



**Kennebec Water District Board of Trustees**  
**Regular Meeting**  
**Thursday, September 18, 2025 – 7:30 AM**  
**131 Drummond Avenue, Waterville, ME and Via Zoom**

**AGENDA**

1. Introduction of guests
2. Review and approve minutes of regular meeting of August 7, 2025
3. Review and approval of account warrant
4. Review of July and August 2025 Financial Reports
5. Continuation of discounted water rate for Maine Water Company – Oakland Division
6. Presentations about non-conforming and new water services
7. Approvals/motions needed:
  - a. Adoption of policy for addressing non-conforming water services
  - b. Adoption of policy for subsidizing new water services
  - c. Payment to Tyler Technologies for annual application services (licensing, software as a service, etc.) for software used for billing, general ledger, payroll, record retention, asset management, etc. - \$60,182.73 a five percent increase over 2024 (2024 payment - \$57,316.89.)
  - d. Approval of proposed changes to KWD's salary administration policy
  - e. Approval of bond resolution for borrowing for service line investigation work - \$410,000
  - f. Approval of agreement for pavement restoration
8. General Manager report
9. Department reports
10. Trustee comments, concerns, and/or ideas
11. Public participation
12. As needed: Executive session 1 MRS §405. 6.
13. Adjournment

**KENNEBEC WATER DISTRICT  
REGULAR BOARD OF TRUSTEES MEETING  
THURSDAY – AUGUST 7, 2025 at 7:30 AM**

The meeting was called to order at 7:35 a.m. by President Richards.

Trustees present: Frank Richards, President; Jeff Earickson, Treasurer (Remote Access); J. Michael Talbot, Assistant Treasurer; Sarah Whateley, Clerk; Amy Stabins, Trustee; Mark McCluskey, Trustee; Allan Fuller, Trustee

Trustees absent: Ben Murray, Vice-President; Bruce Williams, Trustee; Matthew Bulmer, Trustee

Also present: Roger Crouse, KWD General Manager; Amy Dyer, KWD Finance Manager; Matt Zetterman, KWD Engineering Manager (Remote Access); Jared Bragdon, KWD Distribution Manager (Remote Access); Robbie Bickford, KWD Water Quality Manager; Sue Markatine, KWD Recording Secretary

**ITEM 1: INTRODUCTION OF GUESTS**

None

**ITEM 2: REVIEW AND APPROVE THE MINUTES OF THE REGULAR BOARD OF TRUSTEES' MEETING OF JULY 17, 2025**

Motion by Trustee Talbot, "to accept the minutes of the Regular Board of Trustees' meeting of July 17, 2025," seconded by Trustee Fuller.

Roll Call Vote: Trustee Earickson – Yea, Trustee Talbot – Yea, Trustee Richards – Yea, Trustee Stabins – Yea, Trustee McCluskey – Yea, Trustee Fuller – Yea, Trustee Whateley – Yea. Motion carried unanimously.

**ITEM 3: REVIEW AND APPROVAL OF ACCOUNT WARRANT**

Motion by Trustee Fuller, "to ratify the August 7, 2025 total warrant of checks released for \$759,717.85," seconded by Trustee Talbot.

Roll Call Vote: Trustee Earickson – Yea, Trustee Talbot – Yea, Trustee Richards – Yea, Trustee Stabins – Yea, Trustee McCluskey – Yea, Trustee Fuller – Yea, Trustee Whateley – Yea. Motion carried unanimously.

**ITEM 4: APPROVALS/MOTIONS NEEDED**

**A. Approval of Engineering Agreement with CDM Smith**

At the June 5, 2025, Board meeting, the Trustees voted to use the existing WTP (water treatment plant) gravity filters for PFAS mitigation with more frequent replacement of granular activated carbon media (rather than constructing a new building and treatment process). Although no new treatment process is necessary, KWD is seeking to make upgrades to the WTP to extend the life of the filters, improve efficiencies of the media replacement process, reduce backwash recycle, and other improvements. The Trustees were provided with a request for authorization memo which included proposals from two firms (four firms were solicited) to evaluate WTP design upgrades and cost estimates. Mr. Crouse explained that

the engineering firm chosen for the evaluation will also be recommended to complete the final design and construction administration. Mr. Crouse and Mr. Bickford answered questions from the Board members as they discussed this project.

Motion by Trustee McCluskey, “to approve the proposal from CDM Smith for the PFAS Mitigation Project WTP upgrade evaluation for \$33,680.00,” seconded by Trustee Fuller.

Roll Call Vote: Trustee Earickson – Yea, Trustee Talbot – Yea, Trustee Richards – Yea, Trustee Stabins – Yea, Trustee McCluskey – Yea, Trustee Fuller – Yea, Trustee Whateley – Yea. Motion carried unanimously.

#### **ITEM 5: GENERAL MANAGER’S REPORT**

The Trustees were provided with the General Manager’s report, and a brief review was conducted by Mr. Crouse.

In addition to his report, Mr. Crouse informed the Trustees that the Compensation Study Committee, consisting of consultants, KWD staff, and Trustees, were meeting today. Mr. Crouse should have materials to present at the September Board meeting regarding the outcome of this study.

On behalf of the Board members, President Richards thanked Mr. Crouse for his report.

#### **ITEM 6: DEPARTMENT REPORTS**

As part of their Board packet, the Trustees were provided with the Monthly Department Reports prepared by the respective managers.

Trustee Richards congratulated Mr. Bickford on an informative and successful presentation at the China Lake Association annual meeting.

In response to a question from Trustee Fuller, Mr. Bickford reported on the influence of the lack of rain on the China Lake water level.

At Trustee Earickson’s request, Ms. Dyer reviewed the challenges due to the delay of the finalization of the 2024 financial audit by Runyon Kersteen Oullette.

Mr. Crouse commented on the Turner Street main loop capital project which will be conducted by KWD staff with the aid of contractors. He explained that two dead-end mains in Waterville will be connected to form a loop to improve water quality to this area and to add supplemental valves.

On behalf of the Board members, President Richards thanked the Department Managers for their reports.

#### **ITEM 7: TRUSTEE COMMENTS, CONCERNS, AND/OR IDEAS**

Trustee Earickson expressed interest in having more information technology projects and updates included in the Monthly Department Reports. He also commented on a new upgrade to firewall network security systems.

Trustee Fuller stressed he would like to have KWD increase the buffer in the China Lake West Basin beyond the shoreline property owned by KWD. Mr. Crouse and Mr. Bickford have been discussing strategy for this undertaking.

**ITEM 8: PUBLIC PARTICIPATION**

None

**ITEM 9: AS NEEDED: EXECUTIVE SESSION – 1 MRS §405. EXECUTIVE SESSION  
6. A. PERSONNEL MATTERS**

None

**ITEM 10: ADJOURNMENT**

Motion by Trustee Talbot, “to adjourn the meeting,” seconded by Trustee Fuller.

Roll Call Vote: Trustee Earickson – Yea, Trustee Talbot – Yea, Trustee Richards – Yea, Trustee Stabins – Yea, Trustee McCluskey – Yea, Trustee Fuller – Yea, Trustee Whateley – Yea.

Meeting adjourned at 8:16 a.m.

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Sue Markatine, Recording Secretary

A. Account Warrant September 18, 2025

No.	CHECK DATE	VENDOR NAME	DESCRIPTION	DOLLAR AMOUNT
1	08/01/2025	ACE TIRE & AUTO SERVICE, INC.	OIL CHANGE/MAINTENANCE-1 VEHICLE	149.77
2	08/01/2025	AUBURN CONCRETE	CONCRETE FOR INTAKE SPLASH PAD REPAIR	1,795.50
3	08/01/2025	CAMPBELLS HARDWARE	AC REPAIR PARTS/HAND TOOLS	74.97
4	08/01/2025	CAREER MANAGEMENT ASSOCIATES	COMPENSATION STUDY AGREEMENT	3,900.00
5	08/01/2025	CENTRAL MAINE MOTORS, INC.	REPLACED TRAILER BRAKE MODULE TO TRUCK	726.61
6	08/01/2025	CENTRAL MAINE POWER	MONTHLY ELECTRICITY-VARIOUS LOCATIONS	803.74
7	08/01/2025	CINTAS	EMPLOYEES UNIFORM/CLOTHING SERVICE	173.92
8	08/01/2025	CONSOLIDATED COMMUNICATIONS	MONTHLY INTERNET SERVICE	374.98
9	08/01/2025	DARLING'S	2024 FORD F-550 WITH MAINTAINER BODY	199,520.00
10	08/01/2025	HIGH TECH FIRE PROTECTION	4 BACKFLOW DEVICES TESTED-DRUMMOND AVE	350.00
11	08/01/2025	INFOSEND, INC.	BILL PROCESSING AND MAILING	967.80
12	08/01/2025	MAINE WATER UTILITIES ASSOCIATION	MWUA TECH FIELD DAY-MULTIPLE EMPLOYEES	430.00
13	08/01/2025	TREASURER, STATE OF MAINE D.O.T.	HIGHWAY OPENING PERMIT	343.72
14	08/01/2025	TREASURER, STATE OF MAINE-HETL	WATER TEST	45.00
15	08/01/2025	MOTION INDUSTRIES, INC.	PUMP STATION VFD REPAIR PARTS	584.52
16	08/01/2025	NALCO COMPANY	CATIONIC POLYMER-WTP	14,890.37
17	08/01/2025	FANADO PELOTTE CONTRACTOR	CONTRACTOR SERVICES-VARIOUS LOCATIONS	2,243.75
18	08/01/2025	ROKI REPAIR SHOP	PREVENTIVE MAINTENANCE-1 VEHICLE	441.32
19	08/01/2025	D.L. THURROTT, INC.	PREVENTIVE MAINTENANCE-COMPRESSOR	978.07
20	08/01/2025	VERIZON WIRELESS	MONTHLY TELEPHONE/DATA SERVICE	748.56
21	08/01/2025	F.W. WEBB COMPANY	LAGOON DISCHARGE OUTFALL PARTS	1,605.47
22	08/01/2025	TOWN OF WINSLOW	HIGHWAY OPENING PERMIT	110.55
23	08/04/2025	MAINEPERS	MONTHLY EMPLOYER RETIREMENT CONTRIBUTION	21,671.70
24	08/04/2025	MAINEPERS	MONTHLY GROUP LIFE PREMIUMS	1,223.24
25	08/04/2025	TREASURER, STATE OF MAINE	MONTHLY SALES TAX	4,170.98
26	08/04/2025	FLORES & ASSOCIATES	HEALTH INS. DEDUCTIBLE REIMBURSEMENT	677.93
27	08/07/2025	ADVANCE 1 CLEANING SERVICES, INC.	MONTHLY CLEANING SERVICE	1,350.00
28	08/07/2025	CAPITAL ONE TRADE CREDIT-AUBUCHON	INSECT REPELLANT/MOUSE TRAP	24.96
29	08/07/2025	B2B AUTO SALES, INC.	BODY REPAIR-1 VEHICLE	1,820.00
30	08/07/2025	BARD AND SONS PAVING	PAVEMENT REPAIR-HIGH STREET-FAIRFIELD	9,620.00
31	08/07/2025	CENTRAL MAINE POWER	MONTHLY ELECTRICITY-VARIOUS LOCATIONS	19,291.72
32	08/07/2025	CINTAS	EMPLOYEES UNIFORM/CLOTHING SERVICE	173.92
33	08/07/2025	DIG SAFE SYSTEM, INC.	MONTHLY COST OF OPERATIONS	843.17
34	08/07/2025	ERGOS TECHNOLOGY PARTNERS, INC.	BACKUP SERVICES/IT SERVICES	191.25
35	08/07/2025	HR MAINE CONSULTING	HUMAN RESOURCE CONSULTING	62.50
36	08/07/2025	BRAY INTERNATIONAL, INC.	FILTER EFFLUENT VALVE REPAIR PARTS	1,715.10
37	08/07/2025	KENNEBEC EQUIPMENT - FAIRFIELD	BOBCAT SKIDSTEER RENTAL-CONCRETE PAD REPAIR	1,050.00
38	08/07/2025	PD INDUSTRIES, INC.	ANNUAL FIRE SYSTEM INSPECTIONS-WTP	4,143.00
39	08/07/2025	MAINE INFORMATION NETWORK, LLC	BACKGROUND CHECK	27.00
40	08/07/2025	NORTHEAST LABORATORY	WATER TESTS	215.00
41	08/07/2025	QUILL CORPORATION	OFFICE STAMP	23.41
42	08/07/2025	TECHNOLOGY SOLUTIONS OF MAINE	MONTHLY ANSWERING SERVICE	105.30
43	08/07/2025	VERIZON	MONTHLY VEHICLE DATA SERVICE	303.20
44	08/07/2025	WATERVILLE SEWERAGE DISTRICT	QUARTERLY SEWER CHARGE-2 LOCATIONS	106.92
45	08/07/2025	F.W. WEBB COMPANY	WATER SYSTEM REPLACEMENT ITEMS	618.36
46	08/07/2025	TOWN OF OAKLAND	ANNUAL REAL ESTATE TAXES	346.76
47	08/13/2025	TREASURER, STATE OF MAINE D.O.T.	HIGHWAY OPENING PERMIT	80.00
48	08/15/2025	AQUA BACKFLOW, INC.	PROGRAM MANAGEMENT SERVICE	306.00
49	08/15/2025	CAYER SECURITY SERVICES, INC.	ANNUAL MONITORING SERVICES	1,250.00
50	08/15/2025	CENTERLINE UTILITIES	MONTHLY KWD LOCATES	5,007.50
51	08/15/2025	CINTAS	EMPLOYEES UNIFORM/CLOTHING SERVICE	173.92
52	08/15/2025	CORE & MAIN LP	192 IPERL METERS	34,920.96
53	08/15/2025	GRAINGER	ROTARY PUMP-WTP	467.05
54	08/15/2025	HAMMOND LUMBER COMPANY	PAVEMENT PATCH/TOOL CADDIES/HARDWARE	2,475.37

A. Account Warrant September 18, 2025

No.	CHECK DATE	VENDOR NAME	DESCRIPTION	DOLLAR AMOUNT
55	08/15/2025	HARCROS CHEMICALS, INC.	SODIUM HYPOCHLORITE-WTP	5,430.60
56	08/15/2025	HUSSEY COMMUNICATIONS, INC.	MONTHLY INTERNET SERVICE	182.00
57	08/15/2025	INFOSEND, INC.	BILL PROCESSING AND MAILING	2,179.35
58	08/15/2025	BRAY INTERNATIONAL, INC.	BRAY VALVES PARTS	1,547.72
59	08/15/2025	KENNEBEC EQUIPMENT - FAIRFIELD	SAFETY VESTS	2,167.50
60	08/15/2025	MAINE LABORATORIES, LLC	WATER TESTS	1,590.00
61	08/15/2025	MAINE TRUST FOR LOCAL NEWS	PUBLIC NOTICE-DET. OF CATEGORICAL EXCLUSION	352.72
62	08/15/2025	MAINE WATER UTILITIES ASSOCIATION	DRINKING WATER SEMINAR-3 EMPLOYEES	240.00
63	08/15/2025	TREASURER, STATE OF MAINE-HETL	WATER TESTS	940.00
64	08/15/2025	MESSALONSKEE STREAM HYDRO, LLC	ENERGY CREDITS	8,841.37
65	08/15/2025	MODERN INDUSTRIES, INC.	WATER TESTS	550.00
66	08/15/2025	MOTION INDUSTRIES, INC.	PUMP STATION VFD REPAIR PARTS	574.34
67	08/15/2025	CARPARTS DIST. CENTER-MOTOR SUPPLY	AIR COMPRESSOR FITTINGS	45.23
68	08/15/2025	NITRAM EXC. & GEN CONTRACTING	PLEASANT STREET WATER MAIN REPLACEMENT	51,000.00
69	08/15/2025	NORTHEAST LABORATORY	WATER TEST	55.00
70	08/15/2025	FANADO PELOTTE CONTRACTOR	CONTRACTOR SERVICES-MAIN ST-FAIRFIELD	862.50
71	08/15/2025	PINE TREE WASTE, INC.	RUBBISH REMOVAL/PORTAPOTTY RENTAL	379.00
72	08/15/2025	RINALDI ENERGY, LLC	HEATING OIL-WTP	4,825.48
73	08/15/2025	DAVID MORIN	MONTHLY LAWN SERVICES-VARIOUS LOCATIONS	2,394.00
74	08/15/2025	SUN MOUNTAIN FACILITY SERVICES	CARPET CLEANING-2 LOCATIONS	4,154.60
75	08/15/2025	UNIVAR SOLUTIONS	SODIUM HYDROXIDE-WTP	6,613.26
76	08/15/2025	CITY OF WATERVILLE	MONTHLY VEHICLE FUEL USAGE	2,285.05
77	08/15/2025	F.W. WEBB COMPANY	PARTS FOR PUMPS-WTP	12.90
78	08/15/2025	WINSLOW SUPPLY, INC.	COUPLINGS	8.74
79	08/15/2025	DIVVY-VISA CARD	TELEPHONE SERVICE/MEETING FOOD/LASER	
		MEASURE (1 PURCHASED OTHER ONE RETURNED)/WORK GLOVES/BOAT TRAILER REPAIR/		
		USB CABLES/SHOP SUPPLIES/BATTERY BACKUP DISPOSAL/NOTARY CERTIFICATION/COPY		
		PAPER/SAFETY BOOTS/MAINE TAX SYMPOSIUM/SPEAKERS/CABLES/DIAL MY CALLS SUB./		
		FIRE EXTINGUISHER/BATTERIES/LADDER/FUEL (REIMBURSED)/GOOGLE CHROME/		
		MICROSOFT SUB./GARAGE SUPPLIES/MARKER POSTS/MWUA TRAINING/PAINT/TOOL BAG/		
		LADDER		3,732.50
80	08/19/2025	FLORES & ASSOCIATES	MNTHLY ADMIN FEE DEDUCTIBLE REIMBURSEMENT	88.00
81	08/20/2025	PAYMENTUS	MONTHLY CUSTOMER CC TRANSACTIONS FEES	3,663.93
82	08/28/2025	ADVANCED ANALYTICAL SOULTIONS, LLC	LAB SUPPLIES-WTP	1,025.30
83	08/28/2025	AUTOMATIONDIRECT.COM, INC.	PROGRAMMABLE LOGIC CONTROLLER PARTS	1,246.00
84	08/28/2025	CDM SMITH, INC.	PFAS MITIGATION DESIGN SERVICES	6,174.11
85	08/28/2025	CENTRAL MAINE POWER	MONTHLY ELECTRICITY-VARIOUS LOCATIONS	16,525.66
86	08/28/2025	CHADWICK-BAROSS, INC.	PREVENTIVE MAINTENANCE-VACUUM TRUCK	2,069.18
87	08/28/2025	CINTAS	EMPLOYEES UNIFORM/CLOTHING SERVICE-2 WEEKS	347.84
88	08/28/2025	635-CONSOLIDATED COMMUNICATIONS	MONTHLY TELEPHONE SERVICE	79.72
89	08/28/2025	CONSOLIDATED COMMUNICATIONS	MONTHLY INTERNET SERVICE	374.98
90	08/28/2025	DOSTIE'S TOWING WATERVILLE	2 VEHICLE OIL CHANGES/1 VEHICLE INSPECTION	208.30
91	08/28/2025	EASTWOOD CONTRACTORS, INC.	SUMMER STREET WATER MAIN REPLACEMENT	279,810.94
92	08/28/2025	GENERAL ALUM N.E. CORP.	ALUM-WTP	5,372.25
93	08/28/2025	GONETSPEED	MONTHLY TELEPHONE/INTERNET SERVICE	114.90
94	08/28/2025	KIMBERLEY A FEUGILL	SAFETY VESTS DECALS/VEHICLE DECALS	583.00
95	08/28/2025	HALL'S HOMES RE, LLC	2 MONTHS LAWN SERVICE-DRUMMOND AVENUE	975.00
96	08/28/2025	JUDDI L HALLOWELL	GRAVEL	3,640.00
97	08/28/2025	HARCROS CHEMICALS, INC.	SODIUM HYPOCHLORITE-WTP	5,250.00
98	08/28/2025	KENNEBEC WATER DISTRICT	PETTY CASH-EASEMENT RECORDING	25.00
99	08/28/2025	MAINE WATER UTILITIES ASSOCIATION	TRAINING-5 EMPLOYEES	375.00
100	08/28/2025	CARPARTS DIST. CENTER-MOTOR SUPPLY	BRUSHES/OIL/GARAGE SUPPLIES	119.95
101	08/28/2025	NORTHEAST LABORATORY	WATER TESTS	1,085.00
102	08/28/2025	OAKLAND SUPPLY	ELECTRICAL OUTLETS	95.50

A. Account Warrant September 18, 2025

No.	CHECK DATE	VENDOR NAME	DESCRIPTION	DOLLAR AMOUNT
103	08/28/2025	ROKI REPAIR SHOP	1 VEHICLE MAINTENANCE/2 VEHICLE INSPECTIONS	1,330.21
104	08/28/2025	SULLIVAN ASSOCIATES	METER REPAIR PARTS-PUMP STATION	68.12
105	08/28/2025	TRANE US, INC.	ANNUAL SERVICE/MAINTENANCE -HVAC SYSTEM	13,186.47
106	08/28/2025	POWERPLAN	PREVENTIVE MAINTENANCE-JOHN DEERE 410L	1,886.40
107	08/28/2025	USA BLUE BOOK	LAB SUPPLIES-WTP	643.35
108	08/28/2025	VERIZON WIRELESS	MONTHLY TELEPHONE/DATA SERVICE	756.14
109	08/28/2025	F.W. WEBB COMPANY	100 METER RESETTERS	26,194.42
110	08/28/2025	MAINE MUNICIPAL EMPS. HEALTH TRUST	MONTHLY HEALTH INSURANCE PREMIUMS	33,888.67
111	08/28/2025	NORTHEAST DELTA DENTAL	MONTHLY DENTAL INSURANCE PREMIUMS	1,062.10
112	09/02/2025	TREASURER, STATE OF MAINE	MONTHLY SALES TAX	3,974.17
113	09/02/2025	MAINEPERS	MONTHLY EMPLOYER RETIREMENT CONTRIBUTION	17,478.37
114	09/02/2025	MAINEPERS	MONTHLY GROUP LIFE PREMIUMS	1,223.24
115	09/02/2025	FLORES & ASSOCIATES	HEALTH INS. DEDUCTIBLE REIMBURSEMENT	226.28
116	09/05/2025	FRANCOTYP-POSTALIA, INC.	POSTAGE METER POSTAGE	2,000.00
117	09/09/2025	ADVANCE 1 CLEANING SERVICES, INC.	MONTHLY CLEANING SERVICE	1,080.00
118	09/09/2025	ASSURED FLOW SALES, INC.	REFLECTIVE HYDRANT MARKERS	1,284.38
119	09/09/2025	BUDGET DOCUMENT TECHNOLOGY	INK CARTRIDGE-POSTAGE MACHINE	138.56
120	09/09/2025	CENTRAL MAINE POWER	MONTHLY ELECTRICITY-VARIOUS LOCATIONS	21,623.41
121	09/09/2025	CINTAS	EMPLOYEES UNIFORM/CLOTHING SERVICE	173.92
122	09/09/2025	DLT SOLUTIONS, LLC	ANNUAL AUTOCAD SUBSCRIPTION	2,671.86
123	09/09/2025	ERGOS TECHNOLOGY PARTNERS, INC.	MONTHLY BACKUP SERVICES	160.00
124	09/09/2025	ESRI	ANNUAL ENTERPRISE AGREEMENT FEE	5,300.00
125	09/09/2025	EUROFINS EATON ANALYTICAL, LLC	PFAS RULE COMPLIANCE REPORTING	320.00
126	09/09/2025	EXPRESS ELECTRIC EEC	ELECTRICAL SERVICES	3,361.65
127	09/09/2025	HAMMOND LUMBER COMPANY	SUPERGLUE	7.59
128	09/09/2025	MAINE WATER UTILITIES ASSOCIATION	BI-MONTHLY MEETING-1 EMPLOYEE	65.00
129	09/09/2025	TREASURER, STATE OF MAINE-HETL	WATER TESTS	660.00
130	09/09/2025	CARPARTS DIST. CENTER-MOTOR SUPPLY	OIL/DIESEL EXHAUST FLUID/OIL ABSORBENT	492.95
131	09/09/2025	NORTHEAST LABORATORY	WATER TESTS	215.00
132	09/09/2025	PORTLAND PAPER PRODUCTS	TOWELS	117.42
133	09/09/2025	SATURN BUSINESS SERVICES, INC.	BUSINESS CARDS-500	49.99
134	09/09/2025	TECHNOLOGY SOLUTIONS OF MAINE	MONTHLY ANSWERING SERVICE	105.30
135	09/09/2025	TOWN OF VASSALBORO	ANNUAL REAL ESTATE TAXES	3,630.01
136	09/09/2025	VERRILL	LEGAL SERVICES	1,216.00
137	09/09/2025	F.W. WEBB COMPANY	WATER SYSTEM REPLACEMENT ITEMS/TRACER WIRE	10,483.65
TOTAL WARRANT				933,002.89

**Kennebec Water District**  
**Balance Sheet**  
**As of July 31, 2025**

	July 2025	July 2024	Variance
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash	8,147,220.10	6,718,380.73	1,428,839.37
Accounts Receivables	1,121,362.43	491,357.44	630,004.99
Unbilled services	839,770.66	740,586.30	99,184.36
Prepaid expenses	113,340.40	82,584.25	30,756.15
Inventory	493,378.87	405,592.28	87,786.59
<b>Total Current Assets</b>	<b>10,715,072.46</b>	<b>8,438,501.00</b>	<b>2,276,571.46</b>
<b>Non-Current Assets</b>			
Other Assets	50,377.05	53,317.34	(2,940.29)
<b>Total Non-Current Assets Excluding Capital</b>	<b>50,377.05</b>	<b>53,317.34</b>	<b>(2,940.29)</b>
<b>Capital Assets</b>			
Capital assets, not being depreciated	3,737,184.79	2,607,958.23	1,129,226.56
Capital assets, being depreciated	88,397,588.96	84,537,406.65	3,860,182.31
Accumulated Depreciation	(31,003,079.38)	(30,053,279.00)	(949,800.38)
<b>Total Capital Assets</b>	<b>61,131,694.37</b>	<b>57,092,085.88</b>	<b>4,039,608.49</b>
<b>DEFERRED OUTFLOWS OF RESORUCES</b>			
Deferred Other Post Employee Benefits	70,431.18	23,883.19	46,547.99
Deferred Pension Benefits	360,099.75	219,994.14	140,105.61
<b>Total Deferred Outflows of Resources</b>	<b>430,530.93</b>	<b>243,877.33</b>	<b>186,653.60</b>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>	<b>72,327,674.81</b>	<b>65,827,781.55</b>	<b>6,499,893.26</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts Payable	318,054.70	98,107.30	219,947.40
Accrued Expenses	152,694.78	3,456.60	149,238.18
Accrued wages and benefits	58,535.23	81,493.63	(22,958.40)
Accrued Interest Payable	150,476.51	148,857.97	1,618.54
Short-Term Debt	1,806,901.66	38,089.35	1,768,812.31
Current portion of LT Debt	1,037,540.91	950,997.80	86,543.11
<b>Total Current Liabilities</b>	<b>3,524,203.79</b>	<b>1,321,002.65</b>	<b>2,203,201.14</b>
<b>Non-Current Liabilities</b>			
Other Post Employee Benefits Liabilities	285,984.00	218,933.00	67,051.00
Net Pension Liability	839,659.00	640,280.00	199,379.00
Accrued Compensated Balances	433,078.80	74,960.59	358,118.21
Unamortized bond premium, less current	312,481.62	334,509.90	(22,028.28)
Long-Term Debt (Net)	24,136,477.15	23,155,227.93	981,249.22
<b>Total Non-Current Liabilities</b>	<b>26,007,680.57</b>	<b>24,423,911.42</b>	<b>1,583,769.15</b>
<b>TOTAL LIABILITIES</b>	<b>29,531,884.36</b>	<b>25,744,914.07</b>	<b>3,786,970.29</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred Credits	4,049,942.94	2,534,753.76	1,515,189.18
Deferred Other Post Employee Benefits	71,009.27	79,910.53	(8,901.26)
Deferred-Pension Benefits	87,303.15	140,443.84	(53,140.69)
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>4,208,255.36</b>	<b>2,755,108.13</b>	<b>1,453,147.23</b>
<b>NET POSITION</b>	<b>38,587,535.09</b>	<b>37,327,759.35</b>	<b>1,259,775.74</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b>72,327,674.81</b>	<b>65,827,781.55</b>	<b>6,499,893.26</b>

## KENNEBEC WATER DISTRICT

## MONTHLY INCOME STATEMENT FOR THE PERIOD ENDING JULY 31, 2025

	2025 JULY ACTUAL	2024 JULY ACTUAL	MONTHLY VARIANCE	2025 YTD ACTUAL	2024 YTD ACTUAL	YTD VARIANCE	2025 BUDGET	% OF BUDGET USED
<b>OPERATING REVENUES</b>								
METERED SALES RESIDENTIAL CUST	410,237	386,577	23,660	2,193,275	2,087,742	105,534	3,793,725	58%
METERED SALES COMMERCIAL CUST	105,319	103,530	1,789	712,379	675,255	37,124	1,227,034	58%
METERED SALES INDUSTRIAL CUST	178,756	130,918	47,838	1,037,429	848,649	188,780	1,042,117	100%
METERED SALES GOVERNMENTAL	22,738	19,152	3,586	120,838	110,665	10,173	201,094	60%
PUBLIC FIRE PROTECTION	222,110	211,053	11,057	666,330	633,160	33,170	894,866	74%
PRIVATE FIRE PROTECTION	88,905	82,620	6,285	265,568	247,851	17,717	350,297	76%
SALES FOR RESALE	26,284	18,153	8,131	127,606	108,091	19,515	206,417	62%
FORFEITED DISCOUNTS & PENALTIES	3,815	3,698	116	24,856	29,496	(4,640)	50,000	50%
MISC SERVICE REVENUE	13,456	5,035	8,422	43,405	57,295	(13,890)	43,900	99%
OTH WATER REVENUE (SALE READ)	6,927	-	6,927	33,179	26,252	6,927	52,500	63%
<b>TOTAL OPERATING REVENUES</b>	<b>1,078,547</b>	<b>961,186</b>	<b>117,360</b>	<b>5,225,516</b>	<b>4,825,756</b>	<b>399,760</b>	<b>7,861,950</b>	<b>66%</b>
<b>NON-OPERATING REVENUES</b>								
INTEREST & DIVIDEND INCOME	23,447	25,645	(2,198)	199,102	178,594	20,507	250,000	80%
MISCELLANEOUS INCOME/(LOSS)	547,592	1,382,559	(834,967)	1,106,183	1,582,392	(476,209)	244,500	452% <sup>a</sup>
<b>TOTAL NON-OPERATING REVENUES</b>	<b>571,039</b>	<b>1,408,204</b>	<b>(837,165)</b>	<b>1,305,285</b>	<b>1,760,986</b>	<b>(455,702)</b>	<b>494,500</b>	<b>264%</b>
<b>TOTAL REVENUES</b>	<b>1,649,586</b>	<b>2,369,390</b>	<b>(719,804)</b>	<b>6,530,801</b>	<b>6,586,742</b>	<b>(55,942)</b>	<b>8,356,450</b>	<b>78%</b>
<b>OPERATING EXPENSES</b>								
SALARIES & WAGES EMPLOYEES	193,211	179,441	13,770	1,210,922	1,183,519	27,404	2,216,350	55%
EMPLOYEE PENSIONS & BENEFITS	42,141	47,189	(5,048)	437,520	439,129	(1,609)	832,500	53%
PURCHASED POWER	35,983	27,836	8,147	223,890	191,666	32,224	311,560	72%
CHEMICALS	32,086	12,315	19,770	125,357	130,720	(5,363)	200,000	63%
MATERIALS & SUPPLIES	37,665	42,889	(5,224)	284,895	230,796	54,098	480,354	59%
CONTRACTUAL SERVICES	76,802	139,894	(63,092)	472,844	429,204	43,640	1,065,812	44%
RENTAL EXPENSE	326	982	(656)	1,837	2,002	(165)	7,175	26%
TRANSPORTATION EXPENSES	(16,755)	6,050	(22,805)	27,456	41,408	(13,952)	74,850	37%
INSURANCE	8,030	8,680	(650)	58,716	57,402	1,315	113,225	52%
TAXES OTH THAN INCOME	35,185	31,074	4,111	156,758	143,687	13,071	243,075	64%
MISCELLANEOUS EXPENSES	21,636	9,344	12,292	99,946	99,827	118	207,600	48%
<b>TOTAL OPERATING EXPENSES</b>	<b>466,309</b>	<b>505,694</b>	<b>(39,385)</b>	<b>3,100,140</b>	<b>2,949,360</b>	<b>150,780</b>	<b>5,752,501</b>	<b>54%</b>
<b>EARNINGS BEFORE INTEREST, TAXES, DEPR &amp; AMORT (EBITDA)</b>	<b>1,183,277</b>	<b>1,863,696</b>	<b>(680,419)</b>	<b>3,430,660</b>	<b>3,637,382</b>	<b>(206,722)</b>	<b>2,603,949</b>	<b>132%</b>

**KENNEBEC WATER DISTRICT**  
**MONTHLY INCOME STATEMENT FOR THE PERIOD ENDING JULY 31, 2025**

	2025 JULY ACTUAL	2024 JULY ACTUAL	MONTHLY VARIANCE	2025 YTD ACTUAL	2024 YTD ACTUAL	YTD VARIANCE	2025 BUDGET	% OF BUDGET USED
DEPRECIATION AND AMORTIZATION EXPENSE (NON-CASH ITEMS)	145,572	134,548	11,024	1,064,775	941,835	122,940	1,742,176	61%
<b>TOTAL DEPRECIATION AND AMORTIZATION</b>	<b>145,572</b>	<b>134,548</b>	<b>11,024</b>	<b>1,064,775</b>	<b>941,835</b>	<b>122,940</b>	<b>1,742,176</b>	<b>61%</b>
INTEREST EXP-LT DEBT	68,338	67,353	984	477,613	463,764	13,850	840,000	57%
<b>TOTAL INTEREST &amp; AMORTIZATION</b>	<b>68,338</b>	<b>67,353</b>	<b>984</b>	<b>477,613</b>	<b>463,764</b>	<b>13,850</b>	<b>840,000</b>	<b>57%</b>
<b>NET INCOME</b>	<b>969,367</b>	<b>1,661,795</b>	<b>(692,428)</b>	<b>1,888,272</b>	<b>2,231,784</b>	<b>(343,512)</b>	<b>21,773</b>	<b>8673%</b>

**COMMENTS ON SIGNIFICANT 2025 ITEMS**

**a Miscellaneous income includes:**

1. \$500K from a Kennebec County ARPA grant for the Ticonic Bridge project.
2. \$54,980 - Contribution in Aid of Construction

The District assumed ownership of infrastructure improvements in Winslow consisting of a water main extension on Partridge Lane, as well as additional services located on Danielson Street and Cushman Road. A new service on Oxford Street in Waterville is also included.

**Kennebec Water District  
Statement of Cash Flows  
For the Period Ending July 31, 2025**

<b>Cash Balance 06/30/2025</b>	<b>\$ 6,614,558.35</b>
Utility Billing Receipts	1,397,544.31
Payments to Vendors	(858,043.89)
Interest	23,447.13
Payroll	(237,499.49)
MMBB-Pay Req #3 Summer St	643,900.37
MMBB-Pay Req #4 Summer St	563,313.32
<b>Net Monthly Activity</b>	<b>\$ 1,532,661.75</b>

<b>Balance Sheet Cash Balance 07/31/2025</b>	<b>\$ 8,147,220.10</b>
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**Cash and Investment Accounts-Ending Balances**

Operating Checking Account TD Bank	2,906,897.59
Certificates of Deposit	5,237,305.51
Cash Drawers & Petty Cash & Deposits	3,017.00
<b>Cash Balance 07/31/2025</b>	<b>\$ 8,147,220.10</b>

**Reserve for Debt Payments**

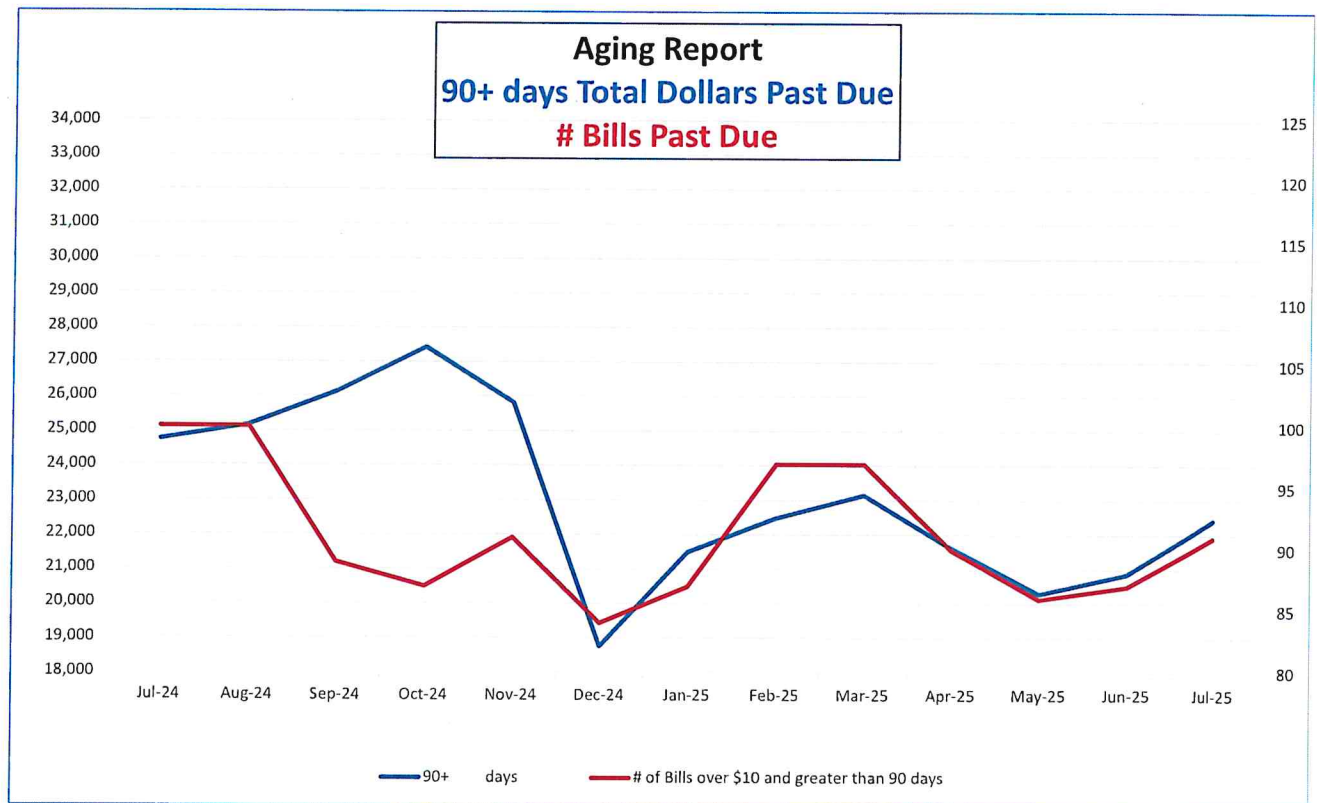
LESS RESERVE 2024 BOND PRINCIPAL	\$ 20,880.00
LESS RESERVE 2024 BOND INTEREST	\$ 4,240.92
LESS RESERVE 2025 BOND PRINCIPAL	\$ 27,222.39
LESS RESERVE 2024 BOND PRINCIPAL	\$ 20,880.00
LESS RESERVE 2024 BOND INTEREST	\$ 4,240.92
LESS RESERVE 2022 BOND PRINCIPAL	\$ 50,277.85
LESS RESERVE 2022 BOND INTEREST	\$ 9,610.49
LESS RESERVE 2022 BOND PRINCIPAL	\$ 36,198.55
LESS RESERVE 2022 BOND INTEREST	\$ 6,919.26
LESS RESERVE 2022 REVENUE BOND PRINCIPAL	\$ 425,000.00
LESS RESERVE 2022 REVENUE BOND INTEREST	\$ 710,268.76
LESS RESERVE 2021 BOND PRINCIPAL	\$ 32,661.64
LESS RESERVE 2021 BOND INTEREST	\$ 5,636.70
LESS RESERVE 2020 BOND PRINCIPAL	\$ 141,126.00
LESS RESERVE 2020 BOND INTEREST	\$ 23,649.69
LESS RESERVE 2020 BOND PRINCIPAL	\$ 23,692.00
LESS RESERVE 2020 BOND INTEREST	\$ 3,695.11
LESS RESERVE 2009 STIMULUS PRINC	\$ 7,168.71
LESS RESERVE 2011 BOND PRINCIPAL	\$ 72,181.00
LESS RESERVE 2011 BOND INTEREST	\$ 16,992.47
LESS RESERVE 2017 BOND PRINCIPAL	\$ 136,470.00
LESS RESERVE 2017 BOND INTEREST	\$ 17,307.78
<b>TOTAL CASH RESERVED BONDS</b>	<b>\$ 1,743,976.93</b>

<b>Uncommitted Balance</b>	<b>\$ 6,403,243.17</b>
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# Kennebec Water District

## AGING REPORT

	Current	31-60 days	61-90 days	90+ days	Total	# of Bills over \$10 and greater than 90 days
Jul-24	453,873	9,651	2,755	24,739	491,018	100
Aug-24	331,280	(7,584)	1,257	25,157	350,110	100
Sep-24	291,287	4,305	489	26,130	322,210	89
Oct-24	392,203	(6,165)	77	27,413	413,528	87
Nov-24	367,319	(4,185)	1,261	25,816	390,211	91
Dec-24	404,786	(2,704)	364	18,747	424,145	84
Jan-25	580,940	263	5,924	21,489	611,570	87
Feb-25	484,706	2,162	2,081	22,472	511,420	97
Mar-25	329,568	109,013	1,119	23,144	462,844	97
Apr-25	548,538	(1,904)	1,370	21,608	569,612	90
May-25	364,956	(3,400)	1,615	20,277	383,449	86
Jun-25	362,278	(3)	1,562	20,856	384,694	87
Jul-25	544,304	(2,086)	3,238	22,417	567,872	91



**Kennebec Water District  
Balance Sheet  
As of August 31, 2025**

	August 2025	August 2024	Variance
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash	9,245,173.20	7,468,261.15	1,776,912.05
Accounts Receivables	394,705.26	350,425.71	44,279.55
Unbilled services	839,770.66	740,586.30	99,184.36
Prepaid expenses	99,071.25	72,703.49	26,367.76
Inventory	504,633.13	482,559.84	22,073.29
<b>Total Current Assets</b>	11,083,353.50	9,114,536.49	1,968,817.01
<b>Non-Current Assets</b>			
Other Assets	50,133.38	53,070.42	(2,937.04)
<b>Total Non-Current Assets Excluding Capital</b>	50,133.38	53,070.42	(2,937.04)
<b>Capital Assets</b>			
Capital assets, not being depreciated	3,943,031.79	2,508,658.79	1,434,373.00
Capital assets, being depreciated	88,397,588.96	84,667,536.31	3,730,052.65
Accumulated Depreciation	(31,182,282.18)	(30,093,604.28)	(1,088,677.90)
<b>Total Capital Assets</b>	61,158,338.57	57,082,590.82	4,075,747.75
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Deferred Other Post Employee Benefits	70,431.18	23,883.19	46,547.99
Deferred Pension Benefits	360,099.75	219,994.14	140,105.61
<b>Total Deferred Outflows of Resources</b>	430,530.93	243,877.33	186,653.60
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>	<b>72,722,356.38</b>	<b>66,494,075.06</b>	<b>6,228,281.32</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts Payable	49,939.53	131,921.13	(81,981.60)
Accrued Expenses	11,532.26	968.60	10,563.66
Accrued wages and benefits	67,205.47	56,949.04	10,256.43
Accrued Interest Payable	220,651.03	218,511.49	2,139.54
Short-Term Debt	1,806,901.66	249,037.17	1,557,864.49
Current portion of LT Debt	1,037,491.30	950,972.89	86,518.41
<b>Total Current Liabilities</b>	3,193,721.25	1,608,360.32	1,585,360.93
<b>Non-Current Liabilities</b>			
Other Post Employee Benefits Liabilities	285,984.00	218,933.00	67,051.00
Net Pension Liability	839,659.00	640,280.00	199,379.00
Accrued Compensated Balances	433,774.66	75,346.19	358,428.47
Unamortized bond premium, less current	310,666.60	332,645.27	(21,978.67)
Long-Term Debt (Net)	24,393,559.26	23,631,574.98	761,984.28
<b>Total Non-Current Liabilities</b>	26,263,643.52	24,898,779.44	1,364,864.08
<b>TOTAL LIABILITIES</b>	<b>29,457,364.77</b>	<b>26,507,139.76</b>	<b>2,950,225.01</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred Credits	3,988,966.51	2,511,288.87	1,477,677.64
Deferred Other Post Employee Benefits	71,009.27	79,910.53	(8,901.26)
Deferred-Pension Benefits	87,303.15	140,443.84	(53,140.69)
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>4,147,278.93</b>	<b>2,731,643.24</b>	<b>1,415,635.69</b>
<b>NET POSITION</b>	<b>39,117,712.68</b>	<b>37,255,292.06</b>	<b>1,862,420.62</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b>72,722,356.38</b>	<b>66,494,075.06</b>	<b>6,228,281.32</b>

**KENNEBEC WATER DISTRICT**

**MONTHLY INCOME STATEMENT FOR THE PERIOD ENDING AUGUST 31, 2025**

	2025 AUGUST ACTUAL	2024 AUGUST ACTUAL	MONTHLY VARIANCE	2025 YTD ACTUAL	2024 YTD ACTUAL	YTD VARIANCE	2025 BUDGET	% OF BUDGET USED
<b>OPERATING REVENUES</b>								
METERED SALES RESIDENTIAL CUST	287,727	268,478	19,249	2,481,002	2,356,220	124,782	3,793,725	65%
METERED SALES COMMERCIAL CUST	85,706	84,218	1,488	798,085	759,473	38,612	1,227,034	65%
METERED SALES INDUSTRIAL CUST	215,891	147,026	68,864	1,253,320	995,676	257,644	1,042,117	120%
METERED SALES GOVERNMENTAL	15,888	12,946	2,942	136,727	123,611	13,116	201,094	68%
PUBLIC FIRE PROTECTION	-	-	-	666,330	633,160	33,170	894,866	74%
PRIVATE FIRE PROTECTION	-	-	-	265,568	247,851	17,717	350,297	76%
SALES FOR RESALE	37,722	17,974	19,748	165,328	126,065	39,263	206,417	80%
FORFEITED DISCOUNTS & PENALTIES	3,088	3,738	(650)	27,944	33,234	(5,291)	50,000	56%
MISC SERVICE REVENUE	3,972	5,729	(1,757)	47,378	63,024	(15,647)	43,900	108%
OTH WATER REVENUE (SALE READ)	6,199	13,126	(6,927)	39,378	39,378	-	52,500	75%
<b>TOTAL OPERATING REVENUES</b>	<b>656,243</b>	<b>553,687</b>	<b>102,556</b>	<b>5,881,759</b>	<b>5,379,443</b>	<b>502,316</b>	<b>7,861,950</b>	<b>75%</b>
<b>NON-OPERATING REVENUES</b>								
INTEREST & DIVIDEND INCOME	28,947	28,856	91	228,049	207,451	20,598	250,000	91%
MISCELLANEOUS INCOME/(LOSS)	467,348	(29,909)	497,257	1,573,531	1,549,343	24,188	244,500	644% a
<b>TOTAL NON-OPERATING REVENUES</b>	<b>496,295</b>	<b>(1,053)</b>	<b>497,348</b>	<b>1,801,580</b>	<b>1,756,794</b>	<b>44,786</b>	<b>494,500</b>	<b>364%</b>
<b>TOTAL REVENUES</b>	<b>1,152,538</b>	<b>552,634</b>	<b>599,904</b>	<b>7,683,339</b>	<b>7,136,236</b>	<b>547,102</b>	<b>8,356,450</b>	<b>92%</b>
<b>OPERATING EXPENSES</b>								
SALARIES & WAGES EMPLOYEES	174,859	173,493	1,366	1,385,781	1,357,012	28,770	2,216,350	63%
EMPLOYEE PENSIONS & BENEFITS	68,901	60,652	8,249	506,421	499,782	6,640	832,500	61%
PURCHASED POWER	40,122	29,200	10,923	264,012	220,866	43,146	311,560	85% b
CHEMICALS	22,666	25,887	(3,221)	148,023	156,607	(8,584)	200,000	74%
MATERIALS & SUPPLIES	40,896	33,880	7,016	325,790	264,676	61,114	480,354	68%
CONTRACTUAL SERVICES	48,721	47,344	1,377	521,565	476,548	45,017	1,065,812	49%
RENTAL EXPENSE	-	145	(145)	1,837	2,147	(310)	7,175	26%
TRANSPORTATION EXPENSES	5,593	4,061	1,533	33,050	45,469	(12,419)	74,850	44%
INSURANCE	8,030	7,677	353	66,746	61,939	4,807	113,225	59%
TAXES OTH THAN INCOME	16,048	15,317	732	172,806	159,004	13,802	243,075	71%
MISCELLANEOUS EXPENSES	8,662	24,814	(16,152)	108,608	124,641	(16,033)	207,600	52%
<b>TOTAL OPERATING EXPENSES</b>	<b>434,498</b>	<b>422,469</b>	<b>12,029</b>	<b>3,534,639</b>	<b>3,368,689</b>	<b>165,949</b>	<b>5,752,501</b>	<b>61%</b>
<b>EARNINGS BEFORE INTEREST, TAXES, DEPR &amp; AMORT (EBITDA)</b>	<b>718,040</b>	<b>130,165</b>	<b>587,875</b>	<b>4,148,700</b>	<b>3,767,547</b>	<b>381,153</b>	<b>2,603,949</b>	<b>159%</b>

**KENNEBEC WATER DISTRICT**  
**MONTHLY INCOME STATEMENT FOR THE PERIOD ENDING AUGUST 31, 2025**

	2025 AUGUST ACTUAL	2024 AUGUST ACTUAL	MONTHLY VARIANCE	2025 YTD ACTUAL	2024 YTD ACTUAL	YTD VARIANCE	2025 BUDGET	% OF BUDGET USED
DEPRECIATION AND AMORTIZATION EXPENSE (NON-CASH ITEMS)	123,526	134,868	(11,342)	1,188,301	1,076,703	111,598	1,742,176	68%
<b>TOTAL DEPRECIATION AND AMORTIZATION</b>	<b>123,526</b>	<b>134,868</b>	<b>(11,342)</b>	<b>1,188,301</b>	<b>1,076,703</b>	<b>111,598</b>	<b>1,742,176</b>	<b>68%</b>
INTEREST EXP-LT DEBT	68,310	67,764	546	545,923	531,528	14,396	840,000	65%
<b>TOTAL INTEREST &amp; AMORTIZATION</b>	<b>68,310</b>	<b>67,764</b>	<b>546</b>	<b>545,923</b>	<b>531,528</b>	<b>14,396</b>	<b>840,000</b>	<b>65%</b>
<b>NET INCOME</b>	<b>526,203</b>	<b>(72,467)</b>	<b>598,671</b>	<b>2,414,475</b>	<b>2,159,316</b>	<b>255,159</b>	<b>21,773</b>	<b>11089%</b>

**COMMENTS ON SIGNIFICANT 2025 ITEMS**

- a** The first installment of the 3M PFAS settlement in the amount of \$451,603.88 was received in August. These funds have been set aside in a separate CD for PFAS mitigation.
- b** Purchase power is up due to the increased production from Huhtamaki. Industrial revenues are 120% of the 2025 budget and 26% greater than the year to date revenues from 2024.

**Kennebec Water District  
Statement of Cash Flows  
For the Period Ending August 31, 2025**

<b>Cash Balance 07/31/2025</b>	<b>\$ 8,147,220.10</b>
Utility Billing Receipts	1,410,662.21
Payments to Vendors	(854,944.14)
Interest	28,947.12
Payroll	(195,398.08)
MMBB-Final Pay Req Pleasant Street	257,082.11
PWS 2 PFAS Settlement	451,603.88
<b>Net Monthly Activity</b>	<b>\$ 1,097,953.10</b>

<b>Balance Sheet Cash Balance 08/31/2025</b>	<b>\$ 9,245,173.20</b>
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**Cash and Investment Accounts-Ending Balances**

Operating Checking Account TD Bank	1,528,930.95
Certificates of Deposit	7,713,225.25
Cash Drawers & Petty Cash & Deposits	3,017.00
<b>Cash Balance 08/31/2025</b>	<b>\$ 9,245,173.20</b>

**Reserve for Debt Payments**

LESS RESERVE 2025 BOND PRINCIPAL	\$ 67,544.99
LESS RESERVE 2025 BOND INTEREST	\$ 19,625.75
LESS RESERVE 2025 BOND PRINCIPAL	\$ 27,222.39
LESS RESERVE 2024 BOND PRINCIPAL	\$ 20,880.00
LESS RESERVE 2024 BOND INTEREST	\$ 4,240.92
LESS RESERVE 2024 BOND PRINCIPAL	\$ 20,880.00
LESS RESERVE 2024 BOND INTEREST	\$ 4,240.92
LESS RESERVE 2022 BOND PRINCIPAL	\$ 50,277.85
LESS RESERVE 2022 BOND INTEREST	\$ 9,610.49
LESS RESERVE 2022 BOND PRINCIPAL	\$ 36,198.55
LESS RESERVE 2022 BOND INTEREST	\$ 6,919.26
LESS RESERVE 2022 REVENUE BOND PRINCIPAL	\$ 425,000.00
LESS RESERVE 2022 REVENUE BOND INTEREST	\$ 710,268.76
LESS RESERVE 2021 BOND PRINCIPAL	\$ 32,661.64
LESS RESERVE 2021 BOND INTEREST	\$ 5,636.70
LESS RESERVE 2020 BOND PRINCIPAL	\$ 141,126.00
LESS RESERVE 2020 BOND INTEREST	\$ 23,649.69
LESS RESERVE 2020 BOND PRINCIPAL	\$ 23,692.00
LESS RESERVE 2020 BOND INTEREST	\$ 3,695.11
LESS RESERVE 2017 BOND PRINCIPAL	\$ 136,470.00
LESS RESERVE 2017 BOND INTEREST	\$ 17,307.78
LESS RESERVE 2011 BOND PRINCIPAL	\$ 72,181.00
LESS RESERVE 2011 BOND INTEREST	\$ 16,992.47
LESS RESERVE 2009 STIMULUS PRINC	\$ 7,168.71
<b>TOTAL CASH RESERVED BONDS</b>	<b>\$ 1,883,490.98</b>

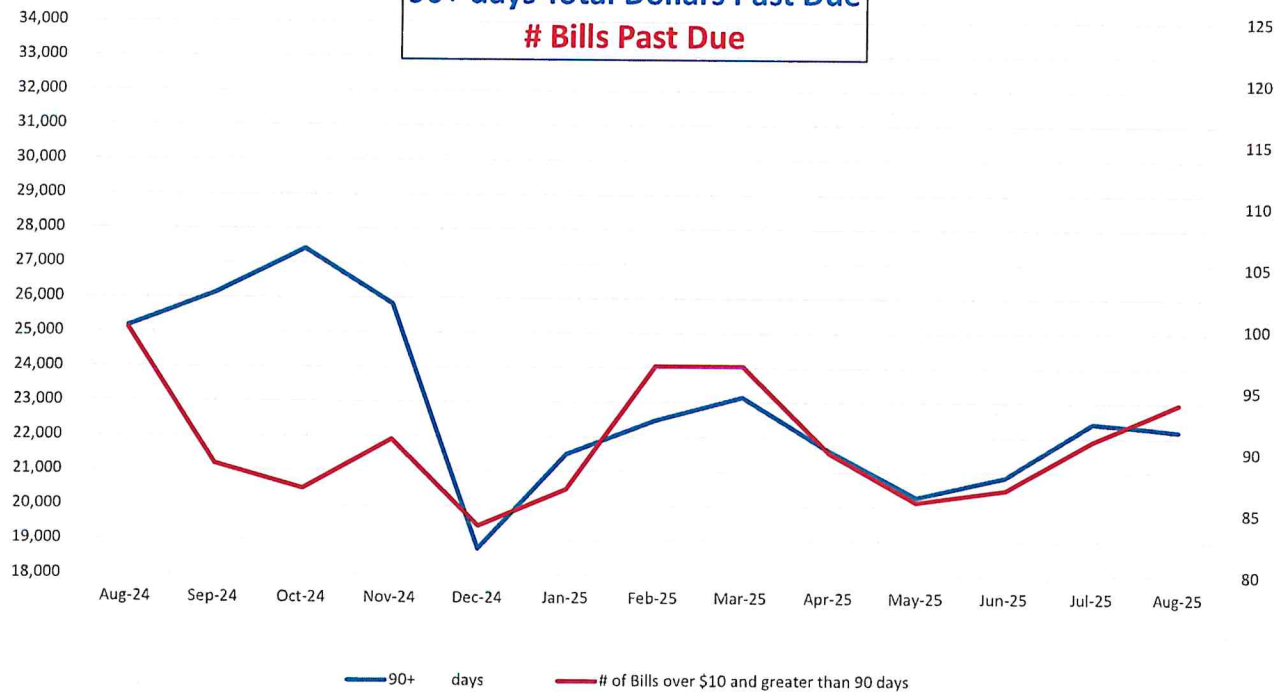
<b>Uncommitted Balance</b>	<b>\$ 7,361,682.22</b>
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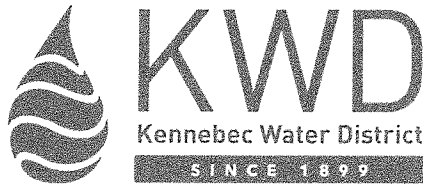
# Kennebec Water District

## AGING REPORT

	Current	31-60 days	61-90 days	90+ days	Total	# of Bills over \$10 and greater than 90 days
Aug-24	331,280	(7,584)	1,257	25,157	350,110	100
Sep-24	291,287	4,305	489	26,130	322,210	89
Oct-24	392,203	(6,165)	77	27,413	413,528	87
Nov-24	367,319	(4,185)	1,261	25,816	390,211	91
Dec-24	404,786	(2,704)	364	18,747	424,145	84
Jan-25	580,940	263	5,924	21,489	611,570	87
Feb-25	484,706	2,162	2,081	22,472	511,420	97
Mar-25	329,568	109,013	1,119	23,144	462,844	97
Apr-25	548,538	(1,904)	1,370	21,608	569,612	90
May-25	364,956	(3,400)	1,615	20,277	383,449	86
Jun-25	362,278	(3)	1,562	20,856	384,694	87
Jul-25	544,304	(2,086)	3,238	22,417	567,872	91
Aug-25	377,553	(3,611)	1,454	22,194	397,590	94

### Aging Report 90+ days Total Dollars Past Due # Bills Past Due





# MEMO

September 18, 2025

**To:** Kennebec Water District Board of Trustees

**From:** Matt Zetterman, Engineering Manager; Max Kenney, Senior Project Manager

**Cc:** Roger Crouse, General Manager

**Subject:** Request for Approval of Proposed Correction of Non-Conforming Services Policy

## **Need/Background:**

The Kennebec Water District (KWD) has dozens of water services that do not comply with the District's current Terms and Conditions. These services are referred to as "non-conforming" services. In some cases, services that were once compliant have become non-conforming due to changes in rules or standards. In other instances, services were originally allowed despite being non-conforming, often due to cost constraints or other considerations.

Correcting these non-conforming services is important because they pose operational and revenue collection challenges and barriers to future development. Some non-conforming services have been corrected when new developments occur or when the water mains feeding the services have been replaced. However, most non-conforming services will likely not be addressed through these methods. Generally, the non-conforming services do not meet the requirements outlined in Section 2.4 of our Terms and Conditions:

*Each customer account and parcel will have a separate service line originating at a Utility owned water main and shutoff valve in accordance with the Utility's construction standards. The Customer shall pay for, install, own, and maintain the Customer's portion of the service pipe. If a public/private way or adjacent property/parcel must be crossed by the Customer's portion of the service pipe, the crossing must be legally and permanently accessible by the Customer and approved by the Utility.*

A common example of a non-conforming service situation is a single water service at the KWD owned water main that splits after it reaches private property to serve two customers. While we can provide both customers with water this way, when one customer needs to be turned off (e.g. for non-payment or a leak on the private line), there is often no good way to leave the second customer with water.

## **Correcting Non-Conforming Services**

Existing customers generally have little incentive to invest their own resources to correct the non-conforming services because it is KWD's responsibility to continue providing water to the customer (assume the customer pays for the service) regardless of the complexity of the service. Water main replacements will address some of these issues in the future, but this approach might delay the correction for decades.

To correct the existing non-conforming services in a timelier fashion, we are seeking Trustee approval of the attached Policy for Correcting Non-Conforming Services with KWD Funds. The policy will allow us to

be consistent with our approach and to prioritize the highest priority services. An annual funding allotment (approved as part of the annual budget) will enable KWD staff (and contractors where necessary) to modify several services each year. The actual number of projects that are completed on an annual basis would be dictated by the scale of the projects identified and the amount of money allocated during the capital budget.

**Request:**

We are requesting Trustee approval of the proposed Policy for Correcting Non-Conforming Services with KWD Funds.



## **Policy for Correcting Non-Conforming Services with KWD Funds**

**PURPOSE:** To standardize KWD's approach for correcting non-conforming water services using KWD funds. Non-conforming services create risks for KWD including operational and revenue collection challenges and barriers to future development.

**SCOPE:** This policy applies to services and private mains that don't meet the requirements of KWD's Terms and Conditions or Chapter 65 of the Maine PUC rules. Correction of non-conforming service in conjunction with a KWD water main replacement project are generally financially supported through the larger project funding and are generally independent of this policy.

**OWNER:** Board of Trustees

### **RESPONSIBILITIES:**

1. Board of Trustees: Approve annual budget appropriation associated with this policy.
2. Service Manager and Senior Project Manager: Responsible for maintaining a list of non-conforming services.
3. Service Manager, Senior Project Manager, Distribution Manager, and Engineering Manager: Responsible for reviewing and selecting projects on an annual basis based on the funding allocated in the budget for correcting non-conforming services.

### **DEFINITIONS:**

1. Non-Conforming Service: Services and private mains that don't meet the requirements of KWD's Terms and Conditions or Chapter 65 of the Maine PUC rules.

### **POLICY/PROCEDURE:**

While KWD may address non-conforming services during water main replacement projects, KWD, and the effected customers, would benefit from a regular effort to rectify non-conforming services outside of main replacement projects. To be consistent in identifying and prioritizing potential non-conforming service projects to invest in, the following criteria, priorities, and exclusions are identified below.

#### Funding

As part of the annual budget development process, the Engineering Manager will work with the Finance and General Managers to develop a budget request for Trustees to consider. Trustees may approve, modify, or deny the annual budget request. However, the appropriation will not be designated to specific projects. The Engineering Manager and Senior Project Manager, with approval of the General Manager, will recommend specific projects to be funded during the budget period. KWD will not require a cost share with the impacted customers other than for project components listed below. When the

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use of a third-party contractor is necessary, Trustees need to approve the specific contract amount if the contract will exceed the General Manager procurement approval threshold (See Procurement Policy).

Appropriated funds not used during the budget period will lapse.

#### Prioritization

KWD will prioritize non-conforming service projects that meet the criteria below. These projects will be considered high priority projects:

- Improve KWD's ability to support water service for future customers
- Improve KWD's ability to loop the existing water distribution system
- Impacts more than two customers
- There's an immediate impact where one or more existing customers could lose water service

#### Exceptions:

- There are no viable high priority projects due to lack of interest from the impacted customers or there is insufficient funding
- A customer is willing to make a meaningful financial contribution for the improvement of the service

#### Exclusions

KWD will not use ratepayer funds to fund the following:

- Projects that allow a new customer requesting service to avoid paying for a main extension
- Upsize water mains to support increased demands of a customer

#### Project Components Generally Requiring Customer Cost Share

Project requiring the following will generally require customers to pay for a significant portion of these project components:

- Structures for master metering projects
- Easements through private property
- Internal plumbing modifications
- Water service installation outside of a public way or KWD owned easement area

#### **ASSOCIATED DOCUMENTS:**

KWD's Terms and Conditions

#### **SUPERCEDED DOCUMENTS:**

#### **REVISION LOG:**

Section	Page	Revision	Date	Description Of Change	Approved By
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**APPENDICES:**

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# MEMO

September 18, 2025

**To:** Kennebec Water District Board of Trustees

**From:** Matt Zetterman, Engineering Manager; Max Kenney, Senior Project Manager

**Cc:** Roger Crouse, General Manager

**Subject:** Request for Approval of Proposed *Subsidizing the Cost of New Water Service Installation* Policy

## **Need/Background:**

Over the past several years, KWD has received 20-30 serious new water service inquiries annually from people and organizations interested in obtaining water service from KWD for properties that have not had water service in the past. Of these inquiries less than half proceed with installations and become customers.

While several factors may influence a customer's decision not to proceed with water service installation, KWD staff consistently hear that cost is a major barrier. Notably, customers often find installations in more rural areas of the system prohibitively expensive; areas where there are large amounts of developable land, and areas where increased water turnover would be beneficial to water quality.

Our proposed *Subsidizing the Cost of New Water Service Installation* policy looks to reduce the financial barrier for customers to obtain KWD water service without adding any direct cost to the existing ratepayers. The policy would remove the cost of KWD labor during regular business hours, idle equipment time, and material markups currently charged to customers when KWD services are rendered for service line installations.

The policy proposes subsidies based on whether the property is located within or outside of a Maine Department of Transportation (DOT) Urban Compact zone<sup>1</sup>. Because Maine DOT does not issue highway opening permits to private property owners and contractors, the utility owner (KWD in this case) is required to obtain the necessary Maine DOT permits and is ultimately responsible for restoration within the right-of-way. As a result, KWD generally requires property owners to contract directly with KWD to complete the water service line installations from the water main to the property line.

For properties located within a Maine DOT Urban Compact zone, KWD generally requires property owners to contract with KWD to complete the tap at the KWD owned water main. This reduces risk for the property owner, their contractor, and KWD when handling often very old water mains. In these cases, the property owner is required to hire a contractor to complete the water service line installation from the water main to the establishment and obtain all necessary road opening permits from the municipality.

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<sup>1</sup> Urban Compact Zone: Urban areas where state roads are maintained by the municipality instead of Maine DOT.

KWD expends resources on every service inquiry received, often several hours of customer communications, service sizing, cost estimating, site visits, and existing infrastructure investigation. KWD realizes no value if a property owner decides not to proceed with a service line installation. The proposed *Subsidizing the Cost of New Water Service Installation* policy seeks to gain more long-term KWD customers and improve water quality within the existing distribution system by having more turnover in the far-reaching areas of our communities served.

**Request:**

We are requesting Trustee approval of the proposed *Subsidizing the Cost of New Water Service Installation* policy.



## **Policy for Subsidizing the Cost of New Water Service Installation**

**PURPOSE:** To encourage new water service installations in areas already served by KWD by reducing KWD costs assessed to the customer.

**SCOPE:** This policy applies to new customer requested water service installations associated with an existing KWD owned water main. This policy does not apply in situations where the new service is being installed as part of a public water main extension.

**OWNER:** Board of Trustees

### **RESPONSIBILITIES:**

1. Senior Project Manager – The senior project manager is generally the lead point of contact with customers and develops estimated and actual cost summaries.
2. Distribution Manager – The distribution manager is responsible for ensuring accurate KWD labor, materials, inventory, equipment and third party cost tracking on service installations.
3. Finance Manager – The finance manager is responsible for invoicing customers and tracking payments.

### **DEFINITIONS:**

1. Customer – The individual/entity requesting water service or their representative.
2. Urban Compact - Areas designated by Maine DOT where municipalities are responsible for road maintenance including the issuance of road opening permits. Areas outside of the urban compact are the responsibility of Maine DOT and are highlighted on the District's GIS.
3. Pipe Tapping/Tap - A connection made to an existing pressurized water main to provide a new water service to a property. This includes the labor to tap the main and the fitting (the corporation stop) that connects to the main.

### **POLICY/PROCEDURE:**

#### **General**

All subsidies are at the sole discretion of KWD.

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Estimated and final subsidies will be stated in the initial cost estimate and the final invoice, respectively.

KWD's subsidy for new water services depends on the size and location (inside or outside of the urban compact area) of the service. The breakdown of these scenarios is as follows:

### **Within the Urban Compact**

KWD generally requires all taps 2-inches and smaller to be installed by KWD personnel. (Excavation work associated with the tap is completed by a KWD approved contractor hired by the customer.) KWD will develop flat rate tapping fees that includes the average cost of equipment and inventory for 1-inch, 1.5-inch, and 2-inch taps. The tapping fee will be reviewed annually and adjusted to reflect increases or decreases in costs. Exceptions to the 2-inch and smaller requirement may include circumstances in which the customer also needs a larger tap (e.g. a fire service tap).

Taps larger than 2 inches are to be installed by a KWD approved contractor hired by the customer.

For all tap sizes, the excavation for the tap and service line, as well as the installation of the service line will be done by a KWD approved contractor hired by the customer.

### Subsidy

- When developing flat rate tapping fees, KWD will waive KWD labor costs incurred during normal business hours for labor associated with the tap installation.
- KWD will not charge for labor costs incurred during normal business hours associated with engineering inspection and testing of water services over 2 inches (including services 2 inches and smaller when done by a third-party contractor associated with a larger tap).
- There will be no markup on KWD purchased inventory and materials.

### Conditions

- Flat rate tapping fees shall include the equipment costs for an average tap (not intended to include excavation equipment).
- Both for the purpose of calculating tapping fees, and for all other equipment charges, KWD equipment will be charged based on the time it is used, not the time it is on site. A minimum of one hour use shall apply to all equipment utilized to complete the work.
- KWD's tapping, inspection, and testing services do not include excavation, pavement/site restoration, or obtaining local road opening permits.

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## Outside of the Urban Compact

Because customers and contractors generally cannot obtain Maine DOT road opening permits outside the urban compact, the responsibility for road opening permits and roadway restoration belongs to KWD. As a result, KWD generally performs all taps and service line installations (2-inches and smaller) from the water main to property line. Larger taps and service line installations are performed by a KWD approved contractor hired by the customer. (KWD staff perform inspection and bacteria testing services on taps and services installed by others.) Exceptions to the 2-inch and smaller installation requirement may include circumstances in which the customer also needs a larger tap (e.g. a fire service tap).

## Subsidy

- KWD will waive the KWD labor costs incurred during normal business hours for labor or inspection time.
- KWD equipment will be charged based on the time it is used, not the time it is on site. A minimum of one hour use shall apply to all equipment utilized to complete the work.
- When District staff resources are available KWD may provide flagging services as required to complete the water service installation from the water main to the property line at no additional cost. (Customer will pay for all contracted flagging services.)
- There will be no markup on inventory and materials.
- Third party contractors or expenses incurred by KWD will be charged to the customer at cost with no markup.

## Conditions

- All other expenses will be paid by the customer.

## ASSOCIATED DOCUMENTS:

## SUPERCEDED DOCUMENTS:

## REVISION LOG:

Section	Page	Revision	Date	Description Of Change	Approved By

Title: Policy for Subsidizing the Cost of New Water Service Installation  
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**APPENDICES:**

Title: Policy for Subsidizing the Cost of New Water Service Installation  
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Revision:



# MEMO

September 18, 2025

**To:** Kennebec Water District Board of Trustees

**From:** Roger Crouse, General Manager; Frank Richards, Board President; Allan Fuller, Trustee

**Subject:** Salary Administration Policy Modifications

**Need/Background:**

The Board of Trustees adopted KWD's first salary administration policy in September 2020. Initially this policy only applied to full-time, non-union employees but in September 2022 it was modified to apply to all full-time employees. The policy has been an effective means of employee recruitment and retention.

One of the provisions of the policy is to solicit a compensation market rate comparison every three to five years. In March 2025, KWD entered into an agreement with Career Management Associates (CMA) to conduct a compensation study. Representatives of the Board of Trustees and KWD staff (both management and front-line staff) participated in a workgroup to review CMA's work. Recommended changes were presented to, and discussed with, the workgroup in August 2025.

**General Guidelines:**

As the process of evaluating the existing pay structure with market rates began, we realized there were many parameters that could be adjusted. To avoid dramatic changes, which might cause confusion and uncertainty about the benefits, we identified the following general guidelines:

1. Don't reinvent the wheel. Adjust the existing matrix to avoid a possibly complex and confusing transition to a brand-new system.
2. Avoid seeking perfection and recognize the limitations of the process. Where deviations between current pay rates and market rates exist, make measured adjustments that bring pay rates closer to market rates even if some proposed pay rates are not completely aligned with the market rate.
3. Where possible, keep adjustments to non-exempt and exempt matrices similar.
4. Where pay grade advancements are appropriate, limit the advancements to one pay grade.
5. No positions are to be downgraded.
6. Balance the desire to pay employees at or above market rates with the impact on KWD ratepayers.

**Study Summary:**

CMA compiled market compensation data from multiple reliable sources to determine consensus market rates for each position based on KWD compensation policy and guidelines. On a high level, this analysis revealed that most non-exempt positions are currently near market rates while most exempt positions are below the market rates. Figures 1 and 2 show the current pay structure with the approximate location of the market rate highlighted in yellow. Ideally, the market rate would be located at the mid-point of the matrix. Figure 1 shows that the market rates are near (within two steps of) the

midpoint of most of the non-exempt salary ranges. Figure 2 shows that most market rates for exempt positions are near the high point of the salary ranges.

#### **Proposed Changes:**

Following the general guidelines, the following changes to the salary matrices are proposed:

1. Increase the salary range of each pay grade. Each pay grade has an associated salary range spread over multiple steps (10 for non-exempt and 12 for exempt). CMA recommended increasing the salary ranges for non-exempt and exempt employees to approximately 40 and 50 percent, respectively. This aligns with the recommendation from our 2020 consultant. However, in 2020 we determined a 30 and 40 percent range (non-exempt and exempt, respectively) was a good starting point to balance employee pay with ratepayer impacts. To maintain consistency between the matrices, the proposed changes include three additional steps to each matrix resulting in 42 and 54 percent salary ranges (and 13 and 15 steps) for non-exempt and exempt positions, respectively.
2. Advance positions one pay grade. While the additional steps in the pay range generally moved the market rate closer to the midpoint, the market rate for two non-exempt positions and eight exempt positions remained above the market rate. To further move the market rate towards the midpoint, these 10 positions were advanced by one pay grade.
3. Shift the Exempt Matrix Upward. Advancing the eight exempt positions by one pay grade successfully moved the market rate closer to the midpoint. However, these positions remained above the midpoint. CMA proposed shifting the matrix upward by one step (delete the values in step 1 and relabel steps 2 through 15 as 1 through 14 and adding a new step 15.) This further shifted the market rate towards the midpoint.
4. Advance the Engineering Manager one additional pay grade. While the above actions brought most exempt positions into a more favorable position compared to the market, the market rate for the Engineering Manager position remained at the top of the pay range. Therefore, we recommend that this position advance one additional pay grade (Pay Grade I).

Figures 3 and 4 illustrate the proposed changes to the salary matrices.

While some discrepancies remain between market rates and proposed pay rates, these proposed changes put KWD's salary schedule in closer alignment with the market and are effective steps forward.

#### **Implementation and Financial Impacts**

The changes proposed above, as well as other improvements to the Salary Administration policy, can be found in the attached draft revision to the Salary Administration Policy. If approved, the proposed changes would be implemented at the end of 2025. Employees in positions advanced one or more pay grades would be placed in a step in the new grade closest to, but higher than their current step.

On the first of January 2026, all employees will be advanced by one pay step.

Financial impacts include:

1. Immediate Impacts. Employees that advance to a higher pay grade will effectively see a 1+ step increase at the start of 2026. Other employees currently at the top of their pay grades will now be eligible for another pay step. Including an estimated COLA of 2.5 percent, the salary and non-salary impacts of these changes is roughly \$31,000 (impacting the 2026 budget).

2. Longer Term Impacts.

- a. The expansion of the salary ranges from 30 and 40 percent to 42 and 54 percent, will have longer term impacts on KWD ratepayers. Actual impacts will depend upon the number of employees that advance beyond the historic 10 and 12 steps (non-exempt and exempt, respectively). Therefore, it is difficult to quantify impacts for a specific year. However, assuming all employees were at the top of their existing pay grade, the one-year salary and non-salary impacts of advancing all employees one additional pay grade would be roughly \$86,000 (this includes a COLA of 2.5% but does not include overtime hours).
- b. Advancing positions with one higher pay grade results in a higher earning potential for employees at the top of their pay grade.

KWD's 2025 salary and wages budget is \$2.2 million.

We believe that this modest increase in wages will keep KWD in a strong position for recruitment and retention of exceptional employees. Our employees are the foundation of success in reliably delivering high quality water to our customers.

**Request:**

We are requesting Board of Trustee approval of the changes to the Salary Administration Policy which includes the changes proposed through the CMA compensation study.

Figure 1

# CURRENT PAY STRUCTURE

## Non-Exempt Roles

VERSION 1

EXHIBIT 1A

Step Increase Percentage: 2.95%

COLA: 2.40%

NON-EXEMPT PAY STRUCTURE														
GRADE	POSITION TITLE	1	2	3	4	5	6	7	8	9	10	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value
1		\$ 17.03	\$ 17.53	\$ 18.04	\$ 18.59	\$ 19.12	\$ 19.69	\$ 20.28	\$ 20.87	\$ 21.48	\$ 22.12	30%	7%	
2	Office Associate I	\$ 18.23	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.47	\$ 21.07	\$ 21.70	\$ 22.33	\$ 22.99	\$ 23.66	30%	7%	\$ 21.76
3	Distribution Technician I	\$ 19.50	\$ 20.06	\$ 20.65	\$ 21.27	\$ 21.89	\$ 22.54	\$ 23.21	\$ 23.90	\$ 24.60	\$ 25.32	30%	7%	\$ 22.38
4	Meter System Technician	\$ 20.86	\$ 21.47	\$ 22.11	\$ 22.76	\$ 23.43	\$ 24.12	\$ 24.83	\$ 25.57	\$ 26.33	\$ 27.10	30%	7%	
5	Office Associate II	\$ 22.32	\$ 22.98	\$ 23.65	\$ 24.35	\$ 25.08	\$ 25.82	\$ 26.57	\$ 27.36	\$ 28.16	\$ 28.99	30%	7%	\$ 24.91
	Service Technician	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	30%	7%	\$ 26.10
6	Distribution Technician II	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	30%	7%	\$ 26.04
	Treatment Technician I	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	30%	7%	\$ 26.90
7	Distribution Technician III	\$ 25.55	\$ 26.31	\$ 27.08	\$ 27.88	\$ 28.70	\$ 29.55	\$ 30.42	\$ 31.32	\$ 32.25	\$ 33.20	30%	7%	\$ 30.78
8	Treatment Technician II	\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52	30%	7%	\$ 30.84
	Treatment Supervisor	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00	30%	7%	\$ 37.97
9	Engineering Technician	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00	30%	7%	\$ 34.04
	Distribution Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	30%	7%	\$ 36.83
10														
NOTES:		Market Data Effective Date: 7.1.2025.												

NOTES: Market Data Effective Date 7.1.2025

### Observations:

- Five (5) jobs with Market Values above Midpoint
- One (1) job with Market Value at Top Step (Max)
- Range Spread is narrow at 30%. Minimum of 40% typically recommended.

NON-EXEMPT EMPLOYEES	
AT MAX	NEAR MAX
7 NE	3 NE
53% At Max or Near Max	

Near Max = Top 2 Steps

**Midpoint** is the central value of a salary range. Calculated as the average between the grade minimum and maximum rates.

To ensure **Market Competitiveness**, jobs should ideally be assigned to the pay grade having a **Midpoint closest to the job's 50<sup>th</sup> Percentile Market Rate**. [Steps 5 or 6 in Non-Exempt Structure]

The 50<sup>th</sup> Percentile (P50) is typically considered to be the target **Market Rate**.

**Yellow Highlight** indicates the step value closest to the 50<sup>th</sup> Percentile (Median) base pay Market Rate for each role.

**Red Box** indicates the Midpoint of each pay structure. Ideally, the Market Rate for each role would be aligned with Midpoint.

# CURRENT PAY STRUCTURE

## Exempt Roles

Figure 2

VERSION 1

EXHIBIT 2A

Step Increase Percentage: 3.11%

COLA: 2.40%

GRADE	POSITION TITLE	1	2	3	4	5	6	7	8	9	10	11	12	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value
A	Facilities & Fleet Coordinator	\$ 52,416	\$ 54,038	\$ 55,723	\$ 57,470	\$ 59,238	\$ 61,090	\$ 62,982	\$ 64,938	\$ 66,934	\$ 69,056	\$ 71,204	\$ 73,403	40%	8%	\$ 61,987
B	Assistant Engineer	\$ 56,597	\$ 58,365	\$ 60,174	\$ 62,046	\$ 63,981	\$ 65,957	\$ 68,037	\$ 70,138	\$ 72,342	\$ 74,568	\$ 76,898	\$ 79,269	40%	8%	\$ -
C	Associate Engineer	\$ 61,131	\$ 63,024	\$ 64,979	\$ 67,018	\$ 69,098	\$ 71,240	\$ 73,466	\$ 75,733	\$ 78,104	\$ 80,538	\$ 83,054	\$ 85,613	40%	8%	\$ -
D	Accounting Supervisor	\$ 66,019	\$ 68,078	\$ 70,179	\$ 72,384	\$ 74,610	\$ 76,960	\$ 79,352	\$ 81,806	\$ 84,344	\$ 86,965	\$ 89,669	\$ 92,477	40%	8%	\$ 89,272
E	Service Manager	\$ 71,302	\$ 73,507	\$ 75,795	\$ 78,166	\$ 80,600	\$ 83,096	\$ 85,696	\$ 88,358	\$ 91,104	\$ 93,933	\$ 96,866	\$ 99,882	40%	8%	\$ 95,996
F	Water Quality Manager	\$ 77,022	\$ 79,394	\$ 81,848	\$ 84,406	\$ 87,027	\$ 89,752	\$ 92,539	\$ 95,430	\$ 98,384	\$ 101,442	\$ 104,624	\$ 107,869	40%	8%	\$ 106,065
G	Project Engineer	\$ 83,158	\$ 85,758	\$ 88,442	\$ 91,187	\$ 94,016	\$ 96,928	\$ 99,944	\$ 103,043	\$ 106,267	\$ 109,554	\$ 112,965	\$ 116,480	40%	8%	\$ 113,172
H	Sr. Project Manager	\$ 89,814	\$ 92,622	\$ 95,493	\$ 98,467	\$ 101,525	\$ 104,686	\$ 107,931	\$ 111,301	\$ 114,754	\$ 118,331	\$ 122,013	\$ 125,798	40%	8%	\$ 121,911
I	Distribution Manager	\$ 97,011	\$ 100,027	\$ 103,126	\$ 106,350	\$ 109,658	\$ 113,063	\$ 116,584	\$ 120,203	\$ 123,947	\$ 127,795	\$ 131,768	\$ 135,666	40%	8%	\$ 120,654
J	Engineering Manager	\$ 104,770	\$ 108,035	\$ 111,384	\$ 114,858	\$ 118,414	\$ 122,096	\$ 125,902	\$ 129,813	\$ 133,848	\$ 138,008	\$ 143,314	\$ 146,744	40%	8%	\$ -
K	General Manager	\$ 113,173	\$ 116,646	\$ 120,307	\$ 124,030	\$ 127,878	\$ 131,893	\$ 135,970	\$ 140,192	\$ 144,560	\$ 149,053	\$ 153,691	\$ 158,496	40%	8%	\$ 165,164

### Observations:

- Eight (8) jobs with Market Values At or Above Max Top Step 12

EXEMPT EMPLOYEES	
AT	NEAR
MAX	MAX
4 EX	4 EX
89% At Max or Near Max	

Near Max = Top 2 Steps



**Midpoint** is the central value of a salary range. Calculated as the average between the grade minimum and maximum rates.

To ensure **Market Competitiveness**, jobs should ideally be assigned to the pay grade having a **Midpoint closest to the job's 50<sup>th</sup> Percentile Market Rate**.

The 50<sup>th</sup> Percentile (P50) is typically considered to be the target **Market Rate**.

**Yellow Highlight** indicates the step value closest to the 50<sup>th</sup> Percentile (Median) base pay Market Rate for each role.

**Red Box** indicates the Midpoint of each pay structure. Ideally, the Market Rate for each role would be aligned with Midpoint.



# REVISED PAY STRUCTURE

## Non-Exempt Roles

Figure 3

VERSION 2  
COLA: 2.40%

EXHIBIT 1B: Step Increase Percentage: 2.95% STEPS ADDED - WITH GRADE ADJUSTMENTS

NON-EXEMPT PAY STRUCTURE																	
GRADE	POSITION TITLE	1	2	3	4	5	6	7	8	9	10	11	12	13	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value
1		\$ 17.03	\$ 17.53	\$ 18.04	\$ 18.59	\$ 19.12	\$ 19.69	\$ 20.28	\$ 20.87	\$ 21.48	\$ 22.12	\$ 22.77	\$ 23.44	\$ 24.14	42%	7%	
2	Office Associate I	\$ 18.23	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.47	\$ 21.07	\$ 21.70	\$ 22.33	\$ 22.99	\$ 23.66	\$ 24.36	\$ 25.08	\$ 25.82	42%	7%	\$ 21.76
3	Distribution Technician I	\$ 19.50	\$ 20.06	\$ 20.65	\$ 21.27	\$ 21.89	\$ 22.54	\$ 23.21	\$ 23.90	\$ 24.60	\$ 25.32	\$ 26.07	\$ 26.84	\$ 27.63	42%	7%	\$ 22.38
4	Meter System Technician	\$ 20.86	\$ 21.47	\$ 22.11	\$ 22.76	\$ 23.43	\$ 24.12	\$ 24.83	\$ 25.57	\$ 26.33	\$ 27.10	\$ 27.90	\$ 28.72	\$ 29.57	42%	7%	\$ -
5	Office Associate II	\$ 22.32	\$ 22.98	\$ 23.65	\$ 24.35	\$ 25.08	\$ 25.82	\$ 26.57	\$ 27.36	\$ 28.16	\$ 28.99	\$ 29.85	\$ 30.73	\$ 31.63	42%	7%	\$ 24.91
6	Service Technician	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	\$ 31.95	\$ 32.89	\$ 33.86	42%	7%	\$ 26.10
	Distribution Technician II	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	\$ 31.95	\$ 32.89	\$ 33.86	42%	7%	\$ 26.04
7	Treatment Technician I	\$ 25.55	\$ 26.31	\$ 27.08	\$ 27.88	\$ 28.70	\$ 29.55	\$ 30.42	\$ 31.32	\$ 32.25	\$ 33.20	\$ 34.18	\$ 35.19	\$ 36.23	42%	7%	\$ 26.90
		\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52	\$ 36.57	\$ 37.65	\$ 38.76	42%	7%	\$ -
8	Distribution Technician III	\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52	\$ 36.57	\$ 37.65	\$ 38.76	42%	7%	\$ 30.78
9	Treatment Technician II	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00	\$ 39.12	\$ 40.28	\$ 41.46	42%	7%	\$ 30.84
	Engineering Technician	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	\$ 41.87	\$ 43.10	\$ 44.38	42%	7%	\$ 34.04
10	Treatment Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	\$ 41.87	\$ 43.10	\$ 44.38	42%	7%	\$ 37.97
	Distribution Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	\$ 41.87	\$ 43.10	\$ 44.38	42%	7%	\$ 36.83

### REVISED PAY SCHEDULE:

- Three (3) new Steps added
- Range Spread increased from 30% to 42%
- Two (2) Jobs moved 1 Grade higher
- Jobs Assigned to Pay Grades with Mid-Point closest to 50<sup>th</sup> Percentile Market Rate
- No Jobs move to lower Pay Grade

Step 7 Mid-Point values are on average 6% higher than 50<sup>th</sup> Percentile (Median) Market Values of assigned jobs. Considered to be a Market Competitive alignment.

NON-EXEMPT EMPLOYEES	
AT MAX	NEAR MAX
O NE	O NE
0% At Max or Near Max	

Near Max = Top 2 Steps

### CURRENT PAY SCHEDULE



EXHIBIT 1A																		COLA: 2.41%	
STEP INCREASE PERCENTAGE: 2.54%																		NON-EXEMPT PAY STRUCTURE	
GRADE	POSITION TITLE	1	2	3	4	5	6	7	8	9	10	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value					
1	Office Associate I	\$ 17.03	\$ 17.53	\$ 18.04	\$ 18.59	\$ 19.12	\$ 19.69	\$ 20.28	\$ 20.87	\$ 21.48	\$ 22.12	50%	7%						
2	Office Associate II	\$ 18.23	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.47	\$ 21.07	\$ 21.70	\$ 22.33	\$ 22.99	\$ 23.66	50%	7%	\$ 21.76					
3	Distribution Technician I	\$ 19.50	\$ 20.06	\$ 20.65	\$ 21.27	\$ 21.89	\$ 22.54	\$ 23.21	\$ 23.90	\$ 24.60	\$ 25.32	50%	7%	\$ 21.88					
4	Meter System Technician	\$ 20.86	\$ 21.47	\$ 22.11	\$ 22.76	\$ 23.43	\$ 24.12	\$ 24.83	\$ 25.57	\$ 26.33	\$ 27.10	50%	7%						
5	Office Associate II	\$ 22.32	\$ 22.98	\$ 23.65	\$ 24.35	\$ 25.08	\$ 25.82	\$ 26.57	\$ 27.36	\$ 28.16	\$ 28.99	50%	7%	\$ 24.91					
6	Distribution Technician II	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	50%	7%	\$ 26.10					
	Treatment Technician I	\$ 25.55	\$ 26.31	\$ 27.08	\$ 27.88	\$ 28.70	\$ 29.55	\$ 30.42	\$ 31.32	\$ 32.25	\$ 33.20	50%	7%	\$ 26.90					
7	Distribution Technician III	\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52	50%	7%	\$ 30.78					
	Treatment Technician II	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00	50%	7%	\$ 31.97					
9	Engineering Technician	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	50%	7%	\$ 34.04					
10	Distribution Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	50%	7%	\$ 34.04					

Yellow Highlight indicates the step value closest to the 50<sup>th</sup> Percentile (Median) base pay Market Rate for each role. Red Box indicates the Midpoint of each pay structure. Ideally, the Market Rate for each role would be aligned with Midpoint.

# REVISED PAY STRUCTURE

## Exempt Roles

Figure 4

VERSION 4rc

### EXEMPT PAY STRUCTURE

Step Increase Percentage: 3.11%

#### EXHIBIT 2D: STEP 1 MOVED UP TO STEP 2

#### EXEMPT PAY STRUCTURE

GRADE	POSITION TITLE	X	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value
A	Facilities & Fleet Coordinator	\$ 52,416	\$ 54,038	\$ 55,723	\$ 57,470	\$ 59,238	\$ 61,090	\$ 62,982	\$ 64,938	\$ 66,934	\$ 69,056	\$ 71,204	\$ 73,403	\$ 75,666	\$ 78,040	\$ 80,467	\$ 82,969	54%	8%	\$ 61,987
B	Assistant Engineer	\$ 56,597	\$ 58,365	\$ 60,174	\$ 62,046	\$ 63,981	\$ 65,957	\$ 68,037	\$ 70,138	\$ 72,342	\$ 74,568	\$ 76,898	\$ 79,269	\$ 81,734	\$ 84,276	\$ 86,897	\$ 89,599	54%	8%	\$ -
C	Associate Engineer	\$ 61,131	\$ 63,024	\$ 64,979	\$ 67,018	\$ 69,098	\$ 71,240	\$ 73,466	\$ 75,733	\$ 78,104	\$ 80,538	\$ 83,054	\$ 85,613	\$ 88,275	\$ 91,021	\$ 93,851	\$ 96,770	54%	8%	\$ -
D	Accounting Supervisor	\$ 66,019	\$ 68,078	\$ 70,179	\$ 72,384	\$ 74,610	\$ 76,960	\$ 79,352	\$ 81,806	\$ 84,344	\$ 86,965	\$ 89,669	\$ 92,477	\$ 95,353	\$ 98,318	\$ 101,376	\$ 104,529	54%	8%	\$ 89,272
E	Service Manager	\$ 71,302	\$ 73,507	\$ 75,795	\$ 78,166	\$ 80,600	\$ 83,096	\$ 85,696	\$ 88,358	\$ 91,104	\$ 93,933	\$ 96,866	\$ 99,882	\$ 102,988	\$ 106,191	\$ 109,493	\$ 112,899	54%	8%	\$ 95,996
F	Water Quality Manager	\$ 77,022	\$ 79,394	\$ 81,848	\$ 84,406	\$ 87,027	\$ 89,752	\$ 92,539	\$ 95,430	\$ 98,384	\$ 101,442	\$ 104,624	\$ 107,869	\$ 111,224	\$ 114,683	\$ 118,249	\$ 121,927	54%	8%	\$ 106,065
G	Distribution Manager	\$ 83,188	\$ 85,758	\$ 88,442	\$ 91,187	\$ 94,016	\$ 96,928	\$ 99,944	\$ 103,043	\$ 106,267	\$ 109,554	\$ 112,965	\$ 116,480	\$ 120,103	\$ 123,838	\$ 127,689	\$ 131,660	54%	8%	\$ 94,128
H	Finance Manager	\$ 89,814	\$ 92,622	\$ 95,493	\$ 98,467	\$ 101,525	\$ 104,666	\$ 107,931	\$ 111,301	\$ 114,754	\$ 118,331	\$ 122,013	\$ 125,798	\$ 129,711	\$ 133,745	\$ 137,904	\$ 142,193	54%	8%	\$ 120,954
I	Engineering Manager	\$ 97,011	\$ 100,027	\$ 103,126	\$ 106,350	\$ 109,658	\$ 113,089	\$ 116,584	\$ 120,203	\$ 123,947	\$ 127,795	\$ 131,768	\$ 135,866	\$ 140,091	\$ 144,448	\$ 148,940	\$ 153,572	54%	8%	\$ 142,394
J		\$ 104,770	\$ 108,035	\$ 111,384	\$ 114,858	\$ 118,414	\$ 122,096	\$ 125,902	\$ 129,813	\$ 133,848	\$ 138,008	\$ 143,314	\$ 146,744	\$ 151,308	\$ 156,013	\$ 160,865	\$ 165,868	54%	8%	\$ -
K		\$ 113,173	\$ 116,646	\$ 120,307	\$ 124,030	\$ 127,878	\$ 131,893	\$ 135,970	\$ 140,192	\$ 144,560	\$ 149,053	\$ 153,691	\$ 158,496	\$ 163,425	\$ 168,508	\$ 173,748	\$ 179,152	54%	8%	\$ -
L	General Manager	\$ 122,227	\$ 125,628	\$ 129,947	\$ 133,989	\$ 138,156	\$ 142,452	\$ 146,883	\$ 151,451	\$ 156,161	\$ 161,017	\$ 166,025	\$ 171,188	\$ 176,512	\$ 182,002	\$ 187,662	\$ 193,499	54%	8%	\$ 165,164

### REVISED PAY SCHEDULE:

- Step 1 values removed. Step 15 value now 3.11% higher.

### Observations:

- Three jobs with Market Value Near Max

### CURRENT PAY SCHEDULE

MIDPOINT

EXHIBIT 2A		EXHIBIT PAY STRUCTURE													COLA: 2.40%		
GRADE	POSITION TITLE	1	2	3	4	5	6	7	8	9	10	11	12	13	RANGE SPREAD	GRADE OVERLAP	P50 Mkt Value
A	Facilities & Fleet Coord. and Insp.	\$ 52,416	\$ 54,038	\$ 55,723	\$ 57,470	\$ 59,238	\$ 61,090	\$ 62,982	\$ 64,938	\$ 66,934	\$ 69,056	\$ 71,204	\$ 73,403	\$ 75,666	\$ 78,040	\$ 80,467	\$ 82,969
B	Assistant Engineer	\$ 56,597	\$ 58,365	\$ 60,174	\$ 62,046	\$ 63,981	\$ 65,957	\$ 68,037	\$ 70,138	\$ 72,342	\$ 74,568	\$ 76,898	\$ 79,269	\$ 81,734	\$ 84,276	\$ 86,897	\$ 89,599
C	Associate Engineer	\$ 61,131	\$ 63,024	\$ 64,979	\$ 67,018	\$ 69,098	\$ 71,240	\$ 73,466	\$ 75,733	\$ 78,104	\$ 80,538	\$ 83,054	\$ 85,613	\$ 88,275	\$ 91,021	\$ 93,851	\$ 96,770
D	Accounting Supervisor	\$ 66,019	\$ 68,078	\$ 70,179	\$ 72,384	\$ 74,610	\$ 76,960	\$ 79,352	\$ 81,806	\$ 84,344	\$ 86,965	\$ 89,669	\$ 92,477	\$ 95,353	\$ 98,318	\$ 101,376	\$ 104,529
E	Service Manager	\$ 71,302	\$ 73,507	\$ 75,795	\$ 78,166	\$ 80,600	\$ 83,096	\$ 85,696	\$ 88,358	\$ 91,104	\$ 93,933	\$ 96,866	\$ 99,882	\$ 102,988	\$ 106,191	\$ 109,493	\$ 112,899
F	Project Engineer	\$ 76,366	\$ 78,666	\$ 81,066	\$ 83,566	\$ 86,166	\$ 88,866	\$ 91,666	\$ 94,566	\$ 97,566	\$ 100,666	\$ 103,866	\$ 107,166	\$ 110,566	\$ 114,066	\$ 117,666	\$ 121,366
G	Project Manager	\$ 81,448	\$ 83,848	\$ 86,348	\$ 88,948	\$ 91,648	\$ 94,448	\$ 97,348	\$ 100,348	\$ 103,448	\$ 106,648	\$ 109,948	\$ 113,348	\$ 116,848	\$ 120,448	\$ 124,148	\$ 127,948
H	Distribution Manager	\$ 87,022	\$ 89,522	\$ 92,122	\$ 94,822	\$ 97,622	\$ 100,522	\$ 103,622	\$ 106,822	\$ 110,122	\$ 113,522	\$ 117,022	\$ 120,622	\$ 124,322	\$ 128,122	\$ 132,022	\$ 136,022
I	Finance Manager	\$ 93,188	\$ 95,788	\$ 98,488	\$ 101,288	\$ 104,188	\$ 107,188	\$ 110,288	\$ 113,488	\$ 116,788	\$ 120,188	\$ 123,688	\$ 127,288	\$ 131,088	\$ 134,988	\$ 139,088	\$ 143,388
J	Engineering Manager	\$ 99,814	\$ 102,622	\$ 105,493	\$ 108,467	\$ 111,525	\$ 114,666	\$ 117,931	\$ 121,301	\$ 124,754	\$ 128,331	\$ 132,013	\$ 135,866	\$ 140,091	\$ 144,448	\$ 148,940	\$ 153,572
K	General Manager	\$ 107,011	\$ 110,027	\$ 113,126	\$ 116,350	\$ 119,658	\$ 123,089	\$ 126,584	\$ 130,203	\$ 133,947	\$ 137,795	\$ 141,768	\$ 145,961	\$ 150,388	\$ 155,048	\$ 159,940	\$ 165,068

After Grade Adjustments, Exempt Pay Structure Mid-Point Step 8 rates (Exhibit 2D) improved to an average 4% lower than 50th Percentile (Median) Market Values of assigned Jobs.

Yellow Highlight indicates the step value closest to the 50th Percentile (Median) base pay Market Rate for each role.

Red Box indicates the Midpoint of each pay structure. Ideally, the Market Rate for each role would be aligned with Midpoint.



## **Salary Administration Policy**

**PURPOSE:** The purpose of this Policy is to outline the policies and procedures governing the administration of compensation for all full-time positions at the Kennebec Water District.

**SCOPE:** This policy applies to all full-time positions (union and non-union).

**OWNER:** General Manager

### **OBJECTIVES:**

#### **Statement of Compensation Objectives**

The District's objective is to establish and maintain a compensation system that will:

- Attract, retain, and reward qualified personnel at all levels of responsibility;
- Reflect the relative difficulty and responsibility-level of positions;
- Be externally competitive, as well as internally consistent and fair;
- Foster good employee communication by providing individual employees with information on the pay structure and its administration;
- Motivate employees to work toward achievement of the District's goals;
- Control and predict salary expense;
- Be straightforward to administer; and
- Comply with applicable federal and state laws.

### **POLICY:**

The following statements express the District's objectives and policies with respect to base pay of all employees. The District recognizes that not all these objectives may be completely achieved at all times for employees (due to budget constraints, etc.), but they are set forth herein to serve as guidelines against which proposed actions are to be evaluated.

- Establish grades and salary ranges that reflect the relative value of the various positions;
- Ensure that, for comparable positions, pay rates and benefits are competitive with those offered by other employers providing similar employment;
- Adjust pay ranges when warranted by changing economic and competitive factors, as determined by periodic surveys;

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- Ensure that compensation is not influenced by age, sex, creed, race, national origin, disability, or other protected characteristic;
- KWD's Board of Trustee approval is necessary for changes to pay grades and salary ranges;
- The General Manager is responsible for the movement of staff within pay grades and salary ranges in accordance with this and other KWD policies.

### **Compensation and Benefits Surveys**

The District will periodically compare compensation and benefits to those of other Water Districts that are similar in structure and size, as well as data on positions in the local market, at least every 3-5 years.

### **Fair Labor Standards Act (FLSA) Classifications**

Each position (and each employee performing that position) must be classified as "exempt" or "non-exempt," according to guidelines established under the provisions of the *Fair Labor Standards Act (FLSA)*. Those employees in positions classified as "exempt" are exempt from the overtime provisions of the Act. Those employees in positions classified as "non-exempt" are subject to the payment of overtime, according to wage and hour regulations.

### **Grade and Salary Range Matrix**

The grade and salary range matrix is found in Appendix A and will be updated at least annually to reflect cost of living adjustments and other changes as needed.

### **Guidelines for Administering Pay within Established Grades and Pay Ranges**

- **Minimum of the Salary Range (Step 1):** An employee performing the duties of a position, as described in his/her job description, shall be paid not less than the minimum of the salary range applicable to that position, unless the employee's qualifications and experience do not meet the requirements set for the position and he or she is receiving training essential to meeting such requirements (designated as a "Green Circled" salary rate).
- **Maximum of the Salary Range (Step 13 for non-exempt and step 15 for exempt):** An employee will not receive a base pay that exceeds the maximum of the salary range applicable to that position. Once an employee's salary reaches the maximum of the salary range (referred to as "Red Circled" salary rate), they will not have the opportunity to receive an increase in base pay until: 1) the employee is promoted to a higher grade level where the base pay does not exceed the top of the salary range; or 2) the pay ranges are adjusted and the maximum of the range exceeds the base pay.
- **Special Exception:** An employee with a very good performance record who is ineligible for a pay increase solely because they have reached the top of the wage range for their position, may be rewarded with a payment equal to or less than the dollar amount of the increase to which the

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employee would have otherwise been entitled. Assuming the wage increase would have been processed in January, and is recommended by the General Manager and approved by the Board of Trustees, the payment will be made as follows: 50 percent in the last pay period of June, and 50 percent in the last pay period of December (i.e. not in advance of when the pay increase would have been paid).

### **Hiring Guidelines**

- New employees will be placed into the salary range for the position, provided they meet the minimum qualifications for the job. If an employee does not meet the minimum qualifications (e.g. training or certification requirements), they may be “green-circled” and hired below the minimum of the grade until the minimum qualifications are fulfilled. The starting step of the employee shall be determined by the General Manager based upon the qualifications of the employee.

### **Salary Increases**

The General Manager and Board of Trustees will consider salary increases for employees under the following guidelines:

1. **Step Increase.** An employee may be eligible for a step increase based on satisfactory performance, as a result of the annual performance review process, as long as the employee is not at the top of the range.
  - a. **Additional Step Increase.** An employee may be eligible for additional step increases based upon exceptional performance or other factors at the discretion of the General Manager.
2. **Cost-of-Living Adjustments (COLA).** Annually, the Board of Trustees will determine the COLA for all pay grades and salary ranges. The Board of Trustees will base the COLA on the CPI-W for one month as compared to the same month in the prior year (typically August). The Board of Trustees may take other factors into consideration when determining cost of living adjustments.
3. **Promotional Increase.** If an employee is promoted to a position in a higher grade, the employee will be eligible for a promotional increase. Promotional increases shall be a minimum of a five percent wage increase (rounded up to the closest pay step) or be advanced to the top of the pay scale (whichever is less). Promotional increases will generally be effective at the start of a pay week as determined by the General Manager.
4. **Salary Range Adjustments.** Salary ranges will be reviewed and adjusted periodically, based on the results of compensation studies. All pay scale adjustments must be approved by the Board of Trustees. Employees in positions which advance one or more pay grades shall be placed in a step that is closest to and higher than their current wage in the new pay grade. Adjustments associated with compensations studies will generally be effective at 11:59 pm on December 31<sup>st</sup>

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to enable the employee to receive a full step increase (if appropriate) at 12:01 am on January 1<sup>st</sup>.

5. **Timing of Annual Wage Increases.** Annual wage increases shall normally be effective at 12:01 am on January 1<sup>st</sup>.

**Questions:** Questions about this Policy should be directed to the General Manager.

**ASSOCIATED DOCUMENTS:** None

**SUPERCEDED DOCUMENTS:** None

**REVISION LOG:**

Section	Page	Rev.	Date	Description Of Change	Approved by:
			9/11/2020	Original	Board of Trustees
Policy	2	A	8/5/2021	Added additional language to clarify roles between Trustees and General Manager	Board of Trustees
Policy: Guidelines for Administering Pay within Established Grades and Pay Ranges:	2	A	8/5/2021	Removed Midpoint of the salary range description	Board of Trustees
Policy: Hiring Guidelines	3	A	8/5/2021	Added language giving the General Manager discretion	Board of Trustees

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				in assigning a starting salary	
Policy: Salary Increases	3	A	8/5/2021	Numerous changes moving from a salary range with annual merit increases to a salary range with step increases and clarifying that the COLA applies to all steps and pay grades each year. Added additional language regarding the effective date of annual increases.	Board of Trustees
Appendix A		A	8/5/2021	Replace min-mid-max pay grade/salary range tables with tables including fixed step increases.	Board of Trustees
Various		B	9/15/2022	Modified language to reference all positions/employees rather than only non-union positions/employees.	Board of Trustees
Salary Increases	3	B	9/15/2022	Added paragraph 1.a. to describe implementation for union employees.	Board of Trustees

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SOP ID: KWD000040  
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Appendix A	7	B	9/15/2022	Updated Appendix A with 2022 Pay Range matrix and included union positions.	Board of Trustees
Appendix A	7	C	10/19/2023	Modified pay values based upon approved 2024 COLA (3.4%). Moved Distribution Supervisor from Pay Range 9 to 10 and Distribution Manager from Pay Range E to F.	Board of Trustees
Appendix A	7		6/5/2025	Added Senior Project Engineer and IT Technician to the salary schedule and removed the Technology Manager position.	Board of Trustees
General	Various	D	9/18/25	Modified policy title, updated policy format to match current template, removed non-relevant language, grammatical and other formatting changes	Board of Trustees

Title: Salary Administration Policy  
Date of Original: September 11, 2020  
Date of Revision: September 18, 2025

SOP ID: KWD000040  
Revision: D

Purpose and Scope	1	D	9/18/25	Added language to indicated that this policy applies to full-time employees	Board of Trustees
Salary Increases, Salary Range Adjustments	3	D	9/18/25	Added language to describe effective dates of grade increases due to compensation studies.	Board of Trustees
Salary Increases, Timing of Annual Wage Increases	4	D	9/18/25	Modified language regarding start date of annual salary increases	Board of Trustee
Appendix A	8 & 9	D	9/18/25	Inserted the matrix approved by Trustees on 6/5/25 and added a matrix to reflect changes associated with 2025 compensation study	Board of Trustee

Title: Salary Administration Policy  
 Date of Original: September 11, 2020  
 Date of Revision: September 18, 2025

SOP ID: KWD000040  
 Revision: D



APPENDICES:

Appendix A:

2025 Grade and Salary Range Structure (Approved June 5, 2025)

Percent Increase per step													COLA	
2.95%													2.4%	
NON-EXEMPT														
Grade	Position Titles	1	2	3	4	5	6	7	8	9	10	11	12	Spread
1		\$ 17.03	\$ 17.53	\$ 18.04	\$ 18.59	\$ 19.12	\$ 19.69	\$ 20.28	\$ 20.87	\$ 21.48	\$ 22.12			30%
2	Office Associate I	\$ 18.23	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.47	\$ 21.07	\$ 21.70	\$ 22.33	\$ 22.99	\$ 23.66			30%
3	Distribution Technician I	\$ 19.50	\$ 20.06	\$ 20.65	\$ 21.27	\$ 21.89	\$ 22.54	\$ 23.21	\$ 23.90	\$ 24.60	\$ 25.32			30%
4	Meter System Technician	\$ 20.86	\$ 21.47	\$ 22.11	\$ 22.76	\$ 23.43	\$ 24.12	\$ 24.83	\$ 25.57	\$ 26.33	\$ 27.10			30%
5	Office Associate II	\$ 22.32	\$ 22.98	\$ 23.65	\$ 24.35	\$ 25.08	\$ 25.82	\$ 26.57	\$ 27.36	\$ 28.16	\$ 28.99			30%
6	Service Technician	\$ 23.88	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03			30%
	Distribution Technician II													
7	Treatment Technician I	\$ 25.55	\$ 26.31	\$ 27.08	\$ 27.88	\$ 28.70	\$ 29.55	\$ 30.42	\$ 31.32	\$ 32.25	\$ 33.20			30%
	IT Technician													
8	Treatment Technician II	\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52			30%
9	Treatment Supervisor	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00			30%
	Engineering Technician													
10	Distribution Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67			30%
7% between grades														
Percent Increase per step														
3.11%														
EXEMPT														
Grade	Position Titles	1	2	3	4	5	6	7	8	9	10	11	12	Spread
A	Facilities and Fleet Coordinator	\$ 52,416.00	\$ 54,038.40	\$ 55,723.20	\$ 57,470.40	\$ 59,238.40	\$ 61,089.60	\$ 62,982.40	\$ 64,937.60	\$ 66,934.40	\$ 68,066.00	\$ 71,177.60	\$ 73,403.20	40%
B	Assistant Engineer	\$ 56,596.80	\$ 58,364.80	\$ 60,174.40	\$ 62,046.40	\$ 63,980.80	\$ 65,956.80	\$ 68,036.80	\$ 70,137.60	\$ 72,342.40	\$ 74,568.00	\$ 76,897.60	\$ 79,268.80	40%
C	Associate Engineer	\$ 61,131.20	\$ 63,024.00	\$ 64,979.20	\$ 67,017.60	\$ 69,097.60	\$ 71,240.00	\$ 73,465.60	\$ 75,732.80	\$ 78,104.00	\$ 80,537.60	\$ 83,054.40	\$ 85,612.80	40%
D	Accounting Supervisor	\$ 66,019.20	\$ 68,078.40	\$ 70,179.20	\$ 72,384.00	\$ 74,609.60	\$ 76,960.00	\$ 79,352.00	\$ 81,806.40	\$ 84,344.00	\$ 86,964.80	\$ 89,668.80	\$ 92,476.80	40%
E	Service Manager	\$ 71,302.40	\$ 73,507.20	\$ 75,795.20	\$ 78,166.40	\$ 80,600.00	\$ 83,096.00	\$ 85,696.00	\$ 88,358.40	\$ 91,104.00	\$ 93,932.80	\$ 96,855.60	\$ 99,881.60	40%
F	Water Quality Manager													
	Project Engineer													
G	Distribution Manager	\$ 77,022.40	\$ 79,393.60	\$ 81,848.00	\$ 84,406.40	\$ 87,027.20	\$ 89,752.00	\$ 92,539.20	\$ 95,430.40	\$ 98,384.00	\$ 101,441.60	\$ 104,624.00	\$ 107,868.80	40%
	Senior Project Manager													
H	Finance Manager	\$ 83,158.40	\$ 85,758.40	\$ 88,441.60	\$ 91,187.20	\$ 94,016.00	\$ 96,928.00	\$ 99,944.00	\$ 103,043.20	\$ 106,267.20	\$ 109,553.60	\$ 112,964.80	\$ 116,480.00	40%
	Engineering Manager													
I		\$ 89,814.40	\$ 92,622.40	\$ 95,492.80	\$ 98,467.20	\$ 101,524.80	\$ 104,666.40	\$ 107,931.20	\$ 111,300.80	\$ 114,753.60	\$ 118,331.20	\$ 122,012.80	\$ 125,798.40	40%
J		\$ 97,011.20	\$ 100,027.20	\$ 103,126.40	\$ 106,350.40	\$ 109,657.60	\$ 113,068.80	\$ 116,584.00	\$ 120,203.20	\$ 123,947.20	\$ 127,795.20	\$ 131,768.00	\$ 135,865.60	40%
K		\$ 104,769.60	\$ 108,035.20	\$ 111,384.00	\$ 114,857.60	\$ 118,414.40	\$ 122,096.00	\$ 125,902.40	\$ 129,812.80	\$ 133,848.00	\$ 138,008.00	\$ 142,313.60	\$ 146,744.00	40%
L	General Manager	\$ 113,172.80	\$ 116,646.40	\$ 120,307.20	\$ 124,030.40	\$ 127,878.40	\$ 131,892.80	\$ 135,966.60	\$ 140,192.00	\$ 144,560.00	\$ 149,052.80	\$ 153,691.20	\$ 158,496.00	40%
8% between grades														

Title: Salary Administration Policy  
Date of Original: September 11, 2020  
Date of Revision: September 18, 2025

SOP ID: KWD000040  
Revision: D

2025 Grade and Salary Range Structure – effective at 11:59 pm on December 31, 2025 (Reflective of changes associated with 2025 Compensation Study approved by Board of Trustees on September 18, 2025.)

2.4%

COLA

Percent increase per step 2.95%

Grade	Position Titles	NON-EXEMPT												Spread
		1	2	3	4	5	6	7	8	9	10	11	12	
1		\$ 17.03	\$ 17.53	\$ 18.04	\$ 18.59	\$ 19.12	\$ 19.69	\$ 20.28	\$ 20.87	\$ 21.48	\$ 22.12	\$ 22.77	\$ 23.44	\$ 24.14
2	Office Associate I	\$ 18.23	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.47	\$ 21.07	\$ 21.70	\$ 22.33	\$ 22.99	\$ 23.66	\$ 24.36	\$ 25.08	\$ 25.82
3	Distribution Technician I	\$ 19.50	\$ 20.06	\$ 20.65	\$ 21.27	\$ 21.89	\$ 22.54	\$ 23.21	\$ 23.90	\$ 24.60	\$ 25.32	\$ 26.07	\$ 26.84	\$ 27.63
4	Meier System Technician	\$ 20.86	\$ 21.47	\$ 22.11	\$ 22.78	\$ 23.43	\$ 24.12	\$ 24.83	\$ 25.57	\$ 26.33	\$ 27.10	\$ 27.90	\$ 28.72	\$ 29.57
5	Office Associate II	\$ 22.32	\$ 22.98	\$ 23.65	\$ 24.35	\$ 25.08	\$ 25.82	\$ 26.57	\$ 27.36	\$ 28.16	\$ 28.99	\$ 29.85	\$ 30.73	\$ 31.63
6	Service Technician	\$ 23.86	\$ 24.59	\$ 25.31	\$ 26.06	\$ 26.83	\$ 27.62	\$ 28.43	\$ 29.28	\$ 30.14	\$ 31.03	\$ 31.95	\$ 32.89	\$ 33.86
	Distribution Technician II													42%
7	Treatment Technician I	\$ 25.55	\$ 26.31	\$ 27.08	\$ 27.88	\$ 28.70	\$ 29.55	\$ 30.42	\$ 31.32	\$ 32.25	\$ 33.20	\$ 34.18	\$ 35.19	\$ 36.23
8	Distribution Technician III	\$ 27.34	\$ 28.14	\$ 28.98	\$ 29.84	\$ 30.72	\$ 31.62	\$ 32.55	\$ 33.52	\$ 34.51	\$ 35.52	\$ 36.57	\$ 37.65	\$ 38.76
	Treatment Technician II													42%
9	Engineering Technician	\$ 29.26	\$ 30.13	\$ 31.01	\$ 31.93	\$ 32.87	\$ 33.83	\$ 34.84	\$ 35.86	\$ 36.93	\$ 38.00	\$ 39.12	\$ 40.28	\$ 41.46
	Treatment Supervisor													42%
10	Distribution Supervisor	\$ 31.30	\$ 32.24	\$ 33.18	\$ 34.16	\$ 35.16	\$ 36.20	\$ 37.27	\$ 38.37	\$ 39.51	\$ 40.67	\$ 41.87	\$ 43.10	\$ 44.38
														42%

7% between grades

Percent increase per step 3.11%

Grade	Position Titles	EXEMPT												Spread
		1	2	3	4	5	6	7	8	9	10	11	12	
A	Facilities and Fleet Coordinator	\$ 54,038	\$ 55,723	\$ 57,470	\$ 59,238	\$ 61,090	\$ 62,982	\$ 64,938	\$ 66,934	\$ 69,056	\$ 71,204	\$ 73,403	\$ 75,686	\$ 78,040
B	Assistant Engineer	\$ 58,365	\$ 60,174	\$ 62,046	\$ 63,981	\$ 65,957	\$ 68,037	\$ 70,138	\$ 72,342	\$ 74,568	\$ 76,898	\$ 79,269	\$ 81,734	\$ 84,276
C	Associate Engineer	\$ 63,024	\$ 64,979	\$ 67,018	\$ 69,098	\$ 71,240	\$ 73,466	\$ 75,733	\$ 78,104	\$ 80,538	\$ 83,054	\$ 85,613	\$ 88,275	\$ 91,021
D	Accounting Supervisor	\$ 68,078	\$ 70,179	\$ 72,384	\$ 74,610	\$ 76,860	\$ 79,352	\$ 81,806	\$ 84,344	\$ 86,965	\$ 89,659	\$ 92,477	\$ 95,353	\$ 98,318
E	Service Manager	\$ 73,507	\$ 75,795	\$ 78,166	\$ 80,600	\$ 83,096	\$ 85,696	\$ 88,358	\$ 91,104	\$ 93,933	\$ 96,869	\$ 99,882	\$ 102,968	\$ 106,191
F	Project Engineer													
	Water Quality Manager	\$ 79,394	\$ 81,848	\$ 84,406	\$ 87,027	\$ 89,752	\$ 92,539	\$ 95,430	\$ 98,384	\$ 101,442	\$ 104,624	\$ 107,869	\$ 111,224	\$ 114,683
G	Distribution Manager													
	Senior Project Manager	\$ 85,758	\$ 88,442	\$ 91,187	\$ 94,016	\$ 96,928	\$ 99,944	\$ 103,043	\$ 106,287	\$ 109,554	\$ 112,965	\$ 116,460	\$ 120,103	\$ 123,838
H	Finance Manager	\$ 92,622	\$ 95,493	\$ 98,467	\$ 101,525	\$ 104,686	\$ 107,931	\$ 111,301	\$ 114,794	\$ 118,331	\$ 122,013	\$ 125,796	\$ 129,711	\$ 133,745
I	Engineering Manager	\$ 100,027	\$ 103,126	\$ 106,350	\$ 109,658	\$ 113,069	\$ 116,584	\$ 120,203	\$ 123,947	\$ 127,785	\$ 131,768	\$ 135,866	\$ 140,091	\$ 144,448
J		\$ 108,035	\$ 111,364	\$ 114,858	\$ 118,414	\$ 122,036	\$ 125,702	\$ 129,413	\$ 133,168	\$ 136,968	\$ 140,814	\$ 144,744	\$ 148,940	\$ 153,372
K		\$ 116,646	\$ 120,307	\$ 124,030	\$ 127,818	\$ 131,683	\$ 135,670	\$ 140,192	\$ 144,560	\$ 148,953	\$ 153,691	\$ 158,496	\$ 163,425	\$ 168,508
L	General Manager	\$ 126,028	\$ 129,947	\$ 133,989	\$ 138,156	\$ 142,452	\$ 146,883	\$ 151,451	\$ 156,161	\$ 161,017	\$ 166,025	\$ 171,188	\$ 176,512	\$ 182,002
														54%

9% between grades

Title: Salary Administration Policy  
Date of Original: September 11, 2020  
Date of Revision: September 18, 2025

SOP ID: KWD0000040  
Revision: D

## KENNEBEC WATER DISTRICT

### 2025 Maine Municipal Bond Bank –Service Line Inventory Project (\$410,000.00)

The Kennebec Water District (the “**District**”) hereby resolves as follows:

1. Pursuant to Chapter 200 of Private and Special Laws of 1899, as amended, the District is hereby authorized to borrow up to the aggregate principal amount of Four Hundred Ten Thousand and 00/100 Dollars (\$410,000.00) (the “**Loan**”) from the Maine Municipal Bond Bank, Augusta, Maine (the “**Bond Bank**”), with up to Two Hundred Twenty Five Thousand and 00/100 Dollars (“\$225,500”) in loan forgiveness, subject to approval from the Bond Bank, and to execute and implement a Loan Agreement with the Bond Bank in the form prescribed by the Bond Bank (the “**Loan Agreement**”) for the purpose of financing the District’s Service Line Inventory Project, together with related costs and expenses, including the costs of issuance (collectively, the “**Project**”).
2. Pursuant to the Loan Agreement, and as evidence of the Loan, the District is hereby authorized to issue and sell to the Bond Bank interest bearing and/or non-interest bearing note(s) or bond(s) of the District in the aggregate principal amount of up to Four Hundred Ten Thousand and 00/100 Dollars (\$410,000.00) (the “**Bonds**”).
3. The Bonds shall bear such date or dates as the Bond Bank shall request, bear such interest rate or rates, be in such denominations, maturities, and be redeemable at such price or prices, all as shall be set forth in the Loan Agreement and the Bonds, and as may hereafter be determined by the Treasurer and the President of the Board of Trustees to be necessary or advisable, the execution of the Loan Agreement and the Bonds to be conclusive evidence of their determination of the terms and provisions thereof.
4. Each of the Bonds shall bear on its face the words “Kennebec Water District” and shall be signed by the Treasurer and shall be countersigned by the manual or facsimile signature of the President of the Board of Trustees of the District, and shall be in substantially the same form as prescribed in the Loan Agreement or otherwise as prescribed by the Bond Bank.
5. In anticipation of the Bonds heretofore authorized, the District is also hereby authorized to borrow the aggregate principal amount of up to Four Hundred Ten Thousand and 00/100 Dollars (\$410,000.00) from the Bond Bank for the Project (the “**SRF Interim Loan**”); (ii) to execute and deliver a Loan Agreement with the Bond Bank in the form prescribed by the Bond Bank (the “**SRF Interim Loan Agreement**”) for the SRF Interim Loan; and (iii) to execute and deliver to the Bond Bank a note in anticipation of the Bonds in the aggregate principal amount of up to Four Hundred Ten Thousand and 00/100 Dollars (\$410,000.00) (the “**SRF Interim Note**”) for the Project, in the form prescribed by the Bond Bank. The SRF Interim Note shall be sold at the par value thereof to the Bond Bank, bear interest at a rate determined by the Bond Bank, and shall mature upon the issuance of the Bonds, or 12 months from the date of the SRF Interim Note, whichever occurs first. The SRF Interim

Loan and SRF Interim Note shall contain such other terms and provisions as may hereafter be determined by the Treasurer and President of the Board of Trustees to be necessary or advisable, their execution of the SRF Interim Loan Agreement and the SRF Interim Note to be conclusive evidence of their determination of the terms and provisions thereof.

6. The SRF Interim Note shall bear on its face the words “Kennebec Water District” and “General Obligation Note” and shall be signed by the Treasurer and shall be countersigned by the manual or facsimile signature of the President of the Board of Trustees of the District.
7. The District covenants to establish, maintain, revise, and collect rates and charges for water services furnished by the District sufficient to provide revenues to pay when due current expenses of operating and maintaining the water system; to pay when due interest on the outstanding indebtedness of the District incurred or assumed for District purposes; and to pay or provide for the payment of all indebtedness created or assumed by the District.
8. All actions taken to date by the Board of Trustees and the officers of the District with respect to the authorization, execution, issuance, and/or sale, as applicable, of the Project, the Loan Agreement, the Loan, the Bonds, the SRF Interim Note, the SRF Interim Loan, and the SRF Interim Loan Agreement, and that are not inconsistent with the foregoing resolutions, are hereby ratified and confirmed. The President of the Board of Trustees, Treasurer, General Manager, and other officers of the District are, and each of them singly is, hereby authorized to take such action, and to execute and deliver the following with respect to the Bonds and with respect to any SRF Interim Note (and we hereby ratify the execution and delivery of any such documents that have previously been executed and delivered on behalf of the District): a Signature and No Litigation Certificate, and such additional documents, certificates and instruments and any amendments thereto as may be deemed by them as necessary or appropriate to effectuate the issuance of the Bonds and SRF Interim Note heretofore authorized.
9. Any prior resolutions of the Trustees restricting the amount of authorized loans or issuance of bonds and notes, to the extent they conflict with the foregoing resolutions, are hereby superseded.



# MEMO

September 18, 2025

**To:** Kennebec Water District Board of Trustees

**From:** Jared Bragdon, Distribution Manager

**CC:** Roger Crouse, General Manager

**Subject:** Request for Authorization for agreement with Bard and Sons Paving.

**Need/Background:**

Due to a water main break that occurred on July 11, 2025, at 122 Skowhegan Road in Fairfield, KWD is responsible for restoring the affected pavement and adjacent driveway. As Skowhegan Road was resurfaced during the summer of 2024, it is currently subject to a MaineDOT moratorium. Accordingly, all applicable moratorium standards must be followed for pavement restoration. This includes standard restoration at the excavation site, as well as milling the adjacent pavement a minimum of one hundred feet minimum between the white and yellow lines of the northbound travel lanes, as prescribed by MDOT (see attached bid forms for details).

As the scope of this work exceeds the \$10,000.00 threshold covered under our 2025 pavement patch repair agreement with Proseal, we solicited competitive bids. The following responses were received:

<b>Paving Contractor</b>	<b>Cost</b> (based upon an estimated 300 Sq. Yds.)
Bard and Sons Paving	\$21,500.00
Proseal	No Bid
Gerald Mackenzie Contracting	No Bid
Carrolls Paving	No Bid
Fine Line	No Bid
Davis Paving	No Bid
Steve Viollette Paving	No Bid
Pavement Plus	No Bid

**Request**

I am requesting the Board of Trustee approval to have Bard and Sons Paving complete the paving restoration work on 122 Skowhegan Rd Fairfield. This price includes all patch work needed in the roadway as well as adjacent driveway at 122 Skowhegan Rd affected by the leak for \$21,500.00.



**Request for Bids**  
**Pavement Patch Repair 122 Skowhegan Rd (Rte 201)**  
**Fairfield Maine 04901**

Bids Due: Monday September 8th, 2025 at 1:00 PM

All work included in this Bid shall be completed in accordance with the following specifications and attached MEDOT Moratorium Standards that apply from the white line (shoulder) to the double yellow line (middle). This applies to the double north-bound lanes:

1. The area considered for repair will be that area excavated by the Kennebec Water District (KWD) hereinafter referred to as the District. However, if necessary, pavement immediately adjacent to the excavation that has been disturbed or broken may be required to be cut and removed to ensure a proper repair. Under most circumstances, the District will make any required pavement cuts prior to the Contractor's work. The Contractor must have authorization from KWD prior to cutting additional pavement around the excavation. No payment will be provided for pavement cuts made without prior KWD authorization.
2. The Contractor shall remove the existing patch material to a depth equal to the adjacent pavement thickness, up to a maximum of 6". The Contractor shall ensure a flat and compacted surface remains once the existing patch material is removed and prior to applying any new pavement.
3. The use of a tack coat is mandatory for bonding to existing pavement whether the joint is horizontal or vertical. When applying tack coats, care must be taken to prevent splashes or overspray from contacting curbs, gutters, guardrails, fences, passing automobiles, or other property.
4. Utilize 9.5 mm bituminous pavement on the surface and 12.5 mm bituminous pavement for base (meeting Division 400 of the Maine Department of Transportation's Standard

Specifications) compacted in lifts in roadway areas with final compacted thickness matching that of the adjacent existing pavement.

5. The pavement patch shall have a maximum final compacted thickness of 5" in the roadway. Lifts shall not exceed a final compacted thickness of 2" per lift.
6. Surface preparation: Prior to application of the bituminous tack coat, the surface shall be thoroughly compacted and cleaned of all loose and objectionable material.
7. Equipment/Labor: The Contractor shall provide all necessary equipment & labor to properly prepare the existing surface, apply the tack coat and place the bituminous pavement patch.
8. Structures: All asphalt repairs that contain a gate box, service box, storm or sewer manhole will need to have structure brought up to match finish grade or within ¼" under finish grade. In no case shall the structure be allowed to extend above finish grade. Coordinate with KWD to loosen and raise valve boxes as there are two included in the patch area. One in the excavated area and one in the milling area
9. Install curbing as needed. The curb replaced shall be 6" in height and blended into the adjacent curbing. A tack coat shall be applied to all adjacent asphalt surfaces prior to placing new curbing.
10. Environmental Conditions: The paving work shall be carried out only when the surface on which the material is to be placed is dry and when the atmospheric temperature is above 45° F and rising. All paving operations shall cease during and immediately after a rain event until the pavement is dry to the touch.
9. Clean up: All debris, including the excavated material and excess pavement, shall be removed from the site to leave the area clean.
10. Dig Safe: The contractor is responsible for ensuring Dig-Safe has been notified and all underground utilities have been marked prior to any excavation activities. The Contractor shall be responsible for repair of all utilities or property damaged during the work.
11. **122 Skowhegan Rd (Rte 201) Fairfield: The patch repair needs to be completed no later than Wednesday September 24th, 2025.**
12. Payment: Within 45 days upon receipt of the Contractor's monthly invoice and acceptance of the work by the authority having jurisdiction over the roadway, the District shall make payment in full.
13. Incidentals: The following items shall be considered incidental to each unit price item included in this bid; surface preparation, mobilization/demobilization, hauling and placing material, tack coat, proper compaction, signage, traffic control (to include flaggers when needed) in accordance with the most recent edition of the Manual on Uniform Traffic Control Devices (MUTCD) Part 6 on Temporary Traffic Control (TTC), final cleanup add all other items not expressly included in the bid items.

Note: MUTCD 2009 Edition Part 6, section 6D.04 Standard reads as follows; *All workers, including emergency responders, within the right-of-way who are exposed either to traffic (vehicles using the highway for purposes of travel) or to work vehicles and construction equipment within the TTC zone shall wear high-visibility safety apparel that meets the Performance Class 2 or 3 requirements of the ANSI/ISEA 107-2004 publication entitled "American National Standard for High-Visibility Safety Apparel and Headwear" (see Section 1A.11), or equivalent revisions, and labeled as meeting the ANSI 107-2004 standard performance for Class 2 or 3 risk exposure, except as provided in Paragraph 5. A person designated by the employer to be responsible for worker safety shall make the selection of the appropriate class of garment.*

14. Warranty: All patch work shall be warrantied for a period of one year from the date of completion. Should the District or authority having jurisdiction over the roadway suspect the patch to not meet the standards of the specification, the Contractor shall remove portions of the finished work as directed. After examination, the Contractor shall restore the removed areas of work to the standards of the specifications. Should the exposed work prove to be acceptable in the judgment of the District and authority having jurisdiction over the roadway, the repair will be paid for as extra work. Should the work exposed prove to be unacceptable the entire patch shall be removed and restored to a condition meeting the standards of the specifications at the Contractor's expense.
15. Insurance Requirements: The contractor shall provide a Certificate of Insurance for the following minimums.
  - Commercial general liability (each occurrence) = \$1,000,000
  - Commercial Auto = \$1,000,000
  - Worker's compensation = Statutory limits

Kennebec Water District shall be listed as **Additional Insured** on the certificate.

Contractor is required to hold the District harmless.
20. Any variance from these specifications must be approved by the District's Distribution Manager.

Kennebec Water District reserves the right to reject any or all bids. The District may reject a proposal from any contractor if an investigation shows the contractor is not able to fulfil the contract.

Submission of a Bid and acceptance of the Bid by the District constitutes an Agreement between the Bidder and the Kennebec Water District for the work outlined in the Specifications and the Bid Form.

## Bid Form

The Bid must be signed by the Bidder with their full name and address and be enclosed in a sealed envelope. If mailed, the sealed mailing envelope shall be marked with the name and address of the Bidder and entitled:

122 Skowhegan Rd (Rte 201) Fairfield Pavement Patch

and addressed to the "General Manager", Kennebec Water District, 131 Drummond Ave, Waterville, Maine 04901. A separate sealed envelope containing the Bid shall be included within the mailing envelope. Any Bidder may withdraw their Bid prior to the scheduled time for the opening of Bids upon presentation to the General Manager of a written request. This Bid will remain subject to acceptance for 30 days after the Bid Opening, or for such longer period the Bidder may agree to in writing upon request of Owner.

Any Bid received after the scheduled opening time for any reason shall not be considered.

**Bids Due: Monday September 8, 2025 at 1:00 PM**

122 Skowhegan Rd (Rte 201) Fairfield

PRICE: \$ \_\_\_\_\_ per Square Yard- 5" Thick Patch Repair in Roadway  
(Approximately 50 Sq.Yds)

PRICE: \$ \_\_\_\_\_ 1.25" mill and fill (approximately 250 Sq.Yds)

Signature of person, firm, or corporation making bid:

Sign: \_\_\_\_\_

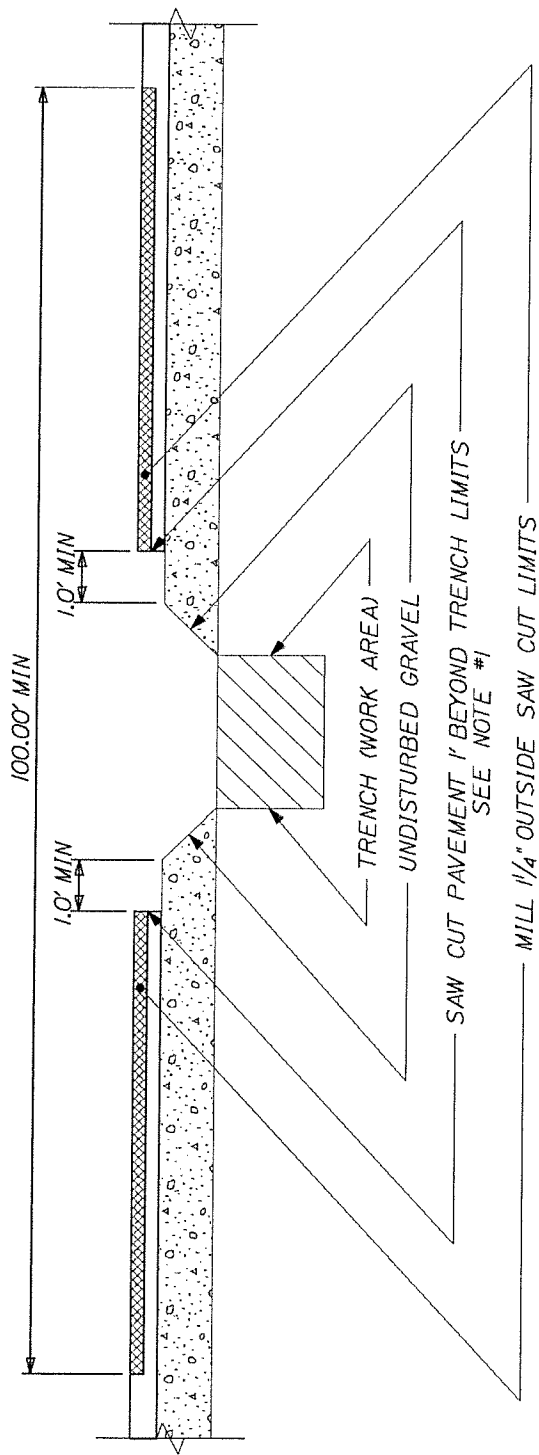
Print: \_\_\_\_\_

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

Phone: \_\_\_\_\_

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

MORATORIUM PAVEMENT RESTORATION DETAIL



NOTES:

1. DURING EXCAVATION, SEPARATE THE EXISTING SUBBASE GRAVEL LAYER FROM THE COMMON EXCAVATION BELOW. REUSE THE ORIGINAL EXCAVATED MATERIALS IF SUITABLE. EXCAVATION MATERIAL REUSED FOR BACKFILL SHALL HAVE ALL MATERIAL LARGER THAN 6 INCHES REMOVED.
2. WHEN BACKFILLING, PLACE AND COMPACT THE COMMON EXCAVATION IN LIFTS BELOW THE SUBGRADE LEVEL AND PLACE AND COMPACT THE SUBBASE GRAVEL IN LIFTS IMMEDIATELY BELOW THE PAVEMENT LEVEL.
3. AFTER SAW CUTTING AND REMOVING ADDITIONAL 1 FOOT OF PAVEMENT BEYOND UNDERMINING, THE ENTIRE EXPOSED GRAVEL LAYER SHALL ONCE AGAIN BE COMPACTED, INCLUDING THE UNDISTURBED GRAVEL PORTION, PRIOR TO PAVING
4. PAVED AREA SHALL BE THE FULL WIDTH OF ANY LANE IMPACTED.
5. WHEN CRUSHED STONE IS UTILIZED AS BEDDING OR BACKFILL UNDER PAVED AREAS, AN APPROVED GEOTEXTILE SHALL BE USED TO MINIMIZE THE MIGRATION OF FINE SOILS.

NOT TO SCALE



**September 18, 2025**  
**Trustee Meeting**  
**General Manager Report**

**1. Notable accomplishments/successes since last report (including personnel commendations):**

a. N/A

**2. Progress report on items presented at the previous Trustee meeting:**

- a. We had a great staff meeting on September 4<sup>th</sup>. All staff were present plus three retirees. Employee longevity recognition was presented to Rose Vincent (Office Associate – 5 years of service), Amy Dyer (Finance Manager – 5 years of Service), and Emile Nicol (Treatment Supervisor – 30 years of service). (Employee longevity recognition is provided to employees after each five-year service period.)



**3. New or upcoming items of significance:**

- a. Trustee Bruce Williams has accepted a position at Sappi and has resigned as a board member as well as the Fairfield Public Works Director effective of September 12, 2025. In his role as public works director, he maintained a strong partnership with KWD staff, making our efforts in Fairfield more productive and effective. Bruce's decades of experience in public works, construction, and auto repair, gave him a unique perspective as a board member. He will be missed.
- b. During a water main break on August 21, 2025, water and sediment (aka mud) entered the garage of the home at 107 Halifax Street in Winslow. An insurance claim was filed with our insurer (Maine Municipal Association). However, as with most claims, the claim was denied due to our protections under the Maine Tort's Claim Act. Due to the expense associated with the cleanup of

the material, the homeowners have expressed interest in directly asking the Trustees for financial compensation.

- c. Chad Merrill, KWD Distribution Technician and member of the Maine Army National Guard, has been called to activity duty for approximately one year. He will be overseas during his deployment.
- d. KWD's agreement with Maine Water Company – Oakland Division is set to renew for another five years in November 2025. I have been in discussions with Maine Water Company leadership on the need/appropriateness of the agreement.
- e. Our contract with Maine Power Options for electricity for five lower electricity usage sites is set to expire in December. We will be soliciting pricing from Constellation Energy to establish a new contract. We anticipate the electricity rate will be around \$0.108 per kWh (lower than the current contract rate of \$0.1585 per kWh).



**September 18, 2025  
Trustee Meeting  
Monthly Department Report**

**Department:** Service

**Submitted by:** Benny LaPlante

- 1. Notable accomplishments/successes since last report (including personnel commendations):**
  - a. N/A
- 2. Progress on items presented in previous monthly department reports:**
  - a. The latest revision of our Terms & Conditions has been officially approved by the Maine Public Utilities Commission (MPUC). This revision will take effect on September 1, 2025.
  - b. According to Sensus, the remote reading activation issues we've been experiencing were due to the aging of our Command Link devices. As a result, we will be replacing our two CL100 models with updated CLII units. Notably, two years ago, EJP lost one of our Command Links during a repair process and replaced it with a CLII model. That unit is currently being used by our technicians in the field.
- 3. New or upcoming items of significance:**
  - a. Our Safety and Health Award for Public Employers (SHAPE) inspection is scheduled for September 2, 2025. Representatives from the Maine Department of Labor will conduct site visits to identify any potential safety hazards and review our safety-related documentation.
  - b. We expect to receive 6" Cordoned water meters soon. These will be installed at Maine General Thayer and the Colby Pumping Station, replacing the existing meters that currently require monthly manual readings. Once installed, KWD will be able to collect readings remotely at these sites, and customers will have access to usage data through our customer portal.



**September 18, 2025**

**Trustee Meeting**

**Department Reports**

**Department: Finance Department**

**Submitted by: Amy Dyer**

1. Notable accomplishments/successes since the last report (including personnel commendations):
  - a. We received a dividend check of \$3,278 from Maine Municipal Association for having a loss ratio of 12.07% for 2023 and 2024 plan years.
  - b. The first installment of the 3M PFAS settlement in the amount of \$451,603.88 was received in August and set aside in a separate CD for future PFAS mitigation.
2. Progress report on items presented at the previous Trustee meeting:
  - a. The auditors are continuing to work on the audit reports. We anticipate receiving complete reports in October.
  - b. I anticipate sending finalizing our request for proposals for audit services by the end of September.
  - c. The Annual Report for the MPUC is on hold until I have final figures from the audit.
  - d. We have successfully created an upload template to pay bills electronically through an automated clearing house (ACH). We must test the process and should be ready by October to start paying invoices electronically.
3. New or upcoming items of significance:
  - a. I have begun working with department managers on their 2026 budgets. We anticipate holding a budget workshop with the Trustees during the third Thursday in October.



**September 18, 2025**

**Trustee Meeting**

**Department Reports**

**Department:** Water Quality

**Submitted by:** Robbie Bickford

**1. Notable accomplishments/successes since last report (including personnel commendations):**

a. N/A

**2. Progress report on items presented at the previous Trustee meeting:**

a. China Lake (Lake Elevation: 170.3 feet or 14 inches below spillway)

i. China Lake Section 319 Grant:

1. The final punch list items for this grant are being completed this month with the closeout scheduled for the end of 2025.

ii. The current Secchi Disk transparency reading for the West Basin is 6.75 meters. This is far deeper than we have seen in past years and continues the trend of improving water quality within China Lake.

iii. The final 2 miles of property line along the West Basin of China Lake has been marked bringing this 5-year project to a close. Remarking of the property lines should take place every 10 years moving forward.

b. PFAS Mitigation Project:

i. Samples continue to be collected, analyzed, and trended to review the effectiveness of the new GAC within our existing gravity filters. The F400 trial filter continues to remove approximately 30% of the PFOA from the incoming raw water. The most recent PFOA result post-F400 was 1.96 ppt.

c. Lagoon Discharge Project:

i. The construction of the Outfall Structure is scheduled to begin September 15, 2025, and be completed within a week. With the lower-than-average rainfall, the China Lake Outlet Stream is at its minimum flow making construction far simpler.

**3. New or upcoming items of significance:**

a. N/A



**September 18, 2025  
Trustee Meeting  
Monthly Department Reports**

**Department:** Distribution

**Submitted by:** Jared Bragdon

**1. Notable accomplishments/successes since the last report (including personnel commendations):**

- a. It is with great pride and appreciation that we recognize Chad Merrill (Distribution Technician 2) as he prepares to deploy with the Maine Army National Guard (MEANG) for the next year starting September 25, 2025. Chad has been an invaluable member of our team, consistently demonstrating leadership, integrity, and a strong work ethic. While his presence will be greatly missed, we fully support his mission and are honored to stand behind him during this important time. We thank him for his service and sacrifice, and we look forward to welcoming him back with the same respect and admiration he has earned.

**2. Progress on items presented in previous monthly department reports:**

- a. Work associated with the Town of Fairfield's 2025 paving (Bray Avenue, Pamador Drive, Church Street, Willow Street, Osborne Court, and Bartlett Street) is complete.
- b. A new 2" tap for new car wash on Kennedy Memorial Drive was competed on 8/5/2025.
- c. The Distribution Department installed 300 feet of 2-inch HDPE water line along Turner Street, including a new service connection. As part of the project, we replaced an existing 6-inch hydrant valve and upgraded the hydrant itself. Additionally, a 6-inch line valve was replaced on Ann Street, effectively creating a looped water network for this section of Turner Street. This improvement is expected to enhance water quality and increase system resilience, particularly in preparation for future main replacement projects.

**3. New or upcoming items of significance:**

- a. Hydrant painting - ongoing
- b. Valve replacements- We will be replacing two non-functional line valves. This upgrade is aimed at reducing the impact of emergency water outages for customers along Halifax Street in Winslow.
- c. Annual Fall Hydrant Flushing – to begin in September.
- d. We will be honoring a former employee, Zach Noble, who died (October 17, 2023) while employed at KWD, with a small plaque mounted on our vacuum excavation truck.

**4. Main Break Summary:**

DATE OF LEAK	LOCATION (STREET)	MUNICIPALITY	PIPE SIZE	PIPE/SERVICE INSTALLED DATE	MATERIAL	TYPE OF LEAK
8/21/25	Halifax St	Winslow	8"	1948	Cast Iron (Unlined)	2" X 8" Hole
8/21/25	Highland Ave	Waterville	6"	2001	Ductile Iron (Lined)	3" X 3" Hole



**September 18, 2025**  
**Trustee Meeting**  
**Monthly Department Reports**

**Department:** Engineering

**Submitted by:** Matt Zetterman

**1. Notable accomplishments/successes since last report (including personnel commendations):**

- a. Windows 11 Upgrade – KWD’s Windows 11 upgrade project is substantially complete. Sixteen devices were identified for upgrade as part of the project. We successfully addressed this by replacing computers through our normal replacement schedule, repurposing existing devices, and upgrading the remainder. The District’s IT Technician, Lucas Ramsey, deserves credit for his hard work on this project.

**2. Progress report on items presented at the previous Trustee meeting:**

- a. 2025 Summer Street Area Water Main Replacement Project – The Grove Street and Summer Street portions of the project are substantially complete, and Eastwood Construction has turned their focus to Preston Street. (Preston Street was added via a change order to the original project that involves replacing approximately 750 feet of 6-inch unlined cast iron water main installed between 1928 and 1937.) Work on Preston Street was kicked off on September 8<sup>th</sup> with night work to complete the tie in on Silver Street (the location of the Silver Street water main and volume of traffic would have made day work extremely difficult).
- b. PFAS Mitigation Project – We have started working with CDM Smith on an evaluation of treatment plant upgrades to support PFAS mitigation. The scope being considered includes construction of an access road behind the plant, piping modifications for media change-outs, pump replacements, filter rehabilitation and media replacement, upgrades to the lagoon recycle water system, and HVAC system replacement/upgrades. We’re expecting a draft memo from CDM Smith soon that we can use to drive our conversation with the Maine Drinking Water Program at the end of the month to discuss the grant money we’ve already been awarded as well as for an SRF funding request in October.
- c. Proposed Engineering Policies – KWD Engineering staff will be proposing two board level policies on correcting non-conforming water services in the system and establishing guidelines for charging KWD staff time and equipment on new water service installations.
- d. Chase Avenue Pump Station – The design for the upgrades to the Chase Avenue Pump Station is approximately 60% complete. We met recently with Dirigo Engineering to discuss their progress and to provide comments for them to incorporate into their design. The goal is to have an application in to the Maine Drinking Water Program for SRF funding in October.

**3. New or upcoming items of significance:**

- a. Evaluating Cellphone Carriers – Due to recent challenges with Verizon’s coverage in the area, we’ve initiated discussions with T-Mobile regarding their service offerings. We’re currently evaluating costs, signal throughout the system, and staff impact to see if it makes sense to change.