

Maine Town & City

The magazine of the Maine Municipal Association

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Building Community Resilience

Municipal officials gather
to share successes.

ALSO IN THIS ISSUE:

Coming in June - MMA's New Website
Municipalities Embracing Technology
Preview of MMA HR & Tech Conferences



JUNE 22-23, 2023

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Maine Town & City



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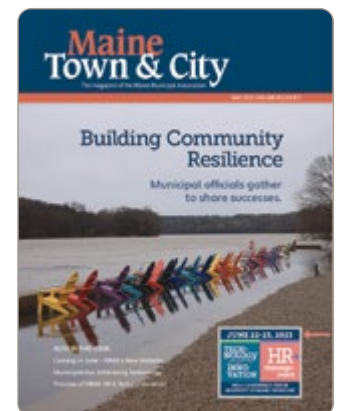
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A swollen Kennebec River reeling from the April 30 storm that dumped over four inches of rain in the Capital area.
 (Photo by Rebecca Lambert, MMA)



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Renewal & Reinvention

MMA's New Website Coming in June

By Kate Dufour, Director, Advocacy & Communications

As Albert Einstein observed, “The measure of intelligence is the ability to change.”

That quote is especially fitting as the theme of several of the features in this edition of the magazine focus on how municipal leaders are changing, improving, and modernizing the delivery of local government services. The articles explore how communities have partnered with the state and regional entities to combat the adverse impacts of climate change; the role technology has played in facilitating citizen access to local government services and proceedings; and the improved strategies human resource professionals are implementing to recruit and retain new talent.

Not to be left behind, and more importantly to support the work of our members, MMA is also in a stage of renewal. MMA's new and improved website will be available to members in June.

Ben Thomas, MMA's website and social media editor – a.k.a. the technology whisperer – has been working alongside Brian McDonald, the Association's IT director to transform the website from a digital landfill to one where important municipal resources can be mined effortlessly.

“We took a member experience approach and worked to develop the site based on the needs of our users. We worked to provide relevant content in an easy to access fashion to improve efficiency of use. We developed the new site using a modern responsive user interface that functions well on desktop computers, tablets, and even mobile devices. Our ultimate goal was to enhance the member experience and only provide access to valuable information that is easily accessible,” affirms McDonald. “We've left plenty of room to grow the site and improve the experience even further with updates and extended functionality already being discussed. The site should grow to offer more to our membership over time based on relevant needs. We look forward to hearing from our members about the new site and any ideas or improvements we can make in the future.”

As this edition of the Town & City goes to print, MMA staff are testing the improved site to ensure that all the resources are available to you once the switch is flipped. That includes ensuring access to legal manuals, certifying that workers' compensation and other risk related forms can be completed with ease, and securing your ability to register for MMA programs, workshops, and conferences.

Thomas is encouraging municipal officials to visit the website (www.memun.org)

“The functionality, branding and aesthetic improvements are among the biggest changes members will notice when they visit the new MMA website this summer. We designed a new navigation system for the website and streamlined things quite a bit over the past year. One of the goals with the new website was to cut down on the number of clicks it took users and members to get to a specific location on the website - a legal note, information packet, manual or past issue of the Maine Town & City for example.”

Additionally, Thomas notes that “Risk Management Services’ (RMS) web-based forms were re-designed from the ground up with a focus on user experience. A new single sign-on system was also implemented allowing members to use a single username and password when accessing MMA member resources, RMS forms and the MMA eBusiness website. The new single sign-on saves considerable staff time as well.”

While it is expected that we will hit a few snags along the way, those issues will be of minuscule consequence as changes to the website and the improved member experience will far outweigh the small inconveniences.

Please keep an eye out for communications from the Association, as well as department specific announcements, regarding the roll out of the new website. We expect to be online the second or third week in June.

Thank you for your ongoing support.

Congratulations

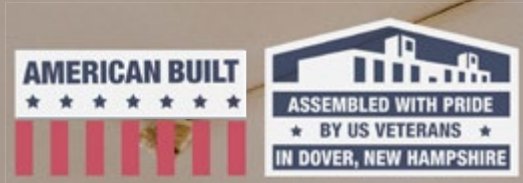
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Building Community Resilience

Partnerships and a proactive approach are key to protecting municipal infrastructure and investments.

By Betty Adams

Communication is key to gaining community buy-in for climate resilience planning and work.

That message was repeated in both morning and afternoon sessions of the Maine Community Resilience Partnership program presented in late March during the Maine Sustainability & Water Conference. The conference, which attracted about 400 attendees, was sponsored by the University of Maine's Senator George J. Mitchell Center for Sustainability Solutions.

Sarah Curran, deputy director of the Governor's Office of Policy Innovation, which hosts the partnership program, cited the August 2021 report of the United Nations' Intergovernmental Panel on Climate Change, which UN Secretary-General António Guterres characterized as "a code red for humanity. The alarm bells are deafening, and the evidence is irrefutable."

Curran noted that the partnership program, which was started just over a year ago, had 138 participating communities fully enrolled and eligible for grants for any of 72 actions relating to climate resiliency. The recently issued 2022 Annual Report lists 74 Community Action Grant awards totaling \$3.71 million to towns, tribes, and unorganized communities in Maine. The awards and their intended purposes are listed on the website of the Governor's Office of Policy Innovation and the Future.

Conference keynote speaker, Linda Shi, assistant professor in Cornell University's Department of City and Regional Planning, spoke on "A Climate of Change – Transformative Planning for Equity, Justice, and Repair."

She cited "very worrying" statistics from the 2020 report by the Maine Climate Council and Governor's Office of Policy Innovation and the Future:

- Sea level rise and storm surges by 2050 could lead to the loss of about 22,000 jobs by 2050 and \$17 billion in damages to buildings between 2020 and 2050;
- Sea level rise could also cost Maine about \$1.5 billion in lost tourism due to the narrowing of beaches, with 13 million fewer visitors due to that effect;



Linda Shi



Sarah Curran

- Nearly \$600 million of lost annual revenue from lobster and aquaculture because of rising ocean waters; and
- Sea level rise could contribute to the net loss of over 10 square kilometers of eelgrass and nearly 40 square kilometers of salt marsh that provide critical habitat to many species that live in Maine besides humans.

"These impacts in turn will have many different cascading impacts beyond their direct effects on Maine's social, economic, and governance systems," Shi said in her speech. "The loss of housing and property tax will have lots of impacts on municipal revenues that will hurt the fiscal health of local governments, which in turn could create greater burdens on social safety nets for elder care and unemployment."

Some communities have stepped up efforts to implement local climate and energy solutions.

The Dover-Foxcroft Climate Action Advisory Committee, founded in mid-2021, landed a \$50,000 grant in June 2022 to reduce the public health risk for people vulnerable to temperature change. At one of the conference sessions, Lesley Fernow, a physician and member of the committee, said, "You need community buy-in first," noting that communication needs to be open and frequent. "Community building takes time."

A municipal resolution from February 2022 lists the four priorities set as a result of the Community Resilience

Betty Adams is a freelance writer from Augusta and regular contributor to *Maine Town & City*, adamsbetty00@gmail.com.

Partnership's Community Resilience Self-Assessment and List of Community Actions:

- Conduct a community vulnerability assessment identifying climate risks and vulnerable populations and create a strategy to reduce the risk and vulnerability;
- Develop an extreme temperatures emergency plan and increase availability of warming and cooling centers for residents;
- Help to enable and incentivize local food production and consumption; and
- Improve and protect drinking water and wastewater treatment facilities to reduce damage from extreme weather.

She also said that while the committee itself is eager to work and meets every three weeks, "The more bureaucracy, the slower the wheels turn."

Fernow also spoke of the committee's successes, noting that it developed relationships with a number of organizations in town, found a supportive connection with a regional service provider, and raised the importance of equity. "We insisted that people who are vulnerable (to climate extremes) should be reached."

The City of Eastport wanted to be more energy efficient and climate resilient, which is how it ended up joining the Maine Community Resilience Partnership.

Eastport City Manager Kate Devonshire credited Paige Atkinson, an Island Institute Fellow working with the city, for making the community connection. Devonshire said, "People think sustainability and resiliency because of her."



Kate Devonshire

To get local participation for the self-evaluation, the city planned a party and offered live entertainment. "People are going to show up for food," Devonshire told listeners during a panel discussion. "Make sure it's good food."

She explained later that the city approached local restaurants, saying "This is how much money we can spend in your restaurant. Can you supply us with finger foods?" All five restaurants agreed to participate in the effort.

Information about the event went out on posters, on Facebook and through the local schools, asking people to turn up at an informational workshop and volunteer their time. "We wanted to have as many people in the city informed as possible," she said. Individuals who joined an informational group to help decide priorities for community resiliency were compensated for their time in the form of weatherization assistance. For instance, it could be in the form of a credit with the nonprofit organization and service provider WindowDressers.

That group's mission statement says, "WindowDressers brings community volunteers of all economic and social situations together to improve the warmth and comfort of interior spaces, lower heating costs, and reduce carbon dioxide pollution by producing low-cost insulating window inserts that function as custom, interior-mounted storm windows."

Devonshire said, "For a nonprofit with no skin in the game, they are wow."

The number one goal to emerge from that city's self-evaluation was to weatherize Eastport, with a fo-



Michael A. Hodgins

Land Use and Zoning Attorney

Mike represents towns in contract disputes and other general litigation, land use enforcement actions, Rule 80B appeals to Superior Court and he has participated in several appeals to the Law Court. Mike was recently recognized as a Lawyer of the Year by The Best Lawyers in America® for land use and zoning law. Mike has been recognized for his general litigation practice by New England Super Lawyers.

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cus on window inserts, heat pumps and insulation with a specific emphasis on reaching the most vulnerable population: those on a fixed income. “That one is most important to citizens,” Devonshire said. “They want to lower their bills.” She also noted that the city of 1,200 has “a unique demographic. The median age is 56.”

The city participated in a bulk purchase for heat pumps, insulation and other weatherization items and held a window insert building workshop.

“We’re trying to create a network of local advisors, people who live and breathe and understand this and realize why it’s important,” she said. “They can reach out to others.”

Other climate resiliency goals include putting electric motors on lobster boats – which local fishermen tested out via a partnership with the Island Institute – and installing plug-ins on the breakwater to give clean energy access to visiting cruise ships.

Because Eastport partnered with Pleasant Point, the Passamaquoddy tribal reservation next door, they were able to access grants of \$62,500 each through the Maine Community Resiliency Partnership program. Community Action Grants can range from \$5,000 to \$50,000, and collaborative proposals by two or more communities can go up to \$125,000.

Eastport also is accessing a federal Energy Transition and Partnership Program aimed at helping the island create its own microgrid with backup power.

Devonshire said the city’s backup diesel generator was destroyed in a fire about a decade ago. Since then,

the island, which sits at the end of a 75-mile transmission line, has lacked backup power.

The proposed microgrid would cover the whole island. “The goal is to try to replace that diesel generator with a giant battery filled with solar and tidal power,” Devonshire said. “Basically what we’re trying to do is make the island more efficient. If your house is more energy efficient, we can run this battery longer. We’re trying to get everybody to buy in on the big goal.”

The Town of Long Island in Casco Bay was working on its comprehensive plan when the climate resiliency conversation started. The decision was “to bake it into every chapter,” said Melanie Nash, Island Institute fellow there.

Groundwater was the top concern in that unbridged island community which relies on a sole source aquifer for its fresh water. The town is seeking a grant to update its 1986 groundwater study.

Some 18 service providers, including the Island Institute and WindowDressers, help link communities with the Community Resiliency Partnership and assist them in meeting their goals.

The partnership’s 2022 Annual Report also notes that “\$938,000 in Service Provider Grants is helping 82 communities enroll in the partnership, determine local priorities, and apply for grants to support their energy efficiency, clean energy, and community resiliency goals.”

The Norway-based Center for an Ecology-Based Economy, is another of those service providers. Executive director Scott Vlaun said the group works with individual towns to get input from the community and to assess the climate resiliency and what the community would like to focus on. The organization also helps them work through a municipal resolution – one of the require-



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ments to enroll in the Community Resilience Partnership program.

The program's rules say communities have to reapply for membership every two years.

"Some communities reach out to us, and we try to reach out to all the communities in our region to make sure they understand we're available to do the work," Vlaun said. "Then we'll go to their selectboard meeting and explain the program. We're trying to work where we're wanted. Sometimes a town manager or a community member will reach out and say, 'We want to be involved.'"

Four communities enrolled in the state program by the Center for an Ecology-Based Economy all received Community Action Grants to fund local resilience projects:

- Bethel: \$50,000 for assessing and addressing efficiency needs in municipal buildings;
- Otisfield: \$40,480 for saving energy and protecting watersheds;
- Paris: \$41,695 for police and fire station solar upgrades; and
- Woodstock: \$26,820 for energy audit, heat pump installation, and building capacity with a resilience committee.

The Center for an Ecology-Based Economy received a \$50,000 grant for assisting those towns.

The group can work with a maximum of five towns at any one time, and Vlaun said the goal is to get the communities enrolled in the program as quickly as possible.

Currently the center is working with Casco, Lovell, Hartford, Sumner, and Oxford, and is supported by a \$44,395 award.

"We work individually with each town because each town is different in terms of capacity, engagement and needs and how far they've already come," Vlaun said. "Some have not thought of climate resilience, and some have and are working on it."

The communities choose their own priorities, and many of them do energy audits, particularly of municipal buildings, vehicles, and equipment. "Having that baseline information sets the towns up better to apply for resilience grants and other funding," Vlaun said.

While the first round of applications went through in about six months, Vlaun said things are slower now, partly because the deadline for applications has been delayed and because it's difficult to get estimates for heat pumps and solar energy projects due to contractor availability.

The annual report notes that "A Regional Coordinators Pilot (program) is providing communities enrolled in the Partnership with on-going capacity and assistance to develop more complex projects and seek larger state and federal funding."

Tanya Rucosky, a regional coordinator with the Sunrise County Economic Council, told attendees she grew up in the Down East region and worked in the area previously in other capacities. "Always take ego out," she said. "We have to listen to what the community wants." She said sometimes a community might want a culvert, erosion control, an electric school bus, or aid converting a brownfield site to solar.

"This partnership allows us to work together," she said.

State Rep. Laurie Osher, D-Orono, who works as the Region 4 coordinator and community resilience specialist with the Eastern Maine Development Corporation, talked of cooperation among communities with larger ones serving smaller ones. She also highlighted the benefits of working to do projects such as weatherizing municipal buildings.

"More energy efficiency leaves more money in the community," she said.

Goals of the Community Resilience Partnership

Use more efficient vehicles and EV charging stations;

Do less driving and use more alternative transportation;

Locate development where people live & encourage telework;

Improve broadband;

Use energy efficient lighting, heat pumps and renewable energy;

Conserve land and protect watersheds;

Assess climate change and food security vulnerability;

Manage flood risk;

Protect public health; and

Educate and involve population in climate action.



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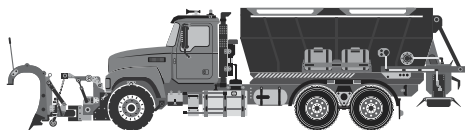
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Zoom-Accessible Meetings to Electric Vehicle Charging Stations

Municipalities, small and large, are using technology to provide services more efficiently.

By Stephanie Bouchard

In 2015, the IBM Center for the Business of Government released a report that identified a municipal trend nationwide: an increasing use of technology to deliver municipal services, provide information to residents, and engage with residents. How are Maine’s towns and cities using technology today to meet the needs of their residents? Let’s take a look.

“We can’t hear you”

When COVID hit, the meeting room in Hallowell’s historic city hall where city council and other public meetings were held didn’t offer enough room for people to distance themselves, so meetings moved up the sweeping staircase to the auditorium on the second floor – the “prettiest part of the whole building,” says Gary Lamb, Hallowell’s city manager.

The physical attractiveness of the auditorium – home to Gaslight Theater productions, music performances and contradancing – didn’t make it an acoustically suitable environment for live Zoom meetings, though.

Four eight-foot-long tables were set up in the center of the auditorium’s wood floor for the council members. The city’s IT contractor pulled together a basic Zoom meeting audio-visual system with microphones placed in the middle of the councilor’s tables. They achieved accessible remote public meetings, but there was a problem – a big one. The sound quality was awful.

“Residents were saying, ‘We can’t hear you,’” says Lamb. Neither the residents nor the city councilors were happy with the setup, so when discussions around how to use their American Rescue Plan Act (ARPA) funds be-

gan, upgrading the technology became a top option and an A/V upgrade project was put out to bid.

The winning bidder – the same company the city has an IT contract with – came in at just over \$17,000, significantly less than the next highest bidder, who came in at \$48,000. The big difference in the bids, explains Lamb, came down to being able to reuse the city’s pre-existing sound board rather than purchasing a new one. The total cost of the project has been paid for with the city’s ARPA funds.

The new A/V system was installed in the middle of the winter in the first-floor meeting room rather than in the

auditorium since meetings are once again being held there. The new system has “two of the best damned televisions that are known to man,” says Lamb. One faces the public seating area and the other faces the councilors.

Cameras and microphones under the screens use sound to automatically zoom in on whoever is speaking. Each of the councilor’s seats has a dedicated

microphone. A microphone for the public to use is set up on a table between the public seating area and the councilor’s seating area. Sound speakers are attached to the walls in the meeting room and in the lobby beyond the room, where overflow seating can be set up, and where there is an additional large-screen monitor.

The new A/V system is fully Zoom-meeting capable. Meetings are hybrid, with people able to attend in-person or online. The meetings are not yet live streamed on platforms such as YouTube or Facebook, but Lamb hopes to one day be able to offer that.

For now, with two meetings using the new A/V system under their belt, everyone is pleased with the investment, he says. “It greatly improves the dissemination



Gary Lamb standing in city council meeting room under the new TV screens overhead and the public seating area behind him. (Submitted photo)

About the Author: Stephanie Bouchard is a freelance writer from Nobleboro and regular contributor to Maine Town & City, stephanie@stephaniebouchard.net.

of information to citizens. They can hear what's being said and vice versa," he says. "I think Zoom is here to stay in our lives, and that's fine when it works. But when it doesn't, people don't get questions answered or they don't get to ask their questions, which is even worse."

A 24/7 open door

Like Hallowell, the island community of Islesboro also began making its meetings Zoom-optional because of the pandemic, says the town's deputy clerk, Tina Pendleton, but the most important access improvement was much simpler than moving to remote meeting capabilities. "We weren't open for people to come in," she says, but residents could access many in-person services online through the town website.

Pendleton made the town's online services, such as car and boat registrations, applications for building permits and hunting, fishing, and dog licenses, front-and-center on the town's website. "(These online services have) always been there," she says, "but we just wanted to make it really easy for people to find it and not have to go searching for it."

Making information accessible to residents and other members of the public who need it has been a long-standing commitment in the town of Topsham, says the town's assessor, Justin Hennessey. In addition to the host of online services listed in a drop-down menu on the town's website's home page, the town makes property information available online.

Topsham pays its property assessment partner, Vision Government Solutions, for an add-on service that allows for monthly property card updates. The service costs Topsham about \$3,200 a year, he says, and the investment is well worth it. Having the up-to-date property

information online 24/7 saves a huge amount of staff time, who no longer need to pull property cards for real estate agents and appraisers, or field requests from residents who want to compare their properties to other similar properties in town in an effort to ensure property valuation is equitable.

Tax bills are also online, and people can even pay their bills online using a credit card. "We're trying to get as much accessibility as we can," he says.

Going a step further

When it comes to how towns can use technology, communities like Thomaston are looking beyond typical municipal services. Because clean energy and making environmentally responsible choices are important to residents, the Knox County community has been making investments in green technology, including the installation of a solar array to offset municipal electricity costs. It has also become one of a handful of municipalities in Maine to offer electric vehicle charging stations for public use.

The coastal community has two public charging stations just off Route One which were installed in 2020 for a net cost of \$3,992, says Ed Harris, the town's assistant pollution control superintendent. Besides attracting visitors with EVs to town and the area, the charging stations are a resource for town residents and residents of nearby communities who have EVs, Harris says. And because the electricity is paid for in credits via the town's solar array, charging up is free. "It shows people that you do care," Harris says, "and that you're seeking out ways of (supporting) clean energy (and) that the people (who) are striving to get electric vehicles aren't alone - their community is involved." 🏔️

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It's No Longer Just About the Pay

Municipalities are getting creative in efforts to attract a more diverse and younger municipal workforce.

By Janine Pineo



Among the training Bangor is providing to new hires to acquire their commercial driver's license is an Entry Level Driving Training Class. This group passed their tests in March. (Photo courtesy of Bangor Public Works Department)

Saying work-life balance is important to employees – both prospective and current – can sound trendy.

But dig into the concept with municipal officials and you discover municipalities are uniquely poised to not only understand need but also to implement change that does what municipalities are designed to do: Take care of the people.

“What you’re doing is affecting people directly, hopefully in a positive way,” said Courtney O’Donnell, Bangor’s assistant city manager.

While Maine was already on track to see waves of change simply because of its aging workforce, COVID-19 was a catalyst that ramped up the competition in the state’s job market and significantly shifted what employees want.

Work-life balance includes reasonable compensation but recognizes money isn’t the only solution. Work schedules, work from home, responsibility, rewarding accomplishments and more, all play into what appeals to people in the jobs market. It is a landscape with challenges in childcare and elder care, lack of affordable housing and skyrocketing health insurance costs.

Having leisure time to live life is not an unreasonable expectation whereas the in the recent past the expectation has been for millions of employees to be on-call 24 hours a day, seven days a week.

“COVID did a great job illuminating that it didn’t have to be this way,” said Melissa Hue, Lewiston’s director of diversity, equity and inclusion.

“People are more inclined to demand a work-life balance,” O’Donnell said.

That demand is rewriting the way municipalities look at employment for the people already employed and the people who may have never considered jobs in municipal service as a career path, all the while keeping in mind that attracting potential employees is already an uphill climb, due in part to the generational shift in what younger workers want and expect as employees.

Bangor is not alone in overhauling its personnel rules, including family leave policy and work schedules. “You have to be more flexible ... in providing the things people really want,” O’Donnell said.

But there is no tried and true template to success. “I don’t think that there’s a silver bullet,” O’Donnell said.

Which means municipalities have to get creative as they seek to attract people to public sector work.

About the Author: Janine Pineo is a freelance writer from Hudson and regular contributor to Maine Town & City, jepineo@gmail.com.

The money game

“We’re trying to think of new ways to set ourselves apart,” said Christie Young, Gorham’s human resources director.

“Everyone is trying to get more creative,” she said, adding that there is a limit to how much municipalities can do “to get people through the door,” especially when it comes to the money side of the equation.

“How do we remain competitive in our benefits structure while also being sustainable?” asked Young, who is also president of the Maine Local Government Human Resources Association. To stay in the game means keeping compensation in the middle and balancing it with benefits, since the public sector often can’t compete with the private sector when it comes to salary.

Sign-on bonuses can help drive interest, too, but aren’t necessarily a surefire lure.

Reviewing the pay structure is a big step in setting a foundation in the quest to attract potential employees. It also can go a long way to help retain current employees.

Peter Jamieson, Millinocket’s new town manager, said he found the town had fallen behind the times on a number of fronts, including pay. Faced with all of the department heads nearing retirement age, he knew the town needed to revamp its policies, including offering more attractive wages not only for long-held positions, but also to other staff because of the increase in the state’s minimum wage law.

“Since the mill closure, we’ve got one of the best gigs around,” he said. Jamieson didn’t want to see employees leave because of a lack of competitive wages.

It’s not just the salary but the entire benefits package that needs attention. Yanina Nickless, special projects manager and HR administrator in Kennebunkport, said she’s been reviewing benefits and salaries annually and sometimes twice a year, like last year.

In addition to keeping the town competitive, it also shows what the full compensation package is, including retirement and health insurance. “I think that’s quite effective,” Nickless said.

Bucksport Town Clerk Jacob Gran said that the town having a family health insurance plan was important for him as he wanted to start a family. “Pay is big,” he said. “Having a family plan was huge.”

In Lewiston, the city’s health insurance plan now includes transgender health care, both for the adult individual and for parents of children transitioning, Hue said. Making a change such as this is a statement, she said: “This municipality cares about me as a person.”

The whole package

Traditionally, work schedules were set, often in stone and about as apt to bend. But more flexibility – even with less pay – can draw people to jobs.

Municipalities have been meeting this challenge in several ways. Four-day work weeks have become the norm in many municipalities, and more are pursuing



what that model would look like in their communities.

Flexible schedules also are on the table, as needs of the individual are recognized for responsibilities such as childcare, elder care, schooling and even pet care, because 10-hour workdays can be hard on the pets. Paid parental leave is another example, with Gorham now offering six weeks as part of its benefits.

Work from home, brought to bear by COVID-19 closures three years ago, offers another piece of that work-life balance, too.

Millinocket's Jamieson said during our interview he was at home because he needed a babysitter and he wasn't feeling well, but he could still be working. In his first year, he has pushed to get people what they need to work from home, including the proper technology to assist.

The town has invested in remote setups and created a policy about remote work, encouraging employees to work from home.

Bucksport's assessor recently went to a hybrid schedule, Gran said, with 20 hours in the office and 20 hours at home. "It was kind of on the horizon before the pandemic," he said, with the pandemic showing that people can work differently when officials ask if a job can be done in a way beneficial to the employee and the town.

"Being in the office is important, too," he said. But having the chance to rethink roles is critical now.

Training is a major factor in a number of ways, particularly in the jobs requiring certification or licensing. Hard-hit areas include police, fire, EMS, public works, and code enforcement.

"We'll invest the time," said Gorham's Young. "We run the risk of them turning around and leaving," she added, but they might not.

O'Donnell echoed that and pointed out municipalities have a wider role to play. "In a lot of ways, we set the example," she said.

Bangor also has been changing the way it lists job openings. "We have gone back and revised job descriptions," O'Donnell said, lowering requirements and saying the city is interested if an applicant has relevant skill sets and can be brought up to speed. The city will now pay for a person to get what they need, she said.

The impact from training needs to be examined, O'Donnell said. Sometimes it can take months to find the right candidate and then train them.

"The time it takes to train someone and get them up to speed is very costly," she said.

The noticeable trend of younger workers changing jobs frequently can be a head-scratcher for older workers. "You almost have to kind of have that awareness," Gran said.

But one way to appeal is through training, he said, because younger workers want to learn, grow, and be



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promoted. For him, he knows he doesn't always want to be the town clerk. "My end goal here is municipal management."

His town manager, Susan Lessard, understood this, he said. "She's been nothing but supportive in my desire to grow."

"Be a little more open and be willing to teach and mentor them," said Kennebunkport's Nickless, who first came to municipal work as an intern.

Younger workers don't want to shuffle papers, she said, they want more responsibility and a chance to change the world.

Nickless sees internships as a conduit to municipal work. She got a taste of multiple roles, including time with the clerk, assessor and harbor master, along with finance and public works. "They were very patient," she said.

The key is to plan and include projects to which interns can contribute. "Find their niche," Nickless said.

Lewiston's Hue said education and training is a big deal for immigrants, and it stems from their cultural values. Investing in the person and letting them into the insights of your world will, in turn, benefit the community because "they provide love to the community," she said. "They want to engage and invest in the community that has welcomed them."

She said apprenticeships and paid internships can fill that educational role while creating a pipeline of municipal workers. "They get to build these relationships," Hue said.

For Jamieson, who worked in banking and for the chamber of commerce before the recent jump to municipal work, growth was a benefit he wanted. "I wanted to continue growing and challenging myself."

Gran said it's crucial to not exclude possible candi-

dates by listing certain requirements in job descriptions. Using phrases such as "five years' experience in a similar setting" or "equivalent combination of training" can bring a variety of people to municipal roles.

"College doesn't teach you the nuts and bolts of this," Gran said.

Cast a wide net

While job boards may have been the gold standard to find candidates for openings, the current challenge is to go well beyond to look for talent.

Gorham has been using social media and college boards, as well as radio ads that can reach the passive audience who may not be actively looking for a different job, Young said.

Both Gorham and Bangor have been offering referral bonuses to employees to use the old word-of-mouth method.

Bangor also has been using temp agencies to fill jobs and as a possible conduit to find new employees.

Municipal careers do not market themselves well, even though "municipal work offers so much," said Nickless. "You never see any mention about municipal careers."

Nickless, a Ukraine native, first came to the United States on a work visa so she could improve her English. She was studying English and German to become a teacher, met her future husband and then ended up at the University of Southern Maine, where she learned about internships.

She also thinks some municipalities could partner with programs in the summer to bring in visa holders.

Lewiston's Hue has been targeting forgotten populations as she works to create access opportunities that mirror the community. She said the lack of repre-

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sentation within a municipality can be a hurdle: “These mayors on these walls don’t look like me” and that can create a barrier.

“Having people of different backgrounds ... can only benefit as a whole,” she said. “Finding those little pockets to remind people they are still there.”

The first job fair she attended attracted people of color to the table, and on the spot, there were three people who wanted to work with the city.

The DEI work she does for Lewiston is both internal and external. People don’t want to say the wrong thing, Hue said, and it will be a little chaotic at first.

“People need to take a risk and put themselves in uncomfortable positions,” she said. “We don’t know what we don’t know.”

Internal education on DEI is vital for success, O’Donnell said, because merely showcasing and then letting it fall through is disastrous. Educating employees to openly ask questions is important. “Learning better is a good thing,” she said.

Creating those safe spaces to share helps. “To lessen the fear is hard,” Hue said. But there’s something to remember: “It’s just another human being,” she said.

O’Donnell thinks hiring challenges won’t be going away anytime soon. “It’s really important to get creative,” she said.

“Cast a wide net and hope for the best,” Young said. 🏡

Meeting Municipal Training & Education Needs: A Series.

The future of Maine’s municipal workforce represents a set of multi-faceted challenges that command multi-faceted solutions. Maine’s towns and cities are collectively grappling with the ongoing pandemic, effects of inflation, and demographic changes in the state, which present questions around recruiting and retaining employees and educating and training their incumbent workforce for the changing nature of municipal government. Through it all, MMA members are exploring and embracing innovative strategies and resources for workforce development. In 2023, the Association will highlight these efforts, as well as new initiatives in development and currently in use by members, partners, and MMA to meet workforce development needs through the publication of a five-part series. The second edition of this feature focuses on the strategies needed to attract a more diverse and younger workforce to public service.

By Janine Pineo

MMA is on a career outreach mission with its Education and Training Advisory Council.

Forming the council is one of the first major recommendations MMA is undertaking from its Curriculum Inventory and Training Gap Analysis, according to Peter Osborne, MMA’s Director of Educational Services.

“It represents a formal feedback loop between our members and MMA that will be vital to ensure our training and educational opportunities stay current and relevant to changing municipal workplaces and workers,” he said.

The council will consist of 12 to 15 members, including those from a number of municipal roles as well as representatives from the University of Maine System, the Maine Community College System and one or more state or regional education or workforce development agencies.

Recruiting new populations into the municipal workforce means understanding the changing jobs marketplace as well as the candidates, especially younger people. “Many younger employees want to understand how their job and career will enable their growth, learning and development,” Osborne said. “In my mind, it’s kind of like the question, ‘which came first, the chicken or the egg?’ In this case, it’s ‘which should come first, developing new training opportunities or recruiting new workers?’ From my perspective, we need to be thinking about both and how they fit together.”

One focus area for the council will be Maine HoMEtown Careers, which was launched in 2017 with a website, social media campaign and employer toolkit. It was designed to raise awareness of opportunities in Maine’s local governments.

“Members of the Advisory Council will work toward developing goals for future phases of Maine HoMEtown Careers,” Osborne said, “recommending potential audiences and strategies for developing new interest in and promoting municipal careers, fostering new partnerships to advance this initiative, and identifying potential methods for collecting and organizing data related to the municipal workforce.”



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Municipal finance directors must be transparent, good communicators

By Liz Mockler

Taking care of business for a city or town is tricky work for municipal finance directors. From investing the community's money to building a new operational budget, they must work with staff across all departments, shoulder a heavy responsibility to get the numbers right, and switch back and forth between duties without making mistakes.

Two of Maine's top finance directors agreed to talk about their work, as well as its challenges and scope in an email exchange with *Maine Town & City*. Ellen Sanborn, finance director for the City of South Portland, and Scott Gesualdi, finance director for the Town of Standish, both serve on the Maine Government Finance Officers Association (MGFOA) board.

Sanborn has worked as South Portland's finance director since July 2021, moving over from Portland, where she worked for 31 years. She served as finance director from 2008 to 2014 before leaving for a school department job, and then with Metro bus service, and then to South Portland. Gesualdi has been with Standish since 2008 and Rangeley before that.

Sanborn is the current president of the MGFOA. Gesualdi served as president of the association from 2013 to 2021 and has served on the executive board from 2018 to present.

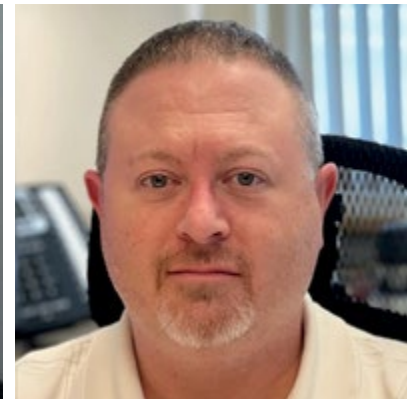
Q Why did you pursue finance as a career?

Sanborn: I always liked math, and also took what was then "bookkeeping" classes and basic accounting in high school, which led me to receiving (bachelor's degree) in accounting from the University of Southern Maine. I assumed I would work for an accounting firm but took a job as an accountant for the City of Portland in the Parks and Public Works department. It was a good fit and set my career path in municipal finance.

Gesualdi: I pursued a career in finance because I've always liked numbers. I guess I always knew I wanted a career in business of some sort. In school I seemed to gravitate towards the math subjects more than English or literature.



Ellen Sanborn



Scott Gesualdi

Q What is challenging about putting together a proposed municipal budget?

Sanborn: What isn't?! Coordinating the mechanics of budget development is a project, while also doing all the regular duties. Keeping up with various changes during the process can be tricky, especially in a year where there are multiple iterations to get to the final budget. Being able to adjust to unplanned external impacts to a budget. And, of course, making sure the information that is produced for what I call "public consumption" relays financial information in a way that non-financial readers can understand.

Gesualdi: The challenging thing about putting together a budget I believe is knowing how to make correct estimates. A budget is never an exact science and most of the time you don't know precisely how much you'll need for daily operations. Municipal management does not look at how to make the most profit when putting a budget together, they must come up with what they think they will need without making a profit. You must look at the best data you have available at the time. For instance, when budgeting fuel I rely on historical usage, bid amounts as well as estimated pricing from reliable sources. Having said that, you will never know how cold a winter will be or what the economic situation may be that controls pricing. So, you must forecast based on the information you have available.

About the Author: Liz Mockler is a freelance writer from Newport and regular contributor to *Maine Town & City*, lizmockler@hotmail.com.

Q Do you interact with all department leaders when developing a budget?

Sanborn: Yes absolutely, and during the year. Many direct service department leaders are not budget or financial experts, they just need a budget to get their work done. So, the finance staff can often be sort of a translator between what the department is asking for and how it gets presented. Finance directors also really need to understand the details of what all departments do, because when cuts need to be made it is easier to negotiate cuts against impacts.

Gesualdi: Yes. I work with all department heads when putting the budget together. Most department heads develop their own budgets with some assistance. They will also provide me with details from their respective departments needed for some account lines that appear in other sections of the budget that isn't necessarily theirs. At the end of the day, it is a collaborative effort in which I arrange all the pieces as well as put together a lot of the product.

Q How does a municipal finance director's work differ from private sector financing and accounting?

Sanborn: Of course, the biggest difference is that government is not for profit. Another big difference is the transparency of municipal government, including their finances, where things like employee salaries and collected revenues are publicly available. Municipal accounting is also structurally different, primarily based on fund accounting which the private sector does not use, and is governed by some of the same but also different regulatory entities. Municipalities also receive grants from any number of state and federal agencies, which come with their own fiscal rules and requirements.

Gesualdi: A municipal finance director has a responsibility to the public. When investing cash, for instance, municipal finance directors cannot just invest in any investment product that may look profitable. State law prohibits us from taking such risks. We must be more conservative with our investment choices with good rea-



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son. The money we are investing belongs to the town or city. Another difference is that a municipality doesn't produce products like a business. In our line of work, all our revenue is derived from taxes. We only raise enough revenue from taxes that we think we may need to operate the town or city for the next year. We don't budget to make a profit.

Q Is your job different because you are managing public money?

Sanborn: Practically, while there are some restrictions for government money, managing funds requires banking, investment, cash handling, cash flow, reconciliations, and safety that any money managing requires. A sound financial management strategy is necessary in any type of industry. However, the source of the money is different because it is taxpayer money, so we really are stewards of their money and need to treat it with that standard. The public scrutiny of municipal funds is the core of managing public money, where each transaction has to stand up to that scrutiny.

Gesualdi: Yes. Managing public money means having one or two large influxes of money and paying everything that is needed from it. The budget and taxes are only committed once a year so you must be accurate with budgeting. The town must live within this budget. This is different from managing private money, because if

a company needs more money, they can just raise prices, for instance. Also, because we are managing public funds we do not have the freedom to invest in any investment instrument that is available. We can only invest funds in more conservative types of investments.

Q What worries you most about doing finance work?

Sanborn: Having and keeping a reserve of cash that is sufficient to support public services at any time. Communities can't decide to close if they experience reduction in revenues or emergency incidents, so we need to ensure continuation of services throughout time, and it is really all about the money.

Gesualdi: The thing that worries me the most is making a mistake with public funds. I always try to make decisions with the town's best interests in mind. I would hate to lose money in an investment or have a mistake in the town's financial statements because of me. What we do is complicated and most of us have many roles and responsibilities and are pulled in many directions so mistakes can happen. At the end of the day my focus is always "is this the best thing for the town?"

Q What do you enjoy most in your job?

Sanborn: Helping departments to get and manage the financial resources they need to accomplish



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their work. That doesn't mean giving them everything they want, but more about collaborating to solve fiscal issues that may come up.

Gesualdi: Many people think I am crazy because I like finance and accounting, but the thing I enjoy the most about my job is the camaraderie with the municipal employees. We all enjoy our jobs and that shows during my interactions with them. We all have the town's best interests in mind. But if I had to pick one task I enjoy in my job, I would have to say the audit process. I enjoy preparing the workpapers for different sections of the financials.

Q What is the hardest part of your job?

Sanborn: If you asked what I like the least, I'd say night meetings! But the hardest part is probably being able to have time to work on making things more efficient and maximizing technology features to standardize and streamline processes. I have always believed that processes need to survive the people, meaning the more standard and understood (and documented) a process is, the better shape a community is in when staff turns over. Taking a process and running it through a DIMS (Does It Make Sense) evaluation takes a while, and making changes often involves every department.

Gesualdi: I think the most difficult part of my job is being able to juggle multiple priorities at once, whether it's making sure we have enough cash so we don't need a tax anticipation note, uploading answers to the federal government for the American Rescue Plan Act or just answering a question for a subordinate or supervisor. I always have multiple responsibilities that need attention immediately.

Q How long have you been involved with the state finance officers' association and how does it help you?

Sanborn: It's been a minute; I am not sure exactly when I became a member but at least 30 years. I have known many members a long time, and we have a great network of professional and dedicated finance officers around the state that help each other and also mentor new municipal finance officers. They are a great resource to me.

Gesualdi: I have been on the executive board of the association since 2011, having been president of the association from 2013 through 2021. Being on the board not only helps me with learning about new finance information, but it also allows me to network with other finance professionals from around the state. First the training is helpful because we always have someone speak to the association on relevant topics, whether it's about legislative updates or information on new compliance regulations. Secondly, being able to speak with other finance professionals allows me to learn about whether they face the same issues and how they resolve them.

Q What are a couple of traits a finance director must possess to be successful?

Sanborn: Honesty and integrity are paramount. Especially for municipal finance directors, the public and elected officials need to trust in your ability to safeguard their money and adhere to regulatory requirements. It is also important to be able to communicate and even translate financial information in ways that are understandable to everyone, both in written and verbal forms. For communities, the budget is what elected officials and the public focus on, and it tells the story of each department. When people don't understand, they often shut down and miss the message or point, or worse, cut necessary resources.

Gesualdi: A finance director must possess organizational skills, communication skills as well as being able to multitask. A finance director must be able to keep organized because you could be working on a journal entry one minute and then have to put it aside to put together a bid packet. As a finance director you associate with many different people, whether the town or city manager, a councilor, a subordinate, or a person from the public. Each has its own interaction that a finance director must be able to communicate with. Then you need to be able to multitask because there are many duties a finance director must deal with from investing money to preparing workpapers to giving direction to one of your subordinates. It can become busy so being able to multitask is a handy skill to master. 🏔️

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Two-day, One-Stop Educational Opportunity

MMA to host back-to-back human resources and technology conferences.

By Kate Dufour, Director, Advocacy & Communications

The Maine Municipal Association is pleased to invite municipal officials to the Municipal HR & Management Conference on Thursday, June 22 and the Technology & Innovation Conference on Friday, June 23. “This year’s conferences offer members two concurrent days of professional development and learning opportunities,” said Peter Osborne, Director of Educational Services at MMA. “These conferences feature topic areas that are increasingly at the forefront of our members’ minds, and we hope they will provide opportunities for members to connect with experts in each of these areas, as well as with one another.”

Both events will be held at the Wells Conference Center located at the University of Maine’s Orono campus and abridged agendas for the conferences are included as a sidebar to this article.

Day 1 - Municipal HR & Management Conference

Catherine Conlow, MMA Executive Director, and **Sophie Wilson**, Orono Town Manager, will be on hand Thursday morning to welcome municipal officials to the Municipal HR & Management Conference.

“Once again, MMA has packed a day full of training that is on-point for any municipal human resources professional practicing in the current environment. We hope that folks will avail themselves of this tremendous learning opportunity and spare some time to enjoy all that Orono has to offer.”

- Sophie Wilson, Orono Town Manager

Participants will have the opportunity to visit with sponsors and vendors before keynote speaker, **Marwa Hassanien**, Director of Diversity, Equity, and Inclusion at Northern Light Health, as well as the chairwoman of the Bangor School Committee, takes the stage at 9:00 a.m. The opening session will focus on the importance of not only embracing the concept of inclusionary workplace environments, but also on developing the policies necessary to implement needed and intended outcomes.

Practices must align with policies.

In addition to hearing from the keynote speaker, attendees will have opportunities to participate in break-out concurrent sessions addressing a variety of human resources related issues.

“Supervisors, administrators, and HR practitioners all play important roles in shaping the employee experience. In light of the ever-changing landscape of talent management and compliance it is imperative that we take advantage of opportunities to continually learn and grow in order to avoid complacency in our employment practices. Anyone responsible for contributing to the integrity of employee-employer dynamics in the workplace will find value in attending the Municipal HR & Management Conference.”

- Christie E. Young, PHR, SHRM-CP, Town of Gorham Human Resources Director

Block 1: Wage & Hour Violations & Mental Health.

Brian Cleasby, U.S. Department of Labor and **Scott Cotnoir**, ME Department of Labor will be on hand to provide attendees tips on how to avoid common wage and hours violations, while the Maine Municipal Health Trust’s Health Promotion Coordinator, **Abby DiPasquale**, will discuss how mental health challenges can be recognized and responded to in our homes, communities, and workplaces. DiPasquale describes the session as providing “a great overview of mental health and a good baseline for those interested in pursuing the Mental Health First Aid Certification.”

Block 2: Workplace Safety Plans & Investigations.

It’s all about the workplace in the second session of the program. Join MMA’s **Dan Whittier** and **Jason Johnson** to learn how to develop and improve comprehensive workplace safety plans or drop in on **Alyssa Tibbetts** and **Paige Eggleston** of Jensen Baird who will provide supervisors with the guidelines necessary to handle workplace investigations.

Block 3: De-Escalation Practices & Onboarding Employees.

After a networking lunch, **Abbe Chabot** of Dirigo RMS Risk Management Solutions will discuss the key concepts and techniques necessary to address workplace conflicts, including recognizing and controlling aggres-

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sive behavior, while **Betsy Oulton**, founder and president of HR Maine Consulting will share tips on how to successfully onboard new employees.

Block 4: Welcoming Workplaces & Visually Impaired Employees. The day and conference will end with Gray Town Manager, **Nate Rudy**, leading a panel discussion on the steps community leaders can take to make municipal jobs and careers more accessible and attractive to early-career professionals and members of marginalized populations. Simultaneously, **Sharisse Roberts** with the Maine Department of Labor will discuss the practices employers can implement to better meet the needs of employees with visual impairments.

Day 2 - Municipal Technology & Innovation Conference

"We are excited to bring back a conference to municipalities on the practical applications of implementing technology and innovation."

- Catherine Conlow

Catherine Conlow will return on Friday to join **James (Jake) Ward**, Vice President for Partnerships and Innovation at the University of Maine in welcoming local leaders to the Municipal Technology & Innovation Conference. At this conference you will hear from your peers and experts on topics that are facing municipalities today. This is an excellent opportunity for municipal officials to get useful takeaways for successful implementation of technical projects."

Keynote speaker, **Hannah Pingree**, Director of the Governor's Office of Policy Innovation and the Future, will take center stage at 9:00 a.m. to discuss the tech trends and issues impacting Maine's communities and economy from clean energy and connectivity to housing innovations to the potential impacts of artificial intelligence.

Similar to the design of the HR conference, the day will be divided into four blocks offering participants a choice of eight different sessions.

Block 1: Social Media & Community Broadband. In the first session of the morning, participants will have the

opportunity to learn how to create engaging, accessible, and appropriate content for websites and social media platforms in a discussion lead by **Katie O'Donnell**, Digital Content Specialist at the University of Maine, or hear from the **Maine Broadband Coalition** on how public financed broadband can make innovation a possibility in communities across the state.

Block 2: Cybersecurity & Municipal Solar. The morning session will wrap up with MMA's **Michelle Pelletier**, Director of Risk Management Services and **Brian McDonald**, Director of IT, sharing the steps municipal leaders can take to mitigate the threat of a cyberattack. According to Pelletier, "participants can expect to gain the tools needed to prevent cyberattacks, protect data, and protect employees from spammers and cyber criminals." At the same time, **Tanya Rucosky**, Community Resilience Coordinator, Sunrise County Economic Council will join **Kevin Buck**, Selectperson, Town of Tremont and others to discuss the practical aspects of municipal solar, including tips for navigating complex conservation and siting considerations.

Block 3: Energy Consumption & BioHomes3D. First up after the networking lunch, **John Simko**, Director of Government Finances, Androscoggin Bank, **Tina Meserve**, Revision Energy, **Rick Meinking**, Efficiency Maine, and others will explore the strategies and technology available to reduce energy consumption in public facilities. Participants may instead elect to take a guided tour of the **University of Maine's Advanced Structures & Composites Center**, including a stop to view a BioHome3D, the world's first 100% bio-based 3D-printed home designed to address, in part, the supply of affordable housing. Space is limited to 40 participants.

Block 4: Electric Vehicles & BioHomes3D. A second guided tour of the University of Maine's Advanced Structures & Composites Center will be offered at the 3:00 p.m. session, again limited to 40 participants. **Lily McVetty**, Program Manager, Efficiency Maine will also be on hand to discuss the funding opportunities available to municipalities interested in installing EV charging stations on public property as well as to provide an update on plans for building out EV charging infrastructure across Maine.

For more detailed descriptions of the sessions and information on how to register for one or both events, please visit MMA's website at www.memun.org.

2023

HR+ MANAGEMENT

Municipal HR + Management Conference Abridged Agenda June 22, 2023

8:00 a.m. Registration/Continental Breakfast/Visit Sponsors

8:45 a.m. Welcome/Catherine Conlow, Executive Director, MMA
Sophie Wilson, Town Manager, Orono and Past MMA President

9:00 a.m. Keynote Presentation

Embracing a Culture of Diversity, Equity, Inclusion, & Belonging

Marwa Hassanien, MS, M.Ed., System Director of DEI, Northern Light Health

10:00 a.m. Break/Visit Sponsors

10:15 a.m. Block 1: Concurrent Sessions

Mental Health – An Introduction

Abby DiPasquale, MPH, MCHES, Health Promotion Coordinator, MMEHT

Common Wage & Hour Violations and How to Avoid Them

Brian Cleasby, Wage & Hour Division, U.S. Dept. of Labor, Scott Cotnoir, Wage & Hour Division, ME Dept. of Labor

11:15 a.m. Break/Visit Sponsors

11:30 a.m. Block 2: Concurrent Sessions

Developing or Revamping Your Safety Program

Dan Whittier, Loss Control Supervisor, MMA Risk Management Services;
Jason Johnson, Loss Control Consultant, MMA Risk Management Services

How to Conduct a Workplace Investigation

Alyssa Tibbetts, Attorney, Jensen Baird; Paige Eggleston, Attorney, Jensen Baird

12:30 p.m. Networking Lunch

1:30 p.m. Dessert/Visit Sponsors

1:45 p.m. Block 3: Concurrent Sessions

De-Escalation: Conflict Resolution in the Workplace

Abbe Chabot, Instructor, Dirigo RMS, Risk Management Solutions

You're Hiring a New Employee – Now What?

Betsy Oulton, Founder & President, HR Maine Consulting

2:45 p.m. Break/Visit Sponsors

3:00 p.m. Block 4: Concurrent Sessions

Making Municipal Jobs Accessible & Appealing

Nate Rudy, Town Manager, Gray; Mouhamadou Diagne, Assoc. Vice President, Saint Joseph's College; John Kenneally, Asst. Professor, Saint Joseph's College; Melissa Hue, Director DEI, City of Lewiston; Yanina Nickless, Special Projects Manager & HR, Town of Kennebunkport

Consideration & Strategies of Employing People with Visual Impairments

Sharisse Roberts, Division for the Blind & Visually Impaired, ME Dept. of Labor

2023

TECH NOL OGY INN OVA TION

Municipal Technology & Innovation Conference Abridged Agenda June 23, 2023

- 8:00 a.m. Registration/Continental Breakfast/Visit Sponsors**
- 8:45 a.m. Welcome/Catherine Conlow, Executive Director, MMA**
James Ward, VP for Strategic Partnership & Innovation, University of Maine
- 9:00 a.m. Keynote Presentation**
Managing Together Amid Accelerating Change
Hannah Pingree, Director of Governor's Office of Policy Innovation & the Future
- 10:00 a.m. Break/Visit Sponsors**
- 10:15 a.m. Block 1: Concurrent Sessions**
Creating Engaging Content for the Web & Social Media
Katie O'Donnell, Digital Content Specialist, University of Maine; Financing
Community Investment in Broadband, Maine Broadband Coalition
- 11:15 a.m. Break/Visit Sponsors**
- 11:30 a.m. Block 2: Concurrent Sessions**
Understanding Cybersecurity Threats that Municipalities Face
Michelle Pelletier, Director, MMA Risk Management Services
Brian McDonald, Director, MMA Administration & IT
- Municipal Solar Panel Discussion**
Tanya Rucosky, Community Resilience, Sunrise County Economic Council,
Kevin Buck, Selectperson, Town of Tremont ; Abby Farnham, Assistant Director,
Policy & Research, Maine Farmland Trust; Beth Woolfolk and Johannah Black-
man, A Climate To Thrive
- 12:30 p.m. Networking Lunch**
- 1:30 p.m. Break/Dessert/Visit Sponsors**
- 1:45 p.m. Block 3: Concurrent Sessions**
Responsible Financing & Investment in Clean Energy & Efficiency
John Simko, Director of Government Finance, Androscoggin Bank
Tina Meserve, ReVision Energy; Rick Meinking, Efficiency Maine
- TOUR OF UMAINE'S ADVANCED STRUCTURES & COMPOSITES CENTER & BIOHOME3D**
- 2:45 p.m. Break/Dessert/Visit Sponsors**
- 3:00 p.m. Block 4: Concurrent Sessions**
Efficiency Maine Electric Vehicle (EV) Initiatives
Lily McVetty, Program Manager, Efficiency Maine

TOUR OF UMAINE'S ADVANCED STRUCTURES & COMPOSITES CENTER & BIOHOME3D

TRAINING CALENDAR

Maine Municipal Association & Affiliates

MAY

5/3	Wed.	Personnel Practices	Augusta - MMA with Zoom Webinar	MMA
5/10	Wed.	MAAO Board of Assessment Review	Zoom Webinar	MAAO
5/11-12	Thurs.-Fri.	Verbal Judo for the Contact Professional - 2 DAY PROGRAM	Augusta - MMA	MMA
5/16-18	Tues.-Thurs.	MCAPWA Supervisory Leadership in Public Works Program - Part II	Fairfield - MDOT Training Center	MCAPWA
5/18	Thurs.	MMTCTA Annual Conference	Bangor - Hilton Garden Inn	MMTCTA
5/22	Mon.	Customer Service Excellence	Augusta - MMA	MMA
5/22-23	Mon.-Tue.	MBOIA 14th Annual Maine Code Conference	Carrabassett Valley - Sugarloaf Mountain	MBOIA
5/31-6/1	Wed-Thurs.	MTCCA Athenian Dialogue: Finding Me	Zoom Meeting	MTCCA

JUNE

6/1	Thurs.	MCAPWA Highway Congress	Skowhegan - Skowhegan Fair Grounds	MCAPWA
6/7	Wed.	Planning Board/Boards of Appeal	Lewiston - The Green Ladle	MMA
6/8	Thurs.	MMTCTA Cash Management	Augusta -MMA	MMTCTA
6/21	Wed.	New Managers Workshop	Orono - University of Maine	MMA
6/22	Thurs.	MEGFOA Summer Training Workshop	Freeport - Hilton Garden Inn	MEGFOA
6/22	Thurs.	Municipal Human Resources & Management Conference	Orono - University of Maine	MMA
6/23	Fri.	Municipal Technology & Innovation Conference	Orono - University of Maine	MMA
6/28	Wed.	MTCCA Notary Public	Zoom Webinar	MTCCA
6/29	Thurs.	MFCA Membership Meeting & Networking	Bar Harbor - Bar Harbor Club	MFCA

JULY

7/12	Wed.	MTCCA Licensing Workshop	Augusta - MMA	MTCCA
7/13	Thurs.	MBOIA July Membership Meeting & Training	Augusta - MMA	MBOIA
7/18	Tues.	MMTCTA I've Got The Job - Now What? Workshop	Augusta - MMA	MMTCTA
7/19	Wed.	Elected Officials Workshop	East Millinocket Town Office	MMA
7/26	Wed.	MTCCA Municipal Law for Clerks	Augusta - MMA with Zoom Webinar	MTCCA

AUGUST

8/2	Wed.	Understanding the Freedom of Access Act	Zoom Webinar	MMA
8/9-11	Wed.-Fri.	MTCMA 77th New England Management Institute	Carrabassett Valley - Sugarloaf Mountain	MTCMA
8/15	Tues.	Planning Board/Boards of Appeal	Presque Isle - The Northeastland Hotel	MMA
8/16-17	Wed. -Thurs.	MTCCA New Clerks Workshop	Day 1: Augusta - MMA (full day) Day 2: Zoom Webinar (half day)	MTCCA
8/17 - 18	Thur.-Fri.	MMTCTA Governmental Accounting	Orono - Black Bear Inn	MMTCTA
8/23	Wed.	Becoming an Empowered Leader of DEI (this 25-person max co-hort group will meet 4 times, on 8/23, 9/19, 10/18 and 11/13; those that register must commit to the full program).	Augusta - MMA	MMA

SEPTEMBER

Sept. TBD	Fri.	MCAPWA Golf Tournament	Cumberland - Val Halla	MCAPWA
9/6	Wed.	Elected Officials Workshop	Bar Harbor - Atlantic Oceanside Hotel	MMA
9/7	Thurs.	MMTCTA Payroll Law	Waterville - Elk's Lodge	MMTCTA
9/10-13	Sun.-Wed.	NESGFOA 76th Annual Fall Conference	Rockport - Samoset Resort	MEGFOA
9/12	Tues.	MTCCA 28th Networking Day & Annual Business Meeting	Augusta Civic Center	MTCCA
9/13	Wed.	Mental Health First Aid	Augusta - MMA	MMA
9/14	Thurs.	Verbal Judo for the Contact Professional - 1 DAY	Bangor - Hilton Garden Inn	MMA
9/19	Tues.	Becoming an Empowered Leader of DEI (this 25-person max co-hort group will meet 4 times, on 8/23, 9/19, 10/18 and 11/13; those that register must commit to the full program).	Lewiston - TBA	MMA
9/19	Tues.	MTCCA Title 21A - State Election Law	Presque Isle - Northern Maine Community College	MTCCA
9/21	Thurs.	MTCCA Title 21A - State Election Law	Augusta Civic Center	MTCCA
9/21	Thurs.	MBOIA September Membership Meeting & Training	Portland - Clarion Inn	MBOIA
9/22	Fri.	MWDA GA Basics	Augusta - MMA	MWDA
9/27-9/29	Wed-Fri.	MAAO Fall Conference	Sebasco - Sebasco Harbor Resort	MAAO

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Evelyn Adams

Frankfort Selectwoman **Evelyn Adams** was recognized during the March annual town meeting for her 33 years of service to the town. She received a certificate of recognition from the Waldo County commissioners for holding the distinction as the longest-serving governing official in town history. She is serving her 12th

term on the board and has served on the planning board and budget committee.



Carmen Bernier

Retired Biddeford City Clerk **Carmen Bernier** received the annual Lorraine M. Fleury award in early April, presented during a city council meeting by Secretary of State Shenna Bellows. The award recognizes Bernier's "extraordinary service" in holding elections and ensuring the integrity of the process. Bernier retired in October 2022 after 28 years with the city clerk's office and returned in November to help with the mid-term elections. She was named clerk in 2007.



Amy Bradford

Belfast councilors named former City Clerk **Amy Bradford** finance director and treasurer in early April. Bradford, a former branch manager for Downeast Credit Union, was hired as clerk in 2014. A Belfast native, she lives in nearby Belmont. She replaces **Theresa Butler**, who resigned in February.

The Gardiner City Council last month appointed former state Rep. **Gay Grant** to fill the vacancy created when councilor Marc Rines resigned in March. Grant will serve until Rines' term expires at year's end. Meanwhile, Gardiner's deputy public works director, **John Cameron**, has been promoted to permanent director. Cameron, 44, has worked in public works for more than five years. When he applied to join the crew, he was working for a construction company, running the pavement division. He was first hired as a public works operator, and then graduated to mechanics before being promoted to foreman. A Gardiner native, Cameron took over the director's job last November after **Jerry Douglass** resigned to take the job of Durham town manager.

Tony Caruso, director of the Bangor International Airport, has accepted a private sector job in the airline industry. Caruso has worked for the airport for 27 years, the last 11 as director.

Portland City Councilor **April Fournier** has been named one of five leaders in a new Local Indigenous Leaders caucus, now part of the National League of Cities (NLC). The new NLC group will provide municipal officials who identify with Indigenous communities a chance to network with their peers, exchange ideas and highlight the perspectives of Indigenous leaders. Education will be another key goal, focusing on both history and current issues facing Indigenous and Tribal communities. Fournier, a Navajo, is the first Indigenous member of the Portland council. Maine is home to five Indigenous tribes.

Tim Hardy, Franklin County emergency management director, resigned effective April 30. He will be replaced by deputy director **Amanda Simoneau**. Hardy held the job for 19 years. He will continue his service for the Farmington Fire Rescue Department, where his son serves as fire chief. Simoneau has worked as deputy for 10 years, starting in October 2012. For several years she worked as interim director of the Franklin County Communications Center while maintaining her EMA work.



Debra Partridge

Debra Partridge, Norway assistant town manager and recreation director, retired in April, after extending her service until a replacement could be found. She originally planned to retire last December after serving 26 years with the recreation department. She also served as assistant manager for the last

two years. **Deven Pendexter** was named director of recreation and cemeteries. Also, in late April Poland Town Manager **Brad Plante** agreed to serve as Norway interim manager, replacing **Dennis Lajoie**, who has extended his retirement until a new or interim manager could be hired.



Todd Pillsbury

Todd Pillsbury has been named Gardiner police chief and **Dawn Thistle** is the city's new public library director, both appointments promotions from within city government. Pillsbury, 55, has worked for the Gardiner force for 24 years, the last several as sergeant. He said he stayed with the

city because of the caliber of the chiefs before him. Previously, he worked for the Wiscasset department from 1991 to 1998. Pillsbury had served as interim chief following the retirement of **James Toman** in January. Meanwhile, Thistle becomes just the third city librarian in 35 years. She earned a master's degree from Simmons College in Boston and was hired as director of the Vassalboro Public Library. She held that position for 10 years while also working as a Gardiner school librarian and part-time at the Gardiner library. Thistle was named assistant director in July 2021 following the resignation of **Scott Handville**, who served as library assistant director for four decades.

After 20 years, Caribou Fire & Ambulance Chief **Scott Susi** has accepted the position of fire and emergency medical services chief for the City of Sanford. The city council supported him unanimously after a national search. Susi joined the Caribou crew as a volunteer in 2003. After earning a paramedicine degree, he was promoted to full time in 2005. 🏔️

Call for Contributions!

Interested in having your community featured in the News or People segments of the Maine Town & City? Is your municipality hosting an annual festival celebrating a favorite crustacean, sweet treat, notorious beverage, or historically significant event? Are new businesses relocating to your downtowns?

If so, MMA wants to help share your successes with municipal officials across the state. Please submit descriptions and photos of your events, promotions and festivities to Sue Bourdon (sbourdon@memun.org) or Kate Dufour (kdufour@memun.org).

Submissions will be published in a time sensitive and as space allows format. Narratives and descriptions should be no more than 150 words, and photos must be 5 x 7 in size.

Depending on the response, we may expand the selection of regular features published in the magazine.

We look forward to hearing from you.



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STATEWIDE

In one of the latest efforts to recruit workers to move to Maine, the state has launched an ad campaign featuring billboards in Texas. The state is trying to lure veterans and health care workers as Maine's worker shortage remains critical. One billboard reads: "Can you picture yourself in Maine? Good, so can we." Another billboard asks veterans to start their "next adventure" in Maine after retiring from the armed forces. The signs are 10 feet tall. There are 200,000 active military members who leave service each year. The billboards – not allowed in Maine since 1978 – are part of a larger effort to lure people to the state. The ad campaign will run through July. The billboards are strategically placed in San Antonio, home to Joint Base San Antonio and to the center of all military medical training except for the Marines.

BANGOR

Maine's third largest city has the fifth-cleanest air in the U.S., according to a new report by the American Lung Association. Only cities in Hawaii, North Carolina and Wyoming eclipsed Bangor. The report characterized the city's air as pristine, particularly for year-round particle pollution. Bangor also is among seven U.S. cities to register zero days when there was no short- or long-term particle pollution between 2019 and 2021. Particle pollution is a mixture of solid and liquid droplets that hang in the air and can carry various chemicals.

BAR HARBOR

A federal judge is expected to rule on the merits of a lawsuit pending against the town over a new ordinance limiting cruise ship passengers to 1,000 a day per ship. The trial is scheduled for July. The town has said it will not enforce the ordinance until the judge issues a ruling on the merits. A citizen referendum passed last fall sets the daily limit and argues more visitors would alter the character of the town and continue to overwhelm businesses and public spaces. Bringing the suit are pier operators, tour companies and business owners. They say the 1,000 per day passenger limit is unconstitutional and violates federal marine law.

BRUNSWICK

Secretary of State Shenna Bellows last month denied a request by the town council to move the town's polling place from the junior high school to the recreation center. Bellows, in a rare action, said the recreation center was too far out of the city – a 5-mile-drive to Brunswick Landing – to ensure everyone gets the chance to vote. The recreation center is near downtown. The council voted 6-3 last September to move the polls so voting would not disrupt school classes or give people a chance to roam around the school. Several councilors were upset over Bellows's decision. Although all elections are held by local officials, Bellows has the final say under Maine's election rules. The rejection was the first in memory, according to state officials.

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LEWISTON

A new policy bans homeless residents of Lewiston from filling the public library with carts, bags, and bedding. Library officials said the items take up valuable space, clog the aisles and seating areas, especially now when the number of library visitors has swelled following the COVID-19 pandemic. People getting off downtown buses also will not be allowed to bring in their bags and other items. Some homeless residents think the new rule is an extension to the ban on sleeping on public property, which took effect April 1. The patrons bring their possessions into the library out of fear they will be stolen. The new policy is not the result of any single incident, officials said, but rather something library staff have been considering for some time.

LIMESTONE

Voters in April agreed to disband the town police department because they could not recruit officers nor a chief to run it. Residents voted to transfer the \$237,000 from the police department to public works for future road paving and repairs. Limestone follows the Town of Van Buren, which closed its department in 2021 for the same reasons. Limestone is unable to afford the wages and benefits needed to recruit candidates, especially compared to what

nearby Caribou and Presque Isle can offer. The town will rely on the sheriff's department and State Police to cover the town. Both agencies agreed to provide coverage but said it would not be 24/7.

OWLS HEAD

The select board voted on April 24 to name a committee to consider a change in the town's form of government to town manager/select board. The five-member committee has been given more than a year to study how the change would impact town operations and report its recommendations by May 1, 2024. The committee is being called the "town manager task force." There is no administrative post at the town office. The town clerk is also the tax collector and registrar of voters. Any changes to the town's form of government must be approved by voters.

UNION/WARREN

Voters in Warren and Union have overwhelmingly passed moratoriums on mining during special town meetings last month. A Canadian mining company approached both towns in February to advise they were interested in mining for nickel. The six-month moratoriums are intended to give the towns time to update their current mining ordinances. Nearly 200 voters turned out in Union, passing the proposal by a vote of 191 to 0. In Warren, the vote to approve was 145 to 2. 🏔️

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CHALLENGE OF VOTE AT OPEN TOWN MEETING

(Updated from the February 2017 *Maine Townsman* “Legal Notes”)

We are often asked how a vote at a traditional “open” town meeting may legally be challenged. Short of a lawsuit by a disappointed candidate or voter, the only method for legally contesting or appealing a vote, including a vote by written ballot, at an open town meeting is the procedure set forth in 30-A M.R.S. § 2524(3)(B). This provision states, “When a vote declared by the moderator is immediately questioned by at least 7 voters, the moderator shall make it certain by polling the voters or by a method directed by the municipal legislative body.”

There is no procedure for inspecting or recounting votes after an open town meeting has been adjourned. Hence, there is no requirement that written ballots or tally sheets be preserved. The right to request a post-election inspection or recount is available only in secret ballot referendums and elections conducted at the polls. (Municipal recount procedures generally follow state recount procedures, see 30-A M.R.S. §§ 2531-B, 2532.)

There is no inspection or recount procedure for open town meeting votes after adjournment because, unlike secret ballot elections, the results of a vote are immediately available to question as provided in § 2524(3)(B), and a challenge can be resolved instantly by polling the voters. If there is no such challenge and the meeting is adjourned, all votes are presumed valid.

Where a vote was to elect officials, the only legal recourse for an unsuccessful candidate is to file suit in Superior Court within 30 days after the meeting (30-A M.R.S. § 2533). A vote to elect someone cannot simply be voided by local officials or a subsequent town meeting.

Where a vote was on any other matter, again, the only method for legally contesting it is via suit in Superior Court. However, unlike the election of officials, most other town meeting votes – except where contracts have been signed or bonds have been issued or other third-party rights have vested – can be reversed by calling another town meeting on the same question. Also, the municipal officers generally have discretion to call a town meeting to revote a question if, because of alleged irregularities, the board is uncomfortable relying on the action taken at a previous town meeting. (By *R.P.F./S.F.P.*)

NO SECRET BALLOTS @ BOARD MEETINGS

(Updated from the August 2016 *Maine Townsman* Legal Notes.)

Question: Our board customarily votes by show of hands or voice vote, but we have a controversial decision to make, and several board members have asked for a secret ballot vote. Is this legal?

Answer: No, it’s not. According to a 1981 opinion by the Maine Attorney General (Op. Me. Att’y Gen. (Oct. 6, 1981)), a secret ballot vote is not a permissible method of voting at any board meeting required to be open to the public by Maine’s Freedom of Access Act (FOAA). (Virtually all municipal board meetings are subject to FOAA’s open meeting requirements, see 1 M.R.S. §§ 402(2)(C), 403.)

The AG’s reasoning was simple: Section 401 of the law states that the FOAA intends for public bodies to deliberate and act openly. A secret ballot, being designed to ensure privacy and anonymity, defeats the purpose of the law because it shields officials from public scrutiny and personal accountability. Thus, it is an impermissible method of voting at open board meetings.

Although to our knowledge there was (and still is) no Maine court decision directly on point, we wholeheartedly agree with the AG’s opinion.

For more information on the requirements of Maine’s FOAA, see an MMA Legal Services’ information packet on the topic in the “members’ area” of our website (www.memun.org) (By *R.P.F./S.F.P.*)

CEMETERY TRUST FUNDS

We often receive questions about cemetery trust funds; below is a summary of the basic rules governing these funds.

Types of Trust Funds. Maine law recognizes various types of municipal cemetery trust funds. These include, but are not limited to: (1) “perpetual care funds” established when any person owning or interested in a municipal public cemetery lot(s) deposits funds with the municipal treasurer to care for his/her cemetery lot(s) or their appurtenances (13 M.R.S. §§ 1261-3); (2) funds given in trust to care for lots and/or the grounds of a private or family burial ground that has been accepted by the municipal legislative body (13 M.R.S. § 1222); and (3) funds donated to the municipality in trust for cemetery maintenance or improvement (30-A M.R.S. §§ 5653, 5654).

Management. Generally, the income from a cemetery trust fund must be spent as required by the documents or statutes establishing the fund. If no terms are stated in those documents, the general rules governing management of municipal trust funds apply. See 13 M.R.S. § 1223, 30-A M.R.S. § 5653. A municipal ordinance may also define the services provided when “perpetual care” is purchased for specific cemetery lots (13 M.R.S. § 1262) or may designate the uses of trusts or funds established by the municipality. (Note: 13 M.R.S. § 1305 governs use of cemetery lot sale proceeds).

Unfortunately, many perpetual care documents contain no specific terms or contain merely an agreement to provide “proper maintenance and upkeep” of a par-

ticular lot. In such cases, the ordinary and usual maintenance of the lots, without more, should be provided. (Note: state law imposes maintenance standards for veterans' graves). If an individual perpetual care trust is larger or generates a much higher income than others, services beyond the normal maintenance and upkeep should be provided for that lot, even where the trust document itself does not specify the extra services.

Investment. Unless prohibited by the trust document, trust funds must be invested and managed according to laws governing municipal investments generally (see 30-A M.R.S. §§ 5706 – 5719). The municipality may treat multiple trust funds as a single fund *solely* for the purpose of investment. However, even if funds are combined for investment purposes, any interest earned or capital gains realized must be prorated among the various trust funds, which means the individual funds must still be tracked and the interest earned for each separate fund must be recorded (see 30-A M.R.S. § 5653(2)). This also makes it easier to determine which accounts may be entitled to additional services beyond “normal” maintenance.

Alteration/Termination. Generally, when the municipal legislative body accepts funds in trust, the municipality is obligated to perform the duties or services outlined in the trust documents. 30-A M.R.S. §§ 5653-4; *Johnson v. South Blue Hill Cemetery Assoc.*, 221 A2d 280, 284 (Me. 1966). A fiduciary or trustee obligation arises on the part of the municipality when it accepts funds for the care of a specific lot (see 13 M.R.S. §§ 1222, 1262). The municipality generally has no authority to alter or terminate cemetery trusts without permission from a court. Also, the Maine Attorney General's Office has some investigative and oversight authority regarding charitable trusts and may be consulted if there is a need to amend or terminate a trust.

For more information on municipal obligations regarding cemeteries, see our information packet on the topic, available in the members' area of website (www.memun.org) (By S.F.P.)

“CROWN ACT” NOW LAW IN MAINE

Last year Maine's legislature enacted “An Act To Prohibit Discrimination in Employment and School Based on Hair Texture or Hairstyle,” otherwise known as the “Crown Act.” (PL 2021, c. 643).

The Act amends the Maine Human Rights Act (MHRA), which applies to all Maine employers, to expressly define “race” for purposes of fair employment and education to include “traits associated with race, including hair texture, Afro hairstyles” and “protective hairstyles” (braids, twists, and locks). See 5 M.R.S. § 4553. The Act's

MUNICIPAL CALENDAR

MAY 29 – Memorial Day, the last Monday in May is a legal holiday (4 M.R.S. §1051). Municipal officers shall direct the decoration of veterans' graves. (30-A M.R.S. § 2901).

BY JUNE 15 – Monthly/quarterly/semi-annual expenditure statement/claim for General Assistance reimbursement to be filed via online portal, faxed to (207) 287-3455, emailed to GeneralAssistance.DHHS@maine.gov, or sent to DHHS, General Assistance Unit, #11 SHS, Augusta, ME 04333-0011 (22 M.R.S. § 4311).


JUNE 19 – Juneteenth, is a legal holiday (4 M.R.S. § 1051).

protections broadly apply to all hair styles and textures commonly associated with a particular race and protects job applicants as well as current employees.

California first passed the CROWN Act (“Creating a Respectful and Open World for Natural Hair”) in 2019; since then, several states have enacted similar laws. According to its supporters, the Act aims to remove barriers that prevent non-white persons from advancing in academic or work careers based on their hair. It acknowledges that when textured hair is viewed as less “professional” or policed more strictly through limits on style or length, race is being targeted as well.

In light of the new law, now is a good time for municipal employers to:

- Review dress code and grooming policies to ensure they are inclusive of all ethnic groups and do not unfairly target naturally occurring attributes, hair texture or hairstyles connected to race or ethnicity (or religion or gender identity).
- Ensure dress code or grooming requirements are based on legitimate and reasonable business concerns (e.g., safety near machinery).
- Consider training for supervisors, hiring managers and HR staff. Even facially neutral policies requiring employee hairstyles to look “professional,” “neat,” or “well-managed,” can be applied in a discriminatory manner if decision-makers have unconscious bias about which looks are “professional.”
- Review anti-discrimination and harassment policies for coverage of hairstyles and traits associated with a particular race. Train employees and managers to ensure that such characteristics are protected under the employer's policies.

For more information on equal employment issues, see MMA Legal Services' information packets on “The Hiring Process” and “Harassment and Sexual Harassment” available in the members' area of our website. (By S.F.P.) 

MAINE MUNICIPAL BOND BANK

2023 FALL BOND ISSUE SCHEDULE

Capital financing through the Bond Bank's General Bond Resolution Program allows borrowers to take advantage of the Bond Bank's high investment grade rating, low interest rates and reduced issuance and post issuance costs. Traditionally twice a year, in the spring and fall, the Bond Bank will consolidate eligible applicants and engage in a bond sale. From application to receipt of funds the bond issuance process usually lasts three to four months. Below is the schedule for the Bond Bank's Fall Issue.

August						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Tuesday, August 1st – Application Deadline

Wednesday, August 23rd – Application Approval (Board Meeting)

Wednesday, September 13th – Preliminary opinions and loan agreements due from bond counsel of each borrower

Thursday, September 14th – Last date for signing school contracts and rates in place for water district. PUC approvals due

Week of October 2nd – Maine Municipal Bond Bank Pricing

Monday, October 23rd – Final documents due from bond counsel

Wednesday, November 1st – Pre-closing

Thursday, November 2nd – Closing – Bond proceeds available (1:00pm)

If you would like to participate in or have any questions regarding the 2023 Fall Bond Issue, please contact Toni Reed at 1-800-821-1113, (207)622-9386 ext. 213 or treed@mmbb.com.





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