

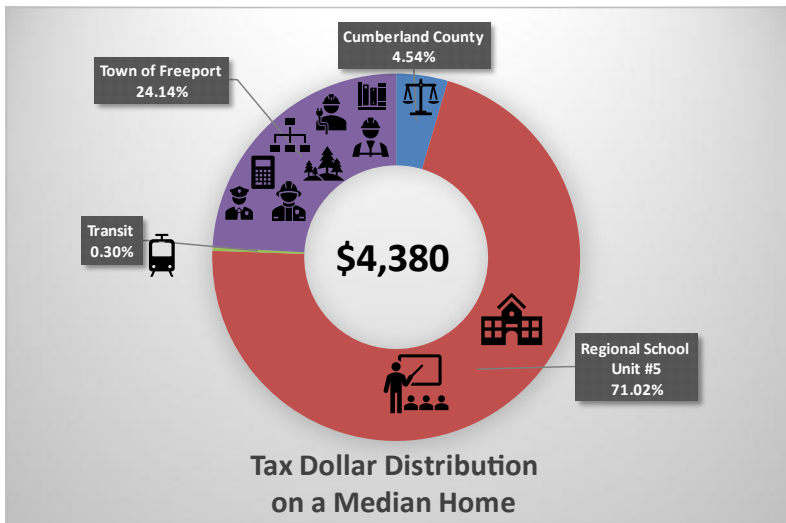


To: Sophia Wilson, Town Manager
From: Jessica Maloy, Finance Director
Re: FY 2025 Operating Budgets Transmittal Letter
Date: April 23, 2024

I am pleased to present the FY 2024-2025 budgets for the Town of Freeport’s General Operating fund, Winslow Park fund, and the Capital and Tax Increment Financing funds. Staff approached the FY25 municipal budget process with the goal of generally maintaining FY24 service levels and working to incrementally implement Town Council priorities. This included evaluating employee wages to support the Town’s efforts to retain and recruit highly skilled and professional staff. These efforts, combined with continued inflation, supply chain issues, and cost-of-living increases, result in an increase in the general fund operating budget.

While the Town is required to assess and collect the annual property tax that funds all local services provided to our residents, the Town Council only controls the service level and net costs related to municipal services. Regional School Unit #5, Cumberland County, and the Greater Portland Metro (Transit) are separate legal entities with their own budget processes that result in assessments for which the Town is obligated to raise, collect, and transfer taxes. Please note that the projected mil, or tax, rate impacts are based upon preliminary taxable valuation figures that the Town Assessor will not finalize until after the budget process is complete:

Town of Freeport Proposed Tax Changes FY 2025						
Entity	FY 2024 Tax Amount	FY 2025 Projected Tax Amount	Projected Mil Rate Impact	\$ Levy Increase	% Levy Increase	
Cumberland County	\$ 1,436,042	\$ 1,442,472	\$ 0.0024	\$ 6,430	0.45%	
RSU #5	\$ 21,239,560	\$ 22,692,612	\$ 0.5394	\$ 1,453,052	6.84%	
Transit	\$ 89,100	\$ 95,766	\$ 0.0025	\$ 6,666	7.48%	
Town of Freeport	\$ 6,629,285	\$ 7,449,095	\$ 0.3043	\$ 819,810	12.37%	
Total Tax	\$ 29,393,987	\$ 31,679,945	\$ 0.8486	\$ 2,285,958	7.78%	
Mil Rate Impact	0.000848631	\$0.85 per \$1,000 of value				

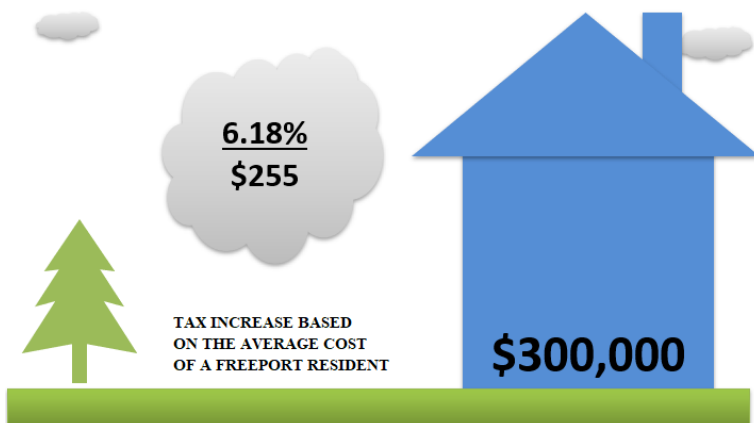


The current millage rate, or property tax rate per \$1,000 of assessed valuation, is \$13.75. The presented budget proposes an increase of thirty cents per thousand dollars (\$0.30/\$1,000) of valuation from FY 2024. The RSU #5 Board of Directors is proposing a fifty-four cent-per-thousand dollar (\$0.54/\$1,000) of valuation increase, the Cumberland County tax levy (which has been finalized) increase is less than one cent-per-thousand dollar (>\$0.01/\$1,000) of valuation increase, and the Transit Tax for the METRO system (which has been finalized) is also less than one cent-per-thousand dollar (>\$0.01/\$1,000) of valuation increase over FY 2024. While that is a total of eighty-five cents-per-thousand dollars (\$0.85/\$1,000) of valuation,

the Town's portion is an increase of thirty cents (\$0.30/\$1,000) from FY 2024.

The adjacent chart details the Town's tax rate so the reader can see the historic trends in the rate. Please note that during FY 2018, the Town's Assessor recognized that values had inclined due to the real estate market and increased all values for real property. The Town, RSU, and County maintained static net budgets, so when the valuations inclined, the mil rate decreased to compensate for the higher values. This is the reason the mil rate decreased from \$15.80 to \$14.95 for FY 2018. The mil rate increased from \$14.95 to \$15.05 between FY 2018 and FY 2019 due to greater service-level needs as well as apparent revenue reductions. Further offsets in FY 2021 and FY 2022 brought the mil rate down to a historic low of \$13.35, due to increased property valuations and use of one-time revenues. FY 2024 saw a slight increase to the mil rate to \$13.75 due to greater service-level needs and inflationary impacts.

Ten-Year Mil Rate History		Impact on	
Fiscal Year	Mil Rate	\$300,000 Home	
FY 2015	\$ 15.80	\$	4,740
FY 2016	\$ 16.80	\$	5,040
FY 2017	\$ 15.80	\$	4,740
FY 2018	\$ 14.95	\$	4,485
FY 2019	\$ 15.05	\$	4,515
FY 2020	\$ 14.30	\$	4,290
FY 2021	\$ 14.00	\$	4,200
FY 2022	\$ 13.35	\$	4,005
FY 2023	\$ 13.65	\$	4,095
FY 2024	\$ 13.75	\$	4,125
FY 2025 Projected	\$ 14.60	\$	4,380



Although the budget process mainly focuses on the general fund, as it has the only direct impact on the Town's tax rate, the Town budgets for the General Fund, Winslow Park and Tax Increment Financing District special revenue funds in addition to the Capital Projects Fund. Summaries for each of these funds are included in this transmittal letter along with details of the major factors impacting the budget process including legislative changes, large expenditures, fund balance projections, and Town Council priorities.

Once again, this has been a particularly challenging process, specifically for the general fund, as staff worked to balance the increasing service level request with limited resources. Given the transition to new management in late FY 2024, the Council opted to keep the following budgetary goals from 2023:

- The Council will oversee the Town's revenues, assets and reserves; and prioritize, evaluate and control expenditures in operating and capital budgets to mitigate the impact on the taxpayers and maintain a stable tax rate, while providing the highest quality services possible within the resources available.
- The Council will implement our Downtown Vision Plan. We will start 4 projects and complete 2 in 2024.

Even with staff's efforts to find efficiencies and mitigate budgetary increases, the FY 2025 budget reflects a \$1,158,535 increase in total municipal operating expenses. This is offset by a \$338,725 increase in Non-Property Tax Revenue, leaving the Town with a \$819,810 property tax increase, or twelve-point thirty-seven (12.37%) percent.

One significant challenge for the Town has been the retention and recruitment of personnel. The FY 2025 budget reflects inflationary adjustments to the Town's Pay Scale, along with the standard step increases and COLA impacts. Staff also evaluated the pay ranges at the lowest levels of the pay scale and made adjustments to the pay for these positions. The FY 2025 budget also includes a new Assistant Town Manager position, separating the duties of the retiring Assistant Town Manager/Human Resource Director, and eliminates the currently vacant Town Engineer position at Town Hall.

In an effort to reduce the dependence on the use of fund balance, in FY 2017 the requested transfer in from fund balance was reduced to \$550,000 from \$675,000 in FY 2016. It was the intent of management to continue to decrease this over the next few years; however, given the current level of Fund Balance along with the current economic climate, management is recommending continuing to use \$675,000 for FY 2025 to help mitigate the tax impact.

The new items and changes in the FY 2025 budget are shown below. Employee wage and step increases are the primary reason for the expense increase coming in at \$809,750. Maine Employee Health Trust rates increased 2.8% from CY 2023 and staff is budgeting for an 5% increase for CY 2025. For FY 2025, staff is also budgeting for an increase in paving of \$50,000 as well as a four percent increase in dispatch and animal control officer services. These are offset by an increase in municipal revenue sharing of \$10,000 based on the the State's program forecast; excise tax increase of \$150,000 based on actual receipts and current vehicle prices, and interest income increase of \$175,000, along with other smaller revenue impacts in the general fund for FY 2025. The Town has historically taken a conservative approach to budgeting for all revenues but has again adjusted this practice for FY 2025 given the nature of our Fund Balance and the performance of the local economy.

Please see the next pages for more details on each of the funds to be appropriated.

The General Fund

While the FY 2025 tax is projected to increase \$819,810 or 12.37%, the municipal budget has increased by \$1,158,535 or 8.78% from FY 2024 to FY 2025. Please see the historic Town of Freeport General Fund budgets for the past ten fiscal years.

Historic Town of Freeport Municipal Budget Comparison			
Town of Freeport	Budget	\$ Increase	% Increase
FY 2014	\$ 8,978,235	\$ 219,682	2.51%
FY 2015	\$ 8,965,659	\$ (12,576)	-0.14%
FY 2016	\$ 9,352,257	\$ 386,598	4.31%
FY 2017	\$ 9,447,391	\$ 95,134	1.02%
FY 2018	\$ 9,730,935	\$ 283,544	3.00%
FY 2019	\$ 10,105,160	\$ 374,225	3.85%
FY 2020	\$ 10,410,637	\$ 305,477	3.02%
FY 2021	\$ 10,481,981	\$ 71,344	0.69%
FY 2022	\$ 10,985,225	\$ 503,244	4.80%
FY 2023	\$ 11,976,225	\$ 991,000	9.02%
FY 2024	\$ 13,197,285	\$ 1,221,060	10.20%
FY 2025 Proposed	\$ 14,355,820	\$ 1,158,535	8.78%
Excluding the County Tax, Transit Tax, and RSU #5 Tax			

Though there was no formal general fund budget directive to department heads by Council, the historical practice has been to prioritize, evaluate and control expenditures with responsible budgeting to minimize the impact on taxpayers and to strive to maintain a stable tax rate. The Town management clearly communicated this same directive and it is presented for FY 2025 as well. The largest budget changes, and their impact, are listed below. Please note that this is not a comprehensive list of all budget changes, rather merely a listing of the larger or new items.

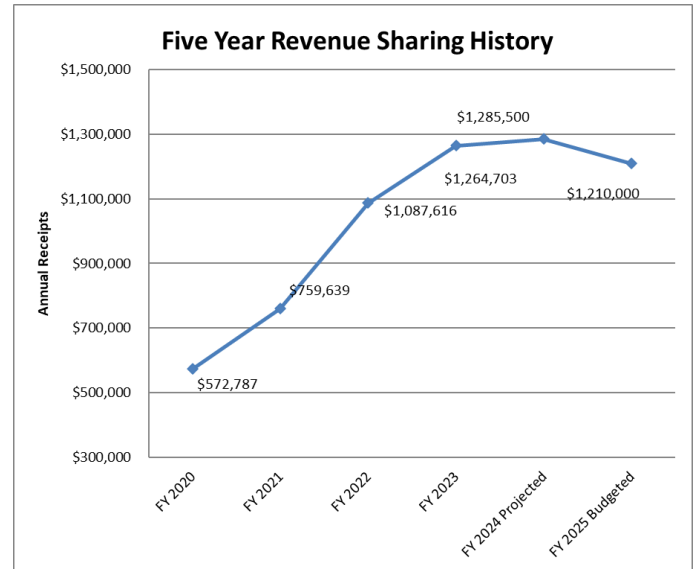
Major Budget Changes-FY 2025 General Fund				
Department	Budget Change	Reason	Budget Impact	Mil Rate Impact
Revenue	Interest Income	Increased to reflect current levels	\$ (175,000)	\$ (0.064966)
Revenue	Excise Tax	Increased to reflect current levels	\$ (150,000)	\$ (0.055685)
Revenue	Building Fees	Decreased to reflect current levels	\$ 30,000	\$ 0.011137
Revenue	Impact Fee Transfer	Decreased to reflect current levels	\$ 25,000	\$ 0.009281
All	Benefits & Wage Step Increases	COLA impact with multiple step increases and new hires	\$ 809,750	\$ 0.300609
Solid Waste	Tipping/Hauling Fees	Increased to reflect current work and pricing	\$ 52,250	\$ 0.019397
Public Works	Paving	Increased to reflect current work and pricing	\$ 50,000	\$ 0.018562
Town Engineer	Contracted Service	Increase for contracted project work	\$ 50,000	\$ 0.018562
PS Reception	Professional Services	PD Dispatch Services (4% contractual increase)	\$ 26,600	\$ 0.009875
Town Council	Legal Services	Increased to reflect current practice	\$ 25,000	\$ 0.009281
Public Works	Winter Operations	Increased to reflect current practice	\$ 19,000	\$ 0.007053
General Administration	Website Maintenance	Increased to reflect current practice	\$ 12,500	\$ 0.004640
Total Major Budget Impacts			\$ 775,100	\$ 0.287745

Historically, the Council's annual goals drive the budget message. In the case of the past few years, one of the goals had been to maintain a stable tax rate. The Finance Director and Town Manager have presented a service level increase budget for FY 2025, incorporating the impact of Council initiatives and economic inflation.

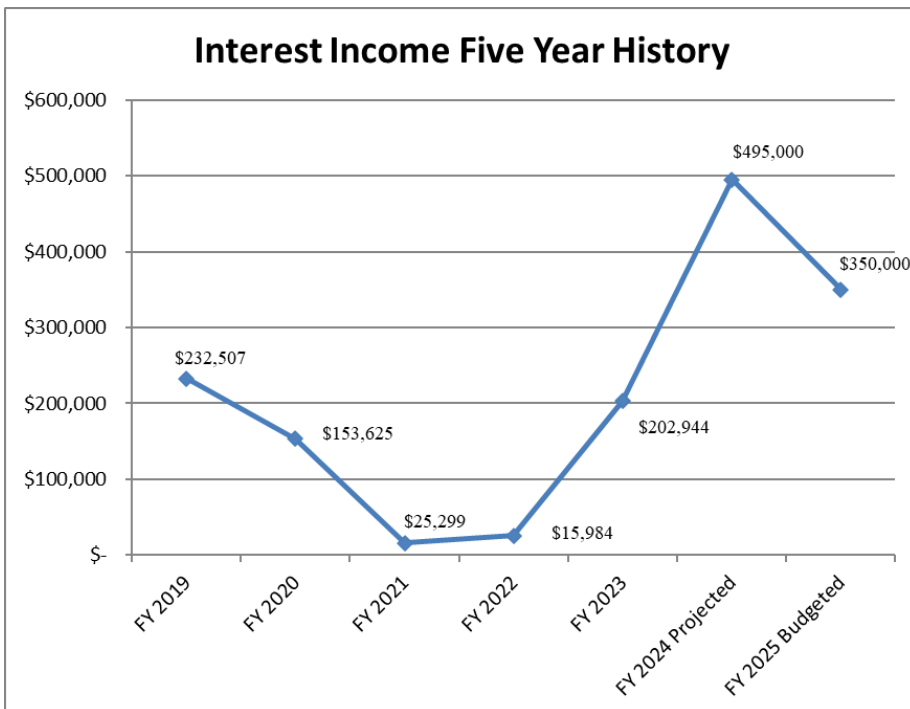
State-Level, Market, and Other Significant Impacts on the FY 2025 Budget

State Revenue Sharing

A large portion of the Town’s general fund budget is revenue from the State of Maine, including State revenue sharing. Maine State Statute dictates that Towns are to receive five percent of the sales and income taxes received each year. These revenues are collected by the State and distributed based upon a valuation and population formula. A five-year history of State Revenue Sharing is included here for comparison purposes.



Market Factors-Interest Income



The Town has seen significant swings in interest income over the last five years. It topped \$232,507 in FY 2019 followed by a decline to \$153,625 in FY 2020 and hit an all-time low of \$15,984 in FY 2021. Management maintained a conservative approach and leveled the FY 2023 budget at \$50,000 given the uptick in rates since the low of the pandemic. For FY 2024 the Town saw a rebound in interest rates but maintained its conservative approach and only increased the budget to \$175,000. For FY 2025, management remains conservative but is increasing the budget to \$350,000 for interest income. The Town’s investment policy states that it invests its money (other than reserve and trust funds) in assets that preserve principal, cash-flow, and finally, give return. The Town’s operating funds are invested in certificates of deposits and a nightly “sweep” account; the CDs

are FDIC-insured and the “sweep” account is collateralized, and the majority of these investments are returning more than four percent of interest-per-year. A chart of the past five years’ historic interest income receipts is listed here to illustrate the historic decline with gradual increase and the impact on the General Fund.

Summary-the Difference between the Tax Rate and the Budgeted Amount

During budget season each year, staff attempts to differentiate between increases or decreases in budgeted amounts and tax amounts. The table below shows the budget amounts and then tax amounts from each of the four taxing bodies in Freeport (Cumberland County, RSU #5, METRO Transit, and the Town of Freeport) so the readers can understand this difference. Property tax revenue accounts for approximately half of the Town’s general fund revenue, and as expenditures and revenues fluctuate, the property tax requirement to deliver services changes.

Town of Freeport Budget Recap FY 2024 vs FY 2025									
Taxing Body	Budget Amount				Tax Amount				
	FY 2024	FY 2025	\$ Increase	% Increase	FY 2024	FY 2025	\$ Increase	% Increase	
Cumberland County	\$ 1,436,042	\$ 1,442,472	\$ 6,430	0.45%	\$ 1,436,042	\$ 1,442,472	\$ 6,430	0.45%	
Regional School Unit #5	\$ 21,239,560	\$ 22,692,612	\$ 1,453,052	6.84%	\$ 21,239,560	\$ 22,692,612	\$ 1,453,052	6.84%	
Transit	\$ 89,100	\$ 95,766	\$ 6,666	7.48%	\$ 89,100	\$ 95,766	\$ 6,666	7.48%	
Town of Freeport	\$ 13,197,285	\$ 14,355,820	\$ 1,158,535	8.78%	\$ 6,629,285	\$ 7,449,095	\$ 819,810	12.37%	
		Total Increase	\$ 2,624,683	7.30%		Total Increase	\$ 2,285,958	7.78%	

THE CAPITAL PROJECTS FUND

In addition to the General Fund’s operating budget, the Town Council adopted the five-year capital program which is a planning document and is expected to make the FY 2025 capital appropriations on June 18th at the same time as all other budgets. The FY 2025 capital improvement program is seen in summary here with four years of historic data for comparative purposes. Specific projects and their impact on the operating budget (if applicable) are included in the capital budgeting section of this document.

Capital Improvements Program Five-Year History					
Department	FY2021	FY2022	FY2023	FY2024	Proposed FY 2025
Police	\$ 100,000	\$ 62,000	\$ 120,000	\$ 350,000	\$ 396,000
Fire	\$ 908,000	\$ -	\$ 137,000	\$ 35,000	\$ -
Rescue	\$ 63,000	\$ 60,000	\$ 19,000	\$ 466,000	\$ 30,000
Public Works	\$ 80,000	\$ 140,000	\$ 190,000	\$ 336,000	\$ 340,000
Solid Waste	\$ 155,000	\$ 67,500	\$ 70,000	\$ 55,000	\$ -
Comprehensive Town Improvements	\$ 755,000	\$ 630,000	\$ 375,000	\$ 1,061,750	\$ 580,000
Municipal Facilities	\$ 138,900	\$ 88,500	\$ 460,000	\$ 667,000	\$ 355,000
Cable	\$ 24,000	\$ 24,000	\$ 24,000	\$ 29,000	\$ 39,000
Other	\$ 150,000	\$ 175,000	\$ 50,000	\$ 40,000	\$ -
Destination Freeport TIF District	\$ 235,000	\$ 375,000	\$ 210,000	\$ 324,000	\$ 197,325
Winslow Park	\$ 50,000	\$ -	\$ -	\$ -	\$ 45,000
Total	\$ 2,658,900	\$ 1,622,000	\$ 1,655,000	\$ 3,363,750	\$ 1,982,325

The five-year capital program is a listing of all intended projects and equipment purchases during the next five fiscal years. It is not an appropriation; the Town’s Charter requires the capital and operating budgets to be adopted at the same time. Those appropriations will occur on June 18th, 2024.

One notable item is the method of funding capital projects; this can be confusing in light of discussions above about tax rate impacts. The Town has spent the past 35 years building reserve funds so its capital needs are largely satisfied by using reserves. The reserve funds are invested per the Town’s investment policy in 25 percent equity funds and 75 percent fixed income instruments. Each year, the Council adopts the capital budget for the upcoming fiscal year, and that appropriation directs staff to transfer funds from the reserves into the capital projects fund for these upcoming projects. The Freeport Town Council has historically directed staff to produce “minimal tax increase” budgets, and this is one method of accomplishing that goal. The Town staff uses the balances as of the prior financial statements in order to “benchmark” whether or not there are sufficient funds to complete the upcoming projects, and informal unaudited fund balances to indicate the balances to the Council for budget deliberations. The December 31st, 2023 unaudited balances are shown to the right.

Town of Freeport Reserve Funds		
Draft Reserve Balances 12/31/2023		
For Funds Used in the Capital Planning Process		
Police	\$	373,342
Fire	\$	968,302
Rescue	\$	676,149
Public Works	\$	745,078
Solid Waste	\$	82,706
Comprehensive Town Imp.	\$	2,627,992
Municipal Facilities (1)	\$	368,106
Cable	\$	205,017
Other (2)	\$	116,894
<p>Note 1: The Municipal Facilities capital improvement plan is taken from both the general administration and building maintenance reserves; these are summed above.</p> <p>Note 2: The "Other" projects are Board and Committee requests and will be taken from the appropriate reserves based upon the project.</p>		

TIF FUNDS

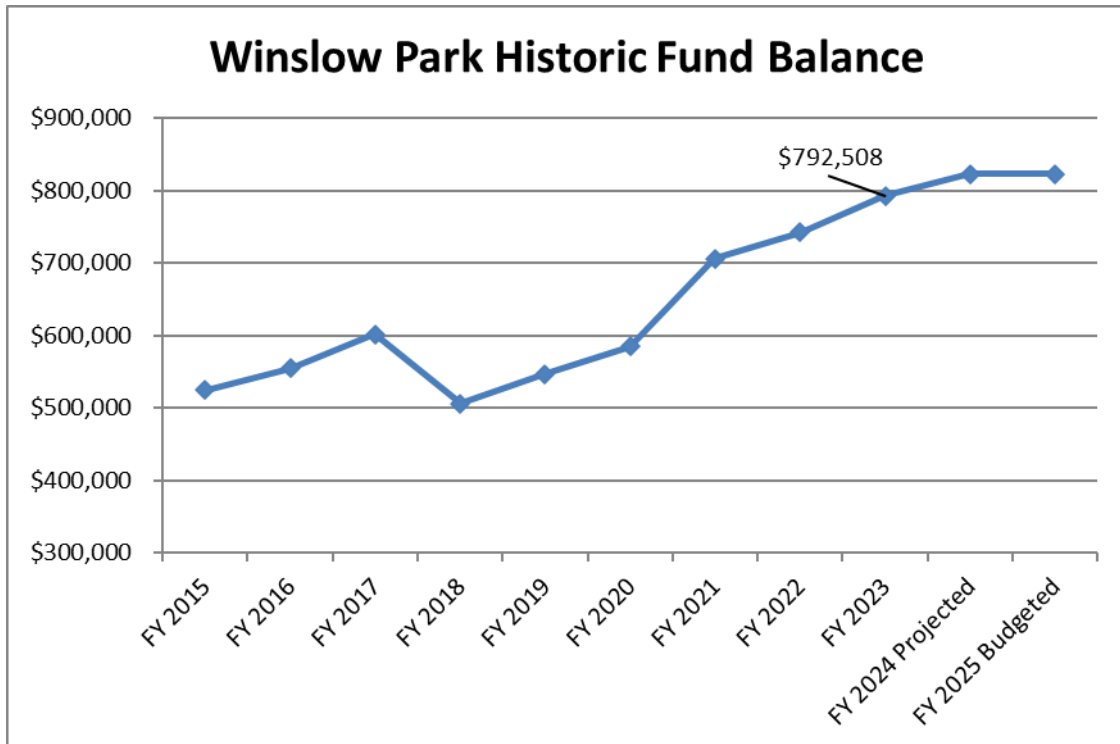
The TIF five-year capital program was adopted on April 2nd, 2024, and the FY 2025 budget is scheduled to be adopted on June 18th, 2024. Maine State Statutes allow for tax-increment financing districts. Currently, the Town has eight active TIF districts, but currently only two has increment available for infrastructure and economic development expenditures. The Town Council amended the Destination Freeport TIF in 2011 to “capture” more value and generate approximately \$25,000 more increment to support the Nordica Theatre development and support economic development efforts. In FY 2012, the Council increased the TIF’s “cap”, or value to which the tax rate is applied to generate an additional \$90,000 in increment to support economic development efforts. In 2023 the Town Council approved the Concord Gully Brook TIF to support watershed and town improvements. The FY 2025 TIF budgets includes sidewalk and watershed improvements, along with mandatory credit enhancement agreement items, and economic development. These are detailed in the fund’s section of this document.

Destination Freeport Historic Value and Tax Increment			
Fiscal Year	TIF Cap	Mil Rate	TIF Increment
FY 2013	\$ 17,000,000	\$ 15.45	\$ 262,650
FY 2014	\$ 17,000,000	\$ 15.85	\$ 269,450
FY 2015	\$ 17,000,000	\$ 15.80	\$ 268,600
FY 2016	\$ 18,332,146	\$ 16.80	\$ 307,980
FY 2017	\$ 19,460,346	\$ 15.80	\$ 307,473
FY 2018	\$ 20,000,000	\$ 14.95	\$ 299,000
FY 2019	\$ 20,000,000	\$ 15.05	\$ 301,000
FY 2020	\$ 20,000,000	\$ 14.30	\$ 286,000
FY 2021	\$ 20,000,000	\$ 14.00	\$ 280,000
FY 2022	\$ 20,000,000	\$ 13.35	\$ 267,000
FY 2023	\$ 20,000,000	\$ 13.65	\$ 273,000
FY 2024	\$ 20,000,000	\$ 13.75	\$ 275,000
FY 2025 Projected	\$ 20,000,000	\$ 14.60	\$ 292,013

Concord Gully Brook Historic Value and Tax Increment			
Fiscal Year	TIF Cap	Mil Rate	TIF Increment
FY 2023	\$ 16,569,140	\$ 13.65	\$ 226,169
FY 2024	\$ 16,569,140	\$ 13.75	\$ 227,826
FY 2025 Projected	\$ 16,569,140	\$ 14.60	\$ 241,920

WINSLOW PARK FUND

The Winslow Park was donated by Adelaide Winslow Harb in 1953; one of the stipulations of the donation was that the revenue generated by the park's rental fees stay in a separate fund for accounting purposes. The Winslow Park generates approximately \$350,000 in revenue from park rentals, concessions, and other revenues. The fund maintains a healthy fund balance between \$500,000 and \$800,000 depending upon the required capital projects. The Winslow Park fund balance trend is shown in the adjoining chart. The Park staff's goals and objectives for FY 2025 are included in that fund's section of this document.



SUMMARY OF THE FY 2025 BUDGET

The FY 2025 budget was difficult to prepare with the state of the economy, inflation, and service level standards that have increased exponentially. As the budget stands as proposed, the tax is likely to increase twelve-point three seven percent on the municipal side. The total budget as proposed by the County, RSU, Transit and Town combined is seven-point three (7.3%) percent up from last year and the projected tax increase for all four entities is seven-point seven eight (7.78%) percent, or eighty-five cents per \$1,000 of value.

Town of Freeport Budget Recap FY 2024 vs FY 2025								
Taxing Body	Budget Amount				Tax Amount			
	FY 2024	FY 2025	\$ Increase	% Increase	FY 2024	FY 2025	\$ Increase	% Increase
Cumberland County	\$ 1,436,042	\$ 1,442,472	\$ 6,430	0.45%	\$ 1,436,042	\$ 1,442,472	\$ 6,430	0.45%
Regional School Unit #5	\$ 21,239,560	\$ 22,692,612	\$ 1,453,052	6.84%	\$ 21,239,560	\$ 22,692,612	\$ 1,453,052	6.84%
Transit	\$ 89,100	\$ 95,766	\$ 6,666	7.48%	\$ 89,100	\$ 95,766	\$ 6,666	7.48%
Town of Freeport	\$ 13,197,285	\$ 14,355,820	\$ 1,158,535	8.78%	\$ 6,629,285	\$ 7,449,095	\$ 819,810	12.37%
	Total Increase \$ 2,624,683 7.30%				Total Increase \$ 2,285,958 7.78%			

While the upcoming year’s budget is the subject of discussion, it is important to estimate where each budgeted fund will end up on June 30th, 2024. Certainly, these figures are subject to change over the next two and-a-half months, but the funds’ projections are below.

The FY 2025 budget includes projections from the fiscal year ending June 30th, 2024. These projections are as follows:

FY 2024 Fund Balance Projections						
Funds Subject to Appropriation						
	6/30/2023	Projected		6/30/2024	\$ Increase/	% Increase/
	Fund Balance	Revenues	Expenditures	Fund Balance	(Decrease)	(Decrease)
General Fund-Budgetary Basis	6,983,345	14,939,961	14,353,820	7,569,486	\$ 586,141	8.39%
Destination Freeport TIF Fund	537,490	275,000	700,704	111,786	\$ (425,704)	-79.20%
Concord Gully Brook TIF Fund	68,547	427,866	345,985	150,428	\$ 81,881	119.45%
Winslow Park Fund	792,508	481,500	450,820	823,188	\$ 30,680	3.87%

It is notable that the General Fund’s fund balance is projected to increase by \$586,141 during FY 2024. This is a preliminary estimate, and staff has taken a very conservative approach to department expenditures along with some unanticipated revenues. If departments underspend their budgets (which they are directed to each year), the fund will show a surplus. Per Town policy, any fund balance above the one and-one-half minimum plus five percent allowed amount is either transferred to reserves if balances warrant funding or can be used to offset taxes or conduct other projects as designated by the Town Council. Staff will report to the Town Council each year on the status of the General Fund’s fund balance after the financial statements are completed. During FY 2023, the excess fund balance was transferred to reserves to stabilize the accounts. The next five years of proposed capital budgets have been reviewed and have substantial impact to the reserves despite several of the Town’s reserves containing lower balances than the benchmarks of the sum of the five-year plan or twenty percent of the 20-year capital improvement plan. Staff will continue to fund the reserves in order to achieve the proper levels if possible this year and will report back to the Council on this effort after the financial statements are completed.

The Destination Freeport TIF fund will receive approximately \$275,000 in increment during FY 2024, and the appropriations for the fund is \$700,704. It is expected that the fund balance in the Destination Freeport TIF

will decrease by that difference of approximately \$(425,704) during FY 2024, and the capital program includes \$197,325 in capital improvements in the subsequent year.

The Concord Gully Brook TIF fund will receive approximately \$427,866 in increment during FY 2024, and the appropriations for the fund is \$345,985. It is expected that the fund balance in the Concord Gully Brook TIF will increase by that difference of approximately \$81,881 during FY 2024.

The Winslow Park fund's fund balance is projected to increase \$30,680 during FY 2024, and while the Park's budget is balanced for FY 2025, it is likely that the operations will realize a stable fund balance now that many of the Park's capital projects are complete. This fund has historically generated surpluses each year, but during the past couple of years the Winslow Park Commission has conducted large-scale erosion control and other renovation projects in order to keep the Park beautiful to residents and visitors alike.

We are pleased to begin the official budget process and encourage any Council questions or comments. We look forward to answering them and conducting an efficient and transparent budget process.

PUBLIC SESSIONS

Each year, department heads assemble in the Town Council chambers to conduct an informal “Q&A” session with any public member who wishes to attend. This is a nice opportunity for residents or business-owners to gain information on the budget in a “low-pressure” setting.

May 8th from 7:30-8:30 AM: public Q&A with department heads in the Council Chambers, 30 Main Street, Freeport, Maine.