

PUBLIC FACILITIES AND SERVICES

Inventory and Analysis

PUBLIC FACILITIES AND SERVICES¹

I. MUNICIPAL GOVERNMENT IN PORTLAND

The City operates under a charter adopted November 4, 1986, as amended (the “Charter”), providing for a Council-Manager form of government with a nine-member City Council. Each of the City’s five voting districts elect one Council member, with four members being elected from the registered voters of the entire City at-large. The Council members are elected for three-year staggered terms. The Charter grants to the City Council all powers to enact, amend, or repeal rules, ordinances and resolutions relating to the City’s property, affairs and government, to preserve the public peace, health and safety, to establish personnel policies and to authorize the issuance of debt. The entire Council, working as the Finance Committee, adopts an annual budget and provides for an annual audit. The City Manager is the administrative head of the City and is responsible to the City Council for the administration of all departments.

II. MUNICIPAL FACILITIES AND SERVICES

Portland provides general governmental services for the territory within its boundaries, including police and fire protection, construction and maintenance of highways, streets and sidewalks, parks, recreation and coastal areas, health and social services, planning and zoning and general administrative services. Public education is provided for grades Kindergarten (“K”) through 12 and for applied technology education. The City employs approximately 1,371 full and part-time employees; in addition 1,396 people are employed by the School Department. Public Facilities Map #1 shows the location of municipal facilities in Portland.

The City owns and maintains its own sewer collection and interceptor system and is responsible for the costs of maintenance, improvements and expansion of the system to provide transmission of sewage to the Portland Water District’s treatment plant. The Portland Water District owns and operates the treatment plant, the use for which the City pays a monthly fee. The Portland Water District also provides water service to the City’s inhabitants.

A. Police Department

The Police Department is staffed by 223 employees who include one Chief of Police, two Deputy Chiefs, one Captain, 7 Lieutenants, 19 Sergeants, 130 Police Officers, 18 public Safety Dispatchers, three Police Dogs, two horses, and two Animal Control Officers. The Police Department operates from the downtown Public Safety Building. The Police Department maintains 54 vehicles, which are in good repair.

¹ Official Statement Dated March 21, 2002, City of Portland, Maine \$14,445,000 General Obligation Bonds, ABN-AMRO Financial Services, Inc. Duane G. Kline, Director of Finance, City of Portland, Maine. Entire Public Facilities and Services from this source unless otherwise noted, pages 20-30. Edited 2002.

In January 1994, the Portland Police Department opened the Parkside Neighborhood Center, initiating a long-term, department-wide commitment towards Community Policing.² The focus of that center, and the centers that have followed, is to pursue an aggressive, pro-active policing and prevention of recurring problems in the community. Since the initiation of Parkside, the Community Policing Program has opened additional centers located in the neighborhoods of Munjoy Hill, Midtown (which serves Bayside, Downtown and the Old Port), West End and the Portland Public Housing Communities. Officers assigned to these communities utilize foot and motor patrols as well as bike patrols in an attempt to maintain direct ties and contact with the individuals, which they serve. The program allow various degrees of response determined by the needs of the neighborhood, manages issues as they arise, enjoys a vast amount of positive interaction with members of the community, and develops many partnerships with organizations and associations.

B. Fire Department

The Fire Department is staffed by 236 employees who include one Fire Chief, five Deputy Chiefs, 12 Captains, 37 Lieutenants and approximately 146 firefighters. The Fire Department operates from nine fire stations and maintains approximately 40 vehicles or pieces of equipment, all of which are in good repair. Emergency Medical Service (“EMS”) is provided by the EMS Division of the Fire Department. Service is provided by approximately 29 Paramedics. The EMS maintains nine MEDCU units, which are in good repair. The Fire Department operates fireboat service protecting the harbor area of Portland and the adjoining City of South Portland, including sixteen major islands of Casco Bay.

C. Public Works

The Department of Public Works is responsible for providing many of the essential services to City of Portland residents throughout the year. The department provides for the construction and maintenance of roads and sidewalks, the City’s sewer collection and interceptor system, removal of snow from roads and sidewalks, as well as providing service to the four adjacent islands in Casco Bay, which are part of the City. Public Works is responsible for traffic control, street lighting, sanitation, and the removal and disposal of refuse and garbage. The City has centralized maintenance of all its vehicles, including the Public Works, Parks and Recreation, Police and Fire fleets. Public Works has a total of 150 employees with approximately 10 additional seasonal or on-call staff.

Waste Water Treatment

The Portland Waste Water Treatment Plant was constructed in 1979 and the Portland Water District operates it. During dry weather, the plant treats on averages 15 to 20 million gallons per day. It is permitted to provide secondary treatment (full waste treatment) of up to 36.8 MGD a day. During storm events, the facility is permitted to provide primary treatment of 80 MGD, however, in 2002 the number has been reduced to 50 MGD during construction. The combined sewer separation work that the City has been engaged in (see below), has removed significant quantities of storm water from the sewer system, thus increasing the capacity of the system to handle additional municipal sewage.³

² Ibid. Mayor Cheryl Leeman Transmittal Letter, Appendix A, page 4.

³ Information from Bradley Roland, Project Engineer, City of Portland. For more information about Portland’s CSO program, refer to section C, Surface Water Quality of Environmental Resources.

In addition to the Capital Improvement Program (CIP), the City of Portland has a Combined Sewer Overflow (CSO) Master Plan containing a 15-year implementation abatement schedule that started in 1997.⁴ The total CSO capital costs were originally anticipated to equal \$52 million. A recent review indicates that the total cost may increase to \$80 million. The City anticipates issuing about five to nine million dollars of bonds for CSO projects in conjunction with the City's annual capital improvement program. Phase I of the CSO abatement plan was reviewed by the City Council and adopted on September 3, 1997. The II Phase will be reviewed later in 2002. The debt service for the projects will be paid from charges assessed to the users of the sewer system. The main CSO projects will impact six water bodies including: Casco Bay, Back Cove, Portland Harbor, Fore River and Capisic Brook

Solid Waste

Public Works provides curbside recycling and trash collection to residential properties within the boundaries of the City of Portland, serving approximately 23,000 households. The City does not provide service to commercial entities, many large apartment complexes or condominiums. The waste is delivered to facilities operated by Regional Waste Systems (RWS) located on Blueberry Road in Portland. In FY 2002, Portland delivered 13,675 tons of trash to RWS and 6,426 tons of recyclables.

Portland Public Works delivers bulky waste to the City owned Riverside Recycling Facility at 910 Riverside Street. This is a transfer station and waste processing facility that is located on top of a capped landfill. The facility accepts bulky waste and construction and demolition debris from other municipalities, residents and commercial waste haulers. The lifespan of this facility is indefinite. Annual waste deliveries from all sources to Riverside Recycling Facility total approximately 41,000 tons. The city delivers and Portland residents deliver a combined total of 6,600 tons of bulky waste and debris to the facility annually.

D. Parks and Recreation⁵

The Parks Department is currently organized in four divisions to facilitate better service delivery for constituents through a streamlined and efficient management of programs, parks and services.

- Under the **Recreation Division**, an extensive before and after school program is available at all school sites within the City of Portland. The Recreation Division oversees a wide array of programming for participants of all ages and manages the Riverton and Reiche community pools, along with the outdoor Kiwanis pool, rangers, ball fields, and special events.
- The **Parks and Cemeteries Division** manages parks operations and maintenance; forestry, horticulture, community gardens; operation and maintenance of the historic Evergreen Cemetery, Western Cemetery, Forest City Cemetery, Eastern Cemetery and several other inactive cemeteries; maintenance of the Portland Downtown District whose primary function is to beautify the City's downtown; and the planning, design, construction and renovation of parks projects.

⁴ Official Statement Dated March 21, 2002, City of Portland, Maine page 49. Refer to Environmental Resources, Surface Water Quality for more information on CSO program. Edited by Bradley Roland.

⁵ Green Spaces, Blue Edges: An Open Space and Recreation Plan for the City of Portland updated 2001.

- The **Enterprise Division** manages the Riverside Golf Course, a 27-hole course, and the Portland Ice Arena. Both entities provide the City of Portland with another venue to the already wide array of services offered through Parks and Recreation.
- The **Administration Division** manages the day-to-day operations and functions of managing the Parks and Recreation Department and oversees the financial, budgetary, personnel, payroll, benefits, customer service and staff support functions.

The Parks and Recreation Department employs 122 permanent staff members and 131 seasonal employees.

E. Merrill Auditorium⁶

Built in 1912 City Hall Auditorium Is a classic example of colonial style. Cyrus Curtis donated the Kotschmar Memorial Organ with 5,000 pipes that was incorporated into the stage. Although improvements were made in the 1960's, the auditorium continued to be haunted by dismal acoustics and poor sightlines. Plans proposed by Winton Scott Architects were accepted and renovations began in January 1996. Today, the renamed Merrill Auditorium is a 1900 seat performing arts facility in downtown Portland. During its first full year of operation, over 130 events were presented to 175,000 guests. The events offered at the facility cover a broad range of performing arts, including the Portland Symphony Orchestra, and PCA Great Performances. There is also strong community use as well with graduations, dance recitals, and lectures.

Merrill Auditorium is managed by the Department of Public Facilities, which has 35 permanent employees and 74 seasonal or on-call employees.

F. Public Education⁷

1) Portland School System

The City operates its educational program for grades K through 12 and for applied technology education under its own supervision. The Department of Education for the City is administered by a nine member School Committee, which performs all duties in regard to the care and management of the public schools. The School Committee submits its budget to the City Council. It is included in the city budget process. The Schools' staff consists of a Superintendent, a Director of Finance and Operations, four Directors, 18 full-time principals, 12 full-time assistant principals, 597 full-time equivalent teachers of which 571 are locally funded and 26 are federally or State funded, and 463 various other professional and non-professional staff.

⁶ Portland Department of Public Assembly Facilities, Merrill Auditorium, www.portlandevents.com/Merrill

⁷ Official Statement Dated March 21, 2002, page 21.

The City's current enrollment and capacity are listed as follows:

School	Grades	Estimated Capacity	Mar. 2001 Enrollment
Elementary Schools			
Marada Adams	K-3, P	210	98
Cliff Island	K-5	20	8
Percival P. Baxter	K-5, P	275	151
Nathan Clifford	K-5, P	400	205
Fred P. Hall	K-5	760	445
Longfellow	K-5	565	335
Peaks Island	K-5	125	48
Presumpscot	K-3	325	243
Harrison Lyseth Elementary	1-5	675	628
Jack Elementary	K-5	625	244
Howard C. Reiche Community	K-5	575	521
Riverton	K-5, P	650	482
		<u>5,205</u>	<u>3,408</u>
King Middle	6-8	650	578
Lincoln Middle	6-8	560	602
Lyman Moore Middle	6-8	475	694
West School	1-12	180	49
		<u>1,865</u>	<u>1,923</u>
High Schools			
Deering High	9-12	1,260	1,348
Portland High	9-12	1,300	1,085
Portland Arts & Technology School	9-12	-	-
		<u>2,560</u>	<u>2,433</u>
Total School Enrollment		<u>9,630</u>	<u>7,764</u>

Sources: State of Maine, Department of Education, "April 1 Census of Students Educated at Public Expense".
City of Portland

The City historical and projected school enrollment projections are as follows:

<u>April 1,</u>	<u>Grades</u> <u>K-5</u>	<u>Grades</u> <u>6-8</u>	<u>Grades</u> <u>9-12</u>	<u>Other</u> ¹	<u>Total</u> <u>Enrollment</u> ²
1992	3,804	1,467	1,848	429	7,548
1993	3,866	1,597	1,847	418	7,728
1994	3,957	1,580	1,817	404	7,758
1995	4,063	1,647	1,905	284	7,899
1996	4,188	1,717	1,971	214	8,090
1997	4,085	1,739	1,975	307	8,106
1998	3,877	1,861	2,057	318	8,113
1999	3,678	1,860	2,099	281	7,918
2000	3,473	1,881	2,172	383	7,787
2001	3,596	1,769	2,399	258	8,022

Sources: State of Maine, Department of Education, "April 1 Census of Students Educated at Public Expense". City of Portland

Notes: (1) "Other" includes: Elementary Special, Pre-Kindergarten (1987-1993 inclusive), Secondary Special and Post-Graduate Students.

2) Portland Arts and Technology High School

Title 20-A, Chapter 313 of the Maine Revised Statutes provides for "applied technology education" or a course or program of education, which is designed to create or improve job-related skills that are part of a secondary school curriculum. The programs may be offered via an applied technology center (a "Center"), which is governed by a single school administrative unit and its obligations are those of the unit.

As a Center, the Portland Arts and Technology High School is owned, operated and maintained by the Department of Education of the City of Portland. The school first opened to secondary students for grades 11 and 12 in September 1976 with an initial enrollment of 600 students. Area students may attend the school based upon a cooperative agreement assessment set by the State and negotiated by the City.

3) Renovating School Facilities

The City of Portland has taken a systematic approach to upgrading public educational facilities. Both high schools, Portland High and Deering High, were renovated in the past decade. Then the city upgraded Lincoln and King Middle Schools. Jack Elementary School was closed at the start of the 2001 and 2002 school year due to unhealthy conditions caused by mold. Students have been attending school at an interim facility located downtown. The State recently announced that Portland will receive State funds for the construction of a replacement school.

The Portland School Committee has established an Elementary Facilities Task Force to study options for renovating and improving Portland's 13 elementary schools. The estimated costs for various options to renovate all of the elementary schools are in the \$70 million range. Additional study of the options is underway, including the concept of consolidating some of the schools.

G. Public Library

The Portland Public Library was first established in 1867 as the Portland Institute. In 1889, the library incorporated as The Portland Public Library, a non-profit organization, which operated and maintained the newly built Baxter Library at 619 Congress Street. In August, 1979, the Library moved to its present 80,000 square foot facility at 5 Monument Square, which was financed by a \$6.2 million bond issue of the City. It is a modern facility, which includes an automated circulation system, an auditorium and conference rooms. The Portland Room contains the Library's special collections for display, reference use and preservation. In addition to a main library, there are five branch libraries.

The Portland Public Library is managed by a Board of Trustees, which currently consists of 26 Trustees (may have up to 30 members). As an independent and non-profit organization the Library is self-supporting through its own resources with additional grants from the City, Cumberland County and the State of Maine. For the year ended June 30, 1997, the City provided approximately \$2.0 million to support library operations. The City also owns the land and buildings in which the Library operates.

The Library's current collection includes approximately 315,603 volumes, subscriptions to approximately 1,880 periodicals of which 631 are current subscriptions, 400 phonograph records, 6,990 audio cassettes, 2,870 video cassettes and 2,450 compact discs. The Portland Public Library is managed by a Library Director, a Business Manager, a part-time personnel manager, a Development Director and approximately 15 professional librarians and 31 full-time equivalent personnel.

H. Health and Human Services Department

Health and Human Services undertakes the planning and coordination of human service activities in Portland. This department consists of three divisions: Public Health, Social Services and the Barron Center. The City's intent is to provide focus on the elderly care services issues and plan for future needs of that population. Much of the funding for Public Health and Social Service operations comes from state and federal grants. Most of the Barron Center's funding is from Medicare funded residents costs, in addition to some private pay residents.

The Barron Center, which prior to the fiscal year 1998 budget cycle, was accounted for as an enterprise fund of the City, has been combined with the Health and Social Services Department in the general fund, effective July 1, 1997. The Barron Center provides for long-term health care, both skilled and intermediate, with a 235-bed nursing home facility, which opened in 1982. The old facility of the Portland City Hospital is now congregate housing for the elderly and provides 110 units. An additional 50-bed Alzheimer's Care Facility on the 12-acre campus complex was completed and opened in March of 1992.

The Health and Human Services Department has 260 employees at the Barron Center with 77 additional persons on-call, 61 public health employees with 19 additional persons on-call, and 61 social service staff members with 7 individuals on-call.

I. Ports and Transportation Department

1) International Marine Terminal

Since 1998, Portland has become the largest port in New England in terms of tonnage with over 21 million tons of cargo landing in 2000. The Port has a dredged deepwater channel, excellent berthing for vessels of all sizes and the largest bascule type bridge in North America with a 196 foot horizontal span that can handle the widest vessels at the upriver terminals. In addition, the City recently became the operator of a 2.2 million dollar state of the art Mobile Harbor Crane. This crane was purchased with City, State and Federal funds and is leased for a fifty-year period to the Port. The International Marine Terminal has served as the facility for the international passenger ferry service (Scotia Prince) between Portland and Yarmouth Nova Scotia for many years. The terminal is expected to be used solely for cargo in the near future with the development of the intermodal passenger facility being planned at the former BIW site.

2) Portland Fish Exchange and Fish Pier

In addition, Portland is one of the largest fishing ports in New England and is the twentieth largest in the U.S. Despite declining stocks and increasing regulation, the fleet, as well as the many shore side industries continues to expand primarily through good management practices. The Portland Fish Exchange (the "Exchange") was incorporated by the Portland City Council as a local development corporation and began operations in February 1986. The City is the sole voting member of the Exchange and has the exclusive right to appoint the Board of Directors, amend its Articles of Incorporation and may cancel any amendment to the rules of operation adopted by the Board of Directors. The City also created the Portland Fish Pier Authority, a non-profit organization, for the express purpose of operating the City's 18 acre, \$18 million dollar Portland Fish Pier, established to promote fishing and fishing-related enterprises in the City. The City has leased to the Portland Fish Pier Authority its public fish pier facilities for a 60-year term and assigned its interest in all related operating leases, including the Fish Exchange lease. A full display wholesale fish auction was chosen as the principle means to attract fish sellers and buyers to the Port of Portland. The premises are devoted to public purposes only and use is restricted to the landing or processing of shellfish, finfish and other natural products of the sea, or for other activities directly related to these purposes, including, but not limited to, loading or selling these products and fueling.

3) Proposed Passenger Intermodal Facility

The cruise and international ferry business is growing at a steady pace. The Port had a total of 45 cruise ship calls in 2001 compared to 19 in 1999. Approximately 40,000 passengers arrive annually by cruise ship and approximately 162,000 additional passengers utilize the International Ferry. In response to this growing market (the New England cruise market continues to grow at an annual 15% rate), the City is embarking on the re-design and engineering of the Bath Iron Works Ship Repair Facility as a Marine Passenger

Intermodal Facility. The goal of the project is to combine all marine passenger operations, i.e. cruise ships, International Ferries and the Casco Bay Lines Ferry operation, on a single sixteen-acre site. The project is currently funded with \$9.7 million dollars of which 92% is from State and Federal sources. Refer to the Marine Resources for more information.

The City of Portland has been leasing a twelve-acre parcel of land for twenty years to Bath Iron Works for use as a Naval shipbuilding and repair facility. Bath Iron Works (BIW) returned the facility to the city upon termination of its lease in 2002. The State of Maine, through its Department of Transportation, and the City of Portland, through its Department of Ports and Transportation, will be developing this site as a multi-use waterfront transportation facility primarily for marine passenger operations serving the Southern Maine Region as a gateway hub to a variety of destinations. The property is located at the mouth of the Fore River in Portland Harbor. Because of the site's strategic location this facility will become a major gateway not only to the City, but also to the region and the State.

In 1999, the voters of the State of Maine passed a Transportation bond issue. The bond issue authorized \$8.97 million to support the waterfront conversion project. The City requested an additional \$7 million of federal funding for the conversion project. The City includes a \$1 million local match request in its capital improvement program.

The entire site, nearly twenty city-owned acres is currently occupied by several marine operations, the Casco Bay Island Transit District (an intra-harbor ferry service that handles passengers and vehicles transiting to and from the islands in Casco Bay), and the city's fire and rescue vessels which provide emergency assistance to the islands and the Portland waterfront. Improvements to this property will meet the infrastructure needs of cruise ships, the international ferry service, local ferry service, high-speed ferry service, public and private vessel berthing and public access.

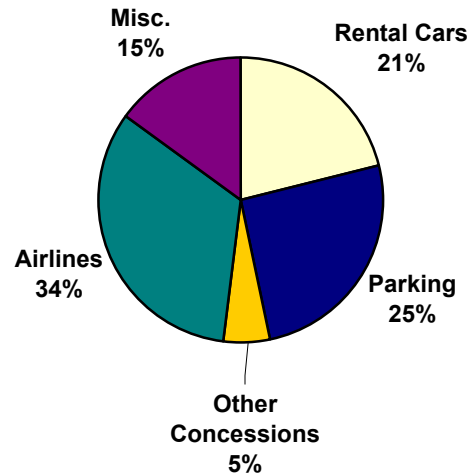
4) Portland International Jetport

The Portland International Jetport is designated as a Small Hub Airport by the Federal Aviation Administration and was ranked as the 98th largest airport for 2000 (US and Territories) During 2001 over 1.25 million passengers used the Jetport, with approximately 60% of those travelers being business passengers. The Jetport provides more than 100 daily airline departures and arrivals. The Jetport serves as an economic stimulus for the region as well as providing employment for approximately 1,500 people. For passengers, the Jetport is served by American Eagle, Continental Express, Delta, Northwest, United Express, and US Airways, and for cargo, the Jetport is served by Airborne Express and Federal Express.

The Jetport is fully self-funded generating its revenue from the airlines, rental car companies and other airport vendors as well as the travelers who use the airport (see chart). This revenue (as mandated by the Federal Aviation Administration) must remain with the Jetport and be used only for airport-related projects. Therefore, the Jetport neither receives nor depends upon local property tax dollars. Projects are funded through a combination of Federal and state dollars, and Jetport reserves.

Jetport Revenue

(FY01)



J. Planning and Development

The Planning and Development Department has 40 employees within its three divisions: Planning, Housing and Neighborhood Services and Economic Development. The Planning Division administers development reviews, historic preservation program, public art, and a variety of comprehensive planning initiatives. Housing and Neighborhood Services Office conducts federal Housing and Community Development programs, such as rehabilitation loans and grants, homeownership programs, lead abatement, rental housing construction programs, and support for social service agencies. This division also includes the City's Inspections Office, which administers the building, housing, and health and safety codes of the city. The Economic Development Division provides a variety of services to assist and retaining existing businesses, to attract new businesses to the city and to provide technical assistance to entrepreneurs and small businesses as they progress through their business life cycle. The functions of the Downtown Portland Corporation and the Resource HUB are outlined below.

1) Downtown Portland Corporation

In December 1990 the City Council authorized the creation of the Downtown Portland Corporation (the DPC) to act as an arm of the Economic Development Department of the City. The DPC is a quasi-governmental, local economic development corporation established for the purpose of implementing and administrating economic development financial programs that enhance and create business and employment opportunities. To accomplish this task, the DPC has combined public and private community resources and initiatives that, together, have helped position downtown Portland for success.

In 1996, in response to the economic challenges of businesses outside the City's downtown, the City Council expanded the boundaries Citywide and the Board of Directors increased from 7 to 9 members. Since the inception of DPC, their financial programs and incentives have assisted with projects that contributed over \$149 million dollars in new investment and helped to create and retain more than 5,800 jobs in Portland.

Loans granted by the DPC have reached \$4.4 million to 65 small and medium sized business in Portland. The DPC and the City worked together with major developers seeking to invest in Portland, including the Libra Foundation in its development of the Portland Public Market, and UNUM in its construction of a new 300,000 sq. ft office building – the largest office building in the state of Maine.

2. The Resource Hub

The Resource Hub is a one-stop business assistance center for entrepreneurs and small businesses seeking to start or grow a business in Portland. Its storefront location on Congress Street is a convenient, non-threatening business environment, accessible to all including Portland's minority and immigrant populations. The Hub offers state of the art technology, current business assistance publications and timely and informative seminars and workshops – all interwoven with support from highly trained business counselors.

To accomplish this work, the Resource Hub has collaborated with 14 service partners and many more financial supporters. Along the way, the Hub has secured grants from the Economic Development Administration and the Maine Department of Transportation. It is also a satellite Business Information Center (designated by the U.S. Small Business Administration), which has allowed the Hub to receive numerous resources such as a video-conferencing unit, new computers, software, and updated business reference material.

To date, the Resource Hub has helped launch over 220 businesses. Since its inception in 1998, the Hub has helped over 1800 individual clients. In the past year, the Resource Hub logged a total of 1,762 hours for its services.

III. HEALTH CARE⁸

A. Maine Medical Center (“MMC”)

Maine Medical Center (MMC) is located at 22 Bramhall Street in Portland. It is the largest hospital in Maine with 598 beds. MMC is a fully accredited, community oriented teaching hospital serving Portland, and a referral center for the entire State and much of northern New England. MMC is widely known for its expanding cardiac diagnostic and open-heart surgery programs, renal dialysis and kidney transplant, oncology, nuclear medicine, physical medicine and rehabilitation. It maintains a graduate medical education program, has residency-training

⁸ Official Statement Dated March 21, 2002, page 26. Source: Chamber of Commerce of the Greater Portland Region, “Greater Portland Data Book”; and Maine Health & Higher Education Facilities Authority, Official Statements.

programs in major specialties and is a teaching affiliate of the University of Vermont College of Medicine. There are 35 separate outpatient clinics and a highly regarded research department, programs in community medicine, and a Community Mental Health Center. MMC has a substantial diagnostic facility, which provides space for Pathology and Radiology departments. It is the home of the Barbara Bush Children's Hospital as well as the Southern Maine Radiation Therapy Institute, a cancer-treating consortium of 17 Maine hospitals. MMC operates seven facilities throughout the region, including Spring Harbor Hospital (the former Jackson Brook Institute) in Scarborough, Maine's only psychiatric hospital. MMC supports a staff of approximately 4,571 employees.

B. Maine Medical Center, Brighton Campus

The former Brighton Medical Center merged with Maine Medical Center. Located at 335 Brighton Avenue in Portland, the facility is a 150-bed community hospital serving southern Maine and employs more than 750 people. The center is a teaching hospital for medical students, interns and residents with accredited residency programs in Orthopedics, Family Practice, Internal Medicine, General Surgery, Proctology, Anesthesiology, and Ear Nose and Throat. Additionally, the hospital is a clinical training site for area nursing schools and various allied health programs. Physicians from the facility have been a major force in the development and continued growth of Maine's only medical school, the University of New England College of Osteopathic Medicine in Biddeford. The Medical Center also offers the Maine Physician Referral Service, Lifeline Personal Response System, and the Center for Health Promotion, which provides occupational medical management services for over 200 businesses throughout southern Maine.

C. Mercy Hospital ("Mercy")

Mercy Hospital is located at 144 State Street in Portland. It is a 200-bed community hospital established by the Sisters of Mercy in 1918, providing inpatient, outpatient and emergency services in medicine, surgery and obstetrics. Specialized programs include: The Birthplace providing labor, delivery and recovery in one of ten private childbirth rooms; The Recovery Center providing evaluation, detox, and residential rehabilitation for adults and adolescents who require drug or alcohol treatment; and the newly renovated Ambulatory Care Unit providing both day surgery and short-term medical procedures and treatment to over 6,000 patients annually. Mercy also has the only Phase II cardiac rehabilitation service in southern Maine, called "Upbeat!" for patients who have had a heart attack or cardiac surgery. Mercy is affiliated with the Maine Medical Center in training Family Practice physicians, has its own schools of x-ray and anesthesia and employs approximately 900.

D. New England Rehabilitation Hospital of Portland ("NERH")

NERH is Maine's only hospital specializing in physical rehabilitation. Located at 13 Charles Street in Portland, NERH is a fully accredited, 82-bed hospital providing comprehensive rehabilitation on both an inpatient and outpatient basis. NERH employs approximately 229 people.

IV. HIGHER EDUCATION FACILITIES⁹

A. University of Southern Maine (“USM”)

USM is a state-supported, comprehensive educational institution, originally founded in 1878 as the Western Maine Normal School, and is the second largest of the seven institutions that comprise the University of Maine System. Dual campuses comprise more than 120 acres combining an urban environment in Portland with suburban/rural characteristics in Gorham, located ten miles inland. The campuses’ facilities consist of 48 buildings, including 60 classrooms and 35 laboratories. Gorham is the major residential campus of USM with nine residential halls housing nearly 1,200 students. Approximately 350 upper class and graduate students are housed in Portland Hall in downtown Portland. The USM library’s collection of over a million books, documents, journals and microforms is maintained at the USM Library in Portland and Bailey Hall in Gorham. USM’s total enrollment is approximately 9,522 with 8,305 being undergraduate students. The student-faculty ratio is approximately 15:1. The university offers three associate degrees, 36 bachelor’s degrees and 16 graduate degrees through its College of Arts and Sciences, College of Education, School of Business, Economics and Management, School of Applied Science, School of Nursing and its School of Law. USM is a member of the NCAA, with intercollegiate athletic programs classified as Division III.

B. Andover College

Andover College is a proprietary, coeducational post-secondary college that awards terminal associate degrees. Founded in 1966, the college is located on a two-acre campus in Portland and an urban campus in Portland’s downtown. Andover College offers majors in accounting, business administration/commerce/management, computer programming, computer science, legal secretarial studies, medical assistant technologies, medical secretarial studies, paralegal studies, secretarial studies/office management, child care/child and family studies, fashion merchandising, real estate, tourism and travel. The schools enrollment is approximately 839 students, and faculty includes approximately 49 full or part-time members.

C. University of New England (UNE)

Previously Westbrook College, UNE is an independent, four-year, coeducational college. The school is located on a 40-acre campus in a residential section of Portland, approximately two miles from the City’s center. In addition to classrooms, laboratories and five dormitories, the school’s facilities include the Finley Recreation Center, dedicated in 1990; the Academic Computer Center; the Children’s Center at Westbrook; and the recently renovated Josephine S. Abplanalp Library, a modern facility that holds 50,000 bound volumes, 540 periodical subscriptions, CD-ROM Titles and an all-night study area. With student enrollment of approximately 354, Westbrook College’s student-faculty ratio is approximately 10:1. The college offers baccalaureate programs in the following majors: American studies, business management, dental hygiene, early childhood education, English, human development, individualized major, medical technology, nursing, pre-professional programs, and psychology, and an associate degree

⁹Official Statement Dated March 21, 2002, page 27. Source: Chamber of Commerce of the Greater Portland Region, *Greater Portland Data Book*; Peterson’s *Guide to Four-Year Colleges* (1995); and Peterson’s *Guide to Two-Year Colleges* (1995).

in a dental hygiene program. The school is a member of the NAIA (District V) for its intercollegiate athletic programs.

D. Maine College of Art (MECA)

MECA is a private, non-profit, coeducational institution located in the downtown of Portland. Founded in 1882 as the Portland School of Art, the college changed to its present name in 1992. The school's physical plant currently includes six buildings; of these, three house the institutional and studio activities and two serve as residence halls. In 1993 Maine College of Art acquired the five-story, 150,000 square foot Porteous building in the center of the City, which will allow the college to unite all departments into one facility with greater studio and future expansion space than it currently enjoys. The Maine College of Arts Library's collection includes over 18,000 books and subscriptions to approximately 144 periodicals. With approximately 45 full or part-time faculty and student enrollment of approximately 305, the school's student-faculty ratio is approximately 10:1. The college offers a four-year Bachelor of Fine Arts degree in ceramics, graphic design, metal smithing and jewelry, painting, photography, printmaking, and sculpture.

V. OTHER SERVICES¹⁰

A. Greater Portland Transit District

The Greater Portland Transit District (the GPTD) is a joint venture with Portland and the City of Westbrook, Maine providing public transportation services to the residents of both cities. The City of South Portland had also participated as a member of the GPTD through December 31, 1982. The GPTD is managed by a Board of Directors selected by the municipal officers of each of the two participating municipalities. More information regarding routes and ridership is found under Transportation resources.

B. Portland Water District

The City is also served by the Portland Water District (the "PWD"), a wholly separate quasi-municipal entity whose operations are not part of the City, for treatment of its wastewater. The City owns and maintains the infrastructure sewer lines and is responsible for the cost of their maintenance, improvements and expansion. The PWD owns and operates a treatment plant for sewage delivered to the plant by the City, for which the City pays a monthly fee. All City users of the wastewater system pay monthly or quarterly fees, based upon water volume, to support expenditures from the Enterprise Fund, which paid for these services.

C. Regional Waste Systems, Inc.

Regional Waste Systems, Inc. (the "RWS"), a Maine Corporation with 20 participating member municipalities, including the City of Portland, has issued bonds to fund the design, construction and start-up of a resource recovery system ("RRS"). The participating municipalities are obligated to deliver certain amounts of the solid waste produced within each participating municipality to RWS for processing. During the year ending June 30, 2000, the City paid RWS \$1,425,089 in tipping fees and assessments for solid waste disposal services. In addition, RWS has estimated that landfill closure and post closure costs at June 30, 2000 (latest available information) amounted to \$25,591,619 of which Portland's share, based on estimated tonnage to be delivered, amounted to 30.16% or \$6,350,618.

¹⁰ Ibid. Page 47.