

Maine Townsmen

The Magazine
of the Maine Municipal Association

MAY 2015

Thorough Search for Bellwether Fish

Inventory of native
sea-run trout
may find towns



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Computer viruses, cyber security
MMA's 1st Annual HR Conference
Town meeting trends



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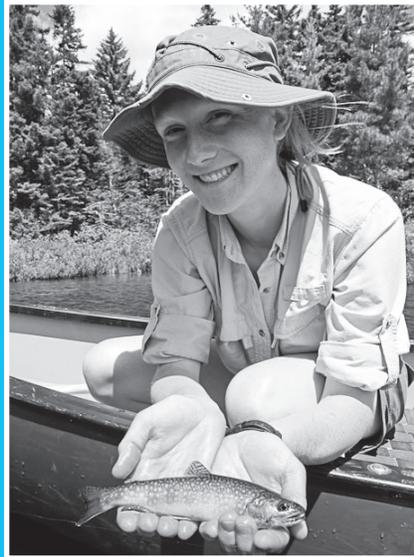
Maine Townsman

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Take Me to the Water



Several state agencies and wildlife organizations are conducting a deep count of sea-run brook trout and brook trout in general. The results of the research effort could hold municipal implications.

'You'll know when.' MMA Executive Director Christopher Lockwood recalls that colleagues said he'll know when retirement is right. Well, Lockwood writes, it's time for Pappy to retire. [Page 5](#)

Town meeting season: No surprise here, but town meeting voters keep their focus on budgets, taxes, spending and petition drives. [Page 19](#)

Cover photo: Freelance photographer Dave Sherwood took this photo of two researchers exploring a tranquil pond near Rangeley.

Leaders & Managers: A New Conference

Do words like 'cost cutting,' 'downsizing' and 'performance management' ring a bell? Of course they do, and these trends have human resource consequences. MMA's 1st Annual HR Conference comes at the right time. [Page 23](#)

Cyber Security Now, Not Later

Even Maine police departments are getting hacked. Municipal governments, like the rest of us, operate in dangerous electronic times. Computer viruses abound that are spread by emails. [Page 15](#)

Bangor's Facebook Phenomenon

Sgt. Tim Cotton likes to have fun and humor is vital in building a social media audience. The Bangor policeman posts 'hard news' too, about crime sprees and suspects. But there's still time for the Duck of Justice. [Page 11](#)

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A MESSAGE FROM MMA

BY CHRISTOPHER LOCKWOOD / EXECUTIVE DIRECTOR

“You’ll know when”...it’s time

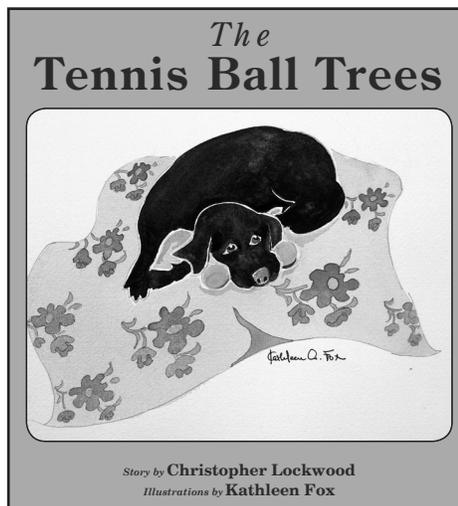
You’ll know when” – that’s the expression I heard from a number of my colleagues over the past few years as they discussed their decisions to retire. Little did I know how “spot on” this observation would be for me in early March when I made my decision to retire as executive director of the Maine Municipal Association.

There was no event that precipitated this decision. Rather, it was extraordinarily organic. As I had given thought in recent years to retirement, my two main criteria professionally were to make the decision on my own terms and timetable, if at all possible, and most importantly, to leave at a time when I felt I was still reasonably effective and that the organization was in a strong position.

From a personal standpoint, I have been looking forward to spending more time with our grandchildren (more about that later) and to having more flexibility to take extended periods of time off. In particular, the fall has always been my favorite season of the year and the thought of some autumn getaways has been very appealing.

When I arrived home on a Friday evening in early March, I had no intention to make a major life decision, but I simply started to reflect on my 36 years as MMA executive director and to look ahead to the coming months, both from a professional and personal standpoint. As I continued this process of reflection over the weekend, I came to the realization that this was the “when” to which my colleagues had referred.

I started mapping out a timetable, taking into consideration an appropriate notice period to enable the MMA



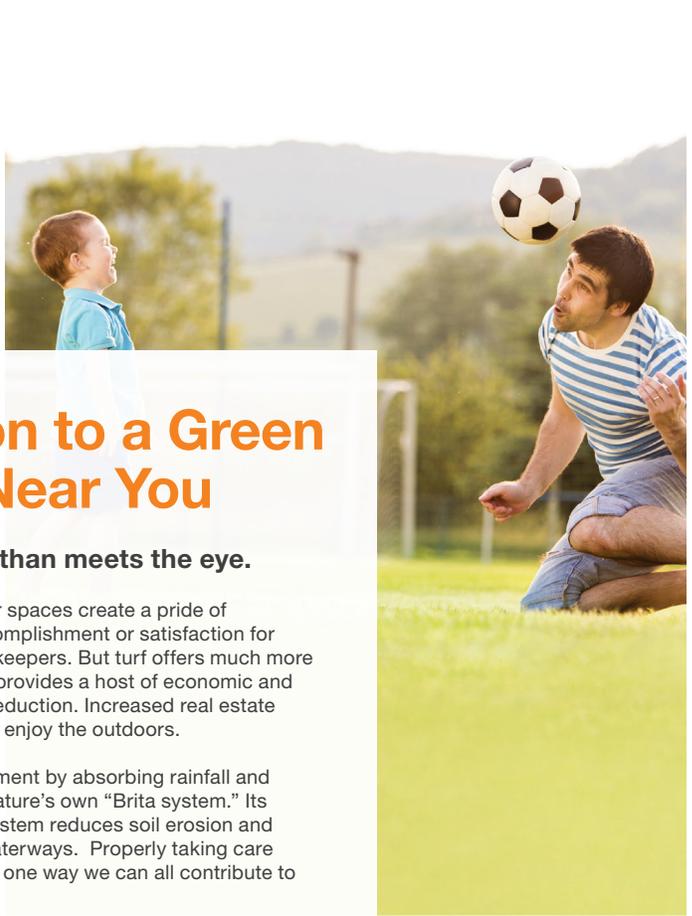
Executive Committee to undertake an executive search process. This led to my decision to inform the Executive Committee at its March 19 meeting of my plan to retire as of Aug. 21.

Since my public announcement to our members, I have received many very kind and generous emails and notes. I truly value these sentiments and especially appreciate the esteem in which the Maine Municipal Association is held. We have worked tirelessly to provide high quality services to our members and to earn a reputation of trust and integrity.

Now what comes next? I do not have a master plan, but I certainly have been giving thought to exploring new avenues of interest. As some municipal officials may know, I published a light-hearted children’s book, *The Tennis Ball Trees*, in 2013 through Maine Authors Publishing in Rockland. As time has allowed, I have enjoyed doing book readings in elementary schools and public libraries. This has whetted my appetite for pursuing this interest and perhaps writing some more books. Who knows – there might be an upcoming book about the many unexpected situations encountered by municipal officials. Any takers?

Now back to the grandchildren, five of whom live in Maine, three in Connecticut and two in Michigan. My grandkids call me Pappy, which is short for The Grandpapiator, which is my “official” grandfather name. If anyone has an interest, I’d be glad to tell you the back story. So as Pappy looks ahead to retirement in mid-August, spending time with his grandchildren is one of the things at the top of his list! ■

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Why towns, cities need to care about sea-run brook trout

A major research project is under way to document the presence of sea-run brook trout in streams and ponds near coastal areas. Eventually, the effort's likely to have a municipal impact.

By Eric Conrad, Director of Communication & Educational Services, Maine Municipal Association

They range in size from five inches in length to 10 inches at the outside – shiny, silvery in the spring, but then with the familiar brown orange speckles in the summer and fall.

You find them – or, do you? – in small streams and ponds throughout Maine. The closer to the ocean you are, the closer they are to you.

For the past several years, and again this season, the Maine Audubon, Maine Department of Inland Fisheries & Wildlife and Trout Unlimited have asked volunteers to brave brambles, hike where there are no trails and portage canoes and kayaks into ponds and pools where watercraft rarely go.

All of this is being done in search of a little-known species of fish that takes cover, publicity-wise, in the shadows of its endangered, biological cousin, the Atlantic salmon.

Sea run brook trout.

Maine municipal officials should remember the name because there's a chance – some say a good chance – that you will hear more about it, and soon.

“Is that a bad thing?” asked Steve Bradstreet, an engineer with Ransom Environmental Consultants in Portland. “Not if you look at it from the fishery's viewpoint, or from Audubon's.”

On the other hand, Maine is a state made up of two-lane roads and highways, lots of oceanfront and miles and miles of streams. Add that up, and it spells culverts.

A major research effort is under way to “inventory” sea run brook trout in Maine, a beautiful but fragile species that Audubon, among other organizations, views as a bellwether to inland water quality.

TO LEARN MORE

To learn more about Stream Smart, go to:

<http://maineaudubon.org/streamsmart/>

To see how organizations from southern New England are describing the sea-run brook trout project, go to:

<http://www.searunbrookie.org/>

A special habitat

Maine has a special place in the U.S., as far as this species is concerned: The state is home to an estimated 97 percent of the nation's land and pond, wild brook trout.

The current research effort, however, goes much farther, stretching from Long Island, N.Y. up the coast and into Maine. As well as getting an inventory on the presence of sea-run brook trout, the research organizations also hope to make distinctions between native, freshwater brook trout with which many Maine anglers are familiar, and their sea-run brethren.

Fisheries biologists and environmentalists believe the trout reflect the water quality of the streams in which they are found – or not found.

“While the focus of the Sea-Run Brook Trout Coalition is on the protection and restoration of sea-run brook trout and their coastal watersheds, we also believe that in doing so we can help to protect and enhance the quality of life of the people who live near sea-run brook trout streams,” the organizations say, in their project's history.

“It has often been said that for humans, brook trout are like a ‘canary in

a coal mine.’ ”

In Maine, the approach works like this: Maine Audubon, IF&W and Trout Unlimited have identified dozens of streams, small rivers and near-coastal ponds to be surveyed for brook trout.

Anglers who volunteer for the project go to assigned areas – Audubon tries to spread out its volunteers, to avoid overfishing and too much human traffic. The anglers try to catch native trout and report back on what they catch – or do not catch. If a given trip is unsuccessful, they are asked to try again, up to three times. But either way, the information is valuable.

Record catch, surroundings

Also, anglers are asked to take photos of their catches and make observations about the habitat in general. Is the stream fast-flowing or slow moving? What is the water temperature? Does debris interrupt the water's flow or, worse yet, would it keep trout from moving upstream and downstream?

And, finally, are culverts nearby? What shape are they in? Are they settled in the stream's bed or is the lower end “perched” well above the water line?

“The ecological, economic and cultural importance of wild brook trout cannot be overstated,” said Emily Bastian, Brook Trout Survey Project Coordinator for Maine Audubon, based in Falmouth. “Brook trout are a valuable ‘indicator species,’ which means they serve as a measure of the environmental conditions that exist in a given area. A decline in brook trout populations serves as an early warning that the entire ecosystem is at risk.”

And, brook trout require a degree of care and feeding. They need well-

oxygenated, cold and clean water to survive. They need streams and ponds where they can move around, in order to find food, avoid predators and spawn.

In Maine, the need for clean, accessible water is important to all wildlife. Eighty-five percent of Maine's wildlife species either live in or near "riparian" – water-related – habitats. That's part of the reason why the fragility of brook trout species is so important: If the brookies start disappearing, other species could also be at risk.

Although it is located south of the region being studied for sea-run, the state of Pennsylvania worries about water quality, too.

Pennsylvania has native brook trout but increasingly, warmer water temperatures and acidic runoff from parking lots and roadways have left many creeks and streams unable to sustain trout populations – native or stocked – over the warm summer months.

Even anglers who've never fished in Pennsylvania may have read or heard about its "limestone" streams, which are famous for trout fishing because they can retain fish, including



A solitary researcher heads to the water. (Photo by Dave Sherwood)

large trout, from year to year. That's because the limestone beds in these select streams naturally offset the aforementioned acidic runoff.

The water quality maintains a healthy balance, even after heavy rain storms, and the trout do well, explained Kris Kuhn, a biologist and fisheries manager for the Pennsylvania Fish Commission.

Unfortunately, Kuhn said, most

Pennsylvania stream beds have more sandstone than limestone, and their acidic levels – plus warming water temperatures – mean that wild trout populations cannot be sustained. That's especially true with brook trout.

The municipal connection

Back in Maine, municipal officials – especially public works departments and contractors hired to do road,

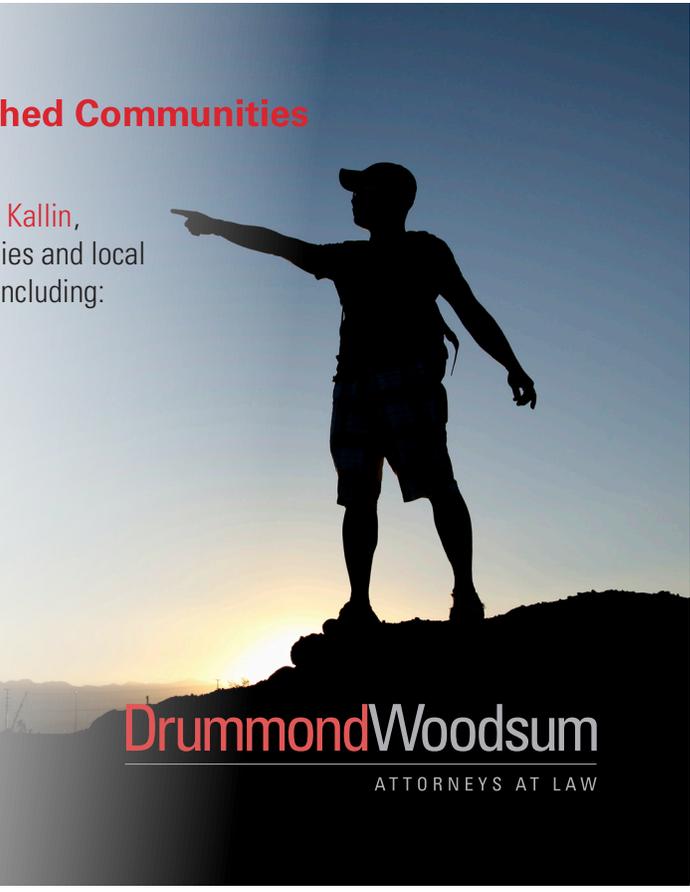
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Audubon researchers study map. (Photo by Mark Taylor)

bridge and culvert replacement projects – play major roles in the quality of habitat for brook trout and other species.

“Fish and wildlife cannot move up and downstream if the stream is blocked by barriers,” said Bastian, the Audubon research coordinator. “Maine has thousands of miles of streams and also an extensive network of roads. Wherever a road crosses a stream, a bridge or culvert is necessary. Stream culverts that are decaying, im-

properly designed or undersized are one example of an impassable barrier to brook trout and other species.”

And there are plenty of examples to go around, said Steve Bradstreet, the Ransom Environmental Consulting engineer.

Bradstreet estimates that more than half of the local road culverts in Maine are in “poor” condition. Most of the time, however, those culverts are left alone until there’s a problem with the road above.

Bradstreet predicts that the state IF&W, Department of Environmental Protection and Audubon will be careful with whatever information comes as a result of the sea-run brook trout survey project.

“They would not come to any town and say, ‘This, this and this has to be replaced.’ They wouldn’t get very far,” Bradstreet said. “But when a culvert backs up or something, then a town has to go through a permitting process to replace it, and issues can come up.”

Of course, money is at the crux of the issue for municipalities. Replacing culverts is costly work and everyone knows that revenue coming to towns and cities is being cut at all levels. Local officials are, at the same time, under great pressure to keep property taxes as low as possible.

That’s why, Bradstreet said, the fisheries’ biologists and municipal leaders have different – though not necessarily dueling – perspectives. Everyone wants a clean environment and healthy fish populations, he said.

“But if you’re looking at it as a municipality that’s had its budget cut for 10 straight years, they might not even have the money to fix a culvert that blows out.”

The standards to replace culverts vary as well, Bradstreet said. The U.S. Army Corps of Engineers has a strict standard that calls for culverts to be wider than the natural stream beds and handle a much larger amount of water. The DEP’s standard, in Bradstreet’s view, is more reasonable, requiring clear water passage and for a new culvert to be well-embedded in the bottom of the stream or creek.

Either way, Bradstreet maintains that many Maine culverts don’t meet the standards. Thus, when they have problems, the repair work entails more than a simple replacement.

Recent, volatile weather patterns don’t help, either. “The 100-year storm comes every five years now, it seems,” Bradstreet said.

Bastian noted that Audubon and its 14 partners in 2011 launched a program called “Stream Smart” that provides training for municipal leaders, contractors and land owners who are responsible for road-stream crossings.

The program has a financial value to municipalities, Bastian said. Well-engineered, built and placed bridges and culverts last much longer than poorly placed ones, which may be less expensive initially.

“This reduces maintenance costs and saves money for towns in the long-term,” she said. ■

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Building a Facebook following, one bit of laughter at a time

Bangor Police Sgt. Tim Cotton's passion about storytelling through social media is creating a large and growing audience. Here's a look at how he does it.

By Steve Solloway

"Officers were called to a fight at an Ohio Street residence. Upon their arrival, a female yelled, 'That's the guy you are looking for.' She must have been referring to the man that had just exited the building through an open window. Thank you, Madam, have a wonderful day. We really were not looking for anyone in particular but sometimes people bring attention to themselves. I.E. jumping out a window in the winter. We call it a clue..."

Sgt. Tim Cotton always did enjoy telling stories, starting decades ago as a student in speech class and continuing today as the Bangor Police Department Facebook administrator. He never imagined he would graduate from an audience of a few dozen classmates to nearly 50,000 online readers, some in other parts of the world.

Most law enforcement departments in the U.S. have turned to social media as another means of communicating with the public. Few have seen the explosive growth that the BPD's Facebook page has experienced. When Cotton took over writing the daily posts last May the page had about 9,000 likes.

Today, in statistics compiled by the International Association of Chiefs of Police, the number of followers of the BPD ranks among the top three in departments of 50 to 99 sworn officers. Facebook pages for the police departments in Ellsworth, Presque Isle and Westbrook are also ranked in their size categories, but none come close to Bangor's numbers.

The mission of social media use by law enforcement is to inform the public and to ask citizens for information regarding criminal activity and locating suspects, among other things.

Steve Solloway is a freelance writer from Hallowell and new contributor to the *Maine Townsman*, ssolloway@roadrunner.com.



U.S. Sen. Susan Collins, Sgt. Cotton and the Duck of Justice. (Submitted photo)

Cotton goes further, injecting folksy, tongue-in-cheek humor into his posts.

"Happy St. Paddy's Day from the men and women of the Bangor Police Department. Do not trust the 'Luck o' the Irish' when driving today. Find a non-Irish type to get you and your wagon home. Avoid cabbage at the pub so the ride home is pleasant for both occupants and driver alike. The men and women of the Bangor Police Department will be here. Sober until after our watch. Except for Sgt. Buckley.... he took the week off."

Keeping it fun

"When I started, I said I was going to write this page how I'd want to read something, how I'd speak," said Cotton. "I know how policemen talk. I know policemen are a fun bunch. Who sees that (outside the department)? The men and women around me are human beings. People ask me if I ever run out of things to write about. No. There are a hundred people who

work in this building and they all have stories.

"This isn't about me. This is about us. People still ask me: Who writes your Facebook page?"

That pleases Cotton, who got the blessings of Chief Mark Hathaway. Cotton is driven by the pleasure of factual storytelling, not his ego. Most readers know only the voice of his writing. Occasionally he'll refer to himself by his initials, TC.

At first, he worked on a Bangor radio station. George Hale, the broadcaster who has become a Maine icon, was Cotton's first boss and mentor. At the same time, Cotton joined the Hampden Police Department, working part-time. The desire to serve the public runs through several generations of his family.

Cotton, 52, has worked 17 years with the Bangor Police Department. He was an officer and then a detective. He administered polygraph tests. He was guided by the belief that everyone he questioned or arrested had at least a piece of humanity.

"As a detective, if I leave an interview with a criminal and don't find something about that person I can like, I've failed. Even if it's just asking, 'What's your favorite song?'"

At some level, everyone needs to be able to connect with others. Cotton's ability to do so is one reason the Facebook page has become so popular.

"With this page, there is a lot of responsibility I take seriously. I don't want to be an ogre. I don't want to make fun of people. I can't give you the details of a crime. I don't want to make it hard for the prosecution," he said.

"I write about victims and criminals. It's magic for Facebook. It's why cop shows are so successful."

The Duck of Justice

He also discovered that if he posted a photo of a dog or youngsters the BPD's page would get 2,500 likes. When Cotton introduced the Duck of Justice, a stuffed and slightly worn wood duck he rescued from the trash at the Penobscot County District Attorney's office, a star was born.

Initially, the duck rode with Cotton in his squad car and was known as the Duck of Truth. After Cotton was promoted and took over as the BPD's Facebook administrator, the duck was rechristened the Duck of Justice, or DOJ as it's more commonly known. Soon, DOJ became a semi-regular feature on Facebook, his popularity soaring to rank slightly behind Donald and Daffy in popularity with Bangor citizens and northern Mainers.

Bangor police officers would return to headquarters telling Cotton they were peppered with questions from the public. Hey, where's the Duck? Can I meet the Duck? More and more people asked to have their photo taken with DOJ. Cotton even got a request from one of U.S. Sen. Susan Collins' staffers, calling on behalf of the senator.

Amy Abbott, the wife of Collins' Chief of Staff Steve Abbott, pitched the idea of the senator being seen with the Duck.

"The Senator saw this as a great opportunity to promote both an innovative idea and the community where she lives," said Steve Abbott. "We loved the idea of having her appear with one of the biggest celebrities in the state. The Duck hadn't achieved his full blown star status at that point but we could tell that he was a bird on the rise."

So to speak.

Birds of a feather

Recently, the Naugatuck, Conn. Police Department's Facebook page adopted a yellow rubber duck and named it Bangor, making it clear it borrowed the idea. "Bangor" is the Nauga-duck of Justice.

"My dad was a cop and had to leave the beat to come to the hospital when I was born. My son is in college to become a police officer. I have relatives that were bobbies in London. In Paris today, after terrorists shot and killed cartoonists for drawing pictures that offended them, they also shot responding police officers. These men, on a mission, not only killed helpless people, they killed

those who came to help the helpless... I write this tonight just to point out that (police-men) are not perfect but we will come to help. That police officer died trying to help people he did not know today. Remember that tomorrow. We will be here!"

A photo of people gathering in Paris in solidarity with the victims was posted along with Cotton's words. The people held a lighted sign: Not Afraid.

The BPD Facebook page doesn't ignore the world outside Maine. It stays away from politics but not social issues. The riots in Ferguson, Mo. after the shooting death of a black man by a white policeman and the killings of two policemen in New York City are on the minds of many.

"This is not the antidote to Ferguson," said Cotton. "I can't relate to (Ferguson). I can't fix what happened there. I try to present us as people and if that helps in any way that's a good thing."

A quick profile of Officer Jermaine Walker in words and photos brought smiles. Walker was a linebacker playing football at the University of Maine and led the team in tackles in 2005. A photo of Walker on the playing field in his Black Bears uniform was joined by another from his dancing days as a youth. Who knew that Walker looked exactly like Steve Urkel from the TV sitcom "Full House?"

There was another photo of Officer Kim "Kommando" Donnell in street

clothes and riding a very small bicycle with training wheels.

"I enjoy sharing photos of cops in their natural habitat," read the post. "Out in the community, shoveling out a yard, cooking an egg, giving away a warm hat to someone that is cold. We are not trying to win you over. We are trying to be what we already are... We are neighbors, friends, maybe the guy that runs his lawnmower too early on a Sunday morning. Regular people."

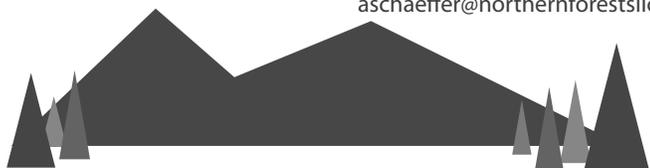
Cotton has little use for Twitter. He simply can't tell his stories in 140 characters. "People tell me my posts are too long. Then don't read them."

The ever-increasing amount of likes and comments left on the Facebook page are evidence that many are reading, however. Some respond to say: "Your page makes me feel like I'm safe." Cotton says he is saddened by those responses. They couldn't feel safe before?

Cotton does censor and ban those who post threatening or obscene responses. Critics are welcome, like the person who wrote: "Some cop in Bangor has way too much time on his hands if he/she can type these lengthy posts every day. Get out the door and bust some crooks. Earn your pay."

More common is this offering: "I can't help myself. I have to read these every day, almost like an addict getting a fix. My fix is humor and BPD definitely has it." ■

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Recent spate of email attacks points to need for cyber security

Human error and complacency are the common culprits behind 'successful' malware attacks, officials say. More training and cyber insurance are ways to protect your town or city.

By Lee Burnett

Municipal internet chiefs are getting a fresh wakeup call from a spate of cyber attacks on government computer systems in Maine.

A "denial of service" attack disabled the maine.gov website for brief periods three days in a row in March. No information was compromised. Then, in separate attacks in April, internet extortionists froze the computers at Houlton Police Department and the Lincoln County Sheriff's Department in Wiscasset until a bitcoin ransom was paid. Public safety was unaffected and files were restored.

Although the victimized police departments were fortunate the damage wasn't worse, they urged others to learn from their experience.

"Do everything you can to avoid a situation like this," said Houlton Police Chief Joe McKenna. McKenna. "We all sit back and think we are safe. But with the internet world out there, I'm not sure anything is safe."

Those sentiments were echoed by Lincoln County Sheriff Todd Brackett

"It's embarrassing, but there's nothing you can do about it, but learn from it," Brackett said. "I'm not happy it happened but we learned a lot about our system. We have some training issues to address."

The lessons they learned are twofold: Human error is a weak link in internet security systems, and the only way to defeat a ransomware attack once it occurs is to have backup systems in place so you can afford to lose the original data.

Brackett paid \$300 in bitcoin to unlock records management system used by his department as well as by

Lee Burnett is a freelance writer from Sanford and regular contributor to the Maine Townsman, leeburnett_maine@hotmail.com.

INTERNET HYGIENE

Mark Benton, product manager at Systems Engineering in Portland, provides the following checklist for good internet hygiene:

- Anti-virus software
- Automatic security patches
- A modern firewall with intrusion prevention
- A good spam filter
- Strong password protocol

Boothbay Harbor, Damariscotta, Wiscasset and Waldoboro police departments. McKenna paid \$588 in bitcoin to unlock a decade's worth of personnel records and grant applications.

Neither hesitated for long in making payments after being advised by their IT consultants they didn't have much choice if they wanted their records back.

'Part of the genius'

"The sooner we pay, the sooner we get data back," said Brackett. "That's part of genius (of the extortionists): They keep their word. If you pay, they give it back."

The problem faced by maine.gov site was less serious because security was never compromised. A denial of service attack is considered relatively low-level mischief and occurs when hackers bombard a site with thousands of requests until the server is overwhelmed.

Human error seems to be the current Achilles heel of internet security systems. It was certainly the prime factor in the successful attack on police

computers.

In McKenna's case, he opened an email attachment that looked innocent, but was not. In the process of researching an equipment purchase he had opened an attachment with the subject line "your quote." He remembers it because there was no attachment.

"I clicked on the attachment and there was nothing there," he said. He figured the sender had made a mistake and later shut down his computer.

That empty attachment was actually a computer virus known as malware, which activated once the computer was restarted. The virus locked up McKenna's desktop computer, which contains "years of documents" relating to personnel matters and grant applications.

In Brackett's case, someone in the department clicked a link in an email that turned out to have also been infected by a malware virus. The virus remained dormant while the computer was in storage, but leaped to life when it was plugged back into the system. The virus spread to the central server where it encrypted computer files and blocked the ability of users to access it.

Internet security experts say the constant barrage of cyber attacks makes future breakdowns likely. And the victims might not get off as easily as the police did this time. The City of Portland, for example, blocks on average 1,800 emails a day identified as either spam or malware, said Dan Boutilier, director of information technology for Portland.

Every employee at risk

"Every employee of every local government has the daily risk of opening

an infected email or visiting a website infected with malware,” Boutilier wrote in an email. “Even with the use of complex systems that can scan email and websites there is an ever increasing number of ‘zero hour’ threats. A ‘zero hour’ threat is a type of malware that is so new its exact purpose and the risks are unknown.”



Todd Brackett

Social media sites are considered especially vulnerable because of news feeds and posts that contain links to infected websites. As a result, Portland blocks employees’ access to social media websites unless interacting with the public is part of the employee’s job description.

Biddeford employs the gamut of internet security measures – firewalls, software security updates, and strong passwords – and still feels vulnerable due to human error and complacency.

“It’s very easy to be lazy,” said IT Director Jerry Gerlach. “There are

bots all over the internet attacking firewalls, looking for weaknesses... You can only make your best effort. If they want to get in and make d a m a g e , they will.”

Last November, Bid-

deford provided its 80 employees with mandatory training in how to identify phishing scams, the illegal attempt to acquire sensitive information such as usernames, passwords and credit card details for malicious reasons.

“Learning how to recognize phishing... I think that’s the real serious issue we face right now,” Gerlach said. Since the training, Gerlach has periodically sent employees a disabled phishing email to test their skills. “That generates a report and if we need to we follow up with additional training,” Gerlach said.



Joe McKenna

Consider cyber insurance

Municipalities might be tempted to consider themselves less of a target for cyberattack than big retailers such as Target, which had 42 million customer credit card number stolen in 2013. But that would be a mistake, said Michele Iopilato, who sells data breach insurance for Hub International Insurance.

“There is no security in obscurity,” Iopilato said. Some hackers prefer smaller targets, she said. “Why spend all that time going after the big fish when you can go after something smaller and... get in?”

Iopilato points out that municipalities hold employees Social Security and protected health information. “They can actually have more dire risk because their information goes back so far. They can have public records going back 50 years... all of which is covered by privacy laws.”



Meet Our Attorneys Andrew Hamilton

Andy brings many years of experience to counseling municipalities. He has served as General Counsel for a number of Maine towns, and provides advice on economic development initiatives and environmental/land use matters.

Andy is committed to improving Maine communities through public and private investment, and has served in many leadership roles in the Bangor region and eastern Maine.

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If there is a data breach, it costs about \$200 per record to deal with the fallout, Iopilato said. That can include the expense of notifying people who are affected, dealing with regulatory agencies, hiring privacy attorneys and a data forensics team, dealing with lawsuits, providing credit monitoring and ID theft restoration, setting up a call center to handle inquiries and hiring a public relations team to “stay ahead of the bad press.”

“Municipalities have an awful lot of exposure,” she said.

Iopilato’s job, of course, is to recommend purchasing insurance against a data breach. The cost of insurance ranges from \$750 to \$30,000 a year, depending on the situation, she said. There is no data on how many municipalities carry insurance, although Iopilato guesses it is no more than 25 percent.

Even if a municipality chooses not to purchase insurance, the underwriting process itself is valuable, she said. Underwriting is a comprehensive examination of the underlying risks of a municipality’s security protocols. It scrutinizes firewalls, anti-virus protection, how often software is updated with patches, how well software is supported, data encryption, even on laptops and portable devices. Some of the questions asked in the process are “Where could the leaks be? How well trained are employees?”

“The underwriting process will educate them,” she said.

Both Houlton Police Department and Lincoln County Sheriff’s Department have educated employees about the mistakes that were made in the recent ransomware attacks and provided training in detecting suspicious emails.

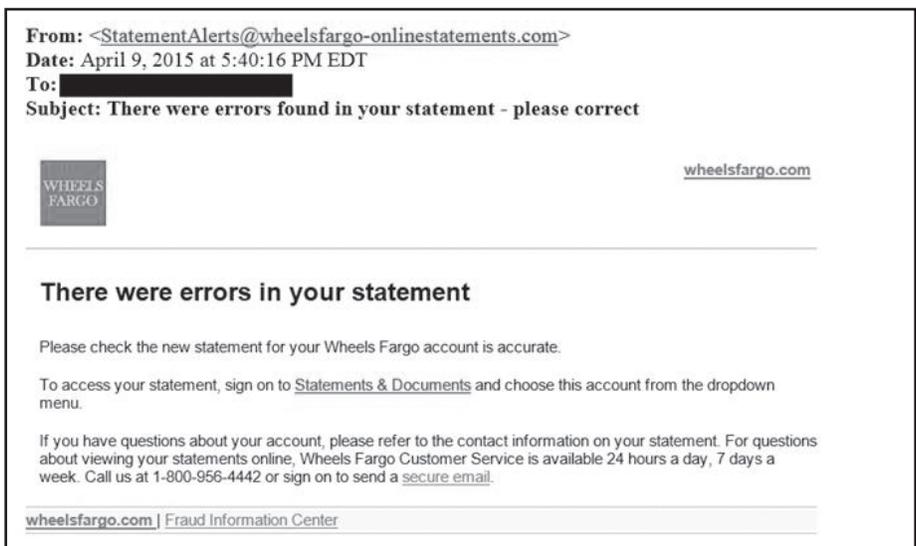
Always through email

“It always happens through email,” said McKenna. “There’s no program out there that can identify any of these things.”

The departments are backing up data more frequently so if an another ransomware attack gets through, they could afford to delete all files and restore data from backup sources.

McKenna was asked if he would be in a position to ignore the next ransomware attack if it comes.

“I think so,” he said. ■



Example of a possible problem email.

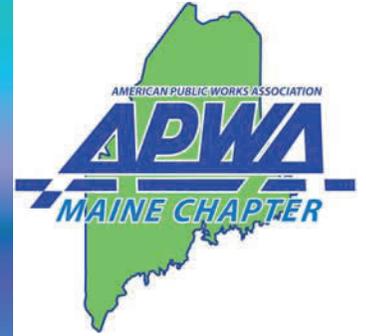
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Mainers wield power over spring town meeting budgets, petitions

It's town meeting time once again. With the ever-changing revenue picture in Augusta, setting municipal budgets and spending priorities remains quite difficult.

By Liz Chapman Mockler

The form of government that gives Maine people approval or veto power over local spending was on full display in March and April, as thousands of residents in mostly small towns made final budget decisions for themselves.

According to an analysis of nearly 50 published town meeting reports, most warrant articles passed as recommended by town selectmen. But there were key exceptions where residents rejected pay increases for town office staffs and specific projects, for example, or increased spending beyond recommended levels.

The trend of moving town meeting to June continues, breaking a decades-old tradition in order to align town government fiscal years with schools and the state for more precise budgeting.

The towns that still hold annual town meetings in March, or even early April, are budgeting on their best bet of how the state will treat local government, particularly Municipal Revenue Sharing, as well as guessing at school and county government costs.

Since the state fiscal year begins on July 1, towns holding June or autumn annual meetings are able to offer voters more solid budget proposals that reflect how much the state might give or take away, as well as knowing true school budget numbers.

Towns budgeted before knowing whether MMA, which represents Maine's nearly all of the state's 492 municipalities and thousands of elected officials, as well as a statewide mayors' group, would prevail in a hard legisla-

PROPERTY TAX RANKING

Maine's median property tax rate ranks 18th in the nation. The 10 states with the highest rates are:

1. New Jersey
2. New Hampshire
3. Texas
4. Nebraska
5. Wisconsin
6. Illinois
7. Connecticut
8. Michigan
9. Vermont
10. North Dakota

Sources: [tax-rates.org](http://www.tax-rates.org); USA Today

tive fight to protect municipal revenue sharing from further cuts.

"Right now, on the revenue sharing front, we are cautiously optimistic," said Eric Conrad, Director of Communication & Educational Services at Maine Municipal Association. "It appears as if most legislators want to retain \$60 million statewide in revenue sharing through fiscal year 2017, and there is one proposal to increase that to \$80 million.

"Keep in mind that, by law, the figure should be \$160 million next year, and a lot can change between now and the end of the current legislative session."

Betting on themselves

Selectmen and councilors built their March town meeting budgets on quicksand again this year.

Gov. Paul LePage, a former city councilor and mayor, proposed eliminating revenue sharing funding in FY 2017, the second time he has proposed

its elimination. MMA, among other organizations, maintains that such a move would further shift the local tax burden onto property taxpayers, and result in fewer municipal services being provided.

The governor's proposed FY 2016-17 state budget, which basically is a sweeping tax reform plan, also would have reduced the state income tax rate – LePage hopes to one day eliminate the tax, which dates to 1969 – and would allow for property taxes to be assessed on large non-profit organizations, including hospitals, colleges and some local American Legion posts.

The border state of New Hampshire does not tax income, but its median property tax rate ranks second behind New Jersey as the nation's highest, according to [tax-rates.org](http://www.tax-rates.org) (<http://www.tax-rates.org/taxtables/property-tax-by-state>). Maine's median property tax rate ranks 18th highest in the country (see related box.) Meanwhile, Maine ranks 20th for the highest income tax rate

A Farmington resident spoke for many homeowners during the annual town meeting in March, when he noted the increases in school, county and municipal spending over the past two decades were "unsustainable."

"I'm beginning to think I won't be able to retire," Peter Tracy said, according to a published report. "I don't have a solution, but these (property tax) increases are unsustainable."

That was before knowing whether the town would lose even more revenue sharing.

Schools costs climbing

Almost without exception, town and city budgets are far smaller than the towns' school bills. In Bremen,

Liz Chapman Mockler is a freelance writer from Norway and regular contributor to the *Maine Townsman*, lizmockler@hotmail.com.

for instance, a town of 800 people in Lincoln County, the municipal budget is down almost \$20,000 this year, while the school budget is expected to increase by as much as 13 percent.

In Blue Hill, a small peninsula town in Hancock County, voters in March passed a municipal budget of \$564,000 and a school budget of \$1.7 million.

Many cities and towns have cut municipal spending and services in an effort to keep property taxes stable, but have seen increases in the cost of education. Both budgets are funded by the property tax, but municipal officials tend to be blamed for the entire impact on the mill rate.

Only officials in Maine's largest cities have control over education costs because they operate their schools as a municipal department.

Aside from money issues, Maine town meeting voters showed support for road crews and selectmen after the state weathered a long and withering winter. Some voters stopped to mark the passing of a former elected official; some dedicated their annual reports to local officials who died during the

past year.

Most incumbents won re-election with few exceptions overall (*See related story on P. 22*). And in a tradition as old as New England town meetings, some towns stopped their meetings so voters could enjoy lunch together, while others broke bread once the meeting was over.

In addition to the trend of moving town meeting dates and changing fiscal years, common themes emerge each spring and summer during town meeting season.

Cutting too much?

Voters in many towns were con-

cerned they had cut the municipal budget so deeply that services were being affected. But voters also worried that they were one more property tax increase away from losing their homes, or being able to maintain their standard of living.

In other towns, however, voters approved one-time capital projects or purchases, and put aside money in reserve accounts, to protect against major emergencies that would likely be more expensive if ignored any longer.

One example is South Thomaston, where voters approved borrowing \$295,000 from the Maine Municipal Bond Bank and taking \$34,000 in

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reserves to renovate and expand the town office and fire station, which share space. The fire station had already failed to pass an inspection looking at safety and fire codes.

Many of the town meeting debates across Maine in March revolved around citizen petitions ranging from a recall ordinance to a code of ethics for local officials to moving town meeting back to Saturdays.

In New Sharon, Town Clerk Susan Anneley expressed her confusion over a citizen-initiated recall ordinance being passed, as it makes recalling an elected official more difficult.

"I never could understand their reasoning for that," Anneley told the Maine Townsman.

Under the town's new recall process, a resident must gather signatures from at least 25 percent of the number of residents who voted in the most recent gubernatorial election, in order to pass a recall petition.

Previously, the town operated under the MMA's recall ordinance guidelines, which requires signatures from 10 percent of gubernatorial voters.

"To me, it makes no sense," Anneley said.

Staying with Mondays

In Chesterville in Franklin County, Town Clerk Heather Wheeler was relieved when voters defeated a proposal to move town meeting back to Saturday instead of Monday.

Many towns in Maine have changed the day town meetings are held from Saturday to a weekday evening in hopes of increasing participation, rather than compete with weekend sports and other events that keep parents away.

For Wheeler, the change to Mondays has improved the tone and shortened the length of town meetings.

"When we held our town meetings on Saturday afternoons, some people would be drinking, or drunk, coming

in with their own agendas" and primed for a good, albeit uncivil, debate.

"It was just awful," Wheeler said.

The proposal was overwhelmingly panned by voters by a show of hands, Wheeler said.

In Southport, voters rejected a request to allow the sale of hard liquor by a secret ballot vote of 48-10.

In Farmington, voters rejected a proposed building permit ordinance they decided was too restrictive and the fees too high.

In Sangerville, residents followed the advice of the MMA and their town attorney in rejecting a code of ethics ordinance for elected officials. The secret ballot vote was 34-60. Sangerville elected officials already operate under a town policy, based on national standards and drafted with the help of MMA. ■



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From across state, here are town meeting election results

By Liz Chapman Mockler

Following are the results of March and April town meeting municipal balloting. Uncontested races are not included unless the winner is replacing someone who did not seek re-election or a former selectman was elected.

Alna: **Douglas Baston**, former selectman and current planning board chairman, defeated incumbent **David Reingardt**, 102-62. Baston said Reingardt had served the town well and "I would not have been disappointed to lose to him," according to a published report. Meanwhile, **Melissa Spinney** ran unopposed to replace Selectman **Jonathan Villeneuve**, who did not seek re-election. She collected 133 votes.

Avon: **Barry Thorndike** was elected from the floor during the annual town meeting on March 21, replacing **Jerome Gilchrist**, who did not seek another term.

Bristol: Selectman **Paul Yates** held off two challengers on March 16 to win a fifth straight, three-year term. Yates won 197 votes compared to the 135 and 66 votes that the other candidates received.

Deer Isle: Selectman **Lewis Ellis** defeated his challenger by an overwhelming margin during municipal voting March 2, winning 313-26. The town report this year was dedicated to the memory of former Selectmen **E. Douglas Haskell** and **Marshal Rice Sr.**, both of whom died last year.

Farmington: Voters on March 23 elected **Matthew Smith** with 45 votes. Smith was unopposed and replaces Selectman **Ryan Morgan**, who did not seek re-election.

Liz Chapman Mockler is a freelance writer from Norway and regular contributor to the Maine Townsman, lizmockler@hotmail.com.

Jefferson: **Pam Grotton** defeated a challenger by a vote of 139-114. Grotton replaces former Selectman James Hilton, who resigned several months earlier.

Orono: Councilors **Thomas Perry** and **Judith Sullivan** won re-election on March 10 with 382 and 254 votes, respectively. Their challengers received 197 and 56 votes, respectively. **Samuel Kunz** won the third seat open on the council, picking up 348 votes to replace Lianne Harris, who did not seek re-election. There were three candidates for Harris' seat, but Kunz beat both easily.

New Sharon: Veteran Selectman **Maynard Webster** was defeated by challenger **Travis Pond** by a vote of 127-83. All 211 town meeting voters on March 7 cast ballots. Pond addressed the town meeting, in part to ask Webster if he could help the board on future issues. Webster agreed, "Provided I'm not out fishing."

South Thomaston: Selectman **Dianne Darling** will be replaced by **Jan Gaudio**, who organized a write-in

campaign and defeated the only candidate on the ballot. Darling did not seek re-election.

Temple: Newcomer **Kevin White** was elected selectman in voting on March 9, defeating his challenger 35-17. White replaces **Jean Mitchell**, who did not seek re-election.

Weld: Selectman **Thomas Skolfield** was re-elected in municipal balloting on March 6, defeating challenger Margot Joly by a margin of 58-40. **Joseph Demers**, meanwhile, ran uncontested to fill the one year left on former Selectman **Mike Pratt's** term. Pratt resigned because of health issues.

Warren: Selectmen Chairman **Michael York** was unseated in voting on March 23, losing to write-in candidate **Wes Richardson** by a vote of 344-115 after serving one term. York was unopposed, but voters latched on to Richardson to replace the chairman. Richardson is a former state lawmaker. Incumbent **Edmund LaFlamme** also was unseated. He lost to **James Kinney** by a vote of 394-106. ■



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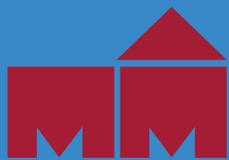
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Keynote Speaker – Andrew Webber



Andrew Webber is the **Chief Executive Officer of the Maine Health Management Coalition (MHMC)**, having joined the organization in September 2013. MHMC is a statewide, not-for-profit, purchaser-led coalition with diverse stakeholders working collaboratively to improve health and to maximize the value of health care services. As President and CEO, Mr. Webber is responsible for overseeing all organizational activities including MHMC's pioneering work in performance measurement and public reporting. Throughout his 35-year career, Mr. Webber has been a vocal advocate for advancing the triple aim of better health and health care at a lower cost.

Conference Agenda:

8:00 am: Registration

8:45 am: Welcome

9:00 – 10:00 am: Keynote Presentation

The Future of Health Care in Maine

So many changes – in so little time! With the federal Affordable Care Act, a national emphasis on wellness and prevention, the field of health care is undergoing rapid transformation. Our keynote speaker will talk about that and more, including efforts to control health-care costs for Maine employers.

Presenter: Andrew Webber, Chief Executive Officer, Maine Health Management Coalition

10:00 – 10:15 am: Break/Visit with Sponsors

10:20 – 11:20 am: Concurrent Sessions

Lessons from the Penn State Scandal

Sometimes, valuable lessons arise from terrible circumstances. Many of us know about the child-molestation scandal that embroiled a fine university and revered football program at Penn State in 2012. This workshop will examine how the allegations, horrific as they were, could have been handled at the onset and what liability lessons were learned in the aftermath.

Presenter: Peter D. Lowe, Attorney at Law, Brann & Isaacson

It's 2015! Are You Ready for ACA Reporting??

Worried about all the reporting requirements that you may be faced with under the Affordable Care Act? We'll walk you through the forms and instructions, and offer some helpful hints to make it all just a bit more understandable. Then we'll spend a little time talking about the ACA's Cadillac Tax – just for fun!

Presenter: Anne Wright, Deputy Director, Maine Municipal Employees Health Trust

The Aging Workforce: Challenges and Solutions

Did you know that Maine is the "oldest" state in the nation and we are growing "older" more rapidly than other states? As Americans delay retirements, workplaces with older employees will become common, posing new challenges for employers. As we age, our physical capabilities may diminish, the presence of chronic diseases is more evident, and absence from work and lost productivity may result. The good news is there are benefits to having older workers in the workforce. Employers can learn to accommodate them and positively impact their health and productivity.

Presenter: Denise Dumont-Bernier, PT, Director, Workplace Health, MaineGeneral Medical Center

11:25 – 12:25 pm: Concurrent Sessions

Common Supervisor Pitfalls and How to Avoid Them

This session will focus on typical mistakes that supervisors make, how to prevent them and what to do when they happen anyway. Topics will include unintended discrimination during the hiring process, understanding that employees have property rights in their jobs and what that means, union contracts and how they fit into decision making, terminating staff, avoiding the lawsuits that follow – and more! Join Robert Bower from Norman, Hanson & Detroy as he leads attendees through these important subjects.

Presenter: Robert W. Bower, Jr., Attorney, Norman, Hanson & Detroy, LLC

When the FMLA, ADA & Worker's Comp overlap

This advanced-level presentation will focus on the issues that must be considered when the federal and state Family Medical Leave laws, the Americans with Disability Act and Worker's Compensation laws all intersect. In order to give appropriate coverage of the topic, this assumes that the workshop participants are familiar with these laws and

Conference Agenda:

their basic requirements.

Presenters: Patricia Dunn, Attorney, Jensen, Baird, Gardner & Henry; Alyssa Tibbetts, Attorney, Jensen, Baird, Gardner & Henry

Proven Legal Strategies in Handling Employment Discrimination Claims

Attorneys from Eaton Peabody will help you navigate the employment discrimination laws that cause municipal officials and managers to lose sleep at night. This session will provide information you need to know to ensure that your city or town is following the law and using good judgment in hiring, managing and terminating employees. This program will address hiring practices, employee discipline, the mechanics of a proper termination and will provide municipalities of any size with proven strategies to ensure compliance with employment discrimination laws.

Presenters: Thad Zmistowski, Attorney, Eaton Peabody; Sara Newell, Attorney, Eaton Peabody

12:30 – 1:30 pm: Lunch/Visit with the Sponsors

1:30 – 2:30 pm: Concurrent Sessions

How to Plan for a Bureau of Labor Safety Inspection

This session will discuss the Department of Labor's Safety-Works! program which is designed to help employers (at no costs) correct hazards and reduce their injury and illness rates. We will also discuss public sector enforcement, the most frequently issued citations and voluntary protection programs (SHAPE).

Presenter: Steven L. Greeley, Director, Maine Department of Labor Workplace Safety & Health Division, Augusta

Creating a Positive Work Culture

We can all agree that culture is the "social glue" binding an organization together. More than just a "nice to have," a positive culture is critical to achieving your organization's goals and future success. In this fun and interactive workshop, we will address how to develop the culture that will support an organization that is protected, successful, and resilient.

Presenter: Christina Carter, Consultant, KMA HR Consulting

HIPAA for Municipalities: From A to Z

If your city or town has an EMT or first responder service – paid, volunteer, nonprofit or otherwise – a violation may be just one call away. This session will cover what it means to make a declaration under HIPAA, what can go wrong and what you need to do in terms of reporting, training, policy development, preparing for an OCR investigation and more. In addition, we will walk through the distinct differences between HIPAA requirements and general privacy requirements under employment law as it relates to private health information and personal non-public information.

Presenter: Ronald W. Schneider, Attorney, Bernstein Shur

2:30 – 2:45 pm: Break/Visit with Sponsors

2:50 – 3:50 pm: Concurrent Sessions

SustainABLE Maine

After 25 years of the Americans with Disabilities Act, there is still a challenge for municipalities to understand the broad coverage of the Civil Rights law. The session will review Title II obligations for ADA Coordinators and local governments including access to programs and services, policies and procedures, effective communication, transition plans and accommodations for welcoming all residents to participate equally in the community.

Presenter: Jill S. Johanning, AIA, Maine Licensed Architect/ Access Specialist, Alpha One

Challenging Conversations – How To Do Them Right

You know that difficult issue should be addressed, but what do you say – and how do you start? In this interactive session, HR professionals from various municipalities offer solutions to some of the most challenging conversations that must be had with employees. Using "real life" examples, they will share tips for planning and starting the conversation, ways to make your message heard and how to end it effectively. Participants will also have an opportunity to discuss their own issues with tough conversations, through small roundtable discussions.

Facilitated by members of the Maine Local Government Human Resources Association (MLGHRA)

The Maine Tort Claims Act and Discretionary Function Immunity: A One Hour Primer

The Maine Tort Claims Act provides "governmental entities" and government employees immunity from personal injury lawsuits that seek recovery of damages. However, an understanding of the general immunity principles and most importantly the exceptions to those principles is essential to municipal managers, administrators and supervisors. This session will discuss the general principles of the law, its exceptions and the concept of discretionary function immunity as that term has been interpreted over the years by the Maine Supreme Judicial Court. Practical examples and tips will give the attendee a greater understanding and appreciation of the law in this area.

Presenter: Mark Franco, Attorney, Thompson Bowie

3:50 – 4:00 pm: Wrap up

Directions to Thomas College: Thomas College is located at 180 West River Road in Waterville, Maine. From Interstate 95 exit 127 (formerly 33), go east on Kennedy Memorial Drive (Route 137). In approximately 1.5 miles, turn right onto West River Road (Route 104 South). Thomas College is 1.5 miles on the left. **Please follow these directions instead of those provided by your GPS for the best route to campus.**



Attendee Registration

June 16, 2015 – Thomas College, Waterville, Maine

Presented by: Maine Municipal Association

In Cooperation with: Maine Local Government Human Resources Association

Registration Type *(please check ONE):*

- MMA Member Municipality/Patron/Non-Profit/State Agency-\$75.00
- Non Member Municipality-\$150.00 / Business Representative-\$100.00

Billing Information:

Full Name: _____

Employer: _____

Billing Address: _____

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First Name: _____

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*(*You will be invoiced after the Conference – **Please send a copy of this registration form with payment)*

Fax registration form to: (207) 626-5947

Mail form to: HR Conference Registration, Maine Municipal Association, 60 Community Drive, Augusta, ME 04330.

Please make check payable to: Maine Municipal Association

Dietary Requirements: We do our best to plan meals according to general dietary guidelines. If you have a specific dietary restriction, please call indicate in the comment box above. Please note that we are not able to accommodate onsite requests, as catering planning happens in advance of the event.

ADA Message: In order to ensure your complete participation, we would appreciate your informing us of any special requirements you may have due to a disability.

Fragrance Free: MMA recognizes the potential hazards caused by exposure to scented products and cleaning chemicals. We ask that event participants refrain from using products that contain strong fragrances so that we can maintain a safe and healthy learning environment for all.

Questions & Cancellations: If you have any questions regarding registration, please call Educational Services at 1-800-452-8786 or 623-8428. Notification must be given at least 72 hours before the conference to receive a refund (minus processing fee). **All cancellations are subject to a \$10 administrative fee for processing.**

If I led my community...

Maine Municipal Association 7th Grade Essay Contest **Winners**

Sophia Bilodeau

Veazie Community School

If I led my community, there would be a few things I would try to do. The things that I would try to do are take suggestions from the residents, focus on education, welcome local businesses, safety, provide counseling and build parks.

Getting suggestions from residents is a good way to make sure everyone is happy. That doesn't mean that I would do what everyone wants, but it means that I'll try to make sure I understand what everyone wants in a community. I also think this is a good idea because I can find out what most people want so that it can bring in more residents.

Focusing on education is another idea that I have. This is important because education can determine the future. This includes day care also because children can have a very helpful head start before kindergarten. Not only is this a benefit for the children but also for the parents, because many working parents find it difficult to find a place that they can bring their kids during the day.

Having local businesses is a benefit because it can make it so people have something to do that is really close. Many people look for a place that they can eat or shop, when looking for a new community. So, that way, if the business reaches success you will make money for more businesses and have more residents.

To keep the town safe, I would hire well trained police and firefighters. People's safety would be the most important thing I spend time on because I can't imagine not feeling safe in your own home. This way everyone is safe and they won't have anything to worry about.

Having someone that you feel like you can talk to is really helpful. The way people have that is I would hire a counselor who people can talk to at any time they need it. The way this person will get paid is by taxes. What if the people don't want to pay for this person? Well, then there will be a vote on whether the counseling should be free or not.

The last thing I would do if I led my community is add parks. I think that it is important to have parks because fresh air is good for you. It is difficult to get outside on a beautiful day with all the computers and TV.

Having a park will encourage kids to spend more time outside.

These are the things I believe will help the community.

CONTEST JUDGING

Seventh-grade teachers from around the state submitted 178 students' essays for judging in Maine Municipal Association's fourth annual essay contest, which is part of our Citizen Education program. Essays were judged based on clarity of writing, quality of writing and showing an understanding of municipal government.

MMA wants to thank and recognize the contest judges: Patricia Sutherland, Selectman, Town of Chapman, and member of MMA's Executive Committee; John Bubier, Manager, City of Biddeford, and MMA Executive Committee member; Kate Dufour, Senior Legislative Advocate at MMA's State & Federal Relations Department and Councilor, City of Hallowell; and, Doug Eugley, former Selectman in the Town of Sidney and Accountant at MMA's Finance Department.

LOCAL GOVERNMENT
begins with **YOU**

If I led my community...

Maine Municipal Association 7th Grade Essay Contest **Winners**

Paige Ford

Houlton Middle School

If I led my community, I would want to make Houlton be the type of small town in America that people would want to visit and live in. Houlton has a beautiful town center and a lot of nice houses. Many of the big old houses are run down and not taken care of. The houses in the neighborhoods should be fixed up, but that is not where I would start. I think my plan will eventually make that happen because the people who live here will want nice neighborhoods. The first thing I would want to do is make the town center as beautiful as I could.

I would figure out a way to repair and fix up all the buildings in the town's center market square to make it look as nice as it should be. The town could offer tax breaks to businesses that move into the downtown center area and give the businesses money to repair and fix up the buildings. The tax breaks would let the businesses make more money because they would have to pay the town less. This will get businesses to move back into the town center. That way all the buildings would be fixed up nice and full of businesses like stores, restaurants and things. This will make people want to go downtown.

The upper part of the buildings could be made into apartments. That would bring more people downtown because they already live there and they would want local stores and restaurants that they could walk to. That would make more businesses want to open up in town and they would have customers from the people who already live there. The landlords of the buildings would be able to collect rent and the renters would be close to everything.

It would be good to advertise the Internet café better in the center of town so nearby towns can know about it also. Business people can go there during the day. They can even have meetings there. After school, kids can go hang out there with their friends, use the Internet and get a snack. This is good for younger people in the community.

I would bring these ideas to a town council meeting and see if they can cut taxes for the newer buildings. Then I would put all these improvements on our town website. I would use the website to get people to want to come to Houlton to visit or to live. Some of the old Victorian houses close to the town center could be made into bed and breakfasts. People could come and enjoy small town living.

To conclude, I think the first place any town should start to make it a better place to live is in the town center. In Houlton we are lucky because the town center is already beautiful and all we need to do is bring it back alive.

LOCAL GOVERNMENT
begins with **YOU**

If I led my community...



Maine Municipal Association 7th Grade Essay Contest **Winners**

Brendan Roberge

Richmond Middle School

If I led my community, as a town manager I would lower taxes by adding more businesses in the town. This would help in many ways. First, the businesses would pay a higher percent in taxes, taking some of the stress off of the homeowner/taxpayer. Not only would it make living more affordable it would also provide more jobs in the community.

I would apply for grant funding to add more walking and running paths and set up a recreation center to give our youth a great place for sports and fun. I would also try to get grant funding to fix our fire station and help replace the very old fire trucks.

I would work with the select board on a budget that would not only supply the needed funds to the police department, fire department, public works department and other town agencies but also allow the town to put some money aside for emergencies that may happen in one of those agencies.

I would also like to work with the town's nonprofit agencies to help them aid those in town who need extra help. The food pantry, for example. We could buy and fix a building for them and try to get funding for a truck and a trailer that would help them collect the food for pantry days.

Our schools also need our help. I would work with the RSU to help fix up our schools. Our high school and middle school could use some work on the fields with the drainage issues. Also the school itself could use a little fixing up. They need new bleachers in the gym. I could find grants that would help pay for some of these things and work with the town's budget and the RSU to try to work on these things.

As a leader of my community, there are so many things that I could do to help my little town. It would be quite a challenge.

LOCAL GOVERNMENT
begins with **YOU**

PEOPLE



Dana J. Reed

A very familiar face will continue to run things in the Town of Tremont. **Dana J. Reed**, who served as Bar Harbor's manager from 1986-2014, officially was named Tremont's manager in early April, after serving as interim manager there for about 10 months. Reed and the Tremont selectmen signed a two-year contract. Under that agreement, he moves from part-time to full-time. Recently, Reed had been a finalist to manage the City of Sedona, Ariz., yet another picturesque community. Instead, Reed will stay in coastal Maine.

Kevin Schofield thought he'd found a town he could retire from when he became Bridgton's police chief four years ago. But when he heard that **Rick Lewson** was retiring as chief of the Windham Police Department, he decided to apply, and started in Windham April 21. Windham's 27-officer force is three times the size of Bridgton's. Schofield served 21 years in the Brunswick Police Department, rising to commander, and four years with Topsham.

Two Winslow police officers and a firefighter were recognized by the town council April 13 for their lifesaving actions during two separate events. Sgt. **Haley Fleming** and firefighter **Ben Loubier** helped save a woman who ran into a burning building trying to collect her personal belongings and animals. Seconds after removing the woman the structure flashed over. Police Lt. **Josh Veilleux** was honored for "talking down" a man considering suicide by jumping off the Ticonic Bridge.

Elaine Clark has resigned as Warren town manager to take a position as attorney for the Maine Department of Marine Resources. Clark began work in November 2013. Before her town manager stint, she was an attorney for the Maine Department of Transportation,

and earlier was in private practice at Murray, Plumb and Murray in Portland and a Concord, N.H. firm.

Rockland Code Enforcement Officer **John A. Root, Jr.**, and **Kenneth Blackwell**, assistant fire chief, were honored for 20 years of service to the city at the April 13 council meeting. Councilor **Valli Geiger** credited Root with convincing her to run for office, and Root responded to the praise by calling his tenure "a real adventure. It's been interesting and certainly a challenge."

Leon A. Hamilton, 67, a former Chebeague selectman, died March 29 at his winter home on Pine Island, Fla., after a long battle with lung cancer. After Chebeague voted to secede from Cumberland, he was elected to the island's Transition Committee and later served on Board of Selectmen.

New Sharon has two new selectmen after a special town meeting April 18 elected **Milton Sinclair** to the fill a vacancy created by the resignation of Selectman Forrest Bonney. Sinclair, the only candidate nominated, received 118 votes among 121 attending the meeting. Bonney resigned March 18 after voters replaced longtime First Selectman Maynard Webster with Travis Pond by a vote of 127-83.

St. Francis Fire Chief **Gerald Jandreau** pulled off a daring rescue after a Canadian couple attempted to drive through 4 1/2 feet of water covering Route 161 amid spring flooding by the St. John River. Jandreau was assisted by his brother Kenneth and Maine State Trooper Adam Stoutemeyer after they watched a pickup head into the water at full speed, killing the engine. It turned out there was a 10-month baby in the vehicle, too. After everyone was safe, Jandreau told a reporter, "I've been living along the St. John River for 52 years. I have a little bit of experience with ice jams." He couldn't believe anyone would chance driving over the flooded road, and said, "I guess they were worried about getting home."

Lt. **Paul Edwards** retired April 30 after 28 years with the Bangor Police Department. Before his promotion four years ago, he was a familiar face as public spokesman for the department and founder of its popular Facebook page. His personality and sense of humor made him a frequent guest on talk radio and television stations. "At the end of the day, I want to go out on top," he said. "I've done all I can do," Chief **Mark Hathaway** called Edwards' approach "unique and unconventional. His success is his own, and his willingness to help is unmatched."



Christy Sirois

After more than five years as St. Agatha Town Manager, **Christy Sirois** left the post on May 1 to take a job in the private sector. Before being named town manager in January 2010, Sirois was the town clerk.

Boothbay selectmen chose a lifelong resident as the new town manager, appointing **Daniel Bryer Jr.** on April 22. Bryer had served as a code enforcement officer since 2011. He became interim town manager in February after **James Chaousis II** left to become city manager in Rockland. Bryer was among 37 applicants. Selectman Steven Lewis praised Bryer's commitment. "Dan told us he wouldn't be upset if we hired somebody else," and said "he wanted what was best for the town of Boothbay."

Greg Blackwell stepped down as Rockland's public works director April 8. He had served since 2001, and also had an earlier stint from 1991-94. Under new City Manager James Chaousis II, the city council approved discontinuing the public works position and replacing it with an expanded public services director post that includes operation of the transfer station and maintenance of all city vehicles. ■

If your municipality submits a news item for the Townsman, consider sending a corresponding photo to:
Eric Conrad or Jaime Clark (econrad@memun.org or jclark@memun.org)

ANSON

Police seized \$58,500 in cash from the home of elected Anson Tax Collector Claudia Viles as part of a State Police investigation into missing excise tax money from the town office. No charges had been filed at the time of the Maine Townsman's print deadline. Viles' attorney, Walter McKee, said the cash at Viles' home belongs to her and she will seek to have it returned. "Just because you have money in cash and there's a search warrant doesn't mean the money has anything to do with the warrant," McKee told the Bangor Daily News. Viles, 65, has served as Anson's tax collector for 42 years.

APPLETON

Voters will weigh in on a house that was built in violation of local zoning rules at 99 Searsmont Road. At issue: Whether the owner, Jacob Boyington, can keep his home or whether he will have to tear it down. The town had issued a building permit to Boyington and his company, Appleton Ridge Construction, but a judge ruled the local zoning Board of Appeals erred in allowing that. Subsequently, the town code enforcement officer said Boyington had to comply with Appleton's ordinances and the town filed a land use complaint. Neighbors have pressured the town for years about the building, saying the Board of Appeals cannot waive enforcement of a local zoning law.

BAR HARBOR

The Maine Sea Coast Mission, which serves more than 700 children in 17 Washington County communities, received a \$1 million gift from the Harold Alfond Foundation recently, and that was matched with a \$1 million anonymous gift. The foundation's "EdGE" program, named after Ed Greaves, works to keep students in school and help them develop the skills for lifelong success.

CARIBOU

The Caribou Fire and Ambulance department became Maine's first to win a national Emergency Medical Services Excellence Award, which is presented by the Congressional Fire Service Institute. Fire Chief Scott Susi accepted the award from Caribou "native daughter" U.S. Sen. Susan Collins during a presentation recently in Washington, D.C.

NEW ON THE WEB | www.memun.org

Highlights of what's been added at www.memun.org since the last edition of the *Maine Townsman*.

Human Resources Conference. MMA will hold its 1st Annual Human Resources Conference – a valuable, one-stop training opportunity – on June 16 at Thomas College in Waterville. The complete program is now available.

MMA Executive Committee. Stephan Bunker, Vice Chair of the Farmington Board of Selectman, is MMA's new President. Laurie Smith, Town Manager in Kennebunkport, is Vice President.

Revenue Sharing Numbers. Plenty can still change before the end of the legislative session, but the State of Maine has new projected revenue-sharing figures for municipalities in FY 2016.

FAIRFIELD

A Skowhegan couple looking for a special place to call home believes they found it in the former Immaculate Heart of Mary Catholic Church, which was shuttered four years ago in Fairfield. Derek and Heather Massey plan to restore the 13,224-square foot church into a home for themselves and their two-year-old daughter, Seven. "It's a unique building, it's absolutely gorgeous and it's a shame to see it stand there empty," Heather Massey said. The property includes several other buildings and a 1.5-acre lot. "We're not even Catholic or even religious," Hussey said. "Not many people can say they live in a cool church."

PORTLAND

Maine's largest city became the latest to ban e-cigarettes, and "vaping," in public places. The City Council's Public Safety, Health and Human Services Committee voted 7-1 in favor of the ban. Some experts say "vaping" is safer than smoking e-cigarettes, but the American Lung Association said it is difficult to enforce one and not the other.

SEBAGO

It took a while, but the ice is finally out on one of Maine's largest and better-known lakes. The official ice out date was April 22, which was the latest date since April 23, 2007. In 2010, 2012 and 2013, Sebago Lake did not officially freeze over at all. Carroll Cutting, an "ice-out official record keeper," said the winter of 2014-15 was especially cold for a prolonged period. Back in the 1800s, Cutting said, it was common for Sebago Lake's ice to last until May.

WELLS

Many parts of Maine are familiar with the sights of native black bears being on the prowl, especially when they come out of hibernation each spring. But that is not necessarily the case in coastal York County. Wildlife officials and police in Wells asked residents to retrieve their bird feeders and secure trash cans to keep bears away after several sightings in late April. No one has been injured as a result of the recent sightings. ■

The Maine Municipal Association (MMA) is a voluntary membership organization offering an array of professional services to municipalities and other local governmental entities in Maine.

MMA's services include advocacy, education and information, professional legal and personnel advisory services, and group insurance self-funded programs.

For more information visit the MMA website: www.memun.org

MUNICIPAL BULLETIN BOARD

MAY 14-15

MMTCTA Annual Conference: Orono

The Maine Municipal Tax Collectors' and Treasurers' Association will hold its annual conference, a two-day affair, on May 14-15 at the Black Bear Inn and Conference Center in Orono.

Many speakers will present and numerous topics will be examined during the two-day event, including: Anne Wright, of the Maine Municipal Employees Health Trust, on the Affordable Care Act; Gilberte Mayo of MMTCTA and Ben Thomas of Maine Municipal Association, on MMTCTA's website; Bill Swan, Director of Inland Fish and Wildlife agency; Geoff Herman, director of State & Federal Relations at MMA, on legislative issues; and, Ron Smith and Greg Chabot, of RHR Smith & Company, on various audit and accounting subjects.

Costs for the event vary depending on how many days one will attend and lodging requirements.

MAY 18-19

MBOIA Code Conference at Sebasco Estates

Modern Fire Dynamics, Code Officer 101 and Natural Gas and LP Installations will be the three main program "tracks" at the Sixth Annual Maine Building Officials and Inspectors Code Conference on May 18-19 at the Sebasco Harbor Resort in Sebasco Estates. The event is co-sponsored by the Maine Fire Chiefs' Association.

Other topics to be covered include: residential electrical inspections; fire barrier management; multi-unit housing; subsurface waste water; shoreland rules; and, internal plumbing. Cost for the event varies.

MAY 29

Clerks' Licensing Workshop: Augusta and Caribou (video)

The Maine Town & City Clerks' Association will hold a one-day licensing workshop on May 29 at the MMA Conference Center in Augusta. The workshop will be available via live video-conference at the Northern Maine Development Com-

mission office in Caribou. It will focus on dog licenses, hunting and fishing licenses, business and liquor licenses. All attendees should bring both their Municipal Licensing & Permitting Handbook and Municipal Clerk's Manual.

The event begins with registration at 8:30 a.m. It is scheduled to conclude at 4 p.m. Instructors are: Patty Brochu, City Clerk in Old Town; and, Kathy Montejo, City Clerk in Lewiston. Cost for the workshop is \$55 for MTCCA members and \$75 for non-members.

JUNE 23

New Managers: Augusta

A workshop for new municipal managers will be held on June 23 at the Maine Municipal Association Conference Center in Augusta. The workshop will feature numerous speakers from MMA staff and from the Maine Town, City and County Management Association, including MMA Executive Director Christopher Lockwood and MTCMA President Betsy Fitzgerald, Administrator for Washington County.

The workshop will provide information about the roles of municipal managers, the rights and protections offered to public employees in Maine, the International City/County Management Association Code of Ethics and the variety of services offered at MMA. Attendees also will benefit from discussions involving fellow managers. While aimed at new managers, veteran managers may benefit from hearing new information. Municipal administrative assistants are also encouraged to attend.

Managers "new" to Maine since May 2014 are invited on a complimentary basis. For other MMA member attendees the cost is \$45 and for non-members it is \$90. The event begins with registration at 8:15 a.m. Lunch is provided.

JUNE 23

Cash Management: Orono

The Maine Municipal Tax Collectors' and Treasurers' Association will hold a workshop on Cash Management on June 23 at the Black Bear Inn and Conference Center in Orono, starting at 8:30

a.m. and concluding at 3:30 p.m. The workshop will be led by James Bennett, City Manager in Presque Isle.

The workshop will explore: receipts and receivables; disbursements and payables; budgeting; cash flow forecasts; deposits and investments; and, banking relations. Cost for the workshop is \$50 for members and \$60 for non-members, which includes coffee and lunch. Please bring a calculator if you plan to attend.

JUNE 30

Elected Officials Workshop: Bethel

Attorneys and staff from MMA's Legal Services and Communication & Educational Services departments will lead a workshop for Elected Officials on June 30 at the Bethel Inn. The evening workshop begins with registration at 4 p.m. and ends at 8:30 p.m., including a light dinner.

The workshop is designed for newly elected officials, but veteran councilors and select board members may benefit from the refresher and legal updates as well. Topics include: open meeting and records; roles and responsibilities; effective communication; and, conflicts of interest, among others. Cost for the workshop is \$55 for MMA members and \$110 for non-members.

JULY 7

Verbal Judo! in Augusta

A special MMA session – Verbal Judo: Tactical Communications for the Contact Professional – will be offered on July 7 at the MMA Conference Center in Augusta. If you work with the public and you ever find yourself in conflict situations, this workshop is for you. The featured speaker is Janine M. Paul of the Verbal Judo Institute.

The workshop, which includes five distinct "modules" addressing conflict resolution, begins with registration at 8 a.m. and concludes at 4:30 p.m. A reserved seat, workshop materials and light lunch will be provided. Cost for the workshop is \$95 for MMA members and \$190 for non-members. ■

All of the upcoming workshops can be found on the MMA website. Use the following link:
<http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

LEGAL NOTES

Boundary Line Markers

Question: Is it against the law to tamper with boundary line markers?

Answer: Yes, it is. Title 14 M.R.S.A. § 7552(2) prohibits the unauthorized disturbance, removal or destruction of any lawfully established boundary line marker or monument marking the boundary of any public or private property. It also prohibits tampering with any such marker of any railroad, highway, public utility or other engineering location or survey.

These are civil violations for which the landowner can sue to recover damages, interest and costs. Damages for tampering with monuments or markers include the cost of engineering and surveyor services necessary to reestablish the monuments and their proper location. If the violation was intentional or knowing, the landowner can recover triple damages. If it was only negligent or without fault, the landowner can still recover double damages.

We mention all this because we were asked about it recently – twice in fact. In one case it was a code enforcement dispute involving feuding neighbors. But in the other a town official had evidence that some boundary line markers for the town's woodlot had been tampered with, possibly by a commercial logger operating nearby.

As we've noted here before, Maine law treats timber theft very seriously, with triple damages available for intentional or knowing trespass (see "Timber Theft," *Maine Townsman*, "Legal Notes," August 2102, and "Timber Theft Revisited," *Maine Townsman*, "Legal Notes," February 2013).

And speaking of boundary lines, maintaining clearly marked *town* lines is an important municipal function, especially in case of a dispute with an adjoining municipality (see 30-A M.R.S.A. §§ 2851-2852). Thankfully, though, local officials no longer have to "perambulate" or, literally, walk their town lines at regular intervals (see "Boundary Line Checks No Longer Mandatory," *Maine Townsman*, "Legal Notes," July 2003). (By R.P.F.)

Can a State Legislator Be a Municipal Officer?

Periodically we're asked whether someone can be a state legislator and a municipal officer (selectman or councilor) at the same time. The answer is yes, they can.

(In fact, we know of several examples.) But a state legislator cannot also be a municipal assessor. Here's why:

The Maine Constitution expressly forbids a state legislator from simultaneously holding any other State office (Me. Const. art. IV, pt. 3, § 11), and municipal assessors are considered State agents or officers when assessing property taxes, which of course are State-imposed (see, e.g., *Inhabitants of Town of Frankfort v. Waldo Lumber Co.*, 128 Me. 1 (1929)). Hence, the combination of state legislator and municipal assessor is constitutionally prohibited.

If a person is both selectman and assessor and is elected as a state legislator, they may resign the office of assessor and continue to serve as state legislator and selectman. Also, if a state legislator resigns the office of assessor before performing any duties as assessor, they will not be deemed to have vacated the office of state legislator. Any vacancy thus created in the office of assessor must then be filled by appointment by the selectmen (see 30-A M.R.S.A. § 2526(5)(C)).

For more on incompatible offices, see Chapter 2 of MMA's *Municipal Officers Manual*, available free to members at www.memun.org. (By R.P.F.)

Is Competitive Bidding Required by State Law?

It's sometimes said that State law requires municipalities to use competitive bidding to purchase goods or services, but this is almost totally untrue. We know of only one such express requirement – for school construction projects exceeding \$250,000 (see 5 M.R.S.A. § 1743-A).

Although State law does not generally require competitive bidding, municipal charters or ordinances or town meeting votes may do so, and it may also be a requirement of State or federal funding, so it's important to make certain before executing a contract.

Even if not legally required, competitive bidding is good business practice, especially for larger purchases or projects. It ensures fairness and transparency and, most of all, the best price.

For more on competitive bidding, including sample forms, see our "Information Packet" on contracts and competitive bidding, available free to members at www.memun.org. (By R.P.R.)

LD 1 Revisited

It's been 10 years since the Maine Legislature enacted "LD 1," the law that limits municipal property tax increases based on an annually calculated "growth factor" (see 30-A M.R.S.A. § 5721-A). And while the law hasn't changed much, the composition of municipal officialdom has, so we thought it time to revisit LD 1 and what it

MUNICIPAL CALENDAR

ON OR BEFORE JUNE 15 — Monthly/Quarterly expenditure statement and claim for General Assistance reimbursement to be sent to Department of Human Services, General Assistance Unit, DHS #11, Augusta, ME 04333 (22 MRSA §4311).

JUNE 30 — Pinball machine licenses expire on this date (8 MRSA §443). ■

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LEGAL NOTES

requires. Here goes:

Using the growth factor, each municipality must annually determine its "property tax levy limit." This then limits the amount of property taxes that can be raised for the municipal budget for that year, unless the municipal legislative body (town meeting or town or city council) specifically votes to override the limit. There are two ways to do this.

To exceed the limit. The property tax levy limit can be "exceeded" only for extraordinary circumstances outside the control of the legislative body, including (1) catastrophic events such as natural disaster, terrorism, fire, war or riot, (2) unfunded or underfunded State or federal mandates, (3) citizens' initiatives or other referenda, (4) court orders or decrees, or (5) loss of State or federal funding. Exceeding the limit permits the tax levy to exceed the limit only for that year – it does not increase the base for purposes of calculating the limit for future years. Here's a sample warrant article (or ballot question) to exceed the limit:

To see if the Town will vote to (or Shall the Town) exceed the property tax levy limit of \$_____ established for the Town by State law, due to extraordinary circumstances outside the control of the municipal legislative body, namely, (insert reason or reasons here).

To increase the limit. The property tax levy limit can be "increased" for any reason, with or without extraordinary circumstances. Increasing the limit permits the tax levy to exceed the limit for that year and also increases the base for purposes of calculating the limit for future years. Here's a sample warrant article (or ballot question) to increase the limit:

To see if the Town will vote to (or Shall the Town) increase the property tax levy limit of \$_____ established for the Town by State law, in the event the municipal budget that is approved results in a property tax commitment that is higher than this limit.

Either exceeding or increasing the property tax levy limit requires a separate vote by the same method as for adopting the municipal budget, except if the budget is adopted by traditional "open" town meeting, this vote must be by written ballot (blank pieces of paper, except "yes" and "no" boxes may be pre-printed). A simple majority vote is sufficient, except

if the budget is adopted by town or city council, it must be a majority of all members.

If there is any chance the approved budget will exceed the property tax levy limit, the appropriate article or question should be included on the warrant or ballot. We also recommend that it follow the other budget articles or questions, although the LD 1 vote may precede voting on the budget if preferred.

For a current tax levy limit worksheet and related information, including LD 1 FAQs, go to <http://maine.gov/economist/ld1/index.shtml>. (By R.P.F.)

Tax-Acquired Property: Is a Raffle Permissible?

We got a question a while back that we'd never been asked before: Can a municipality raffle off tax-acquired property? The official who asked said the parcel in question had little value and guessed that a raffle might generate more money for it than any other method of sale. Regardless, we had to answer no, because municipalities are not allowed to conduct raffles under Maine law – only certain

nonprofits are (see "Is a Municipal Raffle OK?," *Maine Townsman*, "Legal Notes," June 2012).

As we've noted here before, a municipality may sell or dispose of tax-acquired property by any lawful means authorized by its legislative body (town meeting or town or city council), including a negotiated sale, a competitive sealed bid and a public auction (but not a raffle).

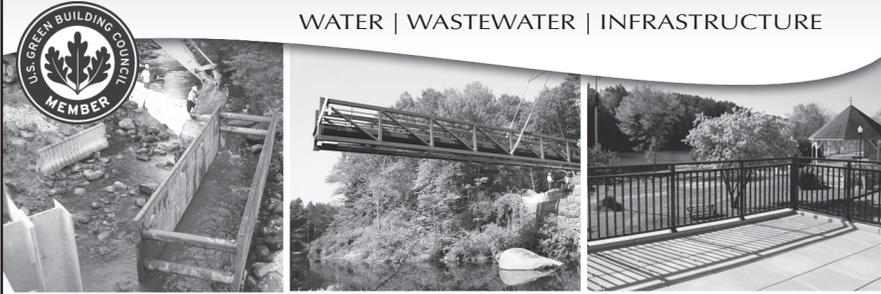
As we've also advised here before, in most cases a municipality should set a minimum sale price of at least *all* unpaid taxes, interest and costs due on the property and should require a deposit with all bids or offers to ensure they are serious. If selling by sealed bid, a municipality should also reserve the right to reject any and all bids.

Over the years we've written about a wide variety of issues with tax-acquired property. For a summary, with cites to sources, see "Tax-Acquired Property: 10 Years, 10 Legal Notes," *Maine Townsman*, "Legal Notes," August 2014.

Also see our "Information Packet" on tax-acquired property, available free to members at www.memun.org. (By R.P.F.) ■

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2015 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						
						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

Tuesday, August 4th

Application Deadline.

Wednesday, August 26th

Application approval (Board Meeting).

Thursday, September 10th

Preliminary opinions and loan agreements due from bond counsel of each borrower.

SEPTEMBER						
30	31	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			

Friday, September 11th

Last date for signing school contracts and rates in place for water districts. PUC approvals due.

Monday, September 28th & Tuesday, September 29th

Maine Municipal Bond Bank Pricing.

Wednesday, September 30th

Maine Municipal Bond Bank Sale Meeting (Board Meeting).

OCTOBER						
				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

Wednesday, October 14th

Final documents due from bond counsel.

Wednesday, October 21st

Pre-Closing.

Thursday, October 22nd

Closing - Bond Proceeds Available (1:00 PM).

If you would like to participate in or have any questions regarding the 2015 Fall Bond Issue, please contact Toni Reed at 1-800-821-1113, (207)622-9386 or tir@mmbb.com.



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For Municipalities



Linda McGill
207 228-7226



Matt Tarasevich
207 228-7158

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- Labor negotiations
- Maine Labor Relations Board proceedings
- Employee benefits
- Health plans
- Disability plans
- Recruiting
- Interviewing
- Applications
- Hiring process
- Anti-discrimination laws
- Maine Human Rights Commission proceedings
- Posting requirements
- Reporting requirements
- Employee manuals
- Termination practices
- Personnel issues
- Unemployment compensation
- Workers compensation

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