# **Greater Augusta Utility District Board Agenda**



## Monday, July 15, 2024, 6:00 PM

## Council Chambers, Augusta City Center, Augusta, Maine

- 1. Welcome Knight
- 2. Introduce Board members
- 3. Introduce GAUD employees, consultants and guests
- 4. Agenda additions
- 5. Old Business
  - a. Approve meeting minutes Motion pages 9 -10
  - b. Rate committee update
  - c. Project updates pages 5 6
  - d. General Manager's report page 8
  - e. PFAS "forever chemicals"
- 6. New business
  - a. Review financial statements
  - b. Review liens
  - c. Policy review Motion pages 14 15
  - d. Fiber optic conduits beneath the river
  - e. Communications update -
  - f. HR update page
  - g. Public comment
- 7. Adjourn Motion

# Attendees:

Knight – Chair	Colwell	Sawyer	Begin
Paradis – Clerk	Hebert	Warren	Payne
Corey – Treasurer	Munson	Luke	Tarbuck

A quorum consists of 4 voting Trustees.

Gues	<u>ts:</u>		
□ <sup>-</sup>			

Executive sessions are described in MRS Title 1 Section 405. Executive sessions may only be called by a public recorded vote of 3/5 of the members, present and voting.

Remaining meetings. Planning meeting is on October 23, 2024.

Monday, August 19, 2024	Regular meeting	City Center
Monday, September 2, 2024	Labor Day	Holiday
Monday, September 16, 2024	Regular meeting	City Center
Monday, October 14, 2024	Indigenous Peoples Day	Holiday
Monday, October 21, 2024	Regular meeting	City Center
Wednesday, October 23, 2024	Planning meeting	Senator Inn
Monday, November 11, 2024	Veterans Day	Holiday
Monday, November 18, 2024	Regular meeting	City Center
Thursday, November 28, 2024	Thanksgiving Day	Holiday
Friday, November 29, 2024	Thanksgiving Friday	Holiday
Monday, December 16, 2024	Regular meeting	City Center
Wednesday, December 25, 2024	Christmas Day	Holiday

- 1. Welcome
- 2. Introduce Board members
- 3. Introduce GAUD employees, consultants and guests
- 4. Agenda additions
- 5. Old business
  - a. Approve meeting minutes Motion 1

Motion: I move to accept the	ne Board meeting minutes for Jui	ne 24, 2024.	
M	2nd	For	Against

## b. Rate committee updates

Rate increases of 30% for the sewer and drinking water divisions were approved by the Board at the May 20, 2024 meeting.

Maine PUC approved our proposed rates on May 30, 2024.

The table below shows when customers will see changes in their bills:

Rate adjustment	June 1, 2024
Start of new rates	June 20, 2024
Customers receive bill for new rates	August 9, 2024
Payment due on new rates	September 4, 2024

The website has been updated to show the new rates. gaud.ws/rates

We had our initial meeting with the consulting firm *Raftelis* on June 27th. They will be assisting us with updates to our drinking water, fire protection, sewer and stormwater rate models for 2025. They expect to begin working on our project late summer 2024.

### 2025 budget schedule

- October 21 regular board meeting present draft budget (discussions, questions & comments)
- November 18 regular meeting present updated budget (final discussions, questions & comments)
- December 16 vote on the 2025 proposed budget

The 2025 budget will be presented to show how the decision to adjust rates is impacted by the O&M versus capital improvement budgets. For example, a 10% rate increase might be weighted 30% to O&M and 70% to CIP.

c. Project updates - Begin

Andy will provide updates regarding the District's capital improvement projects.

d. General Manager's report - Tarbuck

Brian will provide updates not otherwise covered in this report.

e. PFAS "forever chemicals" discussion

For the first time in forever we don't have much of anything to talk about regarding PFAS.

- 6. New business
  - a. Review financial statements Payne

Mike will review the June financial statements.

b. Review liens - Payne

There are no liens to consider this month.

c. Policy review - Motion - Tarbuck

At its last meeting the Board reviewed the property foreclosure policy with legal counsel in executive session. A revised policy is included herein. Counsel recommends that the Board approve the updated policy as presented.

Motion: I move to approve the revisions to policy 22 as presented to this meeting.			
M	2nd	For	Against

d. Fiber optic conduits beneath the river

We are at a point where the fiber optic conduits that we installed under the river can be used.

I would like to discuss the terms for using these conduits for both private and public entities with the goal of creating a policy to provide clarity for potential users and our successors.

e. Communications update - Meredith Strang-Burgess

Strang-Burgess will provide the communications update.

f. HR update - Alan Burton

Alan Burton will provide an in-person HR update.

g. Public comment

# 7. Adjourn – Motion

Motion: I move that this body stand adjourned.				
M Sawyer	2nd	For	Against	

## **Summary of Capital Improvement Projects**

## <u>17001 - Eastside Sewer Siphon - \$4,731,575 & 19047 Redundant River Crossing - \$4,089,608 spent to date</u>

Status: In construction.

Contracts 1 through 3 - 100% complete, pending release of retainage.

Contract 4 Water Mains West Side - Final paving schedule for the week of 7/15/24.

Contract 5 - Hospital Street Booster Station Piping - One bid from CH Stevenson for \$49,525. Awarding

the contract. Completion expected in Q4 2024. No pavement, mostly interior piping.

Working to move a new fiber network forward with the City and the State, and private interest.

Scope: Replace the failed 8" cast iron siphon new 16" HDPE pipe & 16-inch water main.

Purpose: Replace failed infrastructure, then rehabilitate the existing 20" cast iron pipe.

Budget: \$5.1 Million (Update to **\$8.4 Million** additional \$3 Million in Grant Funding)

Schedule: Construction completion anticipated Q4 2024.

## 22015 - Front Street Pump Station 3 Replacement - \$109,474 spent to date

Status: The project is out to bid, bids are due the week of July 15th. Extending bid date for contractor interest

and completion of a test boring for soils analysis.

Scope: Replace an aging 1962 sewer pump station with a new flood proof submersible station.

Purpose: Station subject to flooding and failure and beyond its useful life.

Budget: \$2.1M (\$2M grant)

Schedule: Finish by Q4, 2024. (Revised date of June 2025)

# 19012 - Highland Avenue Water, Sewer, Storm Upgrades and Road Reconstruction - \$1,392,853 spent to date

Status: Construction, 100% complete with utility work. Poles are being removed by McGee Construction as they

rebuild the sidewalk and restore the ROW. Surface paving to follow.

## 22024 - Turtle Run Water Main Replacement - \$19,532 spent to date

Status: CH Stevenson is expected to start construction in September. This schedule got pushed back slightly to

accommodate seasonal population increase.

Scope: Replace 900 feet of 2" & 2.25" seasonal lines with new 8" water main.

Purpose: Replace aging infrastructure and increase reliability.

Budget: \$344,000, water

Schedule: Planned for Q2 & Q3 2024

#### 23015 - Riverside Drive PFAS/PFOA pilot study - \$83,418 spent to date

Status: Blueleaf was busy with our crew the week of July 8th setting up the hardness pilot system. We are

online and running to quantify the impacts on long term operation and maintenance costs.

Scope: Run a pilot unit to reduce hardness and forever chemicals at our Riverside Drive well field.

Purpose: Apply the piloting results to develop a design for a full scale treatment system and cost projections.

Budget: \$200,000 (DWP forgiveness planning study). Construction phase is projected to be > \$5M.

Schedule: Planned for Q3 2023 to Q2 2024

## CIP# 24001 - Fairview Avenue Stormwater Upgrade - \$45,176 spent to date

Status: The project is complete and paved. Sorting out punch list items.

Scope: 1,200 feet of storm main and 4 structures.

Purpose: Resolve backyard flooding and surface water runoff to Stone Street and separate combined catch basins

currently discharging to the sewer.

Budget: \$484,000 Storm, (Estimating Construction at \$495K)

# CIP# 24003 - Hummingbird Lane - \$0 spent to date

Status: No update, in preliminary design.

Scope: Pipe burst 1,700 feet of aging 6" cast iron water main with new 4-inch HDPE.

Purpose: Replacement of leak prone water mains.

Budget: \$467,500

## CIP# 24007 - Bangor Street Cured In Place Pipe- \$5,301

Status: Received bids for 11,500 feet of cured in place pipe rehabilitation. Awarded low bid to Insituform.

Contractor	Bid Total
Insituform	\$769,600
National Water Main	\$779,667
Vortex	\$997,899

Scope: Reline 5,000 feet of sewer and 6,000 feet of storm mains.

Purpose: Renew/rehabilitate mains that will likely fail in the next 5 years.

Budget: \$795,775 Storm, \$281,725 Sewer

Schedule: Planned for Q3 2024, completion in September.

### <u>CIP# 2400??? - Front Street Seal Manholes - \$0 spent to date</u>

Status: Complete

Scope: Rehabilitate the inside of the manholes with an epoxy lining system.

Purpose: Reduce/eliminate flood waters from entering the sewer system.

Budget: \$14,760

# **WWTF CIP Updates:**

CIP Item	Budgeted	Encumbered	Remaining	Comments
Driox system repairs (CIP #24010)	\$10,000	\$8,272	\$1,728	Scheduled for June/July Install, waiting on parts
Replace PSA sieve (CIP #24016)	\$75,000	\$51,296	\$23,704	PSA material purchased, need to rent auger for install, firm up disposal, plan install
Aeration tank shaft (CIP #24009)	\$14,950	\$12,655	\$2,295	Complete, Will close out PO
Install new pump/coupling	\$24,000		\$24,000	On hold
Penn Valley pumps parts (CIP #24018)	\$7,500	\$6,526	\$974	Ordered
Tank drain pump (CIP #24008)	\$25,000	\$25,071	-\$71	Complete, Will close out PO
Chemical bay piping	\$10,000		\$10,000	Repair parts need to be ordered, RPZ repairs to be carried under water system budget
Secondary clarifier #3 (CIP #24011)	\$449,900	\$160,134	\$289,766	RFP out to bid by mid July, equipment ordered on 5/20
Secondary clarifier #1, skimmer	\$3,200		\$3,200	On hold <== not a CIP item
Total	\$619,550	\$263,954	\$355,596	Budget spent to date: 57%

# **Operational Topics**

- Preliminary Design/Planning for TL2/TL4 Pumping Station Upgrades
- Successful repair of our 24-inch transmission main.
- Successful support setting up our pilot testing needs.
- \$20k grant award for security upgrades.
- Lead Service Line Inventory, District Wide Team effort led by Maia Ferris and supported by GIS & Road Crew.

## **General Manager's Report**

At the June meeting we talked about moving Board meetings back to GAUD property. We have ordered tables, chairs and an acoustical wall divider to facilitate that request. We will kit out the space at our 98 year old garage on Arsenal Street with the technology required to facilitate remote meetings (audio / video / wifi). I am planning to have our first Board meeting there on August 19th.

You'll recall that the old water treatment plant in East Winthrop was used for training as part of Maine's "Katahdin Shield" exercise. A thank you note from Brigadier General Dunn is included in your board information.

I have been remiss at recognizing employees for their years of service each month so this month is a catch up. Going forward I'll also include board members.

May	June	July
Mike Morey, 35 (!) years	Rick Anair, 24 years	Tarbuck, 22
Peter Godfrey, 12	Mike Charest, 14 years	Kolby Peckham, 5
Bob Corey, 8	Dave Williams, 14 years	Dave Robinson, 5
Bruce Plourd, 7	Andy Begin, 14 years	IT Steve Tirrell, 5
Julie Weston, 7	Dana Demos, 12 years	Maia Ferris, PE 2
Wes Pittman, 5	Mike Payne, 3 years	Julian Dixon, 1
Codey Bell, 3		

We have a triennial drinking water system inspection coming up on July 24th. This is an all day, in depth inspection and audit of our drinking water system. We are well prepared and I expect that we'll demonstrate a strong commitment to public health both in our policy and practice.

We had a good barbecue lunch for our personnel on Wednesday, July 10. A couple of trustees were able to join us as well. We had it on the 2nd floor of the 1926 garage. It was catered by the Civic Center and was very well attended and received. Our next get together will be in December around the holidays. That's an annual potluck lunch that we all look forward to.

Monday, June 24, 2024

**Greater Augusta Utility District Board Minutes** 

Meeting start time on CTV7 is 5:03 minutes into recording

Location: Augusta City Center

Trustees present: Charlotte Warren, Bradley Sawyer, Ken Knight, Patrick Paradis, Cecil Munson, Bob Corey, Keith Luke

Absent: Kirsten Hebert, Carrie Colwell

Attendees: Brian Tarbuck, Andy Begin, Mike Payne

Guests: Alan Burton, Mike Hodgins,

At 18:00 Knight called the meeting to order.

There were no agenda additions.

At 18:01 the Board voted on the prior month's meeting minutes.

Motion: I move to accept the Board meeting minutes for May 20, 2024.				
M Corey	2nd Paradis	For Unanimous	Against None	

At 18:02 Mr. Lindsay D'Anna, Director of Biosolids Business Development for Waste Management, explained a proposed sludge drying and disposal system that will be installed in the next couple of years at Waste Management's landfill facility in Norridgewock. The proposal provides a closed loop for sludge disposal that uses biogas generated by the landfill which will be burned to create 3.2 MW of electricity to help dry sludge before it is landfilled. The project is a \$35M investment. It will be able to process 200 wet tons of sludge which will eliminate about 150 tons of water from the sludge before it will be landfilled. A second project will install a foam fractionation treatment system for the facility's leachate and condensate from the sludge drying process. The system should be fully operational by July, 2026.

At 18:18 John Cummons, GAUD assistant Chief Engineer, provided his thoughts on the project.

At 18:20 Corey noted that the next rate committee meeting will be in July. Corey noted that MPUC approved the 30% water rate increase at the end of May. Customers will first see the impacts of the 30% water and 30% sewer increases in their August bills. Corey noted that the 2025 budget will be approved in December, 2024. Tarbuck explained that the rate models used to determine how to pay for operations haven't been updated since 2011. An updated model will provide additional rate options that consider usage volumes and different tier based rates.

At 18:26 Begin provided capital improvement project updates. Jackson Avenue will be paved in June. The Front Street sewer pump station will be due in July. Aerial utilities have been moved on Highland Avenue so the sidewalk can be installed. Turtle Run (Winthrop, near the White Duck restaurant) will be starting in the fall. The PFAS pilot testing unit will be moved from the Bonenfant well to the Mainex well in July. This testing will also consider the need to remove hardness from the Mainex well. Five combined sewer catch basins have been reviewed as part of the Fairview Avenue project which aims to prevent stormwater from flowing onto Stone Street in the winter and creating an icing hazard. Summer Street is nearly ready for bidding apart from securing an easement from a property owner. The secondary clarifier upgrade at the wastewater plant is a \$450k system that will be installed this summer. The other significant expense at the plant includes upgrades needed to the pressure swing adsorption system which removes nitrogen and other gases from ambient air leaving only oxygen which is needed for the aeration system.

The road crew has been working hard to adjust structures prior to summer paving work with particular effort on Bangor, Stone and Hospital Streets.

A contractor installing solar panels on the northwest corner of the airport struck a 24" ductile iron drinking water main. The location of the main had been marked earlier in the year but the contractor failed to keep the location marked and struck it with an excavator. It is a significant effort to repair this damage as there are a lot of valves to operate and it results in system dynamics that are uncommon. This allows for some good training for our crew and helps document how we did the work for our successors.

At 18:34 Tarbuck provided the General Manager's report. The consumer confidence report is online. Tarbuck noted the passing of former trustee Dick Bachelder. Maia Ferris passed the professional engineering exam. Documents that are provided to the Board for meetings are now being archived on the GAUD trustees site. The operations network and business network are now completely separated per best practices for cybersecurity. Tarbuck noted that the 2nd floor of the 1926 shop building next door could be renovated for a public meeting space. The Board agreed. Tarbuck will move forward to make the improvements for about \$20k.

At 18:44 Corey moved to authorize spending up to \$20k to modify the space into a conference room. Warren seconded the motion. The motion was approved unanimously.

The board moved to allow Tarbuck to act on the Board's behalf to continue with the process of seeking remuneration from 3M and DuPont for damages incurred due to PFAS contamination.

<b>Motion:</b> I move to adopt a resolution authorizing Brian Tarbuck to sign and submit the Claims Forms for the 3M and DuPont settlement actions on behalf of the Greater Augusta Utility District.			
M Sawyer	2nd Paradis	For Unanimous	Against

At 18:46 Payne provided the financial updates. Each division has revenue that slightly exceeds expenses. Cash is strong as it builds until the autumn debt payments are made. Revenue is tracking closely to the 42% target.

Budget S	Summary		Revenue			Expenses		
Month	Division	Budget	Actual	Act / budg	Budget	Actual	Act / budg	Ending cash
5	Sewer	5.8	2.38	41%	5.5	2.1	38%	1.14
5	Stormwater	4.1	1.75	42%	3.1	1.1	36%	3.12
5	Water	5.2	2.13	41%	4.4	1.7	38%	2.59

At 18:50 Tarbuck reviewed policies 6, (Sewer and Stormwater Main Extensions), and policy 7, Water Main Extensions. No changes are needed or recommended.

<b>Motion:</b> I move to approve policies 6, and 7 as presented to this meeting.				
M Sawyer	2nd Corey	For Unanimous	Against	

At 18:52 Meredith Strang-Burgess attempted to connect with the Board remotely but her connection was muted.

At 18:53 Burton explained current HR efforts including preparing for union negotiations later in the year. A couple of 360 personnel reviews are ongoing. There will be an opening at the wastewater plant in the fall for a full time maintenance specialist.

<b>Motion:</b> I move to enter exe Title 1 Chapter 13 subchapte	ecutive session to discuss certair er 1 §405 6 E.	policies with legal counsel pur	suant to MRS
M Sawyer	2nd Paradis	For Unanimous	Against

At 19:15 Sawyer noted with gratitude and appreciation for Charlotte Warren's eight years of service as a board member of the Greater Augusta Utility District that this body stand adjourned. The motion was seconded by Paradis. The motion was approved unanimously.

## **GREATER AUGUSTA UTILITY DISTRICT**

# **Financial Highlights for June 2024**

### **Water Division**

<u>Income Statement</u>: Water revenue for the month ending June 30, 2024 totaled \$2.5M which is **2% under budget** and approximately **\$45K above** the same period last year. Expenses for the same period totaled \$2.0M which is **4% under budget** and approximately **\$193K above** the same period last year.

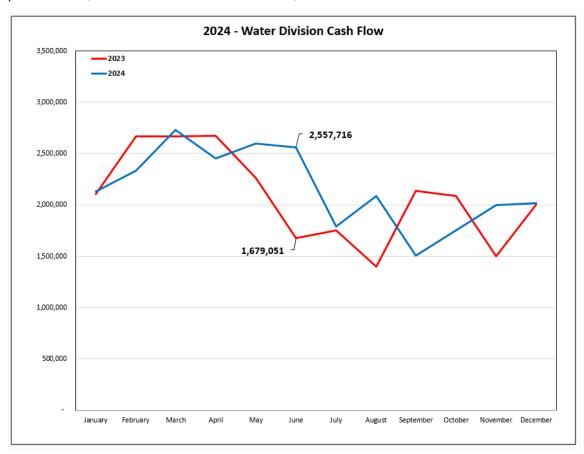
### **Water Revenue**

	Budget	Actual YTD	% used
Metered	3,120,917	1,475,523	47%
Fire Protection	1,832,919	913,965	50%
Investment income	5,000	22,065	441%
Other Income/Grants	250,000	87,341	35%
Sum:	5,208,836	2,498,894	48%

# **Water Expenses**

	Budget	Actual YTD	% used
Labor and fringe	2,098,687	874,944	42%
Power	254,100	136,349	54%
Supplies	311,440	231,194	74%
Debt interest	85,470	42,957	50%
Depreciation	1,065,208	477,867	45%
Other	547,882	259,405	47%
	4,362,787	2,022,714	46%
Revenue - expense	846,049	476,180	

<u>Cash Flow</u>: Cash at the beginning of June was \$2.6M. Revenue of \$280K was collected. O&M expenses were \$237K and CIP expenses were \$81K. Cash at the end of June was \$2.6M.



### **GREATER AUGUSTA UTILITY DISTRICT**

# **Financial Highlights for June 2024**

### **Sewer Division**

<u>Income Statement</u>: Sewer revenue for the month ending June 30, 2024 totaled \$2.8M which is **2% under budget** and approximately **\$103K above** the same period last year. Expenses for the same period totaled \$2.5M which is **5% under budget** and approximately **\$42K below** the same period last year.

### **Sewer Revenue**

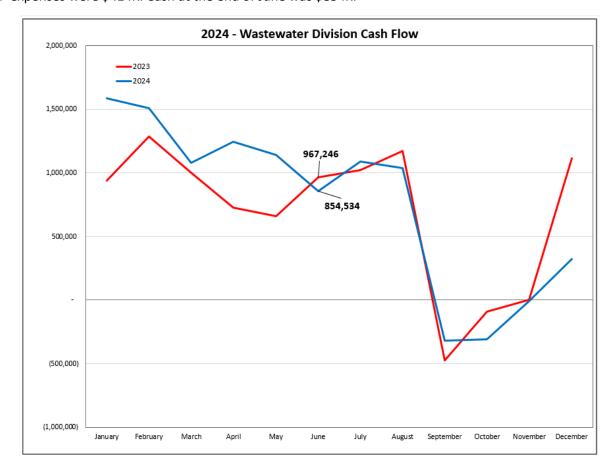
	Budget	Actual YTD	% used
Flat rate	15,464	11,451	74%
Metered	4,402,811	2,062,027	47%
Trunkline	976,000	456,409	47%
Investment income	5,000	22,065	441%
Other Income/Grants	405,692	217,989	54%
Sum:	5,804,967	2,769,942	48%

	Sewer Expen	ses	
	Budget	Actual YTD	% used
Labor and fringe	1,964,142	743,921	38%
Power	318,995	229,504	72%
Supplies	316,735	128,738	41%
Debt interest	274,068	127,398	46%
Depreciation	1,519,224	739,892	49%
Other	1,096,131	512,931	47%
-	5,489,295	2,482,385	45%
-			·

<u>Cash Flow:</u> Cash at the beginning of June was \$1.2M. Revenue of \$364K was collected. O&M expenses totaled \$236K and CIP expenses were \$414K. Cash at the end of June was \$854K.

315,673

287,556



Revenue - expense

### **GREATER AUGUSTA UTILITY DISTRICT**

# **Financial Highlights for June 2024**

### **Storm Division**

<u>Income Statement</u>: Storm revenue for the month ending June 30, 2024 totaled \$2.1M which is **in line with budget** and approximately **\$248K below** the same period last year. Expenses for the same period totaled \$1.3M which is **6% under budget** and approximately **\$85K below** the same period last year last year.

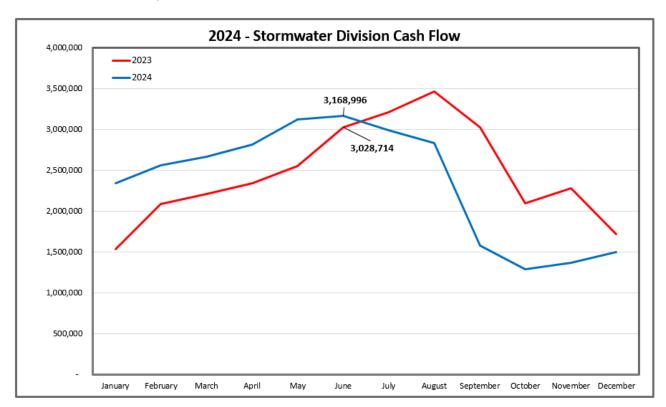
### **Storm Revenue**

	Budget	Actual YTD	% used
Stormwater	4,123,015	2,028,211	49%
Investment income	5,000	22,065	441%
Other Income/Grants	-	4,400	0%
Sum:	4,128,015	2,054,676	50%
	Storm Expe	enses	
	Budget	Actual YTD	% used
Labor and fringe	<b>Budget</b> 1,284,263	<b>Actual YTD</b> 528,148	<b>% used</b> 41%
Labor and fringe Power	•		75 4.554
	1,284,263	528,148	41%
Power	1,284,263 133,998	528,148 91,590	41% 68%
Power Supplies	1,284,263 133,998 202,390	528,148 91,590 97,060	41% 68% 48%

Revenue - expense 1,051,998 712,964

<u>Cash Flow:</u> Cash at the beginning of June was \$3.0M. Revenue of \$205K was collected. O&M expenses were \$150K. Cash at the end of June was \$3.2M.

3,076,017



44%

1,341,712

GAUD Policy #: 22

Effective Date: December 19, 2011

Policy 22: Property foreclosure

Original Date: 12/19/2011 – approved by Board this date

The District uses the statutory lien process to secure payment for utility services when payments are not made voluntarily.

The lien process culminates in automatic foreclosure 18 months after the lien certificate is recorded in the Registry.

The District will follow the procedure below regarding liens that are approaching the automatic foreclosure date.

If the District does <u>not</u> wish to acquire the property via foreclosure there are two options:

Option 1: The District will send the Notice of Impending Automatic Foreclosure to the mortgagee (bank) between 30 and 45 days prior to the automatic foreclosure date, but will not send the Notice of Impending Automatic Foreclosure to the property owner. This approach would encourage the mortgagee to make payment rather than have its redemption rights terminated, although the automatic foreclosure would not occur until the District chose to complete the process by sending the 30-day notice to the property owner. This option will be the default position of the District.

Or

Option 2: The District will waive the automatic foreclosure by recording a waiver in the Registry prior to the automatic foreclosure date pursuant to Title 38 MRSA Section 1208-A, in which case the lien will continue in effect but will require an order from the court to reinstitute the foreclosure. This option will be considered when there is no apparent advantage to having the District acquire the property due to such factors as dilapidated condition or environmental contamination.

GAUD Policy #: 22

Effective Date: December 19, 2011

Policy 22: Property foreclosure

Original Date: 12/19/2011 – approved by Board this date

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Or

**Option 2:** The District will waive the automatic foreclosure by recording a waiver in the Registry prior to the automatic foreclosure date pursuant to Title 38 MRSA Section 1208-A, in which case the lien will continue in effect but will require an order from the court to reinstitute the foreclosure. This option will be considered when there is no apparent advantage to having the District acquire the property due to such factors as dilapidated condition or environmental contamination.

If the District does wish to acquire the property via foreclosure, the District will pursue a third option, which will be to complete all of the required steps in the foreclosure process, as follows:

**Option 3:** The District will send the Notice of Impending Automatic Foreclosure to the mortgagee (bank) between 30 and 45 days prior to the automatic foreclosure date, as with Option 1, above. In addition, the District will send the Notice of Impending Automatic Foreclosure to the property owner. This option will be considered when the District determines that acquiring ownership of the property will be beneficial to the District, either by encouraging the owner to make payment or by putting the District in a better position to collect the debt by a subsequent sale of the property.

District management will present these options to the Board of Trustees no later than 15 months after the lien certificate has been recorded at the Registry of Deeds. The Board of Trustees will then direct management to pursue one of the three options described above.

For account receivables of \$500.00 or less, District management shall have the discretion to write off the amount owed and terminate the foreclosure process when management determines that the cost or effort associated with further attempts to collect the debt are unlikely to succeed.



June 27, 2024

Mr. Brian Tarbuck Greater Augusta Utility District 12 Williams Street Augusta, Maine 04330

Dear Mr. Tarbuck:

On behalf of Maine's Army National Guard's Civil Support Team (CST) and Maine Emergency Management Agency (MEMA), I would like to extend our sincerest gratitude for your invaluable support and participation in Katahdin Shield 2024.

Your contributions played a pivotal role in the success of this exercise. They not only enhanced the overall effectiveness of our training but also ensured that our teams are better prepared to respond to future challenges. It is through collaborative efforts like these that we strengthen our readiness and capability to serve and protect our community. Please convey our gratitude to your team as well. We are honored to have had the opportunity to work alongside all of you.

Thank you once again for your dedication and commitment to excellence. We look forward to continuing our partnership in future endeavors aimed at enhancing our community's preparedness and safety.

Sincerely,

Brigadier General Diane L. Dunn

The Adjutant General