

Maine Townsmen

The Magazine
of the Maine Municipal Association

November 2014

New Approaches To Solid Waste

**Composting and pay-per-bag
programs gain popularity,
though community
experiences vary**



ALSO IN THIS ISSUE

**After the mid-term elections
GIS mapping for smaller towns
School construction decisions
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Maine Townsman

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The Magazine of the Maine Municipal Association

FEATURED STORY | 16 Composting Catches On



The number of communities sponsoring composting programs remains small, but those participating say waste volumes are down and citizens who grow food like the results.

Pay-as-you-throw trash programs can have rocky political starts. Still, supporters say the cost savings and reduced pressure on landfills and incinerators are hard to ignore. Page 19

Reaching out: In her first column, Maine Municipal Association President Michelle Beal highlights top legislative issues facing cities and towns. The elections are over, and now is the time to meet with legislators and Gov. LePage. Page 5

Smart Mapping

GIS technology has come a long way, so long that smaller municipalities use the tool for everything from shoreland zoning to keeping an eye on dogs and other animals. Page 7

Going Local: New School Spending

It may take more than one try, but some communities have felt so strongly about the need for new schools and renovations that they've opted to finance projects entirely at the local level. Here's why. Page 13

Scenes of Success

More than 1,000 municipal officials, speakers and exhibitors attended MMA's 2014 Convention, which carried the theme, "The Heart of the Matter." Turn here for photos from the two-day event. Page 23

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A MESSAGE FROM MMA

BY MICHELLE BEAL / MMA PRESIDENT AND MANAGER, CITY OF ELLSWORTH

Of municipal issues and mid-term elections

It goes without saying that there have been challenging times in recent years for municipalities, particularly in the areas of providing services and balancing budgets. We have and continue to be asked to do more with less, to find ways to trim costs and become more efficient and yet still provide services at the level of quality and timeliness that our citizens expect. And each year, new and diverse demands come from many different directions challenging us to stay one step ahead.

Despite these challenges, we persevere and strive to continue to meet and exceed the expectations of our citizens. We balance our budgets, tighten the purse strings and move forward with creative ways to offer the best possible services to the taxpayers in our communities.

While there seems to be a light at the end of the proverbial tunnel with slowly improving unemployment numbers and evidence of growth through development and expansion on the horizon, we still need to be vigilant and continue to press issues for the benefit of Maine's communities. On this year's Maine Municipal Association's priority list are several substantial issues of which I would like to briefly touch upon.

1. Stalled Progress on Funding K-12 Education

The lack of action by our state Legislature on the School Finance and Tax Reform Act has left municipalities shouldering the majority of the cost of K-12 funding. That law, originally established by the Legislature itself in 1985 and reinforced by a citizens' initiative majority vote in 2004, included a directive that the Legislature provide at least 55 percent of the cost of K-12 public education from the state's General Fund. This funding has only been partially provided, the shortfall has been ignored and the law partly dismantled, leaving municipalities to bridge the gap, passing more of the economic burden on to property owners. This issue must be revisited and resolved.

2. Significant Reductions to Municipal Revenue Sharing

The ramp down in Municipal Revenue Sharing distributions to municipalities by the Legislature and Governor during the past eight years is the largest in history by far. The revenue sharing program was established in 1972 for three principal reasons:

- To recognize a proliferation of new state mandates.
- To move toward a more progressive tax system away from the high reliance on the regressive property tax.
- And, to replace municipal government's loss of the inventory tax, which was replaced with the state corporate income tax.

To accomplish these goals, the Legislature committed in 1972 to share a small percentage of funds generated by the broad-based sales tax and the recently enacted income tax of state government. The drastic cuts in recent years left municipalities to choose between making severe cuts to programs, services and personnel and/or raising property taxes. We appreciate the Legislature's repeal of the built-in additional \$40 million cut to revenue sharing that had been included in the fiscal year 2015 budget, but we call on the Legislature and Governor to restore full funding to the revenue sharing program as established in state law.

3. Increased Property Tax Burden

Of Maine's three sources of revenue – sales tax, income tax and property tax – property tax revenue has become the most heavily relied upon means to generate revenue for governmental services. While there are other contributing factors, the practice of underfunding reimbursements for K-12 education and the stark reduction in revenue sharing distributions have resulted in a disproportionately high property tax burden for Maine's homeowners and businesses. This trend must be revisited and re-evaluated.

The solution to our challenges lies in balancing creative new solutions with reviving, reinstating and reinforcing established commitments.

MMA continues to work tirelessly to have a voice at the state level. With 487 of Maine's 492 towns and cities currently members of MMA, and with two municipal officials from each of the 35 State Senate districts elected to serve on the association's Legislative Policy Committee, MMA is a force to be reckoned with. We advocate by majority consensus for all the taxpayers and residents of the 487 towns and cities that make up our membership. What better organization could you ask for to advocate on behalf of Maine's taxpayers? Our challenge lies in reaching across party politics and having more communication and closer relationships with state and local representatives and better and more frequent communication with our governor's office. Our state legislative body needs to recognize and welcome the value of the input from MMA as being on the behalf of our collective constituents.

The mid-term elections are over. We need to take this opportunity to meet with our elected officials in order to build upon the foundation of communication and cooperation already established both at the municipal and state levels.

It is a great honor and privilege to be appointed President of the Maine Municipal Association, and I am thrilled to work with the Executive Committee and staff to continue to advocate for all of Maine's municipalities and to move MMA's mission forward. ■

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GIS tools show potential for communities of all sizes

Mapping technology helps with tax assessing, deeds, wetlands and even unlicensed dogs. Some small towns are expanding what they do and offer.

By Douglas Rooks

GIS mapping has come down in price, has increased acceptance among computer users and has won supporters who tout its virtues. But its acceptance by Maine municipal officials – particularly in smaller towns – is uneven, though more communities embraced it over the last decade.

GIS, which stands for Geographic Information System, uses digital devices “designed to capture, store, manipulate, analyze, manage and present all types of geographical data,” according to one definition.

It does just that. The most common application on municipal websites is for tax maps, which can provide a wealth of information about properties – including ownership, photos, deeds and zoning status – with a few clicks of a computer mouse.

And there are a host of other possibilities, including overlays for natural resources, village districts, wetlands, shoreland zoning, fire hydrants and just about anything else a community wants to list.

Maine’s larger cities and towns have long used GIS maps on their websites, and often have a dedicated staff person working on them. But packages are now in use in much smaller towns, and even plantations, though there are differing attitudes about how much the public wants to know, and how much websites should provide.

Believer in Acton

One of the true believers in the value of GIS is Jennifer Roux, town clerk and office manager for Acton. Five years ago, the town bought a package of mapping and website services

from CAI Technologies, a Littleton, N.H. company.

Tax mapping and assessing data was the initial entry point, Roux said, but Acton uses the system for a lot more.

“We can identify residences where people who are over 90 live, and might need assistance,” she said. “It shows us where dogs are located, and whether there are derelict houses along a particular road.”



Officials discuss mapping and local decisions in Acton. (Photo by Ben Thomas)



Photo shows an historic church in the Town of Acton. (Photo by Ben Thomas)

Douglas Rooks is a freelance writer from West Gardiner and regular contributor to the Townsman, drooks@tds.net

The derelict house inventory, for instance, has proved useful to the sheriff's deputy with whom Acton contracts, for when he responds to vandalism complaints. The officer can call up the housing information right in his cruiser.

The town planning board and code enforcement officer often use GIS.

"You can click on a particular property and immediately get a list of all the abutters within 50 feet," Roux said. The assessor can use it to get the shore frontage of a lakefront lot. "They've done amazing things with the lakes," she said, of which Acton has many.

Of course all this depends on the amount and accuracy of data being entered. Roux said it took a lot of work to populate the website, but it's proved its worth over time.

After the initial installation, Acton pays \$2,650 a year to maintain the system. That includes an annual overhaul and daily updates – a change of address received in the afternoon is on the website the following day.

Tim Fountain, vice president at CAI Technologies, said Acton is an example of a combination mapping-website package that is popular with



Lovell Town Beach during a late fall day. (Photo by Ben Thomas)

many smaller communities. CAI provides several series to numerous towns and cities in New Hampshire and Massachusetts, and has been expanding in Maine, with half a dozen Maine municipalities up and running or under contract, often as an outgrowth of other services it provides.

Fountain said that, initially, town officials were unsure of how much data to include, or whether some information should be listed at all. He said those are ultimately local decisions, but he does point out that all the data is public information, so there are no legal impediments to using it.

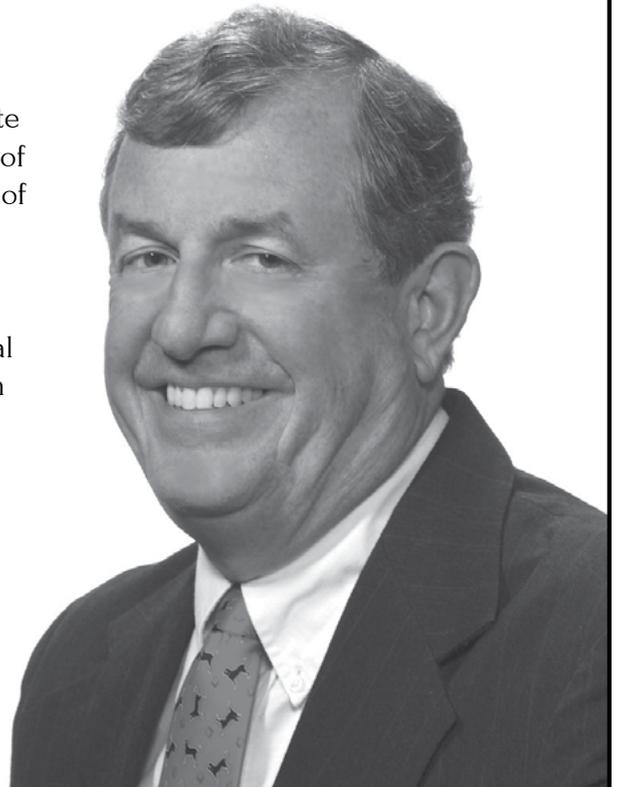
Meet our Consultants Don Gerrish

With over 35 years in municipal management in the State of Maine, Don brings extensive experience in all facets of municipal government. He was formerly with the Town of Brunswick where he served 19 years as Town Manager. Don previously managed the Town of Gorham and worked for the Cities of Auburn and Rockland. Don is a member and served as the President of the International City/County Managers Association. He provides interim management, strategic planning, budgeting, personnel management and training services.

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In general, he said, "There's much more acceptance of the value of having a website today and if you have one, there are good reasons for making it as useful as possible."

Lovell lakefronts

Lovell is a smaller town (pop. 1,140) with a lot of lakefront property that has maintained its tax maps on GIS for several years. In 2007, Lovell received a grant for \$7,092 from the Maine Office of GIS to make the transition.

Selectman Stephen Goldsmith said Lovell takes a low-key approach to GIS, but that putting the tax maps online made a lot of sense. "In the summer, we'd be getting requests from real estate people all the time, some of them requiring as many as 500 pages of copying."

Being able to refer inquiries to the website saves a lot of office time and expense, he said. Lovell's system is easy to use, and people seem to understand it quickly, he said.

Houlton is making the conversion from an older system that contained mostly the tax map to one that's more up-to-date and, eventually, will be much more comprehensive.

"We just have the basics in place now, but we're learning," said Tax Collector Lauren Asselin. "It did cost a little more than what we were using, but it should be more useful and user-friendly."

Houlton paid \$3,100 to convert to the new system, plus \$1,800 in annual hosting fees for the website package.

Asselin finds the site is most often in demand by real estate professionals, but townspeople use it too. As more property cards and detailed information are added, usage should grow, she said.

North Haven stresses accuracy

Sometimes the issues aren't just getting something up and running, but making sure information is presented at a high level of accuracy. That was the case in North Haven, which had put its tax maps online years earlier, said Joe Stone, the town administrator.

The basic technique is to lay the grid of the tax map over the GIS photography but, over time, the town realized, after discussions with its provider, that the two didn't dovetail.

"You could see that some of the streets were further to the east on one

side of the island," Stone said, "and on the other they were further west. It wasn't just a matter of shifting the alignment."

So, over the next two to three years, North Haven will invest in a \$30,000 package from CAI Technologies that should create a much higher level of accuracy.

"We've worked with this company for a long time," Stone said, "and we think this will be worth it. I've seen the prototypes, and there's some amazing aerial photography involved."

Another provider of GIS services is Spatial Alternatives in Yarmouth, where owner Judy Colby-George has offered a wide range of options for municipal clients over the past 14 years. Her company serves a core of communities in southern Maine, including Falmouth, Cumberland, Gray and Cape Elizabeth, but also goes further afield, to Whitefield, Bath, West Bath and even towns as small as Jackson (pop. 548.)

She says the services requested vary widely. Some towns want tax mapping, but have no interest in moving the data to a website. Others want a full package with regular updates. "In some cases, we're on the phone almost



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every week," she said.

Municipal contracts are often dependent on specific needs or requests from a particular department. "In one case, it might be the planning board, or the town manager," she said. "In another, it might be public works."

University of Maine involvement

Colby-George is now engaged in a research project that will have the benefit of providing more data and opportunities for towns in the Bangor area. The project, funded by the National Science Foundation through the University of Maine, is supposed to explore how people actually use GIS data, and where it makes sense to put more resources.

A current segment explores the interaction of Maine's aging population with growth and development. A recent meeting brought together town officials with those who care for the aging, "two groups that hadn't had that kind of conversation before," she said.

The property cards and other data that are compiled for the project will then be available to towns that wish to use them.

Joseph Young, executive director of the Maine GeoLibrary, part of the Office of GIS, points to the UMaine project as an example of a new path toward an older goal, which came about when the GeoLibrary was created at the end of the King administration.

Initially, the project was funded with \$2.3 million from a state bond issue, and the aim was to create a

"portal" that would allow municipalities, and other government agencies, access to a wealth of GIS information. But the funding proved inadequate to meet the goal, and the project seeks a new direction.

Part of the rationale for hiring Young as the office's first director last November was to request funding from the next Legislature to get things back on track.

"We know there are a lot of improvements that can be made," he said. "It's one thing to have the images and quite another to have all the data that can make them really useful."

Other states have created ambitious projects around GIS, and many have tapped a continuing revenue source to do so, such as the real estate transfer tax, sale tax or building permit fees.

"We do see a lot of potential here," Young said. He pointed to Dig Safe as a program where accurate mapping is vital and where GIS might be employed statewide to produce a more efficient and effective system.

Building confidence

Steve Weed, city assessor for Bangor, has served on the GeoLibrary Board, including a term as chair, and said he soon realized confidence-building will be required if municipalities are to make full use of GIS technology.

"We're not going to be successful steering everyone in the same direction," he said. But "giving options,

providing an outlet" can, over time, convince the skeptics.

"A lot of it is education," Weed said. "We see this as part of increasing public trust, and improving the openness and transparency of local government."

It seems clear there will be many different approaches to GIS and its uses as municipalities continue to explore the potential. Judy Colby-George said one thing she's discovered over the years is that people view technology in different ways.

"There are a lot of new on-line tools, but the question is, are they really helpful?" she said.

She recognizes that not everyone comes to the table with the same mindset. "I love maps. That's why I'm in this business," she said. "But it doesn't mean everyone's going to see the same value."

One interesting experiment she did in the use of maps contrasted groups that used computer programs along with paper maps, and another that used just the computer.

The group with paper maps, she said, tended to retain a broader perspective on a topic, while the computer group, "tended to zoom in on one particular area, and wanted to discuss only that."

Overall, "a combination of tools" may be the best way to approach the subject.

"You may find that when you're working with paper maps people want to color them in. My advice," she said, "is to let them." ■

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MRRA is committed to the development of environmentally sound solid waste practices and other forms of resource recovery that will benefit Maine communities.

Some of the goals of the organization are as follows:

- Facilitate communication between Association members, recycling markets, equipment suppliers, State and Federal government, and national associations, as well as information exchange among members.
- Assist with the marketing of recyclable and reusable materials.
- Compiling information relevant to the education and technical needs of Maine recycling programs.
- Promoting market development and providing cooperative marketing opportunities.

A number of the presentations from the 2014 Maine Resource Recovery Association Recycling & Solid Waste conference are now available for download:

<http://www.mrra.net/publications/>

Our Mission

The Purpose of Maine Resource Recovery Association is:

- To foster professional solid waste management practices;
- To further the development of recycling and other forms of resource recovery as cost-effective components of environmentally sound solid waste management in Maine communities; and
- To assist with the marketing of recyclable and reusable materials.

The Goals of the Association

- Promoting communication and information exchange between Association members and markets, equipment suppliers, State and Federal Government, and other State and national associations, as well as information exchange among members.
- Compiling and development of other information relevant to the education and technical assistance of Maine solid waste management and recovery programs.
- Promoting market development and providing cooperative marketing opportunities.

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School construction: Why some communities finance on their own

Local leaders criticize a lack of state school funding in recent years, but Maine's top education official disputes that notion.

By Lee Burnett

Facing the potential loss of accreditation of its top-ranked high school, Wells voters in November 2013 approved a \$26.8 million renovation bond that will be borne entirely by local taxpayers.

It was the latest school construction project prompted by accreditation issues that received no cost-share help from the state.

Biddeford and South Portland both have assumed the entire burden of major school renovations to address deficiencies serious enough to threaten accreditation, but which the state did not deem bad enough to warrant spending limited state dollars.

Auburn decided to wait a little longer for state aid to replace accreditation-shaky Edward Little High School, even though the project has languished on the state's priority list for nearly a decade. Scarborough, Lewiston and South Portland have also self-funded major elementary school projects, although elementary schools typically aren't accredited to begin with.

Kennebunk is working toward a \$58.6 million bond to renovate Kennebunk High School and two elementary schools.

The state's leading role in school construction took a hit between 2005 and 2012 when no new schools were approved for construction. Not surprisingly, this elicits strong opinions in communities that can't access state funding when they are facing building-deficiency accreditation issues.

"The school construction (priority) list is ludicrous. There's no money," said John Bubier, City Manager in

Biddeford. "The state keeps saying the schools are the state's domain, then they completely abdicate their responsibility and with consistent timing. They have the control, but require us (local government) to have the fiduciary responsibility. That is inappropriate."

Maine's Education Commissioner disputes that the state has been weak in its support for school construction, noting that in the last two years the state has approved 12 school construction projects (on a priority list of 71).

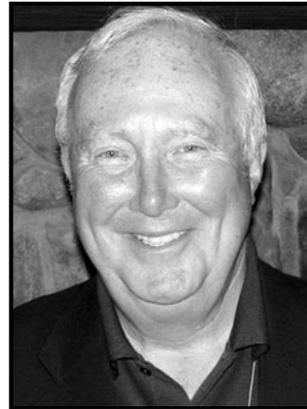
"I understand the perception that there's been a slowdown in state construction funding," said Commissioner James Rier. "But not really."

He is matter of fact about communities that undertake projects without state aid. "Most of them are communities that have the capacity (to bond) ... They perceive the need higher than we do."

Rier said that it is misleading to link accreditation issues with state funding priorities. Accreditation "doesn't evaluate anywhere near the number of factors of a full-blown analysis (for construction)," said Rier.

Likewise, the region's school accrediting agency does distinguish between accreditation issues and building deficiency issues. Accreditation is based on a self-evaluation covering seven standards, explained Janet D. Allison, director of the New England Association of Schools and Colleges.

"We're not building inspectors. That's not our role," said Allison. While a facility can be a factor it's



John Bubier

more about "the facility's ability to deliver curriculum," she said.

Experienced communities

Scarborough, Wells and South Portland are all experienced at self-funding school construction. In addition to its high school renovation, Wells has self-funded construction of an elementary school and renovation of its junior high.

South Portland self-funded renovations to four of five elementary schools and South Portland High School. Scarborough has self-funded construction of a new elementary school and renovations to the high school.

Leaders in these communities agree that self-funding requires an extensive public education campaign.

"I always thought it was a more difficult sell," said David Johnson, a veteran school board member in Wells who recently resumed service on the board. "You have to have all your ducks in a row. You need to do a good selling job ... If you're getting half the money from the state or federal grants, there's a lot less pressure on you to say 'no.' When it's (all) coming out of your own pocket, there's a bigger thought process. People ask a lot more questions."

Unlike most other communities, Wells has not applied for state funding for school construction. The town's tax base is broad (in excess of \$4 billion) and its school population is so small that it would receive little benefit from the state's share-the-wealth funding formula.

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

LOCALLY FUNDED SCHOOL CONSTRUCTION PROJECTS

School	Year Approved	Cost	Accreditation status at time of vote
South Portland Elementary Schools	2001	\$28 million (\$18m actually bonded)	Not applicable
Scarborough High School renovations	2002	\$26.9 million	Good standing
Biddeford High School renovations	2009	\$34 million	Warning status
South Portland High School	2010	\$41.5 million	Warning status
New construction to replace Wentworth Intermediate School Scarborough	2011	\$39.1 million	Not applicable
Lewiston Middle School renovations	2012	\$9.16 million	Not applicable
Wells High School renovations	2013	\$26.8 million	Warning status

– Lee Burnett

But education chief Rier said it is a wrong to assume wealthy communities would not qualify for aid if their building deficiencies are serious. “Even low receivers can get significant subsidy,” said Rier.

South Portland Superintendent Suzanne Godin was asked if success at self-funding was easier the first time, compared to the second.

“Nope,” she said, noting that the (first) high school project was defeated the first time it was proposed in 2007. “The city struggled with price tag considerably more than with the elementary schools. Then, we were in middle of (the recession.) I think it was a struggle. They knew there’d be no state funding.”

To win approval the second time, the size of the South Portland High School project was trimmed by \$9 million, eliminating a second gym, an artificial turf field and four classrooms. School officials were much more diligent and successful in winning support from the city council. And there was an extensive public relations campaign that included open-house visits to the high school.

Being on the New England Association of Schools and Colleges’ “warning status” list for losing high school accreditation “provided leverage – an awareness of what the issues were,” Godin said. School officials were careful to not make too much of the threat of losing accreditation, but noted that quality schools are a magnet for new residents and that property values tend to fall in communities that have lost accreditation, Godin said.

More tough decisions await South Portland, said Godin. A replacement for aging Mahoney Middle School is nearing the top of the state school construction list (at No. 14), but Godin expects the state will push South Portland to consolidate its two middle schools into a single school, which won’t be popular.

“It will be a difficult conversation,” she predicted. “Do we accept the money? It’s only 11 percent of the project, but it’s nothing to sneeze at. It’s two, three, four million dollars.

“The problem is that state construction funding is so woefully lacking,” she said.

Edward Little High School

Auburn has talked about replacing the half-century old Edward Little High School for most of the past decade. The school is on probation with its NEASC accreditation.

“I’d say most serious issues are the health issues,” said School Board Chairman Larry Pelletier. “There is no HVAC (heating/ventilation/air conditioning) system. This school is in dire need of one. The air quality is bad.” Other problems include no auditorium, inadequate science labs, a substandard cafeteria built over a dirt basement and closets serving as staff offices.

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"We have a lot of pressure on us being on probation with our high school. We do not want to lose our accreditation," said Superintendent Katie Grondin. "But we don't want to put (a lot of) money into the old high school."

After being on the state school construction priority list for years, last year Auburn took a hard look at self-funding a replacement that could cost \$50 million or more.

"Our feeling was we need to do something; doesn't look like the state is going to help," explained Pelletier. "That's why we explored the local funding. There was a fair amount of support for it. But there was a fair amount saying, 'No, we can't afford it, we don't need it.'"

The worsening condition of roads in Biddeford recently prompted Biddeford city councilors to revisit the decision to self-fund \$34 million worth of renovations to Biddeford High School. The issue is the city's total debt burden.

The city currently spends about nine percent of its \$65 million annual budget on paying off debt, half of which goes toward paying for high

school renovations. That puts the city on the threshold where auditors "eyebrows get raised," said Bubier, the city manager. So, when Bubier recently outlined necessary road repairs totaling \$12.5 million and a sewer-storm water separation project that would cost another \$4.5 million, there was a collective gasp.

"We have some serious road issues," said Biddeford Mayor Alan Cassavant. "The problem is we can't do anything about it because we have so much debt.

"I don't think the public is aware how much debt is out there," said Cassavant. Even though voters "enthu-

siastically" supported the high school renovations, Cassavant now doubts whether they would have been supported if voters realized it might hamstring the city's ability to fix its roads.

"If people knew that approving the school bond would impact our ability to fix roads they probably wouldn't have voted for it," he said.

Bubier said Biddeford's situation will become more common if school construction funding doesn't improve.

"Other communities are in this situation, or will be in this situation, because there are no significant state funds," said Bubier. ■

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Composting has promise, but requires committed participation

Local efforts are sprouting up across the state, especially in Greater Portland. At this point, participation is voluntary and cost savings typically are small.

By Janine Pineo

Garbage is money. It costs money to buy the items that make up the bulk of what is thrown into the trash. It costs more money to dispose of that trash. Municipalities across the state have recycling programs for cans, plastics, glass, cardboard, e-waste and the like which can be sold to businesses that recycle those goods. But, tons of trash still pour through the waste stream daily.

A large portion of that garbage is food waste.

Mark King, environmental specialist with the Sustainability Division of the Maine Department of Environmental Protection, said food scraps make up 40 to 45 percent of the state's waste.

"Food is very heavy and very wet," King said.

Those same organics bring their own complications to the waste stream as they tend to start breaking down within days. "They are a huge pain to manage," King said.

What would happen if that part of the waste stream could be removed and turned into its own revenue stream? Where would a municipality even begin?

"For things to be really successful, you've got to take baby steps," King said.

The steps lead to composting – and some communities are already there.

At a municipal level, converting food scraps into compost is a straightforward process that can be complicat-



These are the composting buckets used in Skowhegan. (Submitted photo)

ed by any number of issues large and small, something that King has learned in more than 20 years of working on waste composting in Maine.

"Maine is a very, very funny state," he said. "We deal with waste very differently by region."

Skowhegan's voluntary approach

One of the towns that decided to take on composting food scraps is Skowhegan.

"We've been taking baby steps," said Randy Gray, Skowhegan's solid waste management director and the town's code enforcement officer, echoing King's words. "It's just absolutely the right thing to do right now."

The food scrap composting program started about two years ago,

Gray said. The town, like many other municipalities, already composted leaf and yard waste.

Gray said the key is getting residents to participate voluntarily. "If you try to force this on them, it won't work," he said.

Skowhegan has a two-yard container that the nearly 20 residents who participate in the program can fill in six to eight weeks, with Gray estimating that the contents weigh between 800 and 1,000 pounds.

"Under our license, we can only take six cubic yards of food scraps per month," he said. And while Skowhegan is nowhere near that capacity yet, Gray said that it would require the town to apply for a change in its license once the program grows.

Janine Pineo is a freelance writer from Hudson and relatively new Maine Townsman contributor, jepineo@gmail.com.

Collaboration Corner is a regular feature in the Maine Townsman, highlighting ways that municipalities work together to become more efficient and better serve citizens.

GARBAGE TO GARDEN

Since June 2013 Garbage to Garden has helped greater Portland divert 2,016.5 tons of organic waste from incineration and landfills. The following chart outlines the growth in diversion relative to Garbage to Garden's expansion in both residential customers and commercial clients:

Month	Total Waste	Residential	Commercial
July 13	114	111	3
August 13	126	122	4
September 13	134	129	5
October 13	143	134	9
November 13	141	131.5	9.5
December 13	156	134	22
January 13	165	135	30
February 14	178.5	135.5	43
March 14	190	141	49
April 14	198	143	55
May 14	227	157	70
June 14	244	166.5	77.5

The residential data includes households in Portland, South Portland, Westbrook, Falmouth, Cumberland, and Yarmouth. In Portland, where Garbage to Garden currently services 14% of households, the city sees a savings of \$70.50 per ton in tipping fees, as well as other costs associated in waste removal. EcoMaine's totals should reflect a reduction in waste going through their facility that is now being composted. The above totals outline the amount of solid waste that would otherwise be incinerated and landfilled for the corresponding month.

Source: Garbage to Garden.

Residents are asked to bring "fluffy" food scraps such as leafy greens for now, Gray said, as the town works up to some of the items that are harder to compost. The town provides interested residents with one-gallon pails if they want one for the kitchen and a five-gallon pail with a sealed lid for holding the scraps until the resident takes them to the transfer station.

Gray cited a need for the station to be open regularly, which in Skowhegan means nine hours a day, five days a week. The convenience to the residents is "a huge benefit."

The additional incentive to doing "the right thing," Gray said, is that composting saves taxpayer dollars. The municipality reduces the amount of

tipping fees, which are \$65 per ton for Skowhegan.

The compost made from the food scraps also can be given back to participating residents as motivation to join the program, or used in municipal projects or sold to customers. It also means, he said, that the transfer station is doing more and using no more money by composting food scraps as a regular part of its workload.

Lincoln County collaboration

Lincoln County launched over the past winter its own pilot program for composting food waste for its 19 municipalities.

Ryan Kenyon, yard foreman at Lincoln County Recycling in Wiscas-

set, said about 30 residents signed up and were given five-gallon buckets with lockable lids. The residents brought their buckets to the plant, where food scraps were weighed before dumping.

The scraps were mixed with manure from a nearby farm at a 50/50 rate, resulting in about 20 yards of finished compost. "I've had zero complaints" he said, about the quality of the compost.

Kenyon said samples of the compost are sent to King's office at the DEP to see that it meets standards before it can be given back to participants or sold to customers. King said that the standard analysis done by his office tests for nutrients and salinity and then for stability, because compost is a soil additive and not a fertilizer.

Lincoln County is approaching the process slowly, taking the long view of recycling food waste. Kenyon said in five years he would like to see a food scrap bin at all nine of the county's transfer stations.

"If we could get at least half the people, we'd be making a huge difference," he said.

Kenyon said that the county is trying to avoid single-stream waste "at all costs" because, in his view, it ultimately costs towns more. "There is a market for everything," Kenyon said, noting that companies pay recyclers for the items they collect. "If we can push the same for composting," he said, "it would be second nature to you."

Kenyon also noted that the county is showing how composting food scraps can be done, even with a small-scale operation. Five are employed at the plant, with the composting work added to the daily routine.

When the program grows, Kenyon said, then costs will change, mostly in startup charges, such as buying the bins for the transfer stations and purchasing a truck to pick up the waste from those bins and transporting it to the facility. He said more than one person would be needed to work the compost pile as well.

King of the DEP has worked on is a basic checklist of what it takes for a municipality to start a composting operation that will be successful:

- Space available to collect food scraps.
- Reasonable hours of the composting operation at a collection facility.
- Wherewithal to provide educa-

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tion to residents.

- At least two key people to work on project.

- Capital to “make it happen.”
- A collection system.
- Finding a reliable hauler, if the waste needs to be transported to a separate composting facility.

To help smaller municipalities, King has set up a “consolidated collection center” to jumpstart the process. He calls it “composting by remote control” by taking away some of the

hurdles a composting operation can have when it starts. Bowdoinham is looking at this, he said.

The model for the center requires a front-end loader, King said. Residents would dump their five-gallon pails into the container, the facility staff would use the loader to dump sawdust on it daily, which kick-starts the composting process right in the container.

Schools can help

Another place where municipalities

can consider a food waste program is in schools. King said he is working with Rockland on a program for this school year.

Scarborough High School, Falmouth Elementary School and South Portland High School started collecting food scraps by working with a private company, Garbage to Garden, during the past school year. Sean Milligan, commercial account director for Garbage to Garden, said that it was “a huge learning curve for us and the schools.” The company said seven schools plan to participate during this school year.

According to a presentation by students to the Scarborough School Board in April, there were pickup fees ranging from \$40 to \$60 each week. In return, the school received finished compost for multiple gardens. Milligan said the amount was calculated by volume.

Garbage to Garden also does residential pickup of food waste in Portland, South Portland, Westbrook, Falmouth, Yarmouth and Cumberland. Milligan said the company serves 3,700 households, including about 14 percent of Portland. “We deal with private citizens directly,” he said.

People who want to participate pay a monthly fee for weekly pickup. They also can have weekly delivery of a 10-pound bag of compost if they request it.

Milligan estimated that the company, which started in 2012, now collects about 36 tons of food waste a week from its accounts. The company estimated that it saved municipalities \$144,000 in tipping fees at a rate of \$70.50 per ton at ecomaine.

“I’m not seeing it,” said Troy Moon, Portland’s environmental program manager, saying that the fee numbers are flat for Portland at ecomaine.

Moon said Portland schools are doing extensive recycling, collected by a different company, and that finished compost is returned to the schools. “It was really exciting to tell the kids,” he said of explaining that the food they discarded was now compost.

Moon said that the city, which has pay-as-you-throw trash disposal with free recycling, has conducted a feasibility study on food waste composting.

“Municipal composting is something we’re interested in,” he said, but the trick is in getting people who are committed. ■

LISTING OF ACCEPTABLE “GREEN” MATERIALS	
<ul style="list-style-type: none"> • ALL FRUITS AND VEGETABLES — Includes all types of fruits (fresh & dried), fruit peels, skins, and rinds • EGG SHELLS & (COOKED) EGGS — no raw eggs • GRAINS, BREADS & PASTA — Includes dough, bakery items, oatmeal, rolls and all types of pasta • CHEESES — all types of hard cheeses, and most soft or cooked (ie. pizza) - no cottage cheese, cheese sauce or liquids • SEAFOOD & SHELLS — Includes all kinds of seafood and their shells—lobster, clams, oysters, etc. • TRIMMINGS (FLORAL, GRASS, WEED) — Includes cut and dried flowers, houseplants (not bug-infested), fresh green grass clippings and plant trimmings grown without pesticides or weed killers • COFFEE GROUNDS, PAPER FILTERS & TEA BAGS • NUT SHELLS 	
MATERIALS TO AVOID	
<ul style="list-style-type: none"> • NO LIQUIDS !!! Will putrefy all other contents in bucket and smell bad!! • NO DAIRY (other than cheeses) - Includes milk, soy milk, yogurt, sour cream, ice cream and juice • NO BONES — Very slow to decompose; can attract pests. • NO FATTY, OILY or GREASY FOODS — Slow to decompose; will putrefy and smell bad • NO RAW MEAT PRODUCTS 	

The Town of Lincoln’s information composting brochure. (Submitted photo)



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Cutting trash in half: Secure finances with pay-as-you-throw

While traditional forms of disposal such as landfills and incineration remain, the authors note that pay-per-throw is growing in Maine.

By George Campbell and John Campbell

In Maine and across the U.S., the solid waste system is depleting the coffers of towns and cities while damaging our environment. The way we manage our trash wastes tremendous amounts of financial and natural resources, but it does not have to be that way. The good news is that the solid waste system is so large that even small changes can have a profound financial and environmental impact – as the large and growing number of municipalities in Maine that are taking steps to address this system can attest.

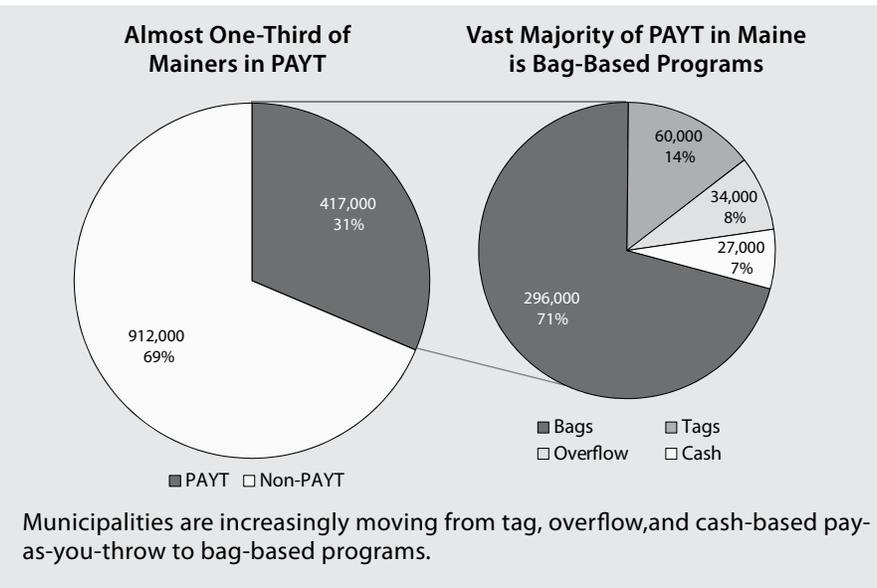
The economic toll of trash is stunning. Every year, \$200 billion is spent on solid waste management and wasted energy due to trash. Moreover, we are missing out on \$184 billion each year in opportunities for additional revenue from increased manufacturing using recycled goods, recyclable materials thrown in landfills and incinerators and payroll from more recycling-related jobs. Altogether, those avoidable costs and unrealized revenue opportunities make trash a \$384 billion problem for the U.S. economy – every year.

Similarly, while we all understand intuitively that trash is bad for the environment – landfills and incinerators cause damage to soil, water, and air quality – many people are surprised by

George Campbell was Mayor of Portland when the City instituted its successful pay-as-you-throw program, in 1999. Campbell currently serves as a Vice President at the Louis Berger Group and as Senior Managing Director at Lexden Capital; in both of these roles, he oversees large public/private partnerships.

John Campbell is Chairman of the Board of WasteZero, the leading provider of municipal solid waste reduction programs in the U.S. Previously, Campbell was the co-founder, chairman and Chief Executive Officer of Campbell Alliance, a specialized management consulting firm.

PAY-AS-YOU-THROW IN MAINE



Source: WasteZero analysis

just how enormous the environmental cost of our solid waste system actually is. All of the garbage that's thrown away across the U.S. produces 275 million metric tons of carbon dioxide equivalent every year. That's the same as the emissions from one out of every five cars in the U.S. And all that trash wastes 3.5 quadrillion BTUs of energy annually, enough energy to power fully one-quarter of all U.S. homes for an entire year.

Common sense solution

One solution to this financial and environmental problem lies with “pay-as-you-throw” programs, a common-sense response in which towns and cities move from charging people for their solid waste services via a flat fee buried in the property tax bill to paying a variable rate based on how much

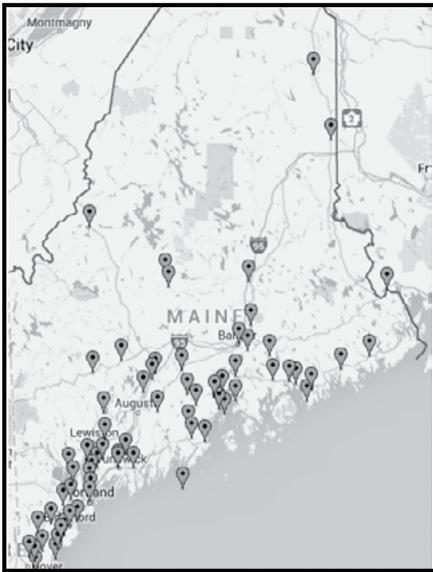
they throw away. This gives people incentives to throw away less and recycle more.

Variable-rate pricing for solid waste is a “smart fee” structure that brings this utility in line with the payment model for other utilities, such as water and electricity. It encourages more responsible use of a valuable resource and better aligns outcomes with municipal goals such as reduced spending on waste disposal, increased revenue generation and operational efficiency.

Pay-as-you-throw, or PAYT, can come in different forms:

- Cash-based systems, where people pay with cash for each bag they throw away, usually at a transfer station.
- Variable-rate carts, which offer multiple trash cans of varying sizes,

EXISTING MAINE PAY-AS-YOU-THROW PROGRAMS



with the largest being the most expensive.

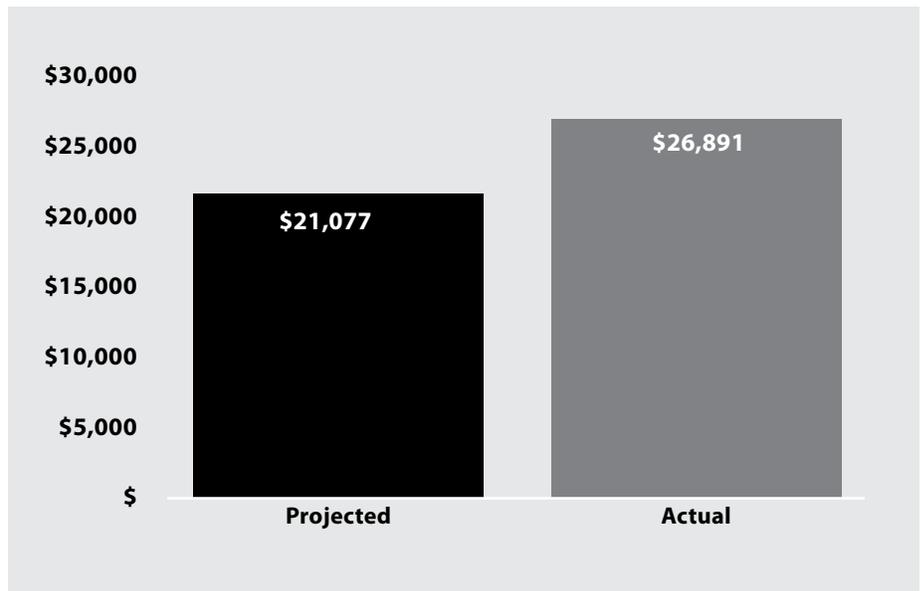
- Overflow programs, where people pay for each bag of trash that does not fit into their cart.
- And, systems where people attach pre-paid stickers or tags to each bag of trash they throw away.

All of those systems reduce solid waste tonnage to some degree, but their effectiveness can be limited by ineffective pricing structures, weak incentives at the individual level and challenges with enforcement. As a result, none have proven to be as effective at waste reduction as the form of pay-as-you-throw that is by far the most prevalent across Maine: bag-based programs.

With bag-based PAYT, people use specially marked city or town trash bags, usually in recognizable, bright colors with a municipal seal imprinted on them. The bags cost more than traditional trash bags (often \$1 or \$2, depending on size), because they cover not only the cost of the bag but also the cost of collection and disposal.

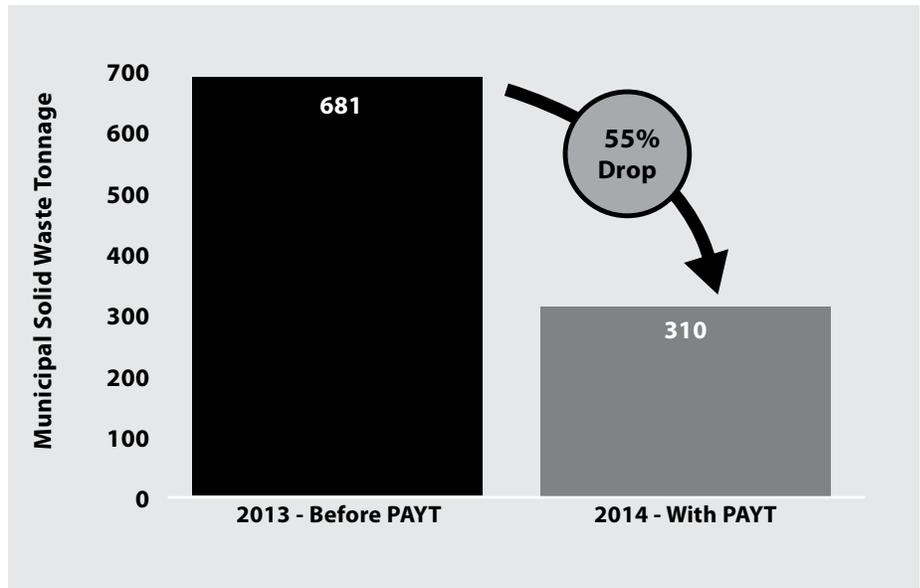
Making people aware of the true cost of their garbage every time they throw something away makes them think twice about throwing away things that have value outside the trash can – whether through reuse, recycling, composting, charitable donations or source reductions. Bag-based PAYT

WATERVILLE DISPOSAL SAVINGS WITH PAY-AS-YOU-THROW: FIRST EIGHT WEEKS



Source: Waterville Department of Public Works

WATERVILLE MSW REDUCTION WITH PAY-AS-YOU-THROW: FIRST EIGHT WEEKS



Source: Waterville Department of Public Works

has been proven to cut trash volumes by an average of 44 percent, dramatically helping municipal finances and reducing garbage's environmental toll.

PAYT is changing cities and towns throughout Maine. Almost one-third of Mainers – 417,000, or 31 percent – live in a PAYT community today. And 71 percent of that population takes

part in bag-based PAYT. That number is growing. Just in the last few months, the City of Waterville and Town of Etna adopted PAYT programs, and more communities sign on each year. In each of those cities and towns, people are taking dramatic and positive steps to reverse the financial and environmental damage of our solid waste system.

Success stories in Maine

The Maine towns and cities that have PAYT stand as strong evidence of the programs' effectiveness at cutting waste and helping municipal finances. Three relatively new programs in Maine provide good examples.

Waterville began a bag-based, pay-as-you-throw program in early September of this year. The city opted to direct some of the revenue from PAYT to finance city-wide curbside recycling. Together, PAYT and the curbside recycling it enables reduced municipal solid waste by 55 percent in the first eight weeks of the program, compared with the same period in the previous year. That reduction was greater than the 44 percent Waterville had projected.

PAYT in Waterville is also outpacing the city's financial projections. With \$27,000 in disposal savings in eight weeks, the program is projected to save \$175,000 in its first year.

Another example of PAYT's power is the City of Sanford, which first adopted bag-based PAYT in mid-2010 and saw its solid waste tonnage drop immediately and dramatically. However, voters not yet able to see the program's long-term value repealed the program just four months after it began – and tonnage shot back up. Sanford residents voted the program back in by referendum in 2013, and its tonnage dropped again. In the first three months of the new program, solid waste tonnage dropped by 42 percent, the recycling rate nearly doubled and the city saved more than \$28,000 in disposal costs. Since then, the positive results have continued.

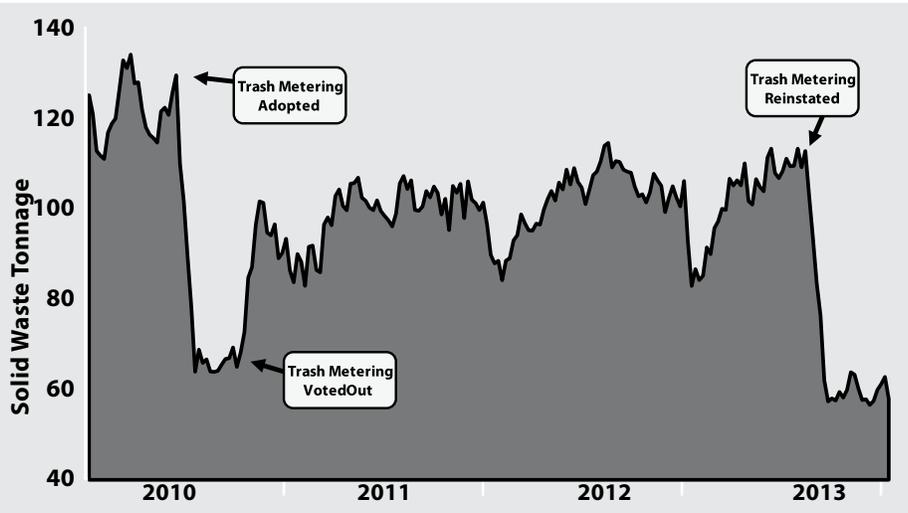
Eliot begins

The Town of Eliot began a bag-based PAYT program in 2013. As with Sanford and most other towns its solid waste tonnage dropped right away: In the program's first four months, Eliot cut its trash by 57 percent and saved \$9,000 in disposal costs.

The recent success that Sanford, Eliot and dozens of other Maine towns and cities have seen with PAYT over the years shows that the program can help others as well. To project roughly what PAYT could mean for a given municipality, a community can apply the average performance from other PAYT communities.

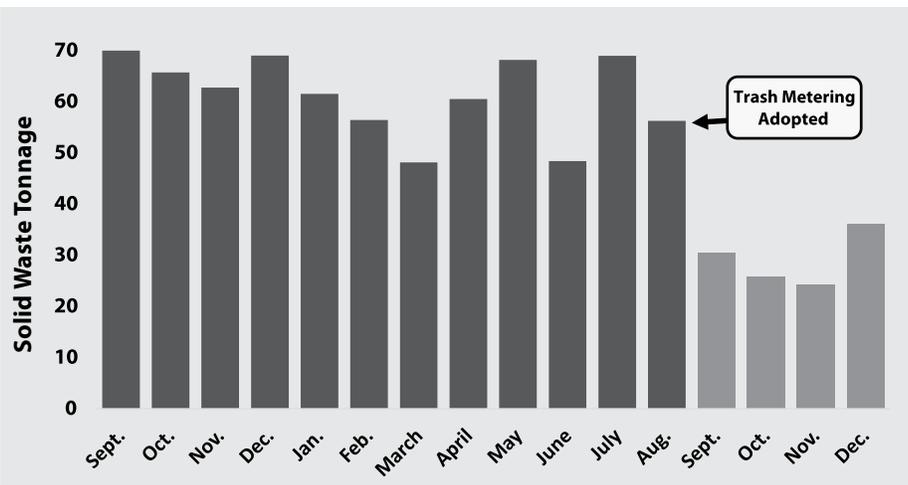
Using that model, we can see that PAYT in Maine could have a profound

SANFORD SOLID WASTE TONNAGE, 2010 - 2014



Source: Sanford Public Works Department

SURVEY RESULTS ELIOT



Source: Eliot Public Works Department

SAVINGS ESTIMATES

	Annual Disposal Savings	Annual Program Revenue	Annual Net Financial Impact
Statewide	\$5.2 million	\$16.5 million	\$21.7 million
25,000-resident city	\$251,000	\$793,000	\$1.04 million
12,500-resident town	\$125,000	\$397,000	\$522,000
5,000-resident town	\$51,000	\$159,000	\$210,000

Source: WasteZero

ENVIRONMENTAL ESTIMATES

	Greenhouse Gas Reduction (in Metric Tons CO2)	Equivalent to...	Energy Savings (in MMBTUs)	Equivalent to...	
Statewide	377,000	Emissions from 74,000 cars	3.1 million	Energy used to power 28,000 homes	Energy produced by 389,000 rooftop solar arrays
25,000- resident city	7,100	Emissions from 1,400 cars	59,000	Energy used to power 520 homes	Energy produced by 7,300 rooftop solar arrays
12,500- resident town	3,500	Emissions from 690 cars	29,000	Energy used to power 260 homes	Energy produce by 3,600 rooftop solar arrays
5,000- resident town	1,400	Emissions from 280 cars	12,000	Energy used to power 100 homes	Energy produced by 1,500 rooftop solar arrays

Source: WasteZero

effect on the finances of Maine's towns and cities. If every city and town in Maine had a bag-based PAYT program, and reduced solid waste volume by the 44 percent average of all the other programs like it in the U.S., the annual financial impact would be an estimated \$28 million, saving \$6 million in disposal costs due to reduced waste and generating \$22 million in revenue from the sale of PAYT bags.

At the individual municipality level, a city with 25,000 residents that collects its trash at the curbside could expect an annual net financial impact of \$1.04 million from PAYT, made up of \$251,000 in disposal savings and \$793,000 in revenue. For a town of 12,500, the annual impact would be \$522,000 – \$125,000 in disposal savings and \$397,000 in revenue. Even a 5,000-resident town could see \$210,000 in impact each year, with \$51,000 saved in disposal and revenue of \$159,000. Needless to say, this is money that municipalities can use in many productive ways: for education, public safety, parks, greenways, transit and many other purposes.

In addition to the financial benefits, PAYT could do dramatic good for the environment. Using the same calculations as above, statewide PAYT in Maine would cut greenhouse gas emissions by 134,000 metric tons of CO2 equivalent. That's the same as taking 26,000 cars off the road every year. And in terms of energy savings, state-

wide PAYT would conserve 1.1 million BTUs, enough energy to power 9,900 residential homes in a year, or the amount created by 139,000 rooftop solar arrays.

We're often told that environmental and financial solutions are an "either/or" choice: What's good for the

environment will hurt the economy, and what's good for the economy will hurt the environment. But one-third of Mainers know from personal experience that that's not the case, that by cutting trash nearly in half, pay-as-you-throw programs do good for both the economy and the environment. ■

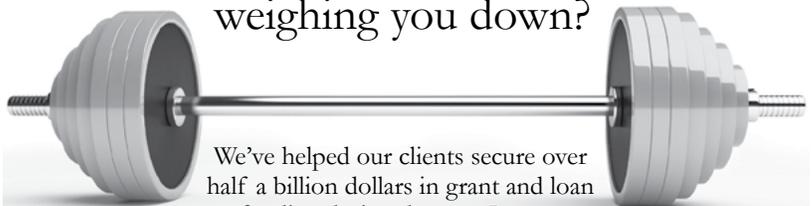
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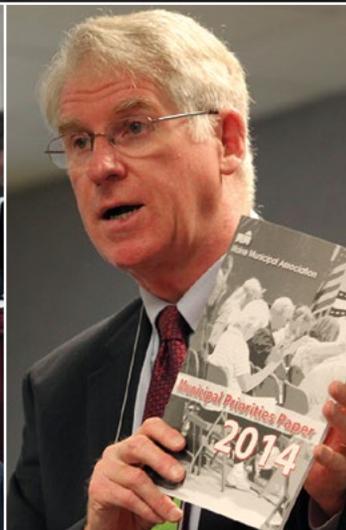
Scenes from the 78th MMA Convention

Augusta Civic Center · October 1 & 2, 2014



Scenes from the 78th MMA Convention

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Your retirement from municipal life: Plan, research and live it

The author, a recently retired municipal manager, shares his experience and homework as a guide for others.

By Mitchell A. Berkowitz

When you talk about retirement, images of hobbies, free time and fun stuff immediately come to mind. However, retirement requires some pretty good planning if you are going to enjoy these free time images. The following article represents a review of some articles, my thoughts and input from some great people along the way. All of



Mitchell A. Berkowitz

these served as the basis of my check list that assisted me in this planning effort. Besides the fun part, retirement requires planning for your financial foundation, legal implications, health insurance coverage and emotional stability. This article is meant to represent my approach to the decision making and consists of areas important to me. You may have similar elements but are advised to seek out your own professional financial and retirement professional advisers. This article does not include the coverage offered by the Veteran's Administration or how that would interact with Medicare.

When should I begin planning for my retirement? Ideally, when you get your first position that offers some kind of retirement plan. In today's

Mitchell A. Berkowitz is a recently retired municipal manager. He lives in Gray with his wife, Sally. He has over 43 years of employment experience in federal and municipal government as well as at a non-profit agency. His experiences include dealing with personnel, financing, planning, service delivery systems and customers. Planning for retirement provided Mitchell with new challenges and insights into a system that can be confusing and complex. Being able to simplify that to a working check list for others is the goal of this article.

world, this means more than Social Security. It could be a 401(k) or 457 plan, an IRA, Roth or Keogh plan managed by a professional or if you are a savvy investor. It can be self-directed so long as your plan is maintained according to the IRS regulations. The point is the sooner the better for you (and your family). Unfortunately, many people don't get serious until after age 50 for a variety of reasons. This will still give you upward of 16 years or longer, and with that time horizon you have time to grow your retirement savings.

What are some of the financial foundation elements to consider? To answer this you should spend some time with various web sites that have calculators that

can assist you in determining just how much income you will need when you retire. The shorter the savings/investment horizon, the more you will need to accumulate each year and you may come up short or have to work beyond your *Full Retirement Age (FRA)*. (Go to the Social Security website to learn more about your FRA www.ssa.gov).

The key elements of any financial/retirement plan should include one or more of the savings plans above in addition to any retirement plan offered by your employer. Seek those that are generally pre-tax contributions (they lower your annual gross income and exposure to taxes). However, a post-tax contribution plan (Roth IRA) can have long-term benefits, including the fact that in the years of qualified withdrawals, your proceeds are generally not taxed. Also, unlike an IRA account which requires a minimum amount be withdrawn annually after age 70 ½,

SOURCES OF INFORMATION

Aroostook Area Agency on Aging: www.arostookaging.org

Eastern Area Agency on Aging: www.eaaa.org

Senior Plus-Androscoggin, Franklin, Oxford Counties: www.seniorplus.org

Southern Maine Area Agency on Aging- York and Cumberland counties: www.smaaa.org

Spectrum Generations-Knox, Lincoln, Waldo, Somerset, Sagadahoc, Kennebec and the towns of Brunswick and Harpswell: www.seniorspectrum.com

AARP: www.aarphealthcare.com

Insurance Companies: There are many companies in the market place. Though only a few are listed here we offer them only to get your thought process activated. They include: Anthem Blue Cross/Blue Shield, Aetna Life, Harvard Pilgrim, Martin's Point Generations, United Health Insurance and others as admitted by the Insurance Commissioner of your state.

Centers for Medicare & Medicaid Services (CMS): www.medicare.gov

Social Security Administration: www.ssa.gov

the post-tax contribution plans have no such requirements and therefore your annual taxable income may be lower. You can also set these accounts up with a professionally managed fund that utilizes your tolerance for risk as a guide for the amount of aggressive investing you could achieve. Also, if your employer uses the International City/County Managers Association, it can provide these professional services through the ICMA Retirement Corp. (www.icmarc.org). It can set up most of the above accounts and access various mutual fund companies to purchase stocks and bonds.

Let's review some basic portfolio terms to get started. Generally, you want to have a well balanced investment strategy. I tend to follow the mainstream which means the investments are allocated 60-70 percent in stocks (equities) and 30-40 percent in bonds and cash. In 2014, cash accounts produced less 0.5 percent and were used solely to meet the general rule of six months of living expenses for emergency purposes. Further, you can work with your plan manager to pick the kinds of sectors (business areas) that meet your investment goals (risk and aggressiveness). Large, mid and small cap companies (size of their gross revenues) as well as growth and income securities have been the mainstays of most retirement accounts. Mutual funds generally offer a good mix of these and the benchmark for measuring their success is usually one of the major indexes such as Dow Jones, Standard and Poor or the Nasdaq indexes. Obviously, there is more to be learned and you should contact a professional investment broker, retirement planner and professionals who deal with these issues.

Are there legal issues involved in retirement? Yes, and your attorney can advise you as well as your financial planner. Generally your "will" should reflect your wishes upon your demise. If you have planned for retirement, you have assets that may be subject to taxes and other factors that may reduce their values. This is where the coordination is necessary. Within the will is a legal construct that allows for your investments or portfolio to be administered and distributed. There are also legal instruments such as trusts that may allow distributions to you during your life and then after

ACKNOWLEDGEMENTS AND SOURCES

- Stan Cohen is a Volunteer Medicare Counselor who is affiliated with the Southern Maine Area Agency on Aging and continues to provide valuable information on the issues related to Medicare. His contributions throughout this article reflect his 10-plus years as a Volunteer Medicare Counselor.
- Centers for Medicare & Medicaid Services (CMS)
- The Bridgton News, Oct. 9, 2014. Article "Writer behind the "Nugget" by Wayne E. Rivet, Staff Writer, regarding Stan Cohen's 10 years of articles about Medicare.
- The Wall Street Journal, Oct. 13, 2014. Article "What You Don't Know about Social Security - But Should." By Glenn Ruffenach

your passing. You should also look into the creation of "advance directives," "living wills," and "durable powers of attorney." Again, check with your own advisers and attorney.

What about health insurance after I leave my career job? This is perhaps the most complex of all the planning elements that you must be aware of.

The following information reflects what I have learned over the past year. I have also asked Stan Cohen for his thoughts on this subject since the information can be very complex. According to Cohen, if you reach the age of 65 before you retire, you should sign-up for Medicare Part A - there is generally no premium for it - by contacting Social Security (www.SSA.gov). Actually, if you are already collecting a Social Security benefit, Social Security (SS) will automatically sign you up for both Part A and Part B about three months before your 65th birthday. Assuming that you have adequate coverage through your employer's group plan, you can contact SS and let them know that you don't yet want Part B. When you retire, you have up to eight

months to sign up for Part B. If you don't, and want to take it later - there will be a penalty. You should avoid that.

Medicare comes in two flavors. You can get your Medicare covered services through Traditional Medicare, or get them through a Medicare Advantage plan. Each method has its up sides, and down sides. Traditional Medicare will usually include Parts A and B, a Medicare supplement plan (to cover the Part B co-insurance), and a "stand alone" prescription drug plan - known as Part D. Medicare Advantage plans, on the other hand, may include all of the above through a "one-stop" plan with a private insurance company.

Medicare is complex. There are many issues to consider in order to make sure that you maximize your health insurance benefits when you retire. Not the least of these is what happens to your spouse's coverage if and when you drop your employer's group coverage? One of the most efficient and successful ways to make sure you do this right is to create a list of questions, and then visit with an

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experienced counselor. I recommend your local Agency on Aging because they train both staff and volunteer counselors to help folks just like you – at no charge.

What other concerns should I address?

Depending on your situation, you should also ask yourself what you will do during your leisure time. Too many retirees try to do all they wanted to in the first few months of retirement. Talk about anxiety issues!

Retirement is simply another phase of your life. If you have put into place a strong financial base, conservatively have estimated your expenses and are able to cover your expenses with your various income sources, then each day provides opportunities. However, if your health changes, your financial picture deteriorates or other events in your life cause a shift in your plans, you will be challenged and the stress can take its toll. Therefore, your planning of fun items should be tailored around your interests. Hobbies are great, social interaction even for “loners” is important and can be satisfied by being a volunteer. Don’t disconnect from your spouse or family or community. Take this opportunity to

reconnect. Long winters can create “cabin fever” but nothing prevents you from your daily exercise regime and activities. Like your career before retirement, you must schedule your time and allow for it to take longer to do the same things you did years ago.

Think seriously about volunteerism. There are many opportunities to volunteer your time in productive and helpful ways. Volunteering can bring significant emotional rewards. It’s a simple fact, age is only a number but your emotional framework can make it the most enjoyable time of your life.

Disclosure and Limitations: *This article is meant to encourage you to continue or begin to enhance your retirement planning process. Nothing in this article should be construed as an endorsement or solicitation for any product, service or program. Using your own resources and research, advisers and legal counsel are the only way you will know if your planning is complete. In today’s technology world, the resources you need are only a few clicks away. We wish you success in your efforts to Plan it and Live It! ■*

MMA Personnel Services and On-site Consulting Services

MMA Personnel Services offers a wide range of specialized on-site consulting services for our members. Personnel management and labor relations expertise is available for direct assistance or general inquiries through a toll-free telephone line. Direct on-site assistance is available in the following areas:

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Representation of the municipality in labor negotiations, mediation, arbitration and grievance processes.

Executive Search

Assistance with the recruitment of a new city or town manager or department head.

Training

On-site training in a variety of topics.

Testing

Entry level police and fire testing.

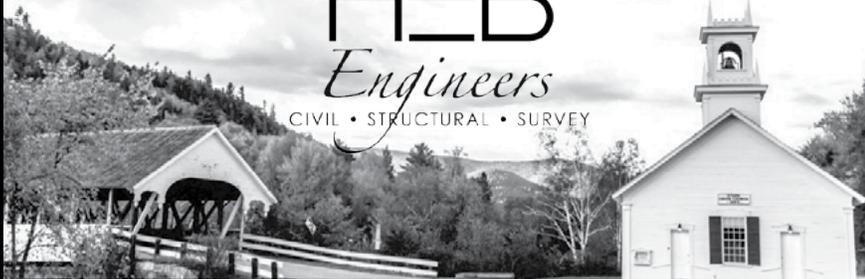
For more information on all Personnel Services programs, or general personnel management information, contact David Barrett, Director of Personnel Services and Labor Relations at 1-800-452-8786.

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

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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

PEOPLE



Lisa Goodwin

Bangor City Clerk **Lisa Goodwin** received the Lorraine M. Fleury Award from the Maine Secretary of State in late September. The award, named for the late state director of elections, recognizes outstanding clerks who make major contributions to the election process in Maine, as well as demonstrate the qualities of fairness, experience and service. Goodwin was hired as Bangor city clerk in 2012, after working as town clerk and then manager of the Town of Lincoln for nearly 20 years. Public officials, coworkers and residents from both Bangor and Lincoln nominated her for the award. Goodwin was named Maine Clerk of the Year in 2005 by the Maine Town & City Clerks' Association.



Tracey Stevens

Meanwhile, Freeport's **Tracey Stevens** was named 2014 Clerk of the Year by the MTCCA in September and South Portland's **Jessica Hanscombe** was named Deputy Clerk of the Year.

Patricia Aho, commissioner of the Maine Department of Environmental Protection was named to a three-year term on the Newcastle Finance Committee. A lawyer and former lobbyist, Aho was hired as DEP deputy commissioner in February 2011. She was promoted to commissioner in late 2011 after serving as interim commissioner. Aho has served in numerous volunteer municipal positions in Newcastle and as selectman in her hometown of Boothbay Harbor.

Holden Town Manager **John Butts** retired in September after seven years with the town and **Sherry Murray**, town tax collector, was named interim manager while councilors search for a permanent replacement.



Mike Celli

Photo: Bangor Daily News

Brewer officials will honor the memory of the late Mayor **Michael Celli** when they meet later this month. Celli was 59 when he died of a chronic illness on Oct. 22. Celli, a Texas native, served as a Brewer councilor for seven years, including four as mayor. He was elected to the Maine Legislature in 2008 and served two terms. The council plans to endorse a resolve during its Nov. 27 meeting recognizing Celli's service and dedication to the city.

John Eldridge was named Brunswick town manager in September after serving as finance director for 26 years. Eldridge, who has served as interim manager since February, competed with nearly 50 other candidates for job. Councilors said town residents expressed trust and support for Eldridge, which influenced their decision.

Mike Fitch, head custodian for the town of Bridgton for 35 years, was feted with a retirement barbeque manned by town staff in late September. Selectmen, the police and the municipal staff each presented Fitch with a gift.



Ruth Glaeser

Durham selectmen have named **Ruth Glaeser** as the town's new administrative assistant, replacing **Janet Smith**. Glaeser, Gardiner deputy city clerk, was scheduled to begin her new job on Nov. 6 so she could fulfill her election-day work in Gardiner. Smith resigned in September to take the job of Richmond town manager.

Levite Hebert Jr., a former 40-year veteran of the Madawaska Police Department, died in September at the age of 77. He is survived by his wife and two children.

Houlton officials hired former Selectman **Nancy Ketch** as community development director and grant writer and **Christopher Stewart** as the new public works director. Ketch worked for nearly 30 years in the Houlton office of Maine Revenue Services and also is a former director of the Greater Houlton Chamber of Commerce. Stewart has served the town for 12 years after working for the Houlton Water Company. Ketch replaces Lori Weston, who took a private-sector job after three years in the position. Stewart replaces Leigh Stilwell, who resigned for personal reasons in July after 25 years as director.



Cornell Knight

Bar Harbor councilors hired veteran manager **Cornell Knight** to replace Dana Reed in late September. Knight, who has managed five Maine communities, most recently Topsham, was named Maine Manager of the Year in 2012. Knight began his new duties on Oct. 1.

Former Wiscasset Town Planner **Misty Parker** is a new economic development specialist for the City of Lewiston. Parker worked her last day for Wiscasset on Oct. 3. Parker held the planner's position for three years, during which time the budget committee has either cut the position entirely or its hours; each year voters kept the job full-time.

Peter Vogell has been awarded the Lifetime Achievement Award from the Maine State Federation of Firefighters in recognition of outstanding service and dedication as a volunteer for more than 50 years for the town of Castine. Vogell, assistant fire chief since 1999, said he has no plans to stop volunteering. Vogell also served as a Castine selectman for 31 years. ■

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)

AUBURN

The Good Shepherd Food Bank, which supplies 600 food pantries and social agencies across Maine, has received a two-year, \$200,000 grant from the Sandy River Charitable Foundation of Farmington. The grant will allow Good Shepherd to buy 520,000 pounds of Maine-grown food and distribute it statewide to pantries, meal sites and homes. Some of the money also will be used to improve the Auburn storage facility, as well as refrigerators and freezers for partner agencies to increase their capacities.

BELFAST

Hoping to improve public information and transparency, the Waldo County Commission has released a video titled "How Waldo County Government Works." The film was produced for fifth-grade classes, but the project was so well done, county officials hope people of all ages will watch it. The video is available to watch at <https://www.youtube.com/watch?v=l7odoKHjEIQ>.

BRIDGTON

A study has concluded that the western Maine town that hugs the New Hampshire border can support a 65- to 75-room national hotel chain. The study was commissioned by the Bridgton Economic Development Corp., which estimates a chain hotel could boost the local economy by \$3 million a year. RKF Consulting USA conducted the study, which found a hotel would enhance, not hurt, existing small lodging accommodations. The study also highlighted the tourists who leave for Portland or Conway, N.H. for lodging, rather than staying in Bridgton. RKF is a leading research firm on the hospitality and tourism industry.

FORT KENT

Police in this northern Maine town have a special officer. He works only one hour a week, but he gets a police jacket and badge before hitting the streets to hand out smiles and hugs everywhere he goes. Ethan Hill is a high school student who Chief Tom Pelletier put to work washing cruisers last summer and now deputizes him once weekly so he can do his foot patrols. Pelletier has worked with school staff to continue Ethan's role in town, since he has been so dedicated to and successful in his work.

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*.

2014 Convention Presentations. It's not the same as being there but many of the written presentations made at Maine Municipal Association's 2014 Convention are now available online. They range in topics from Municipal Collaboration to Social Media Dos and Dont's.

Ethel Kelley Memorial Award Winner. Peter Ault of the Town of Wayne won this year's Ethel Kelley Award, the most prestigious award given out each year by MMA. The award recognizes distinguished, long-time public service and Ault qualifies on both counts -- easily.

Stream-Smart Road Crossings. Bangor will host a Nov. 20 workshop on the proper ways to site, build and line culverts. Public safety, inclement weather and protecting fish and wildlife habitats all come into play during the construction process.

New Urbanism Event. MMA was among the sponsors and organizers at a Nov. 6 event in the City of Lewiston, which drew 250 New England municipal officials, planners, architects and builders to discuss better ways to plan and rejuvenate cities and towns.

MOUNT DESERT ISLAND

The four towns that comprise Maine's No. 1 tourism destination could share one police chief, James Willis, who has been chief in Northeast Harbor for 11 years and acting chief of Bar Harbor for the past year. As the two towns move toward renewing the sharing agreement at year's end, a third town, Southwest Harbor, recently lost its chief to retirement but is not yet ready to endorse a single chief. The fourth town on MDI, Tremont, relies on Southwest Harbor and the sheriff's office to cover the town. Talks will continue on the idea, which has been discussed often over the past 10 years but never seriously studied or pursued. Each town continues to staff its own force, but Willis oversees both groups. The total island population is about 10,000, with Bar Harbor home to half of all residents.

PORTLAND

Ecomaine, a waste-to-energy company owned by 20 York and Cumberland county municipalities, will return \$1 million to the communities in a one-time surplus rebate. Portland will receive the most at \$199,000, followed by South Portland with \$127,000 and Scarborough with \$111,000. The ecomaine windfall was attributed to increasing revenue for recyclables and a 27 percent increase in the price of electricity generated by the group.

PORTLAND

The city has won a \$50,000 grant from the National League of Cities to help feed the 50 percent of city youth who qualify for free and reduced lunches. Portland was one of 10 cities nationwide selected for the grant, which is funded by the Wal-Mart Foundation and the Food Research and Action Center, based in Washington, D.C. The city also has received an additional \$40,000 in grants to continue youth meal programs at 15 sites in collaboration with longtime partners.

STONINGTON

Town officials and residents have a "monumental" challenge ahead as they try to develop a future plan for the waterfront. Supported by a \$21,000 Coastal Resiliency Grant, a steering committee met for the first time in October to begin the long process of setting priorities for expected major changes to the waterfront and how to address them. Among the challenges include anticipated higher sea levels, more severe weather and changes to the fisheries industry, the peninsula town's claim to fame. Adding to the "daunting" effort, officials said, is a shrinking population. ■

MUNICIPAL BULLETIN BOARD

NOV.19

Grant Funding and Writing: Augusta

Robert Nadeau from the U.S. Department of Agriculture and Chris Shrum from Shrum Associates will lead an all-day workshop on Grant Funding and Writing on Nov. 19 at the Maine Municipal Association Conference Center in Augusta.

The session will shed light on finding and leveraging grants, writing grant proposals, Community Development Block Grants and how the USDA is committed to serving rural communities. There will be time for individual consultation as well. Cost for the workshop is \$75 for MMA members and \$150 for non-members. The session starts with registration at 8 a.m. and is scheduled to conclude at 4 p.m.

DEC. 2

Roles of Elected Officials & Municipal Managers

This four-hour course is designed for elected officials and municipal managers and administrators, focusing on the differing roles and responsibilities of these positions. Topics include key responsibilities, legal requirements, personnel issues, communication and goal setting.

The session will begin on Dec. 2 with registration at 4 p.m. at the MMA Conference Center in Augusta. It will conclude at 8:30 p.m. Cost is \$55 for MMA members (\$110 for non-members) and a light meal is provided. Presenters include: Pam Plumb, co-founder of Great Meetings! Inc. and a former Mayor of the City of Portland; Don Gerrish, Eaton Peabody Consulting Group; and, David Barrett, Director of Personnel and Labor Relations at MMA.

DEC. 5

The Future of Local Government Management

The Maine Town, City and County Management Association and New Hampshire Municipal Management Association will co-sponsor this one-day session, to be held at the Portsmouth

Public Library, starting at 8:30 a.m. on Dec. 5.

Topics to be addressed include: Where We Have Been and Where We Need to Go; Ten Things I Wish I Knew as a Manager; and, Creating a Succession Culture in Your Municipality. Speaking will be: Bob O'Neill, Executive Director of the International City/County Management Association; Jim Bennett, President of ICMA and City Manager in Presque Isle; and, Bill O'Brien. Cost for the session is \$55 for MTCMA members and \$85 for non-members.

DEC. 9

Local Planning Boards/BOA: Augusta (Video to Fort Kent, Caribou)

MMA's Legal Services Department will host a session for local Planning Board and land use Boards of Appeal members from 4 p.m. to 8:30 p.m. on Dec. 9 at the MMA Conference Center in Augusta. The session will be videocast live to Northern Maine Development Commission offices in Caribou and Fort Kent.

The workshop is designed as an introduction for new or less experienced members, but veterans may find an update useful as well. Among the topics to be covered: jurisdictional issues; conflicts of interest and bias; public notice requirements; site visits; procedure for decisions; and, variances. The cost is \$55 for MMA members and \$110 for non-members. (Cost at the video sites is \$45 for MMA members.)

DEC. 11

Labor & Employment Law: Augusta

This full-day course is appropriate for any appointed or elected official or municipal employee who needs to stay abreast of the most up-to-date legal and practical approaches to common personnel issues. Topics include: Legal Updates, Managing Leave Requests, Important Management Tips and Managing Personnel Information.

Presenters are: Linda McGill, Kai McGintee and Matt Tarasevich, attorneys with Bernstein Shur; Patricia Mc-

Donough Dunn, attorney with Jensen Baird; and, Maria Fox, attorney with MittelAsen. The workshop begins with registration at 8:30 a.m. and concludes at 2:30 p.m. Cost is \$75 for MMA members and \$150 for non-members. ■

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Paid circulation		
Mailed Outside-County	3,675	3,665
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Total paid distribution	3,980	3,967
Free or nominal rate distribution		
Outside County	239	237
In-County	46	47
Mailed at other classes through USPS	2	2
Outside the mail		
Total free distribution or nominal rate distribution	287	286
Total distribution	4,267	4,253
Copies not distributed	133	147
Total	4,400	4,400
Percent Paid	93.3%	93.3%

I certify that the statements made by me above are correct and complete.

Eric Conrad, Editor

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

Carrying Firearms in Municipal Buildings

We got two inquiries recently – prompted by two very different incidents – regarding the possession of firearms in municipal buildings.

In one case, someone showed up at a candidates' forum in York County with a holstered handgun, causing several attendees to feel "uncomfortable" and "intimidated." A local official from elsewhere who read about it asked if firearms can be prohibited in municipal buildings.

In the other, a man walking along a country road in Penobscot County with a knife and behaving erratically was shot and killed in a standoff with the State Police. A "nervous" clerk in a nearby town office, who usually works alone, asked if she can carry a gun to protect herself.

Regardless of one's feelings or one's stand on gun control, the answer to both questions is clear: Municipalities in Maine cannot prohibit firearms in municipal buildings or on municipal land.

Title 25 M.R.S.A. § 2011 expressly preempts virtually the entire field of regulation of firearms, components, ammunition and supplies. Political subdivisions of the State (counties, municipalities, village corporations, etc.) are specifically prohibited from adopting any order, ordinance, rule or regulation concerning the possession or carrying (among other things) of firearms. This preemption is broadly construed by the courts. For instance, in *Doe v. Portland Housing Authority*, 656 A.2d 1200, cert. denied 116 S.Ct. 171, 516 U.S. 861, 133 L.Ed.2d 112, a local public housing authority's ban on the possession of firearms on leased premises was held invalid and unenforceable under this law.

There is one exception under the statute: Political subdivisions may regulate or prohibit the discharge of firearms within specified areas of their jurisdiction (see 25 M.R.S.A. § 2011(3)). But there are strict qualifications here too (see "New Requirements for Firearms Ordinances," *Maine Townsman*, "Legal Notes," August-September 2003).

For the record, the State's nearly total preemption of municipal home rule authority in this field has no bearing on the authority of private entities or individuals to prohibit firearms on private property.

We should also note that a valid permit is required in order to carry a *concealed* handgun anywhere, including on municipal property (see 25 M.R.S.A. §§ 2001-2006).

Note too that State law, with certain exceptions, bars anyone from possessing a firearm on school property (see 20-A M.R.S.A. § 6552) and, pursuant to the federal Gun-Free Schools Act, requires school boards to adopt a policy for expelling any student who brings a firearm to school (see 20-A M.R.S.A. §§ 1001(9-A)).

For a complete summary of State laws governing municipalities and firearms, see "Municipalities & Firearms," *Maine Townsman*, "Legal Notes," October 2002. (By R.P.F.)

Legal Services Staff Changes

MMA staff attorney Michael L. Stultz, a Navy JAG commander, has begun a two-year tour of duty in Norfolk, Va. This is Michael's fourth tour since he has been with MMA. We again wish him well.

In Michael's absence, Breana N. Behrens has joined MMA Legal Services as a staff attorney. Breana, a native of Long Island, N.Y., is a graduate of the State University of New York at Geneseo and Vermont Law School. She has worked with municipalities in New York state as well as conservation organizations here in Maine. We're delighted to have her.

Conditional Rezoning Upheld

The Maine Supreme Court has upheld a conditional rezoning agreement against claims that it was inconsistent with the municipal comprehensive plan and Maine's conditional rezoning statute.

In *Rommel v. City of Portland*, 2014 ME 114, neighbors challenged the rezoning of an historic church and parish house in a residential district to permit their reuse for professional offices. The rezoning was subject to various conditions, including restrictions on the number of employees and visitors and a requirement that the buildings' exteriors be restored and preserved. The neighbors argued that offices were inconsistent with the city's comp plan, which called for preservation of the area's unique character, as well as the State law authorizing conditional or contract rezoning, which requires the

MUNICIPAL CALENDAR

ON OR BEFORE DECEMBER 15

— Monthly/Quarterly expenditure statement and claim for General Assistance reimbursement to be sent to Department of Human Services, General Assistance Unit, 11 State House Station, Augusta, ME 04333-0011 [22 MRSA §4311].

DECEMBER 25 — Christmas Day - a legal holiday (4 MRSA §1051, 20-A MRSA §4802).

DURING DECEMBER — Towns that elect officials by secret ballot under 30-A MRSA § 2528 must make nomination papers available 40 days before the filing deadline. The filing deadline must be at least 45 days before the election date. For most towns with March elections, papers must be made available beginning sometime in December, depending on the date of the election.

BY JANUARY 1 — Each owner or keeper of a dog or wolf hybrid at the age of 6 months or more shall obtain a license for that animal from the municipal clerk (7 MRSA § 3922). ■

rezoning to be consistent with existing and permitted uses in the original zone (see 30-A M.R.S.A. § 4352(8)).

The Law Court, however, was unmoved. Citing other recent cases, it noted that the law requiring consistency between zoning ordinances and comp plans (see 30-A M.R.S.A. § 4352(2)) requires only "basic harmony" between the two – this is achieved when the ordinance "strikes a reasonable balance" among the plan's various goals. The Court then noted that in addition to protecting the neighborhood's character, the city's plan also promoted job creation and historic preservation and that the rezoning agreement struck a reasonable balance among these goals.

The Court also rejected the claim of inconsistency with the conditional rezoning statute. Adopting the same "basic harmony" test, it observed that some of the permitted *non-residential* uses in the original zone (e.g., private clubs, day

LEGAL NOTES

cares, group homes) could be more disruptive than a limited office use, so the rezoning met this test too.

Perhaps the most remarkable, though not unprecedented, takeaway from *Remmel* is the extent to which the Court seemed willing to defer to the judgment of the Portland City Council, the city's legislative body. This same degree of deference – to town meetings as well – has been noted before (see "Comprehensive Plans & Ordinance Consistency," *Maine Townsman*, "Legal Notes," June 2000).

For a summary of which land use ordinances require a comp plan and which do not, see "No Comprehensive Plan?," *Maine Townsman*, "Legal Notes," November 2013. (By R.P.F.)

No Code Officer?

Question: Must every municipality in Maine have a code enforcement officer? If so, may we designate another official or even a board to perform this function?

Answer: Every municipality with mandatory shoreland zoning (and that's virtually every municipality in Maine) must have a code enforcement officer (CEO) to enforce that ordinance (see 38 M.R.S.A. § 441). Since most other local land use regulation is optional, however, a CEO for other purposes is required only if and to the extent one is called for by local ordinance.

A CEO is appointed by the municipal officers (selectmen or councilors) unless there is a town manager, in which case the manager makes the appointment (see 30-A M.R.S.A. §§ 2601-A and 2636, respectively). CEOs may and often do

hold other local offices, such as plumbing inspector, building inspector, health officer or even town manager. But since every CEO must be trained and certified by the State (see 30-A M.R.S.A. § 4451), it would be both awkward and probably unworkable for a board as a whole to be designated as the CEO. In addition, it would probably be an incompatibility of office for a CEO to serve simultaneously on a planning board or a board of appeals.

Apart from the required State training and certification (see above), the only other legal qualifications for a CEO are that he or she be at least 18 years of age, a U.S. citizen, and a Maine resident (see 30-A M.R.S.A. § 2526(3)). A CEO need not be a resident of the municipality in which he or she is employed unless required by municipal charter. Also, many municipalities share the same CEO on a part-time basis. This is perfectly legal as long as the CEO is duly appointed and sworn by each participating municipality.

For the record, a CEO is considered a municipal employee for purposes of tort claims, workers compensation, and IRS and FICA withholdings.

For interested readers, we've posted similar discussions about other offices in prior issues (see "No Board of Appeals?," *Maine Townsman*, "Legal Notes," January 2012; "No Planning Board?," *Maine Townsman*, "Legal Notes," July 2013; "No Health Officer?," *Maine Townsman*, "Legal Notes," June 2009).

For much more on CEOs, see MMA's *Code Enforcement Officers Manual*, available free to members at www.memun.org. (By R.P.F.) ■

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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.

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2015 SPRING 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 Spring Issue.

FEBRUARY						
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

Wednesday, February 11th
Application Deadline.

Wednesday, March 25th
Application approval (Board Meeting).

Monday, April 13th
Preliminary opinions and loan agreements due from bond counsel of each borrower.

MARCH						
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, April 15th
Last date for signing school contracts and rates in place for water districts. PUC Approvals due.

Monday, April 27th & Tuesday, April 28th
Maine Municipal Bond Bank Pricing.

APRIL						
			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		

Wednesday, April 29th
Maine Municipal Bond Bank Sale Meeting (Board Meeting).

Tuesday, May 19th
Final documents due from bond counsel.

Wednesday, May 27th
Pre-Closing.

Thursday, May 28th
Closing - Bond Proceeds Available (1:00 PM)

MAY						
					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						

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



Labor and Employment Law

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
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