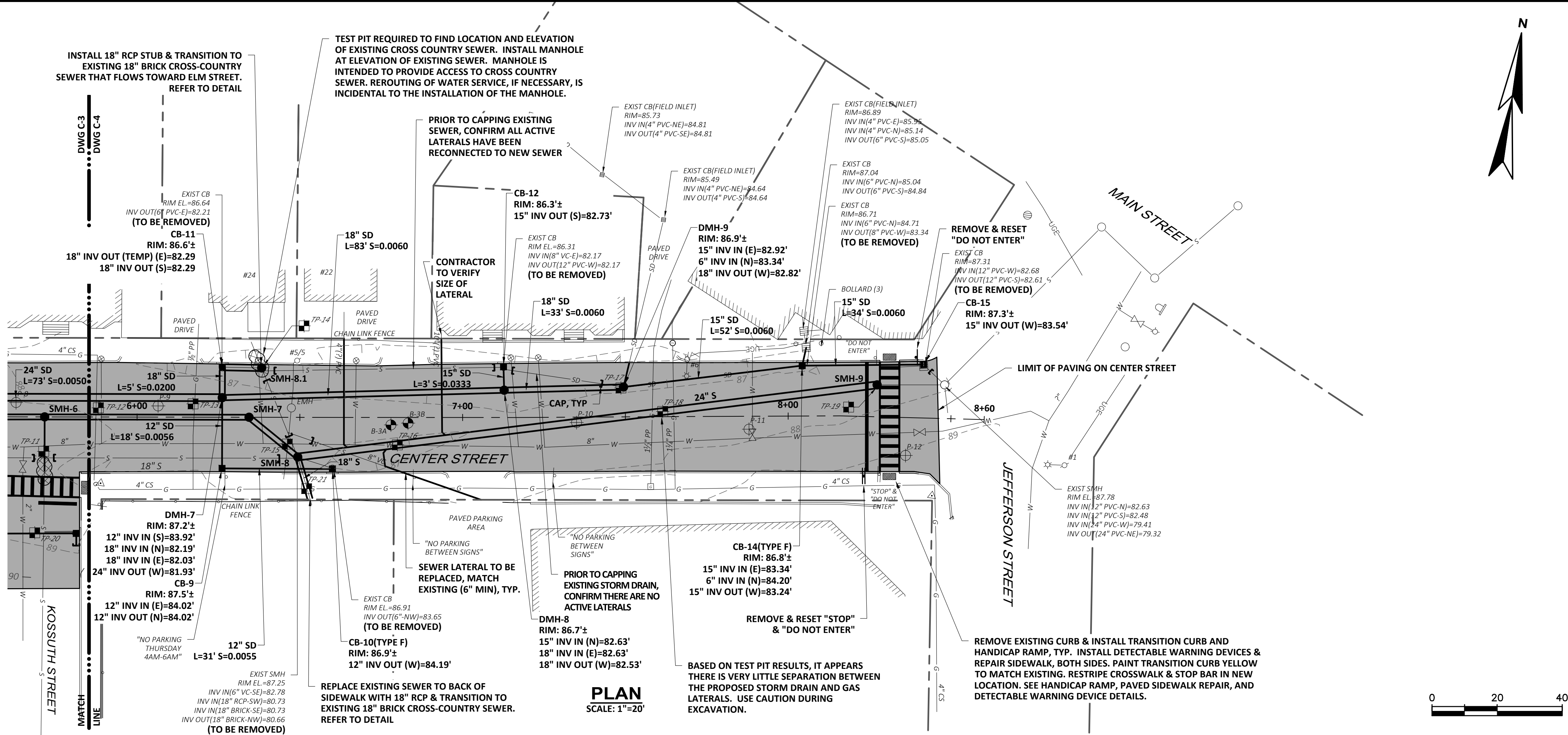
C-2



1. TEST PITS WERE COMPLETED BY THE CITY OF BIDDEFORD NOVEMBER OF 2021. TEST PIT RESULTS ARE INCLUDED IN APPENDIX B OF THE SPECIFICATIONS.





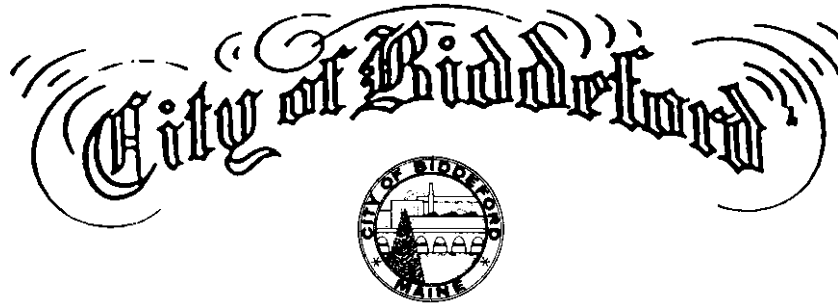






APPROXIMATE  
LIMITS OF WORK





**2022.8** **IN BOARD OF CITY COUNCIL..FEBRUARY 1, 2022**  
**BE IT ORDAINED**, by the City Council of the City of Biddeford that the Code of Ordinances, Chapter 42, Motor Vehicles and Traffic, **Article IV SPECIFIC STREET REGULATIONS**, Section 42-99 No through trucks, be amended by adding or deleting to read as follows:

**Sec. 42-99 No through trucks.**

- (a) One-and-one-half-ton and over. There shall be no through trucks over 1 1/2 ton in size on the following streets:

Diamond Street, no trucks greater than 1 1/2 ton; local deliveries only  
Stone Street, no trucks greater than 1 1/2 ton; local deliveries only  
Summer Street, signs to be placed at Summer Street and Harrison Street and Summer Street and Birch Street

- (b) Five tons and over. There shall be no through trucks over five tons gross vehicle weight on the following streets:

Edwards Avenue  
Graham Street, any part between Crescent Street and Alfred Streets  
Grayson Street, any part between Elm Street and Hill Street  
Janelle Street  
Maple Avenue, any part  
May Street, any part  
Round Hill Street

NOTE: The Policy Committee considered this item at their January 24, 2022 meeting and voted unanimously to recommend passage by the City Council.



## City Council

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Meeting Date: February 1, 2022

Meeting Time: 6:00 p.m.

Agenda Item No: 2022.8

Item Description: Amend Section 42-99(b) No Through Trucks, by adding Round Hill Street

Submitted by: Roger P. Beaupre, Chief of Police

### Supporting Information/Documentation:

1. E-mail correspondence between Mr. Tauber, Mayor Casavant, DPW Director Jeff Demers And Chief Roger Beaupre, which is attached hereto.
2. Ordinance Language relating to Chapter 42, Section 42-99 No Through trucks, with recommended changes. (attached)

### Key Terms:

“N/A”

### Executive Summary:

Correspondence from Marty Tauber to Mayor Alan Casavant complains that large commercial vehicles use Round Hill Street as an access to and from the back of businesses that border Round Hill Street, but have an Elm Street address. In essence, large commercial vehicles such as 18 wheel tractor trailers should not be using this street as a cut through.

### Detailed Review:

Round Hill Street is a residential street that runs easterly and westerly between May Street and Dartmouth Street, is less than twenty (20) feet in width, and has an approximate 20° curve near the intersection with Harvard Street. There is not good sight distance along this area, which is used by some of the motoring public to avoid the traffic lights at Five Points.

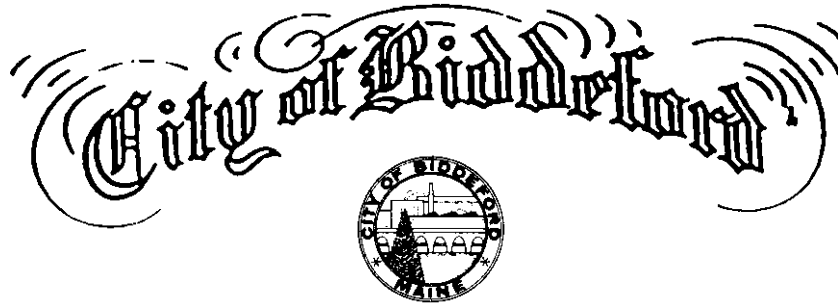
Under the authority of Chapter 42, section 42-99 (a) the Director of DPW has posted Round Hill Street as No Through Trucks Five tons and over, which will remain in effect as a temporary measure for 90 days pending Committee and Council action.

### Funding Source:

City sign budget.

### Staff Recommendation:

That the temporary action by the DPW Director be made a permanent action.



**2022.9** **IN BOARD OF CITY COUNCIL..FEBRUARY 1, 2022**  
**BE IT ORDAINED**, by the City Council of the City of Biddeford that the Code of Ordinances, Chapter 42, Motor Vehicles and Traffic, Article IV Specific Street Regulations, **Section 42-90 No Parking**, be amended by adding or deleting to read as follows:

Lemieux Street, even numbered side, beginning at the intersection with Rathier Street, thence southwesterly to the intersection with Forest Street.

NOTE: The Policy Committee considered this item at their January 24, 2022 meeting and voted 3/2 to recommend passage by the City Council.



## City Council

---

Meeting Date: February 1, 2022

Meeting Time: 6:00 p.m.

Agenda Item No: 2022.9

Item Description: Amend Chapter 42 Section 42-90 No Parking Lemieux Street

Submitted by: Roger P. Beaupre, Chief of Police

### Supporting Information/Documentation:

Letter of request for No Parking from Lemieux Street resident Joseph Boilard.

Code of Ordinances, Chapter 62, Table A (Minimum roadway standards.

### Key Terms:

### Executive Summary:

Request from a Lemieux Street resident was forwarded to Staff from Councilor Norman Belanger. Resident claims that vehicles from “three area businesses” utilize both sides of the street to park vehicles.

### Detailed Review:

Lemieux Street is a residential street that is 342 feet± in length, is 22 feet in width and runs parallel to Elm Street. It is intersected (capped) by Rathier Street on the northern end and Forest Street on the Southern end. Under Chapter 62 Table A of the City of Biddeford's Code of Ordinances, minimum roadway width of 11 feet. Title 29-A M.R.S.A. §2068 (1B) reads in part “...A person may not park a vehicle on a public way unless: (1) A clear and unobstructed width of at least 10 feet is left for free passage of other vehicles on the way...”

Since a typical parking stall requires between 7 and 8 feet of road width, two sided parking would require between 14 and 16 feet of road width. At 22 feet of road width, vehicles parked opposite to each other on Lemieux Street would not allow for free passage of vehicles, and would be a violation of 29-A M.R.S.A. 2068 (1B).

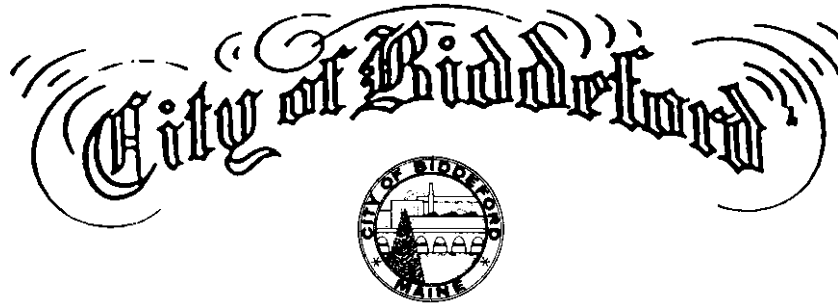
### Funding Source:

DPW signage budget

### Staff Recommendation:

Passage of the proposed No Parking Ordinance.





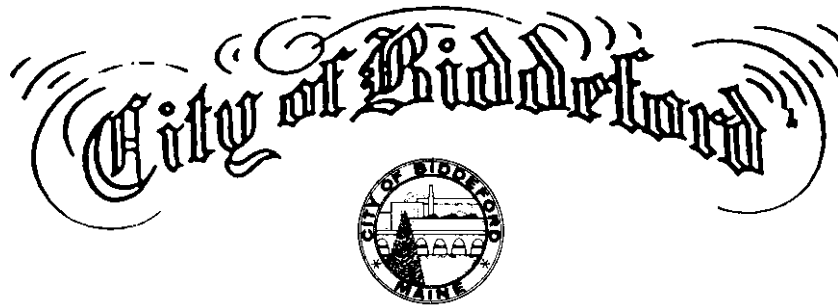
**2022.10** **IN BOARD OF CITY COUNCIL..FEBRUARY 1, 2022**  
**BE IT ORDAINED**, by the City Council of the City of Biddeford that the Code of Ordinances, Chapter 40, Miscellaneous Provisions and Offenses Traffic, **Article III DISCHARGE OF FIREARMS, Section 40-44** Discharge of firearm on Sunday amended by adding or deleting to read as follows:

**Sec. 40-44 Discharge of firearm on Sunday prohibited.**

It is unlawful for a person to discharge a firearm as defined in Section **40-46** on Sundays.

**Sec. ~~40-44~~ 40-45 Exceptions.**

- (a) The provisions of Sections **40-42** through ~~**40-43**~~ **40-44** shall not apply in the following cases.
- (1) Approved firearms range.
  - (2) Raccoon hunting at night with a .22 long rifle caliber firearm.
  - (3) Trappers tending their traps.
  - (4) Military funerals or reviews.
  - (5) Memorial events.
  - (6) Law enforcement officers in the performance of their duties.
  - (7) In the destruction of a dangerous animal as authorized by law.
  - (8) Hunters retrieving a wounded bird or animal.
  - (9) Hunting of wildlife pursuant to a depredation permit issued by the Maine State Department of Inland Fisheries and Wildlife allowing the removal of wildlife causing property damage, and with written permission from the Chief of Police.
- (b) Nothing in this section shall infringe upon the statutory right of a person to act in self defense as set forth in the Maine Revised Statutes.



Sec. 40-45 **40-46 Definitions.**

As used in this chapter, the following terms have the following meanings.

**APPROVED FIREARMS RANGE**

An approved firearms range having a backstop constructed of logs or timbers at least 12 inches in diameter with an earth barrier behind or an earth barrier of suitable materials with no less than a 45° slope. There shall be a natural obstruction of trees or terrain to the rear of the backstop. The target area shall be placed no less than three feet from the top and sides of the backstop. The range widths of the target shall be no less than 15 feet, for 50 yards; 25 feet for 100 yards; and 50 feet for 200 yards. No range shall be situated less than 100 feet from the nearest roadway. No shooting is allowed between the hours of sunset and sunrise. These regulations do not apply to indoor shooting ranges.

**FIREARM**

Any weapon whether loaded or unloaded, which is designed to expel a projectile by the action of an explosive, and includes any such weapon commonly referred to as a pistol, revolver, rifle, gun, machine gun, or shotgun. A weapon which can be made into a firearm by the insertion of a firing pin, or other similar thing, or repair, is a firearm.

**MUZZLE-LOADING FIREARM**

A rifle or smooth-bored firearm, patch and ball only, that is loaded through the muzzle with powder or priming charge or flint, match or wheel lock mechanism.

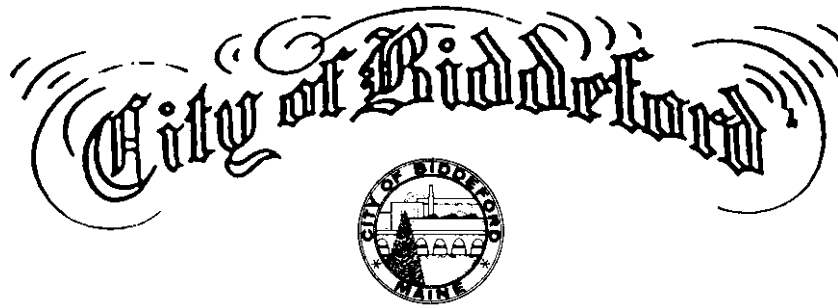
**NO DISCHARGE OF FIREARMS ZONE**

That part of the City encompassed within the following boundaries:

Beginning at a point on the border between Biddeford and Saco in the Saco River, said point also being at or near the Main Street Bridge;

Thence running in a generally southeasterly direction, along the border between Biddeford and Saco to a point on the border that would intersect to a straight line drawn from the center line easterly most side of the West Brook outlet;

Thence running in a generally southwesterly direction to a point 50 feet upland and parallel to the mean high water line of the main body of the Saco River to a point,



said point being on the easterly most side of the West Brook outlet;

Thence running in a generally southeasterly direction, 50 feet upland and parallel to the mean high water line of the main body of the Saco River to a point, said point being the rock jetty at Hills Beach.

Thence running in a generally southeasterly direction, 50 feet upland and parallel to the mean high water line of the Atlantic Ocean, to the opening to the Biddeford Pool, more commonly known as "The Gut";

Thence running in a generally counter clockwise direction, 50 feet upland and parallel to the mean high water line of the Biddeford Pool to the opening to the Atlantic Ocean known as "The Gut";

Thence running in a generally northeasterly direction, 50 feet upland and parallel to the mean high water line of the Atlantic Ocean to East Point;

Thence running in a generally southwesterly direction, 50 feet upland and parallel to the mean high water line of the Atlantic Ocean to the Little River;

Thence running in a generally northerly direction, 50 feet upland and parallel to the mean high water line of the navigable portion of the Little River;

Thence running 50 feet, more or less, to the mean high water line of the Little River;

Thence running in a generally southwesterly direction, along the mean high water line of the Little River to a point, said point being the intersection of the mean high water line and the extension of the Biddeford-Kennebunkport Town line;

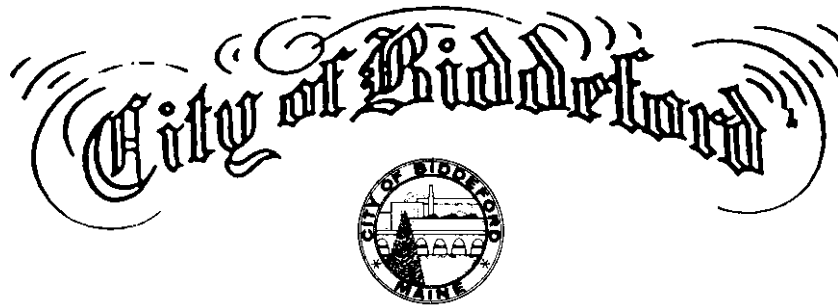
Thence running northwesterly along extension of the Biddeford-Kennebunkport Town Line and the Biddeford-Kennebunkport Town Line, each in part to a point, said point being the intersection of the Biddeford-Kennebunkport Town Line and the right-of-way line on the westerly side of Pool Street, also known as State Route 9;

Thence running along the last mentioned right-of-way line in varying directions, to a point, said point being the intersection of the right-of-way on the southerly side of Pool Street and the southerly right-of-way line of Meetinghouse Road;

Thence running in a generally northwesterly direction, along the southerly right-of-way line of Meetinghouse Road, to a point, said point being the intersection of the southerly right-of-way line of Meetinghouse Road and the right-of-way line on the southerly side of Pool Street;

Thence running in a generally northwesterly direction, along the right-of-way line on the southerly side of Pool Street to a point, said point being the intersection of the right-of-way line on the southerly side of Pool Street and the easterly bank of west Brook;

Thence running in a generally southwesterly direction, along the easterly bank of



West Brook to Wilcox Pond;

Thence running in a generally southerly direction, along the easterly shore line of Wilcox Pond to the easterly bank of West Brook.

Thence running in a generally southerly direction, along the easterly bank of West Brook to a point 1,200 feet, more or less, northeasterly of the end of Granite Street Extension;

Thence running southwesterly parallel to Granite Street Extension, 1,800 feet, more or less, to a point 900 feet, more or less, southerly of the right-of-way at the end of Granite Street Extension;

Thence running in a generally westerly direction, perpendicular to the last mentioned line in a northwesterly direction, 2,250 feet, more or less, to the southerly bank of the southern leg of Richardson Brook;

Thence running along the southerly bank of the southern leg of Richardson Brook to Richardson Brook;

Thence running in a generally northerly direction, along the bank of the southerly side of Richardson Brook to a point, said point being the intersection of the bank on the westerly side of Richardson Brook and the southwesterly right-of-way line of Precourt Street, also known as the Turnpike Connector;

Thence running northwesterly along the southwesterly right-of-way line of Precourt Street to a point, said point being the intersection of the southwesterly right-of-way line of Precourt Street and the southerly right-of-way line of Alfred Street, also known as State Route 111;

Thence running in a westerly direction, along the southerly right-of-way line to a point, said point being the intersection of the southerly right-of-way line of Alfred Street and the westerly right-of-way line of Interstate 95, also known as the Maine Turnpike;

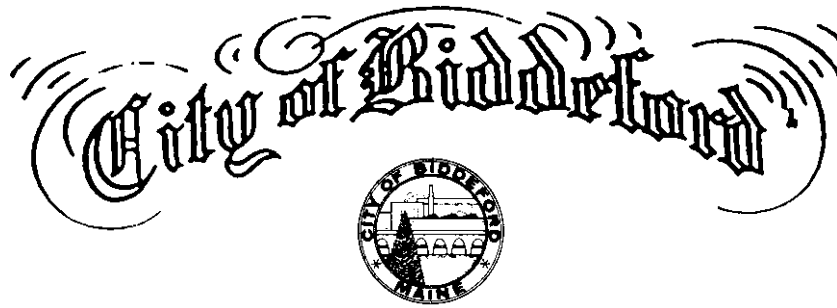
Thence running in a northerly direction, along the westerly right-of-way line of Interstate 95 to a point, said point being the intersection of the westerly right-of-way line of Interstate 95 and the mean high water line of the Saco River;

Thence running in a generally easterly direction, along the mean high water line of the Saco River to a point on the westerly side of the boat launch at Rotary Park;

Thence running on a perpendicular line to the border between Biddeford and Saco in the Saco River.

Thence running in a generally easterly direction along the border between Biddeford and Saco in the Saco River to the point of beginning.

Thence running in a northerly direction to a point, said point being the mean high



water line at the western point of Spring Island;

Thence running in a generally clockwise direction, along the mean high water line of the Saco River to the easterly point of Spring Island;

Thence running in a southerly direction, to a point on the mean high water line on the southerly bank of the Saco River;

Thence running in a generally southeasterly direction, along the mean high water line of the Saco River to a point, said point being the intersection of the mean high water line and southeasterly edge of the Main Street Bridge;

Thence running at or near the southeasterly edge of the Main Street Bridge, 50 feet more or less, in a southwesterly direction to the point of beginning.

This description is intended to describe that portion shown as a "No discharge zone" on a map entitled "Proposed Firearms Ordinance Boundaries," dated: January 9, 1997, revised: March 4, 2003, Scale: 1" = 2,000', and Prepared By: The City of Biddeford Engineering Department. This Plan is recorded with the City of Biddeford Engineering Department, Plan TD-1169

## **SHOTGUN**

A rifled or smooth bore firearm designated to shoot shot shells, e.g., 10, 12, 16, 20, 28 gauge .410 caliber.

### **Sec. 40-46 40-47 Penalties.**

A person who violates any of the provisions of this section is subject to a fine of not less than \$500, plus costs, which fines shall be recovered in a civil action to the use of the City.

### **Sec. 40-47 40-48 Committee review.**

At such time as a review is conducted of the Discharge of Firearms Ordinance, an ad hoc committee will be convened, appointed by the Mayor and confirmed by the City Council, to participate in the review process.



## City Council

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Meeting Date: February 1, 2022

Meeting Time: 6:00 p.m.

Agenda Item No: 2022.10

Item Description: Discharge of Firearm on Sunday Prohibited

Submitted by: Roger P. Beaupre, Chief of Police

### Supporting Information/Documentation:

12 M.R.S.A. §11205 Hunting on Sunday

Email correspondence regarding complaint of firearms discharge on Sunday.

### Key Terms:

"N/A"

### Executive Summary:

Mayor Alan Casavant received an email regarding a complaint of the continuous discharge of firearms on Sunday mornings, which disturbs the peace and tranquility of the neighborhood.

### Detailed Review:

In 2002 the then-City Council entertained the idea of designating all areas of the City of Biddeford as "shotgun only" to prohibit high-powered rifles within city limits. As Biddeford's new housing stock was expanding, people in those neighborhoods were concerned about hunting, especially after a couple of houses were hit with stray bullets. As the City Council considered the no-hunting ordinance, many citizens filled the council chambers in opposition to the shotgun-only restriction. The City's Policy Committee worked with a representative hunter's group, and the "compromise" No Discharge zone was adopted.

As in the case of the most recent complaint about discharging firearms on Sunday, the Police Department and/or CODES get periodic complaints about the annoyance of noise created by discharging firearms. Maine has an existing law that prohibits hunting on Sunday, and prohibiting the discharge of any firearm on Sunday would not be an unreasonable course of action.

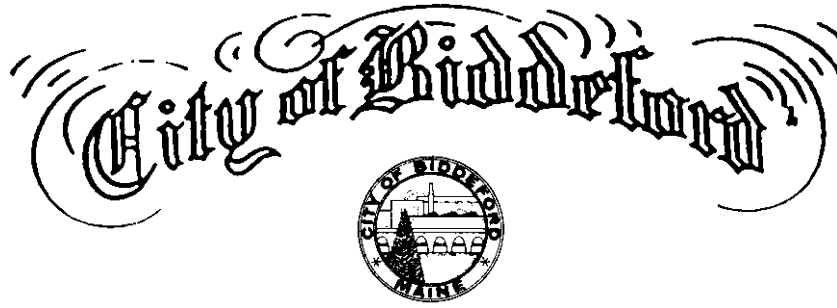
### Funding Source:

None

### Staff Recommendation:

Adopt proposed Ordinance Amendment





**2021.132 IN BOARD OF CITY COUNCIL..DECEMBER 21, 2021**

**BE IT ORDAINED**, by the City Council of the City of Biddeford that the Code of Ordinances, Chapter 42, MOTOR VEHICLES & TRAFFIC, **Section 42-66 Beach permit parking regulations enumerated, Sub-section (2) & (3).** is amended by adding or deleting to read as follows:

(2) For the purpose of this section, the word “resident” shall meet one of the following criteria:

- a. Person who pays real estate property taxes to the City;
  - b. Person who is a registered voter in the City;
  - c. Person who can provide a vehicle registered both in the City and the State of Maine.
- All residents of the City may obtain parking permits for compliance with this Section for a fee of- ~~\$28~~ ~~\$30~~ **\$35** for the first vehicle, ~~\$15~~ **\$20** per additional vehicle registered at the same address, ~~\$15~~ **\$20** for residents 65 and older, payable to the City Clerk. Proof of eligibility will be the burden of the applicant.

(3) Persons ineligible under Subsection (2) may obtain a parking permit to be in compliance with this section for a fee of ~~\$153~~ ~~\$155~~ **\$245** for a season permit; ~~\$79~~ ~~\$82~~ **\$140** for a seven-day permit; ~~\$46~~ ~~\$49~~ **\$75** for a three-day permit; and ~~\$22~~ ~~\$25~~ **\$35** for a one-day permit. The seven-day and three-day permits are valid in consecutive days only, and are not transferable from vehicle to another.

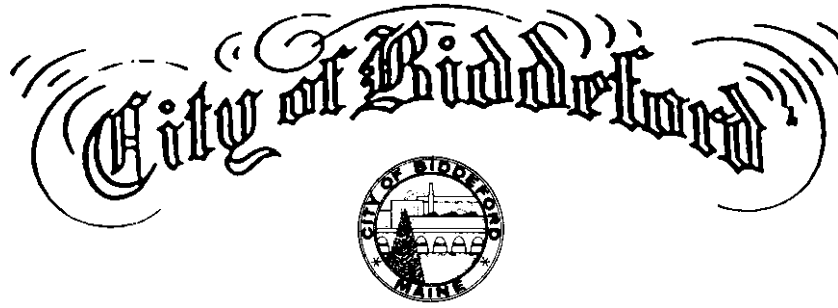
NOTE: This ordinance amendment was considered at the October 12, 2021 Policy Committee meeting and was voted unanimously to recommend passage by the Council.

**December 21, 2021**

Motion by Councilor Clearwater, seconded by Councilor Lessard to grant the first reading of the ordinance amendment.

Motion by Councilor Mills, seconded by Councilor Lessard to table the ordinance amendment and send it back to the Policy Committee for further review.

Vote: Unanimous.



NOTE: The Policy Committee considered this item at their January 24, 2022 meeting and voted unanimously to recommend passage of the **proposed beach permit increases** by the City Council.



## City Council

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Meeting Date: February 1, 2022

Meeting Time: 6:00 PM

Agenda Item No: 2021.132

Item Description: Amendment/Ch.42 Motor Vehicles & Traffic/Sec.42-66 Beach Permit regulations/Increase in Beach Permit Fees

Submitted by: Carl Walsh, Recreation/Teen Director

### Supporting Information/Documentation:

Beach Fee Analysis- With 22-2023 Budget Adjustments including a "Recreation Hybrid"

Policy Committee Minutes June 10, 2019

Beach Fees Local Communities 2021

### Key Terms:

"N/A"

### Executive Summary:

At hand is the issue is to adjust the beach user fees to reflect the direct cost involved in managing the swimmers beaches and facilities. This is challenging task, if priced out of the market revenues may decrease as potential beachgoers look to other solutions to reach the waterfronts.

Some of the items covered by the fund include;

- Lifeguards
- Parking Attendants
- Maintenance/Custodians
- Maintenance Supply
- Lifeguard course reimbursement
- Facility Repair/maintenance

### Detailed Review:

The purpose of increasing the beach user fees is to help keep the fund in a positive position. The original intent on using the fund was to cover the direct cost associated with the management of the swimmers beaches including maintenance and facilities. We have had to continually increase wages over the past few years to keep up with the minimum wage increases and to stay competitive for Lifeguards, Parking and Custodial Staff.

Included in the packet is an adjusted Beach Fee Analysis- With 22-2023 Budget Adjustments including a "Recreation Hybrid tab" with another possible solution. The current proposed expense total will be submitted with the 22-23 budget proposal. Included is a reduction of \$10,000.00 in the Transfer Out to other Funds line following discussions with finance staff. It is understood the remaining \$10,000.00 would provide the needed support funds for staff time that help support the sticker program.

Last full year of available budget figures are for 2021 with Expenses of \$154,202.00 and Revenues of \$132,995.00. We are still in 2022 so year-end totals will not be available until after June 30, 2022.

Proposed 2023 budget currently shows expenses of \$165,500.00.

Recently additional cost has been borne by the fund as Public Works has had to provide service to control invasive species due to climate change. This is expected to be a long term cost and effects public property along the coastline. As this not only effects the swimming areas but along other public property a discussion will need to be held on how to continue to pay for these services. Should it be part of the beach account paid by user fees or another source.

The last increase in beach fees took place in 2019. Communities have been struggling with the lifeguard issue for some time as has been shared during past budget meetings. In order for us to remain somewhat competitive we continue to make adjustments. Some have been in the form of wage scale adjustments others in course reimbursement. We are also considering a bonus for those that remain with us the majority of the summer. The increase in fees is meant to help us keep pace with these adjustments and help keep us competitive. Included in the attachments is a Beach Fee Analysis provided by former Recreation Commission member Liam LaFountain (now City Councilor LaFountain). The added tab labeled Recreation Hybrid was added by recreation staff as another possible solution. Mr. La Fountain's time and talent to create this document is appreciated by the Recreation Commission and staff.

The challenge is to find the fees that will help balance the budget yet not keep people from using the lots by pricing the permits out of the market.

Funding Source:

User Fees

Staff Recommendation: N/A

Mostly Non-Resident Burden

| Expense              |        | Gross Revenue |               | Gross Revenue             |           | Margin              | Outcome      |
|----------------------|--------|---------------|---------------|---------------------------|-----------|---------------------|--------------|
| \$ 165,500.00        |        | \$ 122,993.00 |               | \$ 173,495.00             |           | \$ 7,995.00         | Profitable   |
| Parking Pass Type    | Volume | Fee           | Current Gross | Input<br>% Price Increase | Fee       | Proposal 1<br>Gross | Per Day Cost |
| Resident 1st vehicle | 1,565  | \$ 28.00      | \$ 43,820.00  | 17.00%                    | \$ 33.00  | \$ 51,645.00        |              |
| Resident 2nd vehicle | 613    | \$ 15.00      | \$ 9,195.00   | 30.00%                    | \$ 20.00  | \$ 12,260.00        |              |
| Resident 65+         | 910    | \$ 15.00      | \$ 13,650.00  | 30.00%                    | \$ 20.00  | \$ 18,200.00        |              |
| Non-resident season  | 19     | \$ 153.00     | \$ 2,907.00   | 60.00%                    | \$ 245.00 | \$ 4,655.00         |              |
| 7 days               | 113    | \$ 79.00      | \$ 8,927.00   | 77.00%                    | \$ 140.00 | \$ 15,820.00        | \$ 20.00     |
| 3 days               | 71     | \$ 46.00      | \$ 3,266.00   | 62.00%                    | \$ 75.00  | \$ 5,325.00         | \$ 25.00     |
| 1 day                | 1,874  | \$ 22.00      | \$ 41,228.00  | 60.00%                    | \$ 35.00  | \$ 65,590.00        | \$ 35.00     |

Broad Intent:  
Increase beach parking pass prices to cover expenses and become self-sufficient

Considerations:  
Resident 1st vehicles and 1 day passes make up 70% of gross revenue and 66% of volume  
Resident's 65+ make up 11% of gross revenue and 18% of volume  
All other passes account for less than 20% of gross charges and only 15% of volume.

Other Recreation Commission considerations:  
We expressed interest in limitting price increases for our residents

Ideas:  
Allow residents who purchase a single day pass at the beach to apply the single day parking pass to a seasonal pass by bringing receipt to town.

|                      |           | \$5,165.00 | \$ 122,993.00 |             |                 |
|----------------------|-----------|------------|---------------|-------------|-----------------|
| Parking Pass Type    | Fee       | Volume     | Gross Revenue | % of Volume | % Gross Revenue |
| Resident 1st vehicle | \$ 28.00  | 1,565      | \$ 43,820.00  | 30%         | 36%             |
| 1 day                | \$ 22.00  | 1,874      | \$ 41,228.00  | 36%         | 34%             |
| Resident 65+         | \$ 15.00  | 910        | \$ 13,650.00  | 18%         | 11%             |
| Resident 2nd vehicle | \$ 15.00  | 613        | \$ 9,195.00   | 12%         | 7%              |
| 7 days               | \$ 79.00  | 113        | \$ 8,927.00   | 2%          | 7%              |
| 3 days               | \$ 46.00  | 71         | \$ 3,266.00   | 1%          | 3%              |
| Non-resident season  | \$ 153.00 | 19         | \$ 2,907.00   | 0%          | 2%              |



Beach Parking Passes  
Pricing Model

| Expense              |        | Gross Revenue |               | Gross Revenue    |               | Margin           |              |
|----------------------|--------|---------------|---------------|------------------|---------------|------------------|--------------|
| \$ 165,500.00        |        | \$ 122,993.00 |               | Input            | \$ 172,114.00 |                  | \$ 6,614.00  |
| Parking Pass Type    | Volume | Fee           | Current Gross | % Price Increase | Fee           | Proposal 1 Gross | Per Day Cost |
| Resident 1st vehicle | 1,565  | \$ 28.00      | \$ 43,820.00  | 38.75%           | \$ 39.00      | \$ 61,035.00     |              |
| Resident 2nd vehicle | 613    | \$ 15.00      | \$ 9,195.00   | 38.75%           | \$ 21.00      | \$ 12,873.00     |              |
| Resident 65+         | 910    | \$ 15.00      | \$ 13,650.00  | 38.75%           | \$ 21.00      | \$ 19,110.00     |              |
| Non-resident season  | 19     | \$ 153.00     | \$ 2,907.00   | 38.75%           | \$ 212.00     | \$ 4,028.00      |              |
| 7 days               | 113    | \$ 79.00      | \$ 8,927.00   | 38.75%           | \$ 110.00     | \$ 12,430.00     | \$ 15.71     |
| 3 days               | 71     | \$ 46.00      | \$ 3,266.00   | 38.75%           | \$ 64.00      | \$ 4,544.00      | \$ 21.33     |
| 1 day                | 1,874  | \$ 22.00      | \$ 41,228.00  | 38.75%           | \$ 31.00      | \$ 58,094.00     | \$ 31.00     |

| Expense              |        |           | Gross Revenue |                  |           | Gross Revenue    |               |              | Margin      |
|----------------------|--------|-----------|---------------|------------------|-----------|------------------|---------------|--------------|-------------|
| \$ 165,500.00        |        |           | \$ 122,993.00 |                  |           | Input            | \$ 173,005.00 |              | \$ 7,505.00 |
| Parking Pass Type    | Volume | Fee       | Current Gross | % Price Increase | Fee       | Proposal 1 Gross |               | Per Day Cost |             |
| Resident 1st vehicle | 1,565  | \$ 28.00  | \$ 43,820.00  | 25.00%           | \$ 35.00  | \$ 54,775.00     |               |              |             |
| Resident 2nd vehicle | 613    | \$ 15.00  | \$ 9,195.00   | 100.00%          | \$ 30.00  | \$ 18,390.00     |               |              |             |
| Resident 65+         | 910    | \$ 15.00  | \$ 13,650.00  | 33.33%           | \$ 20.00  | \$ 18,200.00     |               |              |             |
| Non-resident season  | 19     | \$ 153.00 | \$ 2,907.00   | 47.06%           | \$ 225.00 | \$ 4,275.00      |               |              |             |
| 7 days               | 113    | \$ 79.00  | \$ 8,927.00   | 77.22%           | \$ 140.00 | \$ 15,820.00     | \$ 20.00      |              |             |
| 3 days               | 71     | \$ 46.00  | \$ 3,266.00   | 63.04%           | \$ 75.00  | \$ 5,325.00      | \$ 25.00      |              |             |
| 1 day                | 1,874  | \$ 22.00  | \$ 41,228.00  | 36.36%           | \$ 30.00  | \$ 56,220.00     | \$ 30.00      |              |             |

Outcome  
Profitable

Outcome  
Profitable

| Resident               |            |
|------------------------|------------|
| Town                   | Per Season |
| Saco                   | \$ 25.00   |
| OOB                    | \$ 50.00   |
| OOB                    | \$ 75.00   |
| Kennebunk              | \$ 5.00    |
| Kennebunkport          | \$ 5.00    |
| Wells                  | \$ 40.00   |
| Ogunquit1              | \$ 40.00   |
| Scarborough            | \$ 40.00   |
| Biddeford              | \$ 28.00   |
| Total                  | \$ 158.00  |
| Average                | \$ 22.57   |
| Exclude Kennebunk/port | \$ 42.57   |

| Non-Resident  |              |
|---------------|--------------|
| Town          | Per Day Cost |
| Saco          | \$ 25.00     |
| OOB           | \$ 25.00     |
| OOB           | \$ 25.00     |
| Kennebunk     | \$ 25.00     |
| Kennebunkport | \$ 25.00     |
| Wells         | \$ 46.00     |
| Ogunquit1     | \$ 25.00     |
| Ogunquit2     | \$ 35.00     |
| Scarborough   | \$ 15.00     |
| Biddeford     | \$ 22.00     |
| Total         | \$ 268.00    |
| Average       | \$ 26.80     |

| Expense              |        |           | Gross Revenue |                  |           | Gross Revenue |               |  | Margin | Outcome      |            |
|----------------------|--------|-----------|---------------|------------------|-----------|---------------|---------------|--|--------|--------------|------------|
| \$ 165,500.00        |        |           | \$ 122,993.00 |                  |           | Input         | \$ 177,765.00 |  |        | \$ 12,265.00 | Profitable |
| Parking Pass Type    | Volume | Fee       | Current Gross | % Price Increase | Fee       | Proposal 1    |               |  |        |              |            |
|                      |        |           |               |                  |           | Gross         | Per Day Cost  |  |        |              |            |
| Resident 1st vehicle | 1,565  | \$ 28.00  | \$ 43,820.00  | 42.86%           | \$ 40.00  | \$ 62,600.00  |               |  |        |              |            |
| Resident 2nd vehicle | 613    | \$ 15.00  | \$ 9,195.00   | 66.67%           | \$ 25.00  | \$ 15,325.00  |               |  |        |              |            |
| Resident 65+         | 910    | \$ 15.00  | \$ 13,650.00  | 33.33%           | \$ 20.00  | \$ 18,200.00  |               |  |        |              |            |
| Non-resident season  | 19     | \$ 153.00 | \$ 2,907.00   | 47.06%           | \$ 225.00 | \$ 4,275.00   |               |  |        |              |            |
| 7 days               | 113    | \$ 79.00  | \$ 8,927.00   | 77.22%           | \$ 140.00 | \$ 15,820.00  | \$ 20.00      |  |        |              |            |
| 3 days               | 71     | \$ 46.00  | \$ 3,266.00   | 63.04%           | \$ 75.00  | \$ 5,325.00   | \$ 25.00      |  |        |              |            |
| 1 day                | 1,874  | \$ 22.00  | \$ 41,228.00  | 36.36%           | \$ 30.00  | \$ 56,220.00  | \$ 30.00      |  |        |              |            |

| Expense              |        | Gross Revenue |               | Gross Revenue    |           | Margin           | Outcome      |
|----------------------|--------|---------------|---------------|------------------|-----------|------------------|--------------|
| \$ 165,500.00        |        | \$ 122,993.00 |               | Input            |           | \$ 6,414.00      | Profitable   |
| Parking Pass Type    | Volume | Fee           | Current Gross | % Price Increase | Fee       | Proposal 1 Gross | Per Day Cost |
| Resident 1st vehicle | 1,565  | \$ 28.00      | \$ 43,820.00  | 0.00%            | \$ 28.00  | \$ 43,820.00     |              |
| Resident 2nd vehicle | 613    | \$ 15.00      | \$ 9,195.00   | 0.00%            | \$ 15.00  | \$ 9,195.00      |              |
| Resident 65+         | 910    | \$ 15.00      | \$ 13,650.00  | 0.00%            | \$ 15.00  | \$ 13,650.00     |              |
| Non-resident season  | 19     | \$ 153.00     | \$ 2,907.00   | 88.00%           | \$ 288.00 | \$ 5,472.00      |              |
| 7 days               | 113    | \$ 79.00      | \$ 8,927.00   | 88.00%           | \$ 149.00 | \$ 16,837.00     | \$ 21.29     |
| 3 days               | 71     | \$ 46.00      | \$ 3,266.00   | 88.00%           | \$ 86.00  | \$ 6,106.00      | \$ 28.67     |
| 1 day                | 1,874  | \$ 22.00      | \$ 41,228.00  | 88.00%           | \$ 41.00  | \$ 76,834.00     | \$ 41.00     |

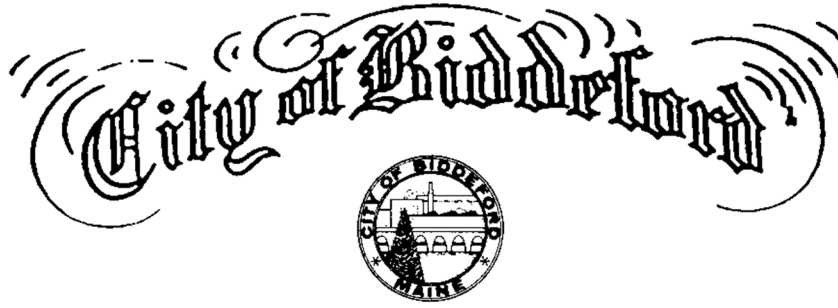
| Expense              |        | Gross Revenue |               | Gross Revenue    |               | Margin           | Outcome                |
|----------------------|--------|---------------|---------------|------------------|---------------|------------------|------------------------|
| \$ 165,500.00        |        | \$ 122,993.00 |               | Input            | \$ 173,495.00 |                  | \$ 7,995.00 Profitable |
| Parking Pass Type    | Volume | Fee           | Current Gross | % Price Increase | Fee           | Proposal 1 Gross | Per Day Cost           |
| Resident 1st vehicle | 1,565  | \$ 28.00      | \$ 43,820.00  | 17.00%           | \$ 33.00      | \$ 51,645.00     |                        |
| Resident 2nd vehicle | 613    | \$ 15.00      | \$ 9,195.00   | 30.00%           | \$ 20.00      | \$ 12,260.00     |                        |
| Resident 65+         | 910    | \$ 15.00      | \$ 13,650.00  | 30.00%           | \$ 20.00      | \$ 18,200.00     |                        |
| Non-resident season  | 19     | \$ 153.00     | \$ 2,907.00   | 60.00%           | \$ 245.00     | \$ 4,655.00      |                        |
| 7 days               | 113    | \$ 79.00      | \$ 8,927.00   | 77.00%           | \$ 140.00     | \$ 15,820.00     | \$ 20.00               |
| 3 days               | 71     | \$ 46.00      | \$ 3,266.00   | 62.00%           | \$ 75.00      | \$ 5,325.00      | \$ 25.00               |
| 1 day                | 1,874  | \$ 22.00      | \$ 41,228.00  | 60.00%           | \$ 35.00      | \$ 65,590.00     | \$ 35.00               |

| Expense              |        | Gross Revenue |              | Gross Revenue |           | Margin       | Outcome      |
|----------------------|--------|---------------|--------------|---------------|-----------|--------------|--------------|
| \$ 165,500.00        |        | \$ 122,993.00 |              | \$ 166,590.00 |           | \$ 1,090.00  | Profitable   |
| Parking Pass Type    | Volume | Fee           | Current      | % Price       | Fee       | Proposal 1   | Per Day Cost |
|                      |        |               | Gross        | Increase      |           | Gross        |              |
| Resident 1st vehicle | 1,565  | \$ 28.00      | \$ 43,820.00 | 17.00%        | \$ 35.00  | \$ 54,775.00 |              |
| Resident 2nd vehicle | 613    | \$ 15.00      | \$ 9,195.00  | 30.00%        | \$ 20.00  | \$ 12,260.00 |              |
| Resident 65+         | 910    | \$ 15.00      | \$ 13,650.00 | 30.00%        | \$ 20.00  | \$ 18,200.00 |              |
| Non-resident season  | 19     | \$ 153.00     | \$ 2,907.00  | 60.00%        | \$ 210.00 | \$ 3,990.00  |              |
| 7 days               | 113    | \$ 79.00      | \$ 8,927.00  | 77.00%        | \$ 140.00 | \$ 15,820.00 | \$ 20.00     |
| 3 days               | 71     | \$ 46.00      | \$ 3,266.00  | 62.00%        | \$ 75.00  | \$ 5,325.00  | \$ 25.00     |
| 1 day                | 1,874  | \$ 22.00      | \$ 41,228.00 | 60.00%        | \$ 30.00  | \$ 56,220.00 | \$ 30.00     |

|                   |                                                                             |                                                       |  |
|-------------------|-----------------------------------------------------------------------------|-------------------------------------------------------|--|
| SACO BEACHES      | RESIDENT FEES                                                               | NON-RESIDENT FEES                                     |  |
| Camp Ellis Lot    | \$25 for first car / \$5 for second car / free for veterans                 | \$25 Weekly / \$150 Seasonal                          |  |
| 2 Bayview Lots    | and over 65 -Seasonal                                                       |                                                       |  |
|                   |                                                                             |                                                       |  |
| OOB BEACHES       | \$50/ea-total of 2 per hh -certain lots / \$75 ea-total of 2 per hh-        | \$150/ea - only 100 available - Seasonal              |  |
|                   | hh-yr-round res-lots-meters -pay stations-seasonal                          | \$300/ea - only 11 available-overnight parking-Seas   |  |
| KENNEBUNK         | \$5/ea for Window stickers (limit 3) / \$25-ea Guest cards (limit 4) - Sea. | \$25/Day \$100/Week \$200/Season - no limits          |  |
| Gooch's           |                                                                             |                                                       |  |
| Middle            |                                                                             |                                                       |  |
| Mother's          |                                                                             |                                                       |  |
|                   |                                                                             |                                                       |  |
| KENNEBUNKPORT     |                                                                             |                                                       |  |
| Goose Rocks       | \$5 for the season                                                          | \$25/Day \$100/Week \$200/Season                      |  |
| Colony/Arundel    | No permit needed / Limited parking                                          |                                                       |  |
|                   |                                                                             |                                                       |  |
| WELLS             | \$40 per vehicle / \$20 for veterans or current service members -           | 5 metered Lots \$4/hour -max \$46 from 8am to 8pm     |  |
|                   | Seasonal sticker                                                            | 15 handicapped free spaces in metered lots            |  |
|                   |                                                                             |                                                       |  |
| OGUNQUIT          | \$40 for 1st vehicle / \$100 for 2nd vehicle.                               | Varies w/ea of 3 Beach lots, times of yr /days of wk  |  |
| Main Beach        | Must prove year-round residency.                                            | \$4/hour and daily rates from \$25 to \$35            |  |
| Footbridge        |                                                                             |                                                       |  |
| North Beach       |                                                                             |                                                       |  |
|                   |                                                                             |                                                       |  |
| SCARBOROUGH       | \$40 1st vehicle / \$5 add'l vehicle and free                               | \$15/Day at 3 Beaches and \$45/Day for large vehicles |  |
| Ferry Beach       | to residents 60 and over- Seasonal.                                         | Lots open sunrise to sunset-2 lots have 5:30-9am-\$5  |  |
| Pine Point        |                                                                             | 3-6pm-\$5                                             |  |
| Higgins           |                                                                             |                                                       |  |
| Scarborough-State |                                                                             |                                                       |  |
|                   |                                                                             |                                                       |  |
| BIDDEFORD         | \$28 for 1st vehicle / \$15 add'l \$15 65 and older - Seasonal              | \$153-Season / \$79-7 day / \$46-3 day / \$22-1 day   |  |
| Fortunes Rocks    |                                                                             | 9am-5pm except Pool restricted to 12-5pm              |  |
| Middle Beach      |                                                                             |                                                       |  |
| Biddeford Pool    |                                                                             |                                                       |  |
| Rotary Park       | Free                                                                        | Free                                                  |  |



|                                                |  |  |  |
|------------------------------------------------|--|--|--|
|                                                |  |  |  |
| Kiosks                                         |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
| All pay stations (kiosks) few meters           |  |  |  |
|                                                |  |  |  |
| Display sticker,card,or <u>kiosk</u> print-out |  |  |  |
| All on-street parking                          |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
| Kiosk                                          |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
| Pay to Park in 5 Beach lots- 2 lots free       |  |  |  |
| All lots close at 11pm                         |  |  |  |
|                                                |  |  |  |
| Metered Lots-credit cards only                 |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
| Attendants available 8am-4pm                   |  |  |  |
|                                                |  |  |  |
| Higgins Beach collections-5:30am-6pm           |  |  |  |
| Attendants plus 1 machine                      |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
| Parking Attendants and Kiosks                  |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |
|                                                |  |  |  |



**IN BOARD OF CITY COUNCIL...FEBRUARY 1, 2022**

**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby appoint:

**Erik Heumiller  
81 Clifford Street  
Ward 2**

to the *Conservation Commission* for a term to expire in December 2026.

# CITY OF BIDDEFORD

## Application for City Committees, Commissions and Boards

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

Mailing Address:  
(if different) \_\_\_\_\_

Phone Number(s): \_\_\_\_\_

Email Address: \_\_\_\_\_

Which City Committee, Board or Commission do you request to be appointed to:

- |                                             |                                           |
|---------------------------------------------|-------------------------------------------|
| _____ • Airport Commission                  | _____ • Harbor Commission                 |
| _____ • Biddeford Fire Advisory Committee   | _____ • Historic Preservation Commission  |
| _____ • Biddeford Housing Authority         | _____ • Planning Board                    |
| _____ • Biddeford Police Advisory Committee | _____ • Policy Committee                  |
| _____ • Board of Assessment Review          | _____ • Project Canopy Committee          |
| _____ • Cable T.V. Committee                | _____ • Recreation Commission             |
| _____ • Capital Projects Committee          | _____ • Shellfish Conservation Committee  |
| _____ • Conservation Commission             | _____ • Solid Waste Management Commission |
| _____ • Downtown Development Commission     | _____ • Wastewater Management Commission  |
| _____ • Economic Improvement Commission     | _____ • Zoning Board of Appeals           |

**CITY OF BIDDEFORD**  
**Committee Application**

Please list any prior experience serving on any Public Boards, Commissions or Committees (and approximate dates)

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Please list any other experience that may be pertinent to the Board or Committee in which you are requesting to serve on.

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Please provide a brief statement describing your interest in serving the City of Biddeford.

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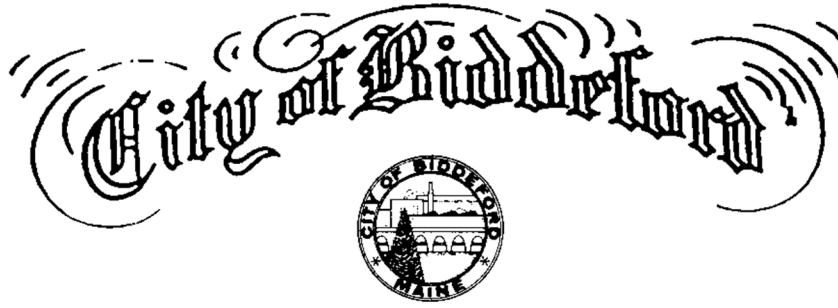
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Attach any additional information to this application and return it to the City Clerk's Office.



**IN BOARD OF CITY COUNCIL...FEBRUARY 1, 2022**  
**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby  
appoint:

**Michael Lowell**  
**521 South Street**  
**Ward 6**

to the *Conservation Commission*, for a term to expire in December 2026.

# CITY OF BIDDEFORD

## Application for City Committees, Commissions and Boards

Date:

Name:

Street Address:

Mailing Address:  
(if different)

Phone Number(s):

Email Address:

Which City Committee, Board or Commission do you request to be appointed to:

- |                                                                |                                                              |
|----------------------------------------------------------------|--------------------------------------------------------------|
| <input type="checkbox"/> • Airport Commission                  | <input type="checkbox"/> • Harbor Commission                 |
| <input type="checkbox"/> • Biddeford Fire Advisory Committee   | <input type="checkbox"/> • Historic Preservation Commission  |
| <input type="checkbox"/> • Biddeford Housing Authority         | <input type="checkbox"/> • Planning Board                    |
| <input type="checkbox"/> • Biddeford Police Advisory Committee | <input type="checkbox"/> • Policy Committee                  |
| <input type="checkbox"/> • Board of Assessment Review          | <input type="checkbox"/> • Project Canopy Committee          |
| <input type="checkbox"/> • Cable T.V. Committee                | <input type="checkbox"/> • Recreation Commission             |
| <input type="checkbox"/> • Capital Projects Committee          | <input type="checkbox"/> • Shellfish Conservation Committee  |
| <input checked="" type="checkbox"/> • Conservation Commission  | <input type="checkbox"/> • Solid Waste Management Commission |
| <input type="checkbox"/> • Downtown Development Commission     | <input type="checkbox"/> • Wastewater Management Commission  |
| <input type="checkbox"/> • Economic Improvement Commission     | <input type="checkbox"/> • Zoning Board of Appeals           |

**CITY OF BIDDEFORD**  
**Committee Application**

Please list any prior experience serving on any Public Boards, Commissions or Committees (and approximate dates)

Site of Committee Worked on mapping breaks  
+ Streams above Biddedys Saco water intake  
Chemists helped shut down dumping -

Please list any other experience that may be pertinent to the Board or Committee in which you are requesting to serve on.

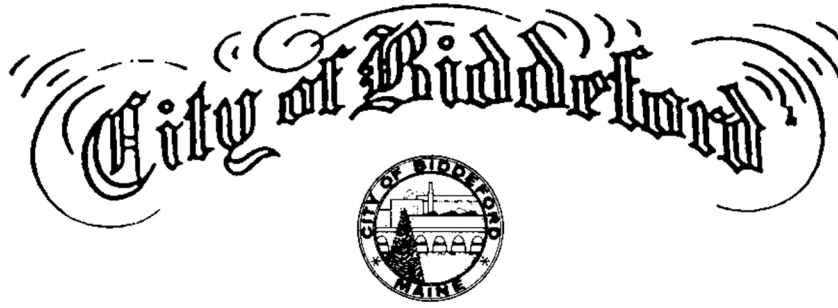
Founder + Member, Saco River Salmon Club  
Great Success:  
Reg. Maine Guide since 1979

Please provide a brief statement describing your interest in serving the City of Biddeford.

Interest in Maines Cotton tail Project  
I know Biddedys Forests, Rivers and  
Streams Hunting fishing and Hiking etc.  
all my life.  
Biddeford resident all my 68 years.  
Member Saco Yacht Club since '78 Senior Route  
Maine State Bass Champ 1983  
Gen. Contractor - Twin City Builders 40 yrs.  
Deep interest in Biddefords Farms + Forests

Attach any additional information to this application and return it to the City Clerk's Office.





**IN BOARD OF CITY COUNCIL...FEBRUARY 1, 2022**  
**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby  
appoint:

**Robert Cyr**  
**20 Buzzell Road**  
**Ward 6**

to the *Downtown Development Commission*, for a term to expire in December 2024.

## Morris, Carmen

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**From:** noreply@civicplus.com  
**Sent:** Monday, January 24, 2022 11:05 PM  
**To:** Morris, Carmen  
**Subject:** Online Form Submission #11877 for Committee, Board, and Commission Application Form

### Committee, Board, and Commission Application Form

|                                |                                   |
|--------------------------------|-----------------------------------|
| Name                           | ROBERT CYR                        |
| Street Address                 | 20 Buzzell Road                   |
| Mailing Address (If Different) | <i>Field not completed.</i>       |
| Phone Number(s)                | 2074236891                        |
| Email Address                  | cyr.truckinbob.robert05@gmail.com |

(Section Break)

|                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Which City Committee, Board or Commission do you request to be appointed to?                                     | Downtown Development Commission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| If other, please list below.                                                                                     | <i>Field not completed.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Why are you interested in serving the City of Biddeford?                                                         | <p>I'm a life long resident of Biddeford, born and raised here and have seen many changes over the years. I've retired from a long career in the Transportation &amp; Distribution Logistics and Supply Chain Management. I feel I have the skills to influence the the development and growth of our city in a positive way.</p> <p>This is my hometown with family, friends, and a community that I've been proud of for many years. I feel excited to be possibly an ambassador to help facilitate the downtown commission's mission for future growth and development.</p> |
| Please list any experience that may be pertinent to the Board or Committee in which you are requesting to serve. | I've served several terms on the Biddeford School Board in the early 90's. Chair of the Building and Finance Committee. I've worked with engineers and architects throughout my years in transportation on committees that involved the designing of traffic flow from a logistics, transportation, retail delivery, and distribution perspectives to new construction. I feel having the right infrastructure to support and facilitate commerce coming                                                                                                                       |

in and out with easy access will exponentially bring the economic growth and development to those who come to be part of this new renaissance.

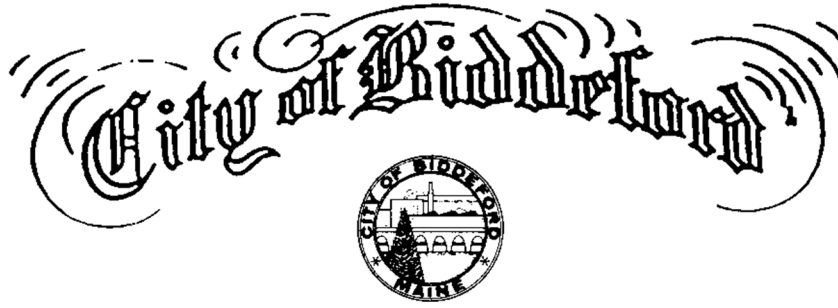
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Please list any prior experience serving on any public Boards, Commissions or Committees (and approximate dates).

I presently serve on the Board of the Biddeford Cultural & Heritage Center. A member representative for the BCHC to the Biddeford Cultural Coalition. I'm the Treasure of the Knights of Columbus Saint Joseph's Council 12941 here in Biddeford for the past 17 years. I'm on the board of directors of the CTE Westbrook Gorham Adult Ed. I serve as the Treasurer of the Maine Professional Drivers Association and a member of the Maine Motor Transport Association in Augusta. I've work as a volunteer with many of the local groups, The mission hill community gardens, Westbrook skating rink, Lakermesse, the York County Genealogy Society of Franco Americans, and the Biddeford and Lyman Historical Societies.

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**IN BOARD OF CITY COUNCIL...FEBRUARY 1, 2022**

**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby appoint:

**Camille White  
475 South Street  
Ward 6**

to the *Downtown Development Commission*, for a term to expire in December 2024.

## Morris, Carmen

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**From:** noreply@civicplus.com  
**Sent:** Monday, January 24, 2022 2:49 PM  
**To:** Morris, Carmen  
**Subject:** Online Form Submission #11867 for Committee, Board, and Commission Application Form

### Committee, Board, and Commission Application Form

|                                |                                    |
|--------------------------------|------------------------------------|
| Name                           | Camille White                      |
| Street Address                 | 475 South Street, Biddeford, Maine |
| Mailing Address (If Different) | <i>Field not completed.</i>        |
| Phone Number(s)                | 207-632-0721                       |
| Email Address                  | camillekwhite@gmail.com            |

(Section Break)

|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Which City Committee, Board or Commission do you request to be appointed to? | Downtown Development Commission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| If other, please list below.                                                 | <i>Field not completed.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Why are you interested in serving the City of Biddeford?                     | <p>Dear Members of the Downtown Development Commission,</p> <p>I am writing in response to the candidate application for the City of Biddeford Downtown Development Commission and my interests to serve on the City of Biddeford.</p> <p>My name is Camille Krystyna White, I am a born-and-raised Mainer and I have lived in Biddeford with my husband and 1.5 year-old son for over 4 years. My family and I operate a small farm on the west side of town where we harvest honey, chicken and duck eggs, and wool for yarn. It has been extremely humbling to manage this small friends-and-family operation and I am always looking for new ways to further my impact on the Biddeford community and make it a better place to live for all residences and business owners.</p> <p>I am extremely interested in being part of the Downtown Development Commission because I believe I can bring a new</p> |

outlook for the future of Biddeford's growth and innovation. I have over 10 years of experience in development, where I currently work for a Boston developer that focuses on life science and technology real estate development in Cambridge, MA. A lot of my work entails engagement with neighborhood associations, life science/technology companies, universities and retailers to create a cohesive and symbiotic environment that attracts talent but also creates a vibrant home for the local residence. I believe my experience working with these various groups will translate well to Biddeford development considerations and making sure there is a balance within the community as we look at the long-term growth for the City.

I see a lot of opportunity to activate the Main Street, which will require active engagement with current, and new business owners, University of New England and neighborhood groups so that the community will continue to flourish for years to come. I have kept up to speed with some of the upcoming redevelopment projects for the Main Street, some of which addressing larger plans to attract life science and technology innovation. This is an exciting use but it will require scale and support from the City of Biddeford Downtown Development Commission and residential neighborhood. I currently help manage over 13 million square feet of life science/technology leasing and development in Cambridge/Boston and I believe I would add valuable input as Biddeford considers this as an integral use of the community.

In addition, I would also like to note, I have been involved in various Cambridge arts and culture initiatives by working with local artists and performance groups to build visibility and brand for the respective groups. As part of the City of Biddeford Downtown Development Commission, I would jump on any opportunity to help curate the mural displays and new performance arts initiatives to enliven the Main Street and mills.

I appreciate the Board's consideration of my candidacy and I look forward to hearing your response to my application. Please feel free to reach out with any questions.

Regards,  
Camille White  
(207) 632-0721  
camillekwhite@gmail.com

---

Please list any experience that may be pertinent to the Board or Committee

BioMed Realty - Senior Associate  
Dec 2019 - Present

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in which you are  
requesting to serve.

Newmark - Real Estate Advisor  
May 2017 - Dec 2019

Jones Lang LaSalle - Real Estate Advisor  
Feb 2016 - May 2017

Sebastian Mariscal Development/Architect - Project Manager  
Sept 2014 - Dec 2014

Harvard University, B.A. History of Art and Architecture, Pre-  
Medicine  
2008-2013

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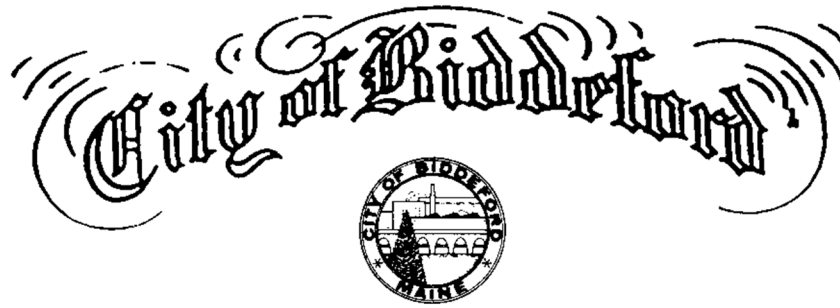
Please list any prior  
experience serving on any  
public Boards,  
Commissions or  
Committees (and  
approximate dates).

Corey Griffin Foundation 2019-2020  
Harvard Medical Brigade Committee 2011-2012  
Kappa Kappa Gamma 2010-2013

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**IN BOARD OF CITY COUNCIL..FEBRUARY 1, 2022**  
**ORDERED**, that I, Alan M. Casavant, Mayor of the City of Biddeford, do hereby  
re-appoint:

**Rebecca Henry**  
**5 Forest Street**  
**Ward 7**

to the *Project Canopy Committee*, for a term to expire in December 2026.

# CITY OF BIDDEFORD

## Application for City Committees, Commissions and Boards

Date:

1/3/2022

Name:

Rebecca Henny

Street Address:

5 Forest Street

Biddeford, ME 04005

Mailing Address:  
(if different)

Phone Number(s):

207 209 3816

Email Address:

rebecca.jean.h@gmail.com

Which City Committee, Board or Commission do you request to be appointed to:

- |                                                              |                                                                  |
|--------------------------------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Airport Commission                  | <input type="checkbox"/> Harbor Commission                       |
| <input type="checkbox"/> Biddeford Fire Advisory Committee   | <input type="checkbox"/> Historic Preservation Commission        |
| <input type="checkbox"/> Biddeford Housing Authority         | <input type="checkbox"/> Planning Board                          |
| <input type="checkbox"/> Biddeford Police Advisory Committee | <input type="checkbox"/> Policy Committee                        |
| <input type="checkbox"/> Board of Assessment Review          | <input checked="" type="checkbox"/> Project Canopy Committee     |
| <input type="checkbox"/> Cable T.V. Committee                | <input type="checkbox"/> Recreation Commission                   |
| <input type="checkbox"/> Capital Projects Committee          | <input type="checkbox"/> Shellfish Conservation Committee        |
| <input type="checkbox"/> Citizens Advisory Committee         |                                                                  |
| <input type="checkbox"/> Conservation Commission             | <input type="checkbox"/> Recycling & Waste Management Commission |
| <input type="checkbox"/> Downtown Development Commission     | <input type="checkbox"/> Wastewater Management Commission        |
| <input type="checkbox"/> Economic Improvement Commission     | <input type="checkbox"/> Zoning Board of Appeals                 |

**CITY OF BIDDEFORD**  
**Committee Application**

Please list any prior experience serving on any Public Boards, Commissions or Committees (and approximate dates)

Project Canopy - Previous Service

School Committee - in 2nd term

Please list any other experience that may be pertinent to the Board or Committee in which you are requesting to serve on.

Advocating for environmental causes over the year and making green choices in my own personal life and at my workplaces.

Please provide a brief statement describing your interest in serving the City of Biddeford.

I am proud of my city and would like to actively participate in making positive changes and improvements. Our city is great and by improving + increasing our green spaces it will look the part while helping the environment.

Attach any additional information to this application and return it to the City Clerk's Office.