

April 2014

maine townsman

The Magazine of the Maine Municipal Association



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COVER PHOTO: MMA's Ben Thomas took this shot of Mitch Lansky in Reed Plantation in front of a sand storage shed that represented a major capital project for this rural municipality in Aroostook County.



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A Message From MMA



By Peter Nielsen, President MMA and Manager, Town of Oakland

Reaching Out – in Washington, D.C.

The 2014 National League of Cities Congressional City Conference drew over 1,900 local government officials to Washington, D.C. from March 8-12. Maine Municipal Association sent Executive Director Chris Lockwood, Vice President Michelle Beal and me, where we joined other Maine local officials from Auburn, Augusta, Brewer, Ellsworth and Portland. A group of mayors from Quebec and New Brunswick was also in town to promote railroad safety improvements in the U.S. to parallel efforts being made in Canada.

I spent Monday and much of Tuesday with the rail safety group in meetings at the U.S. Department of Transportation and the Canadian embassy. From a lifelong student of government's perspective, it was interesting to meet with Transportation Secretary Anthony Foxx, Assistant Secretary Victor Mendez, Federal Railroad Administrator Joseph Szabo, Pipeline and Hazardous Materials Safety Administrator Cynthia Quarterman, and their staffs on Monday, and Canadian Ambassador to the United States Gary Doer and his staff on Tuesday. In both settings, we were joined by Mayor Colette Roy-Laroche of Lac-Megantic, Quebec. Arriving with a somewhat jaundiced view of the current federal government, I was soon pleasantly surprised to be welcomed, listened to and promised follow up.

I had carried word from Oakland Fire Chief David Coughlin that our foam capability for fighting a potential train fire was measurable in five-gallon buckets. Following advice from a Lac-Megantic firefighter, Chief Coughlin learned that the nearest significant foam supply is about an



*Lac-Megantic Mayor Colette Roy-Laroche.
(Photo by Mary Richards)*

hour away, at Bangor International Airport, and who to call. We told the officials in Washington that they could help distribute such knowledge and contacts to fire personnel across both countries, and they said they could help with that. The administrative regulatory process is moving forward on rail safety, with some buy-in from the railroad industry itself. Whether existing T-111 tank cars will be required to be retrofitted to make them more crashworthy is in the works.

There were other concerns we shared with U.S. Senators Collins and King and Representatives Michaud and Pingree about the financial dimensions of a \$200 million to \$400 million rail disaster clean-up, when there is only \$25 million of insurance in place. Congress could require private coverage to shield taxpayers from bearing the full brunt of those costs.

At every meeting, I had the impression those we met valued the local perspective. They are busy people. Sen. Collins had to leave us to keep her perfect voting attendance record intact; much prior to our scheduled meeting, Sen. King practically ran past us on his way to a vote. The Representatives ended their meetings with us and immediately plunged in with the next group waiting its turn. But they all listened carefully, and responded thoughtfully, and I thought that Maine is well served.

I also thought that working with our Canadian counterparts in local government can bear fruit, not only in railroad safety, but on energy and economy related initiatives. Our work continues. [me](#)

I also thought that working with our Canadian counterparts in local government can bear fruit, not only in railroad safety, but on energy and economy related initiatives. Our work continues. [me](#)

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Dear Municipal Official:

Our Board of Directors cordially invites you to attend our annual conference, being held this April 28-29 at the Samoset in Rockport, where we offer numerous workshops which could help you improve your solid waste management program and reduce costs to your municipality..

Briefly, our annual conference offers informative workshops on topics of importance and opportunities for discussions with your peers, that will be of value to you and your operations.

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 - Discussions on emerging solid waste "conversion" technologies that help recoup value from waste;
 - Diverting food scraps from disposal to composting and other uses (organics make up over 40% by weight of trash);
 - Policy approaches that increase recycling efforts, reducing disposal costs;
- Please register today for this premier opportunity to network with your peers and learn about new and developing Technologies to help your community decrease waste, increase recycling and **save money**.
- The agenda, registration information, and the option to register on-line are available at <http://www.mrria.net/wp-content/uploads/2014-Conference-Registration-Flyer.pdf>

If you have any questions about the conference, please contact John Albertini (MMRA staff) at john.albertini@mrria.net or Tel 207-942-6772 or any of the members of the MRRA Board of Directors <http://www.mrria.net/board-of-directors/>

Challenges of Managing A Small Town

By Mitch Lansky

In the summer of 2013, Crawford's Store closed. The local population was no longer adequate to sustain the store as even a break-even operation. Crawford's store was in Drew Plantation (Penobscot County) and was the only gas station/convenience store within 17 miles of Reed Plantation, located just a mile away. Now, to get a couple of gallons of gas to run one's lawn mower, or to get a box of matches, or chain saw bar oil, you have to drive around 35 miles round-trip.

Reed Plantation (popularly known as Wytovitlock) is in southern Aroostook County. It is located in a vast, forested area, regulated by the Land Use Planning Commission, that covers most of northern and eastern Maine. While this area makes up more than half the state geographically, it has 1.3 percent of its population.

Reed Plantation is isolated. The nearest shopping centers, hospitals or even police stations are 40 miles away in Houlton or Lincoln. Surrounding towns – Upper Molunkus, North Yarmouth Academy Grant, Macwahoc, Drew Plantation, Bancroft and Glenwood Plantation – are even smaller than Reed Plantation. Upper Molunkus and North Yarmouth Academy Grant are Unorganized Townships. Bancroft and Drew Plantation are both trying to deorganize. In the last census, Glenwood Plantation had a population of six.

In 2013, Maine was one of two states that had a decline in population.

Mitch Lansky is a long-time resident of Reed Plantation (Wytovitlock) and manager and municipal officer there. He is a published author on forest practices and a graduate of the University of Pennsylvania. Mitch wrote this first-person account especially for the Maine Townsman, lanskyMitch@gmail.com.



Exterior view of the Reed Plantation office. (Photo by Ben Thomas)

Some parts of the state, such as the Portland area, actually increased. But other areas, especially small, isolated, rural towns and mill towns, have been in decline for years. When communities decline in population, it creates challenges to those who manage the towns. And some of these challenges can lead to further declines. This article discusses the challenges to small, isolated, rural towns.

In 2012, Maine had 92 towns with populations under 300 people, and 68 with populations under 200. All of these very small towns had reasons for coming into existence. Now, some of the reasons may no longer apply.

RIVER LOCATION

Reed Plantation is located on the Mattawamkeag River, which was, in earlier times, a good location for saw mills. Cutting and milling wood was the foundation of the economy. Reed Plantation's population peaked (at 639) in the 1920s, a time when lumber

milling peaked statewide. In the 1920s, there were saw mills, boarding houses and a downtown with stores (groceries, hardware, and barber shops) to serve the needs of the people. There were also farms, not just for food, but to raise the horses needed to haul logs out of the woods.

The lumber was shipped to market via the railroad, and townspeople could use the railroad to visit nearby Danforth or even go shopping for the day in Bangor. In the 1920s, the downtown area of Wytovitlock went up in flames. Many houses were rebuilt, but as the lumber industry went into decline, the population also declined.

After the mills closed, cutting saw logs was replaced by cutting pulp wood for the paper industry. There was a lot of wood needed to provide this new market. After World War II, however, woods technology started to change. Horses and buck saws were replaced by skidders and chain saws. Fewer people were needed to cut the same amount

of wood. Jobs and population in the region continued to decline.

But demand for pulp wood grew. The cutting intensified further as landowners started salvage cutting during and after a spruce budworm outbreak that lasted from 1954 to 1985. From the late 1960s to 1990, the town population actually stabilized, rather than fell. Job opportunities for male high school graduates seemed secure. Job opportunities for female graduates, however, were limited. Many young people left for better opportunities, although some stayed.

During this period, the town invested in a new school building, a new gymnasium and community hall, and a new Post Office/fire department. There was an active volunteer fire department, a PTA, a women's service club, a fish and game club and several churches, all of which were outlets for civic involvement.

The Wytopotlock Elementary School (K-8) had four classrooms, each with about 20 students. At home games, the gym bleachers would fill to capacity and the sound of cheering spectators was deafening.

From the late 1970s to the late '80s, wood harvesting technology shifted to mechanical harvesters, grapple skidders and de-limiters. The combination of less local wood to cut (a result of heavy cutting) and fewer people needed to do the cutting led to a drastic reduction in available woods jobs. Fathers told their sons to find other lines of work. This led to an acceler-

ated exodus of young people from the area. This exodus led to an age/class structure by 2010 that is a familiar phenomenon in many small Maine towns: some children, very few individuals from ages 18 to 45, the majority over 45 and a plurality over 65.

FEWER CHILDREN

Fewer married couples between 18 and 45 meant fewer children. The school went from four classrooms to three, to two and finally to one. In 2008, there were only nine students from kindergarten through grade five. The Plantation, after three wrenching town meetings, voted to close the school. No more basketball games. No more concerts or plays. No more PTA. The gym was silent. The children are now bussed to Danforth or Lee, towns 17 and 27 miles away, respectively.

From 1990 to 2010, the population of Reed Plantation, according to U.S. Census figures, declined by 44 percent. The 2010 population was 161, one-fourth of the population in 1920. As the population declined, social organizations started to decline too. With the school closed, there was even less reason for people with children to settle or stay in town. The number of abandoned houses increased.

While the population may have declined, some of the costs for running the town did not. With increases in the price of fuel, it cost more to heat buildings, to plow roads and to pick up trash. With higher fuel costs, it became a major expense for citizens to

go shopping in the larger areas. This high cost of transportation just to get a bag of groceries increased the sense of isolation. Reed Plantation does not have public transportation, although a van comes once a week to take older residents shopping. Small, isolated areas, such as Reed Plantation, are the last places to get broadband internet. When I retired in 2013, we were still on dialup.

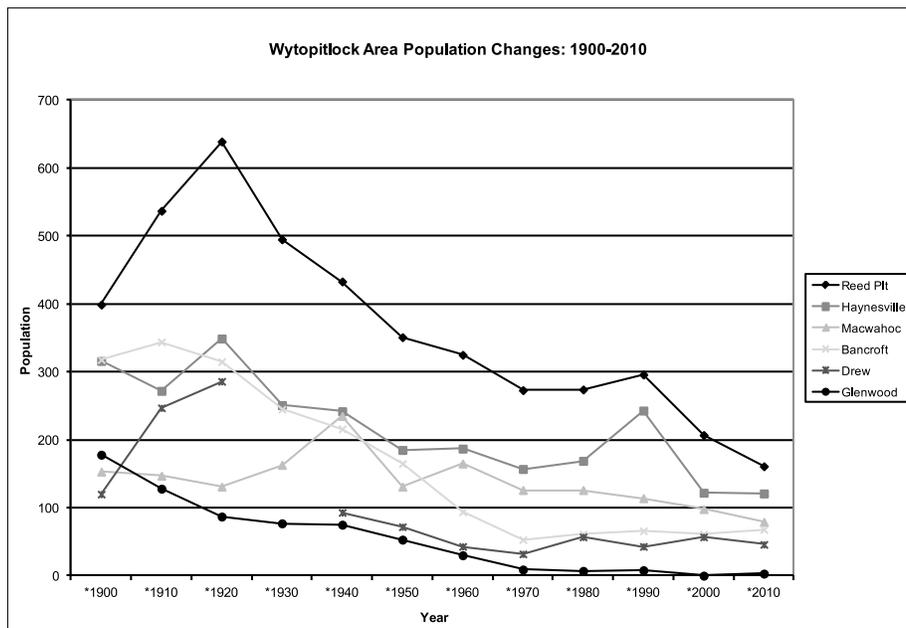
State and federal government policies did not help in some cases. One of the factors in the school closure in 2008 was an increased cost to the education budget for some students requiring one-on-one special education. While some of these costs were reimbursed several years later, the impact of these costs plus the payment of a school overdraft from the previous year *doubled* the amount our town had to raise that year in taxes for education. The mil rate that year was around 26, taking property taxes to burdensome levels. In small towns, little changes can have big impacts. Reed Plantation was able to bring the mil rate down in subsequent years, as school costs went down and the partial reimbursements kicked in.

Over 90 percent of the town's land is under the Tree Growth Tax. Even though the state recommended that property values for non-Tree Growth forest land go up every year, Tree Growth valuations for softwood acreage declined for more than a decade. The percentage of total property taxes paid by the biggest landowner declined during this period as a result, so households had to make up the difference. Tree Growth reimbursements have been an unpredictable and unreliable revenue source and do not fully compensate for the tax losses.

REVENUE SHARING CUTS

The Baldacci administration started the raid on Municipal Revenue Sharing, Homestead reimbursements, and other state revenue sharing programs, but Gov. LePage's administration ramped things up. General Assistance and the Circuit Breaker, both of which become more necessary as expenses rise for people of fixed income, are targets as well.

It does not take a degree in Economics to realize that increased costs and decreased revenues to a town will lead to increased property taxes



or loss of services. Apparently, state officials do not see property taxes as a “tax” because they keep saying they are saving money for the state so that they can keep taxes down. In reality, by reducing revenues to the towns, they are forcing an increase in the most regressive of all taxes.

In 2013, for my last budget as manager, we reduced the municipal budget, but because of decreased revenues from the state and declining excise taxes, we had to raise property taxes. Many property owners in Reed Plantation are on fixed incomes. The combination of increased energy costs and increased property taxes has contributed to an increase in the rate of liens and foreclosures.

I have seen many towns in my region have problems recruiting and retaining municipal officers. The low pay is not enough to compensate officers for the controversies and intense criticisms that are inevitable as towns go through crises. I have seen municipal officers quit after a few months on the job. Rapid turnover can lead to problems as a new slate of officers might lack the institutional memory and have a steep learning curve as they struggle to fulfill their public roles.

As towns get smaller, it gets harder to keep volunteer fire departments going. The pool of younger people who have the willingness and time to get the proper training and be on call starts to dry up. Many remaining volunteers are older and may not be fit enough to do essential fire-fighting activities, such as entering a burning building.

As towns get smaller, it becomes

harder to avoid relatives of town officials from taking available jobs or contracts. It is therefore difficult to avoid either conflicts of interest or even the appearance of such conflicts. It is also difficult to keep General Assistance as confidential as it should be.

As the population goes down in small towns, the pool of potential town managers or clerks gets smaller. Over the years, running a town has become a more complex challenge, requiring specialized skills in assessing, accounting, contracts, grants, property tax law, payroll taxes, general assistance, voting law, excise taxes, road and building maintenance.

When town officials lack the background or training adequate for their positions, this can lead to problems. Tax assessments and reports might not be done correctly or in a timely fashion. There may not be the knowledge or ability to apply for grants or programs that might help the town. In some cases, with little accountability or oversight for monetary procedures, the result might be serious mistakes or even legal breaches.

LOOKING TO SAVE

As revenues decrease and expenses go up, towns look for savings to prevent major increases in taxes. With our school closed, for example, and fewer people wanting to use the gym for basketball, volleyball, weddings or exercise, the town is considering stopping heating and maintenance of the building. Lack of maintenance can harm the building’s future value if new uses arise – but it could save thousands of dollars a year in the short term.

When caught in a downward spiral, it is easy to lose hope. But there are still options for slowing, ameliorating or even reversing the decline. To start, it takes a few individuals with a vision and the ability to convince others in town of the possibility of that vision. One step is to find out how existing businesses have been able to survive. With UPS delivery and high-speed internet, some types of small businesses can survive in outlying areas. Perhaps these businesses can be encouraged to expand or others can be attracted?

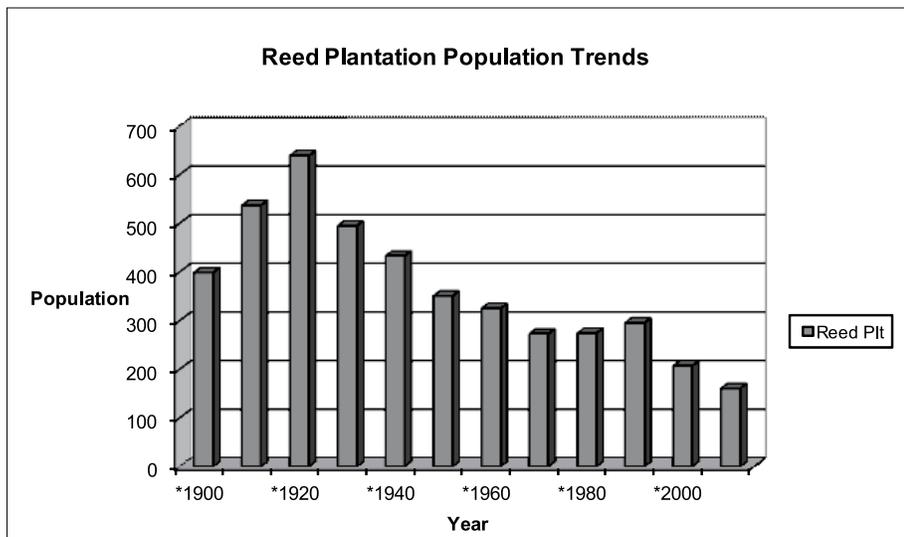
What natural or other assets attracted those who have recently moved to the area and can more people be attracted by these same assets? For some people, isolation itself might be an attractant.

Areas with lakes or mountains can draw recreationalists. Many isolated towns, including Reed Plantation, have neither. There are those who come to the area seasonally for hunting and fishing, but few settle permanently as citizens. Even when isolated towns have attractive qualities, they compete with towns closer to amenities that might have the same qualities. Turning the population-loss tide for some areas is a difficult task.

If town officials can’t reverse the population flow, they can try to stem it. Small towns, by pooling resources, can improve the economies of scale, leading to savings, and a bigger sense of community. Reed Plantation, for example already shares fire control, trash removal and ambulance service with other towns. We issue motor vehicle, recreational vehicle and hunting/fishing licenses for other towns. We also share an animal-control officer, plumbing inspector and health officer with other towns.

Some towns even share town managers. In Southern Aroostook, Hammond and Ludlow, and Amity and Weston have had such arrangements. In the past, the manager of Reed Plantation used to work for Drew Plantation, Glenwood Plantation and even, at times, Bancroft. Having a manager for several towns allows them to attract a professional who can work full-time for a livable wage. A professional manager is more apt to know how to plan for the future, how to bring in grants and how to manage effectively.

Some small towns that could benefit from such an arrangement are not



easily convinced to do so. Town positions might be an important source of income to those currently in office. These people are not anxious to lose that income.

Even greater savings can come by not only sharing a manager, but also sharing town buildings. Mapleton, Castle Hill and Chapman in Aroostook County, for example, have the same manager in the same building, but they have maintained separate identities as towns. Of course, there is the issue of what to do with buildings that are no longer needed as town offices.

'ULTIMATE' WAY TO POOL

The past two governors' administrations have insisted that towns can make great savings by pooling resources, without acknowledging to what ex-

tent this already goes on. Deorganizing is the ultimate way to pool resources. A deorganized town merges with all the unorganized territories in the county. Loss of local control, townspeople hope, will be balanced by lower mill rates and lower taxes.

Yet, the legislature and state agencies have discouraged deorganization. Dozens of towns have applied, but few get accepted, the last being Madrid in 2000 and Centerville in 2003.

As we have seen, towns have a critical mass of population that allows them to be stable and functioning. When they go below that level (which is different for each town), self-governance becomes difficult. Small towns need help to prevent hitting that critical mass and even more help once the threshold is reached.

While the ideal is to fill management positions with experienced applicants who understand town functions and have all appropriate skills, few such applicants appear when positions need to be filled. Part-time work at uncompetitive wages, combined with geographical isolation, is a deterrent for the higher-skilled candidates. More often than not, the person who takes the job starts in over his or her head and needs help. Managing, even in small towns, is not easy.

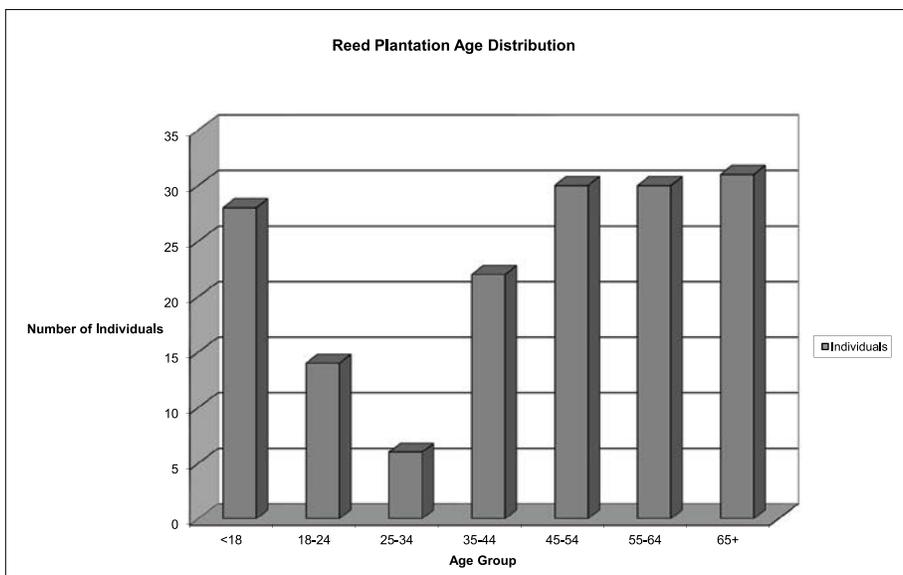
My experience as manager was a test case for soliciting such help. Our long-term town manager started having health problems. At the time, I was on the Board of Assessors (the plantation equivalent of selectmen) so I had a broad idea of how a town works. But I did not have a background in the many specialized functions (treasurer, tax collector, general assistance administrator, writing contracts and deeds, building and road maintenance, and more) that a manager in a small town performs. I did not have an opportunity to get trained beforehand, so I had to learn on the job. I survived, however, for seven years, with both the town and myself still functioning.

I used the full array of help available. My most important asset was a willingness to admit my ignorance and ask questions. I started by reading the tax collector and treasurer manuals that I found in the office or was able to download from the Maine Municipal Association website. I read the entire assessing manual and a guide (written before the age of computers) to municipal accounting. Not exactly page turner material. And without experience, not all of the material made sense.

I inherited handwritten ledgers, property tax cards and commitment books and decided to convert all the material to municipal computer programs. Of course, to do that, I had to understand the system used in the ledgers and learn the system used with the computer program. I had no background in either system. The company we chose (Newburgh Associates) was extremely helpful and patient with this conversion. It was, to say the least, a lot of work to convert every number from these documents into whole new systems. But the computer systems made receipting, payments, accounting and tax collecting much more flexible and



Mitch Lansky and Daniel Swain inside Reed Plantation's municipal office. (Photo by Ben Thomas)



easier to adjust.

While some of the public have an image of “bureaucrats” as uncaring people more interested in punishing than helping, I found this to be completely untrue. Whether it was the Division of Property Taxes, the General Assistance hotline, LURC (now LUPC), or the DEP, I found people willing to help walk me through the tasks (relevant to their area of expertise) that I faced.

MMA LEGAL SERVICES

MMA was extremely helpful. I was often worried about the legal implications of actions we needed to take, and the Legal Services Department was willing to explain the laws and give recommendations for further action. The MMA website has important resources, from documents to notification of workshops. Unfortunately, many MMA workshops are far away from Aroostook County and were on days that were inconvenient for a small town. I had no one who could take my place.

Town managers, I discovered, are a generous and caring group. The manager’s list-serve puts one in touch with managers with many years of

experience who can help guide those with problems to find solutions. I also called some managers on the phone for more detailed advice.

When I applied for ARRA grants to help reduce our annual energy costs, I found that the regional development commission (in our case, the Northern Maine Development Commission) was willing to check my work and suggest improvements. I found Efficiency Maine helpful when I converted light fixtures to more energy-efficient models.

Having a list of resources for small towns could be useful to incoming managers or (in the case of towns with no managers) the selectmen or administrative assistants. If the MMA had a special hotline for small town managers, or an area on the website for small town issues, that also could be helpful. There need to be more resources for helping struggling towns to find more ways to cooperate with other towns, to deal with abandoned buildings, or to find ways to locate new sources of incomes (such as grants). Having trainings geared for small towns in locations closer to these towns also would help.

Once a town has passed the threshold where self-management becomes difficult, however, the currently available help is not adequate. Such small towns either need to get outside management or deorganize. But they are in a Catch 22: To either merge or deorganize, towns need to have their books and commitments in order. Towns that have passed the threshold, however, don’t have either.

I have seen such towns be months or even years late for town meetings or tax bills. Town books are in disarray. Few citizens are willing to take town positions in such situations, and those who do often get discouraged and quit. For these small, isolated, barely functioning towns, they need help, either from the state or MMA, to walk the town to a new transition. If the state or legislature doesn’t want to help these towns deorganize, then state officials should help the towns to do something, rather than leave them in limbo.

Better understanding of the plight of small, isolated, declining towns does not make the problems go away. But it can open up more resources and guide townspeople to choose the best available options. 

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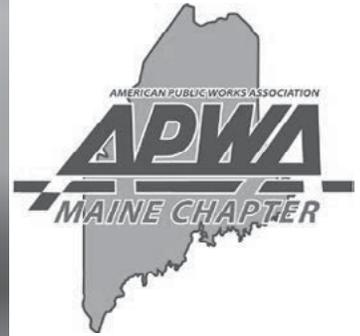
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'Public Safety Directors' The Next Big Thing?

By Douglas Rooks

Maine towns and cities are trying multiple forms of collaboration and administrative consolidation, spurred in large part by a difficult fiscal environment that persists more than five years after the onset of a national recession.

A small but growing number of municipalities are considering, and sometimes adopting, a merger of the administrative functions of fire and police departments. Public safety directors are now employed by Hampden, Brewer, Westbrook, Lincoln and Jay. Millinocket also has merged the positions, but isn't using the public safety director title.

There are likely to be more combined positions in the future. "It deserves a thoughtful look at the appropriate time," said Michael Pardue, who has served as Westbrook's public safety director since 2010. "But it's not going to work for everyone."

Brewer City Manager Steve Bost, where then-Police Chief Perry Antone became public safety director in October 2012, said that when he looked at other communities moving to a single administrator, "the driver always seemed to be cost savings."

Discussion of the new position, which had been considered before in Brewer, intensified when Fire Chief Gary Parent gave notice that he'd be retiring.

And while public safety directors do earn more than police or fire chiefs, there usually is a significant difference from having two chiefs. In Brewer's case, it was \$36,000, and, Bost said, "We've been able to maintain that in the two budgets we've had since then."

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

That's what Gardiner City Manager Scott Morelli was looking to do when he proposed reviving a public safety director position that had been used about a decade earlier. Gardiner faces a major budget shortfall for the next fiscal year, and \$28,000 in savings from a combined position is significant, he said.

The idea, Morelli emphasized, was not his. "It actually came from our firefighters' union," he said. "They have a lot of respect for (Police Chief) Mike Toman and they thought it might help save some other positions."

Fire Chief Mike Minkowsky earlier announced he'd retire in March, and the city also had a vacancy in the Code

Enforcement Officer, with an interim CEO working part-time.

Morelli proposed that the part-time CEO position be added to a part-time deputy fire chief, with 20 hours a week devoted to each function. He did that to avoid an operational vacuum in the fire department, which under the previous public safety director position had not had an officer in charge.

"There was the perception that it hadn't worked well before," Morelli said. "This time, we wanted to make sure we had all the bases covered."

In the end, though, it didn't work. The city council expressed concern about whether a part-time CEO would be sufficient, particularly because that

COLLABORATION CORNER

This article continues a regular feature in the *Maine Townsman*, highlighting ways that municipalities work together to become more efficient and better serve citizens.

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official usually had a planning background as well.

“Putting all three together would probably make it difficult to find a fully qualified person,” Morelli said. After withdrawing the proposal in late February, he began working on alternative means for comparable savings.

TRANSITION TIME

Even where a successful transition to a public safety director is accomplished, there won't be complete acceptance overnight, according to Joseph Rogers, Hampden's public safety director for the past two decades, who'd previously serving as police chief for seven years. In Hampden, too, the town council began discussing a public safety director position when the fire chief post became vacant.

Initially, the council wanted to try the position for six months. “I told them that wasn't nearly enough time,” Rogers said. “It had to be for at least two years to make it a real test.”

In fact, he said that daily life at the public safety building, where both police officers and firefighters are based, didn't feel completely integrated for almost 10 years.

Now, though, Rogers said that there are operational efficiencies that match the council's original intent. With nine full-time firefighters and 11 police officers, it's a fairly small operation, he said.

While firefighters and police are dispatched to the same accident scenes or EMS calls, there's actual job-sharing going on. “Police officers aren't trained to go into a burning house, but they can run a pump on the engine,” Rogers said. “On a lot of fires, we need a lot of water trucked in.”

And as fire safety has improved, a much greater number of calls come in for EMS response, almost 80 percent of the total. On those calls, police and paramedics from the fire department are almost always working together.

At the time of the changeover, Rogers said, “There was some concern that firefighters might not want to be led” by a former police chief. He credits Hampden's town managers – there have been only two during his time as public safety director – with ensuring that “growing pains” were addressed.

Hampden has been able to keep the administrative chart “fairly flat,” Rogers said. There are three fire lieu-

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tenants and three police sergeants who run the daily eight-hour shifts around the clock, while he handles administration for both.

He thinks the town could continue the arrangement in the future. "If somebody wants it to fail, it probably will," he said. "But I'm hoping by the time I leave it will be part of the way we do things."

Along with Gardiner, Holden, Old Town and Orono are among the municipalities that once had public safety directors, but not longer do. Mike Pardue was aware of the pitfalls when Westbrook asked to him to take the position, but he counts it as an advantage that he had familiarity with both police and fire procedures.

After serving as police chief, and then town manager, in Ogunquit, Pardue went into private practice as a consultant. It was after being called in to revamp Westbrook's firefighting efforts that he was approached about taking over as public safety director, after the departure of the police chief.

MAYOR'S DIRECTION

Mayor Colleen Hilton, he recalls, was clear about what the city was looking for. "They wanted a corporate-model CEO who could oversee delivery of public safety services," he said – something his unusual career made him qualified to do.

Westbrook has a much larger force than most other municipalities using the public safety director concept, with 41 full-time police officers and 33

firefighters.

"We have strong operational people on both sides," Pardue said. "What the city decided it needed was someone who could put it all together."

Pardue meets daily with his managers on both the fire and police side. And he's diligent about maintaining a balance. While budget needs may vary from year to year, "we have to pursue initiatives for both," he said. "I don't have any leanings. I don't have a favorite."

Public safety directors are common in most of the country, less so in New

England. "We haven't made the same progress here but the concept is being explored more and more," Pardue said.

Still, he thinks it's far too early to consider anything like a fully merged public safety department in Westbrook. "There really are separate cultures here. People grow up aspiring to be a police officer or maybe a firefighter. They're rarely thinking about doing both."

One thing most managers and public safety directors say is essential is a public safety building, with both



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operations under one roof. Steve Bost said that already existed in Brewer. “If it hadn’t, I don’t think we would have considered it,” he said. “Otherwise, it would be too much like shuttle diplomacy.”

Bost said the actual transition from Police Chief Antone to Public Safety Director Antone was “rather seamless,” with few complaints or concerns. Antone’s style, in contrast to some, “is very much the hands-on administrator,” he said. “It’s common to see him at a fire scene and he might make a traffic stop on his way home from work.”

Bost, too, said that the shift away from traditional firefighting, “waiting around for the alarm to come” and toward more EMS calls has probably helped with the transition, too. “They’re used to going out together,” he said. “It’s not like it’s something unusual.”

Bost said that while operational changes have been minimal, it has made his job a bit simpler: “I just have to pick up the phone once, rather than twice.”

While many of the public safety directors were already on staff during the transition, that isn’t always the case. Daniel Summers, a 24-year veteran of the Skowhegan Police Department, last summer was hired as Lincoln’s first public safety director. During his years in Skowhegan, he rose from patrolman to detective sergeant and deputy chief, serving as interim chief in 2013 before deciding to take on a new challenge.

Summers said it was probably easier for him to make the transition from the police side, since there are more certifications required for someone fulfilling the police chief’s role. And in Lincoln, he benefited from the extensive experience the fire department already had among its officers.

LISTENING, LEARNING

“We have several with more than 30 years of experience. I’m not trying to tell them what to do. I’m listening and learning,” he said.

Lincoln has six full-time police officers, as well as seven full-time firefighters – the town calls them engineers – as well as a call department of 20 members.

Summers said it’s no secret that Lincoln, like many mill towns, has

been under financial pressure for a long time, and he’s currently looking at a 15 percent reduction in his personnel budget. One response will be to beef up the call company.

“We’re authorized to have 50 and we need more,” he said. “Depending on the time of day, we may not have more than three or four who can actually respond.”

Lincoln, where the largest employer recently laid off half its work force, is “beyond frugal” when it comes to the budget. “There’s obviously concern that more people might be losing their jobs,” Summers said, but given the economic outlook statewide, “that’s a concern that everyone’s got to have.”

Towns in the area are making other

adjustments, he said. East Millinocket has closed its EMS building, and is now renting space – and a driver – from Lincoln, whose engineers are paid \$75 a call.

Summers said that, despite the budget woes, he’s optimistic about the town’s ability to continue to provide services. “Small as we are, Lincoln is a service center for a large area,” he said. “We’re being forced to work together, but we can rely on a lot of experienced people.”

As far as other towns considering a public safety director, Summers said, “I don’t think anybody should be afraid of it. As long as you really listen to your local experts, you’ll be fine.” 



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River Herring Fisheries: Significant Industries

By Karen Bieluch, Visiting Assistant Professor, University of Maine; Claire Enterline, Marine Scientist, Maine Department of Marine Resources and Jeffrey Pierce, Executive Director, Alewife Harvesters of Maine

Each spring, millions of fish migrate from the Atlantic Ocean to Maine's rivers, streams, and lakes to spawn. Among them are alewives and blueback herring, collectively known as river herring. Alewife and blueback herring are found all along the eastern seaboard, from Florida to the Canadian Maritimes. Alewives typically spawn in lakes and ponds, while blueback herring spawn in the main stems of rivers and streams. River herring are a critical link in the food web, as they provide food for bass, trout, salmonids, other fish, ospreys, herons, eagles, kingfishers, cormorants, and aquatic mammals in the river environment.

For their role as food for other species, and because of their role in maintaining healthy water quality, they are critical species for ecosystem health. While the ecological benefits of these fish are significant, river herring also provide economic and cultural benefits – benefits that directly support Maine municipalities and the Maine economy.

In 2013, 18 Maine municipalities operated sustainable river herring fisheries, 14 municipalities closed their towns or certain waters to any kind of river herring fishing as a conservation measure and, together with the Maine Department of Marine Resources (MDMR), more than 45 towns are actively restoring their runs.

Each spring, municipalities can vote on a municipal ordinance to have a river herring harvest or to close the fishery for conservation, depending on the state of their runs. They then submit their rights and proposed harvest plans to MDMR for approval. If the run is open for harvesting, municipalities work with a harvester to ensure the harvest plan is carried out and the



An alewives harvest in action. (Submitted photo)

fishery operates in a way to perpetuate the sustainability of the run.

Generally, the profits of the harvest are apportioned between the harvester, the municipality and sometimes also stewardship groups. Some municipalities and organizations have created annual events surrounding their harvests, such as Newcastle and Nobleboro which, under the leadership of the Nobleboro Historical Society, host the annual Fish Ladder Restoration Festival at Damariscotta Mills. Similarly, the town of Benton hosts an annual Alewife Festival. These examples show how the river herring runs can provide benefits for the community, the local economy, and the local ecology.

Harvesting also benefits other industries in Maine. Alewives are typically sold as bait to people who work in the lobster industry. Bob Baines, a lobsterman from Spruce Head, and a board member of the Alewife Har-

vesters of Maine (AHM), states: “The spring alewife harvest is a very important source of bait for Maine lobstermen. Fresh, locally harvested alewives are keys to catching lobsters in the spring.”

Some entrepreneurial harvesters, including Jeffrey Pierce and Pete Mayo in Dresden, have sold their catches to people in the bass fishing industry in Chesapeake Bay, Maryland.

SELF-SUSTAINING

In collaboration with municipalities, harvesters, and volunteers, the Department of Marine Resources monitors each run to ensure that it can be harvested sustainably, meaning that a portion of the run can be removed through harvest, and the remaining portion of the run will successfully perpetuate the population, year after year.

In order for a harvest to be considered at a specific location, the popula-

tion must be self-sustaining and not supplemented by outside stocking. If a run has previously been stocked, no harvest will be allowed for at least one generation post-stocking (four years) to ensure that river herring return successfully on their own.

Second, the total river herring count must be equal to or exceed the estimated adult production of the spawning lake or pond for a multi-year period. MDMR uses a production estimate of 235 fish/surface acre. Third, the run must have a healthy spawning stock biomass, with a high survival rate and good representation of older age classes.

Finally, the run must have a high repeat spawning ratio, where a proportion of adult fish have spawned in previous years. Together, these metrics indicate that a run is healthy, self-perpetuating and that a harvest can operate sustainably. If a municipality is interested in starting a harvest on its own, and there has not been an approved harvest in the recent past, it should work with MDMR to gather the necessary data about the run.

In 2007, Alewife Harvesters of Maine formed as an organization dedicated to encouraging and promoting conservation, habitat restoration and unimpeded passage, and encouraging community-based management plans that ensure the health of river herring runs. This group can be a resource for municipalities and harvesters, providing information about stewardship practices, harvesting plans and the network of harvesters and municipal, state, and federal fisheries managers.

Unfortunately, river herring populations have experienced a severe decline from historical numbers, and are listed by the National Marine Fisheries Service as a Species of Concern. In Maine, long-term stewardship of many river herring runs has helped our runs to persist. The future of the river herring fishery in Maine is dependent on the continued stewardship of the resource. The Atlantic States Marine Fisheries Commission (ASMFC) is a deliberative body of the Atlantic coastal states, coordinating the conservation and management of 25 near-shore fish species that migrate between state borders. Both alewife and blueback herring are managed by the ASMFC because they make annual migrations that cross all states borders. The



Several bins of harvested alewives. (Submitted photo)

ASFMC adopted Amendment 2 to its Shad and River Herring Management Plan in 2010. Citing a concern about the decline in river herring populations, Amendment 2 stated that all river herring (alewife and blue herring) fisheries must close in 2012 unless they could be documented as sustainable. The agencies and individual harvesters gathered biological data from the river herring runs, which together with run size estimations, showed that 19 of the river herring runs could support sustainable harvests.

RESTORATION EFFORTS

Over the past few years, a number of municipalities have initiated restoration efforts. As an example of a successful restoration project, in 2012, the aging Thorne Road culvert crossing over Flanders Stream in Sullivan was successfully replaced using Stream Smart principles. The term “Stream-Smart” means that road crossings are built that keep a stream functioning naturally. This can mean building a culvert that is wide enough to span the entire stream, and keeping the bottom

of the culvert as natural stream material, or having an open-bottom to the culvert so the stream flows under the road without interruption.

The principles made the crossing more resilient to storm flows and less maintenance-prone. Just downstream, the project team also replaced a crumbling fish ladder with a series of rock weirs that act like a natural cascade that gradually helps migrating fish reach the elevation of the new culvert. The new design is capable of boosting the productivity of a commercially harvested alewife run on the stream. With the help of dedicated community volunteers, the Maine Coastal Program and MDMR conducted pre- and post-construction alewife monitoring that confirmed the project’s alewife restoration value.

If your municipality is interested in gathering more information about your run, or in restoring a run, contact Claire Enterline, the municipal river herring harvest coordinator at the MDMR. If you have not yet seen a river herring run, visit a local run between the beginning of May and beginning of June. [\[m\]](#)



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ZERO WASTE - Dr. Paul Connett author of *The Zero Waste Solution: Untrashing the Planet One Community at a Time* & Director of the Fluoride Action Network (FAN), and Executive Director of its parent body, the American Environmental Health Studies Project (AEHSP)

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- What are our liabilities and immunities?
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As part of our ongoing efforts to bring training to our members, MMA is pleased to announce that this course will be offered in two formats: In classroom and remotely at the Sunrise County Economic Council in Machias. Attendees can participate via ITV Technology by viewing the presentation remotely. ITV broadcasting allows for live viewing as well as interactive participation with the attendees. A facilitator will be onsite to assist. Should you wish to attend this session at SCEC, simply fill out the registration form and select the Machias live broadcast.

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Presque Isle – 5/29/2014

Northeastland Hotel - 436 Main St.
Presque Isle, ME 04769

West Kennebunk – 6/12/2014

West Kennebunk Fire Station - 80 Thompson Rd.
West Kennebunk, ME 04094

Northport – 6/18/2014

Point Lookout - 67 Atlantic Hwy
Northport, ME 04849

Augusta – 8/28/2014

MMA - 60 Community Dr., Augusta, ME 04330

Machias – 8/28/2014 (Live Video Conference)

Sunrise County Economic Council
53 Prescott Dr., Machias, ME 04654

Roles of Elected Officials & Municipal Managers

Date & Location:

Augusta – 12/2/2014

MMA - 60 Community Dr., Augusta, ME 04330

Managing Freedom of Access Requests

Dates & Locations:

Pittsfield – 7/23/2014

Town Office - 112 Somerset Ave., Pittsfield, ME 04967



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The Municipal RISK MANAGER

APRIL 2014

A Publication of the Maine Municipal Association

Private Use of Town Property

With spring and summer near, requests by the public to use municipal facilities and property is a common occurrence. While it is comforting knowing that member municipalities of the MMA Property



& Casualty Pool are covered, you may be surprised to discover the independent entities that use your municipal facilities are not. This opens the possibility of your municipality becoming drawn into unnecessary claims. We are pleased we have a solution to this dilemma. MMA Risk Management Services sponsors the Tenant User Liability Program or TULIP for short. Your Tenant User now has access to generate a quote and bind general liability insurance via the TULIP online system. TULIP provides opportunity for low cost general liability insurance for the outside entities and private groups that wish to use the municipal properties or facilities owned by members of the MMA Risk Management Services Property and Casualty Pool. The program protects both the Tenant User and the municipality itself against claims by "third parties" who may be injured or have property damage as a result of the activities of the private party. Events may range from very low risk activities, such as seminars, receptions or weddings, to higher risk events including camps, sporting events and concerts.

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Story Continued on Page 22

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Some key checkpoints:

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- Are materials or equipment stored in such a way that they will not interfere with the walkway?
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- Are spilled materials cleaned up immediately?
- Are standard guardrails provided



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Marcus Ballou mballou@memun.org or Judy Doore jdoore@memun.org at Maine Municipal Association, 1 (800) 590-5583, or Susan Kludjian at HUB International New England is also available to help answer your questions at (800) 370-0642 or visit Entertainment Brokers web site at www.onebeaconentertainment.com/tulip

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The Municipal Risk Manager is published seasonally to inform you of developments in municipal risk management which may be of interest to you in your daily business activities. The information in these articles is general in nature and should not be considered advice for any specific risk management or legal question; you should consult with legal counsel or other qualified professional of your own choice.

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Property & Casualty Pool Renewal Reminder

We would like to thank our Members for their cooperation with the completion of the Property & Casualty Renewal Applications. The Property & Casualty Pool renewal application was due by March 31, 2014 and we want our Members to know that help is available. If you would like assistance with the completion of your application or just have a question, please contact Marcus Ballou (mballou@memun.org) or Judy Doore (jdoore@memun.org) at 1-(800) 590-5583, so that we can help.

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Look Out Behind You

Although the majority of accidents occur while vehicles are moving forward, you may not realize that nearly a third of all accidents involve a vehicle moving in reverse. Backing hazards are many and include blind spots, reduced visibility, clearance and objects entering the path of traffic. These accidents cause property damage, injuries and potential liabilities.

What steps can be taken to prevent such backing accidents from occurring? Prevention, as always, begins with making everyone aware of the danger and providing tools to avoid the exposures. The following are some tips that will help to prevent backing claims.



the vehicle's blind spots.

- Perform a walk around prior to moving the vehicle.
- Confirm that backup lights and alarms are functioning properly.
- Turn off distractions such as radios.
- Clear obstructions.
- Use a helper or spotter when possible.

- Back up only when necessary.

- Plan your routes and the placement of your vehicles to avoid the need to back up.

- Familiarize yourself with

Ensure that the spotters are accounted for and clear prior to moving the vehicle.

- Park defensively with easy exits that are not crowded by other vehicles.

Take your time, do not hurry.

You may wish to consider some long term and technological solution to aid in safe backing such as:

- Installation of rear vision cameras
- Extended mirrors
- Creation of a backing policy
- Safety awareness program

The use of safe vehicle backing tips by us all can help prevent accidents. Driving backwards can be done safely, but caution, awareness and planning are the keys to keep this program driving forward. 🏠

APRIL – National Distracted Driving Awareness Month

Distracted driving is any activity that could divert a person's attention away from the primary task of driving. All distractions endanger driver, passenger and bystander safety. There are three main types of distraction:

- Manual – taking your hands off the wheel.
- Visual – taking your eyes of the road.
- Cognitive – Taking your mind off driving.

Causes of distractions include: Texting, using a cell phone or smart phone, eating and drinking, talking to passengers, grooming, reading (including maps), using a navigation system, watching a video, adjusting a radio, CD player or MP3 player.

Cell phone use has been reported in 18% of distraction related fatalities in America. Engaging in visual-manual subtasks (reaching for a phone, dialing and texting) associated with hand-held phones and other portable devices increase the risk of getting into a crash by

three times. Because of the cognitive distraction, headset cell phone use is not substantially safer than hand-held use.

Text messaging requires manual, visual and cognitive attention from the driver and is by far the most alarming distraction. Sending or receiving a text takes drivers eyes from the road for an average of 4.6 seconds. At 55 miles per hour, that's like driving the length of an entire football field blindfolded!

Join the MMA Risk Management Services this April in urging those you care about to:

- Stop using cell phones while driving.
- Inform people who call you while driving that you would be happy to continue the conversation when they (or you) have reached a destination.
- Never text while driving.
- Recognize that hands-free devices offer little safety benefit.
- Understand the dangers of manual, visual and cognitive distractions.
- Tell others about the dangers of distracted driving.
- Take a defensive driving course.

Statistics adopted from NHTSA 🏠

Important Reminder for Volunteer Programs

The Accident Insurance for Volunteers Program (AIV) is due to renew this July. Please note that renewal in the AIV program is not automatic. Watch for the July 1, 2014 – June 30, 2015 enrollment mailing this May.

Disaster Preparation Helps Avoid Disastrous Outcomes



We can never say for certain when a disaster may strike, but there are things you can do both before and after an event to help streamline the recovery process and alleviate the stress that inevitably follows.

First, review your insurance and coverage details. Your coverage details depict what is covered for your particular entity, as well as the coverage limits and deductibles. It is important that you review yours annually.

Next, review your property schedules. Is everything scheduled that needs to be? If not, can you justify excluding those properties? In other words, if something happened to the building which is not covered, could you continue normal operations if you did not have funds to repair or replace that building?

It is then recommended you develop and put a business continuity management plan in place. A good plan will provide a step-by-step guide that will help you navigate a disaster without letting panic take over. Outline responsibilities and tasks with names and contact information. Include a sequence of actions such as contacting your key officials, insurance carrier and emergency personnel to insure that nothing is forgotten. Then provide the emergency communica-

tion plan to your staff so everyone can stay informed.

Plan for and create a list of vendors you may need. If you don't have a local source for building materials, or certain skilled professionals are not locally available, make sure you know where to find the materials and expertise you may need, as well as what transportation may be available. Keep in mind that a widespread disaster such as a flood, may require alternative suppliers if local sources are affected. If you do experience a property loss, immediate mitigation measures are necessary

to prevent additional damage and remember to document all recovery expenses and keep all receipts.

Be prepared for the non-physical

impact of physical property damage. When a major disaster impacts a large portion of the community, you will feel the impact. Your employees may be dealing with their own property damage and protecting their families. Utility receipts and taxes may dwindle and impact your normal cash flow. The better you understand the potential repercussions, the better prepared you will be.

We never know when a disaster may strike, but you can take preemptive action to protect your properties, employees and the public. Perform regular property inspections and promptly repair any damage discovered and practice good housekeeping to help eliminate hazardous conditions for employees and the public. If we all take a little time to make sure our properties are in good condition, we will be better prepared for what disasters may come our way. ■

Need Funding for Safety?

Does your municipality need to purchase safety equipment but can't find the money? If the answer is "YES", then MMA Risk Management Services is here to help. Current members of the Maine Municipal Association's Workers Compensation Fund are eligible to participate in the **Safety Enhancement Grant Program**.

Safety Enhancement Grants provide members with financial support to purchase equipment or services that aid in the reduction and severity of workplace injuries.

Grants are awarded in May and October of each year. To be eligible for the May awards, the one page application must be received by April 30. Applications for the October awards must be received by September 30. Each eligible member can submit up to 2 applications for each review period.

For more information about Safety Enhancement Grants eligibility and applications, or any of the Maine Municipal Association Risk Management Service programs, please visit our website www.memun.org or call us at 1-800-590-5583 if you have any questions. ■

Coming Soon: Privacy and Network Security Liability Coverage

During 2014 the Property & Casualty Pool will be offering Privacy and Network Liability coverage to its membership. Privacy and Network Liability is an emerging exposure that typically encompasses the liability associated with the failure to protect the unauthorized release or disclosure of confidential personal information of customers, employees or other sensitive business information. Watch for updates!

Social Media Strategies for the Public Sector

By Nancy Marshall, the PR Maven™ and CEO,
Nancy Marshall Communications

The public sector is finally finding its social media voice.

Many municipal leaders are realizing that social media is a highly efficient and effective means of sharing information with constituents and gathering feedback from them. It also helps raise awareness of key issues, strengthen relationships with communities and build support during elections.

However, there are still many public officials who are reluctant to give social media a try. They think it will be too time consuming, they worry community members may view it as unprofessional or they are afraid of negative commentary. While these are understandable concerns, the benefits of social media far outweigh the risks.

Data shows that people who follow a brand on social media are more likely to use that brand more frequently than those who are not connected. They are also more likely to share their enthusiasm about the brand with family and friends. This is referred to in the public relations industry as word-of-mouth marketing, the most influential kind of endorsement because it comes from a trusted source.

Municipal officials and the agencies they manage are brands, just like Coca-Cola, Nike or L.L. Bean. Community members have certain perceptions of who they are and what they

represent, constituting an individual's or agency's "brand image." These perceptions are influenced by what constituents see and hear in the news, on the street, and online. Just like brands that represent a product or service, public officials can proactively use social media to boost awareness and affinity of their brand image and generate positive word-of-mouth marketing.

Maintaining a social media

presence does not have to take a great deal

of time. If time is a concern, choose one social media platform that offers the greatest potential in terms of reaching and influ-

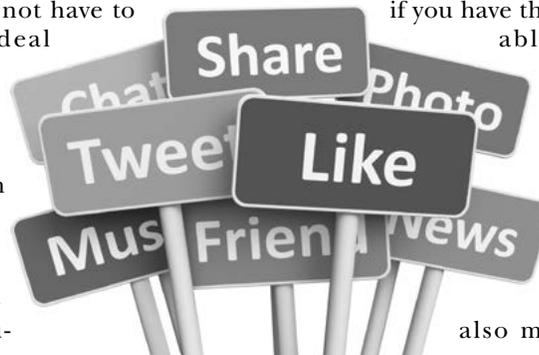
encing the individuals you serve and then focus on developing a strong presence on that one site. Facebook, Twitter and LinkedIn, the most popular social media sites overall, should be three that you consider.

Another option involves hiring a professional or appointing a social media-savvy staff member to manage your social media presence. There are great benefits to this approach

if you have the resources avail-

able to do it. You will then have someone with a thorough knowledge of social media networking posting strategically on your behalf while

also monitoring your



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Join us in congratulating Jason!

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jsimcock@androscogginbank.com



Nancy Marshall is CEO of Nancy Marshall Communications in Augusta, a statewide PR, marketing and Internet agency with clients in the governmental, energy, education, health care, beverage and tourism industries. She is known nationally as The PR Maven™ and she consults with executives, authors, athletes and experts on their personal branding strategies. Her agency website is at www.marshallpr.com and her consulting website is at www.prmaven.com.

social media reputation for issues and opportunities that need to be addressed.

Once you have established a social media following, you can leverage your social media presence to cross-promote other outreach endeavors and improve the effectiveness of your entire marketing campaign. For example, you can use social media to promote upcoming speaking engagements, create additional exposure for advertising and marketing initiatives, boost attendance at special events and drive traffic to your website.

KEEPING TABS

Social media can also be an excellent resource in terms of keeping a finger on the pulse of public opinion. Pay close attention to what people are commenting on the most, as well as the tone of their comments. These are indicators of how people perceive you and your municipality, including what they feel is working and what they want to see changed or improved. It's also important to let your followers know you are listening. Make every attempt



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to respond to comments and queries you receive via social media. If it's not appropriate to respond publicly, take the conversation offline.

However you choose to tackle your social media presence, be sure you have a strategy in place. Define key elements of your brand. Spell out exactly what you want to achieve. Determine what type of content and imagery you will post. Develop a social media policy that lays out the rules of interaction for both members of your team and your followers, including a process for handling negative posts. As you begin

the planning process, you should also ask yourself the following five questions:

1. Who are you trying to reach?

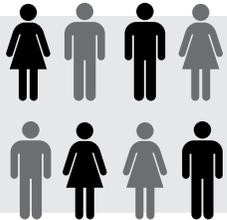
Clearly defining your target audiences will help you design a social media experience they will value and share. What is the demographic make-up of your community? What are their primary concerns and interests as they relate to your work? What are you (or your agency) doing to address those concerns? It may be helpful to sketch out a series of personas, which are

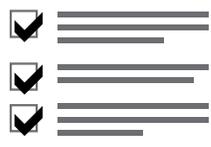
Developing Social Media Strategies

As you begin the planning process, ask yourself:



WHO are you trying to reach?



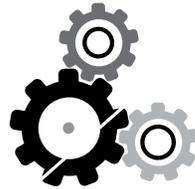


WHAT are you trying to achieve?



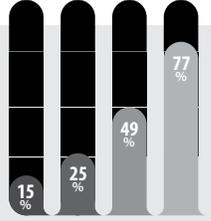


HOW will the level and type of dialog in postings be controlled?



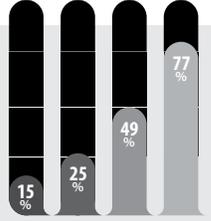


Is the strategy ACHIEVABLE?





How will success be MEASURED?



Source: Nancy Marshall, The PR Maven™, www.marshallpr.com

visual and narrative interpretations of the different segments of your target audience and their unique characteristics. Keeping these personas close at hand as you develop social media content will ensure your posts remain audience centered.

2. What are you trying to achieve?

You should develop one overriding goal for your social media strategy and supporting objectives that will enable you to achieve that goal. The goal and objectives should closely align with the goal and objectives of your overall marketing and/or outreach strategy. For example, the goal of a local police force’s social media strategy might be to increase awareness and appreciation of the services the police force provides to the local community. One of the supporting objectives could be to use social media to teach citizens crime prevention techniques.

3. How will the level and type of dialog in postings be handled?

The level of interaction you permit between you and your followers can be controlled via the settings function of most social media platforms. For example, you can make your Facebook page or Twitter feed public or avail-

able for viewing only to those you accept as followers. You can also set up a Facebook page to consist only of content generated by you. Followers will not be able to comment on anything you post. These decisions will largely depend on the municipal sector you represent as well as your social media comfort level. Keep in mind, though, that social media by nature is interactive, and limiting interactivity will negatively impact the user experience.

The type of dialogue that will and will not be permitted should be clearly outlined in your social media policy. The policy should address dialogue-related issues including not staying on topic, the use of offensive language, personal attacks, self-promotion, and spamming. For real examples of social media policies, including those used by public sector agencies, visit www.socialmediagovernance.com.

- No spamming.

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- No flaming (posting comments intended to induce an angry response).
- Original material only; we will remove content copied and pasted from other sources.
- No duplicate postings; It is recommended that an attorney review and approve your social media policy before it is finalized and made available to your staff members and social media followers.

4. Is the strategy achievable?

One of the worst things you can do is establish a social media presence only to let it fall by the wayside. If you don't make regular posts, your followers will stop following you. It

also doesn't reflect well on you or your municipality if someone looks you up on social media only to find you haven't added content in months. To avoid this issue, establish a scope for your social media initiative that is realistic and achievable. As touched upon earlier in this article, it is better to do one social media site well rather than spread yourself too thin by maintaining a presence on multiple platforms. Then, set a standard for the number of posts that will be made on your social media sites or site per week. Posting at least three times a week is a good rule of thumb. Finally, create a social media content catalog as part of your social media strategy. This will enable you to easily pull and post pre-created content when time is short or there is no new information to share.

5. How will success be measured?

Establish exactly what you are going to measure prior to implementation and then measure on a monthly basis. Measuring your total number of

followers is an important indicator for municipal agencies because it enables you to calculate the percentage of community members that are tracking you on social media. You should also measure how many likes, shares and comments your posts receive. This is a good determination of how well you are engaging your followers. Thanks to online measurement resources, the process can go even deeper. Every social media site has its own built-in tools that are free to use and easy to understand. Facebook Insights, for example, measures how many people your posts ultimately reached, where your page likes are coming from, best post types, and more. Data is presented in user-friendly graphs and charts.

A dramatic sea change has occurred within the marketing industry over the past decade thanks to the rise of social media. We now promote products, services and ourselves by identifying people interested in having an ongoing relationship with our brand and then engaging them. In the past, we would market our offerings through one-way communication, pushing out messages to a much broader audience in the hopes that some would be inspired to act on those messages. This doesn't work any longer. Your constituents want to be engaged.

ENGAGE THE COMMUNITY

By leveraging social media, you can engage more community members than ever before and engage them more frequently. To keep the conversation going, offer value to your followers in the form of exclusive information, interesting facts and figures, and imagery and content that appeals to their interests and passions. Don't just push your own agenda. You'll be setting the stage for a highly-interactive experience that increases followers and boosts your public approval rating.

If you are looking for more resources to help you get started, a great tool to have in hand is "Social Media in the Public Sector Field Guide: Designing and Implementing Strategies and Policies" by Ines Mergel and Bill Greeves. It guides you through the entire process, from strategy development to implementation. The book is available at www.amazon.com. 

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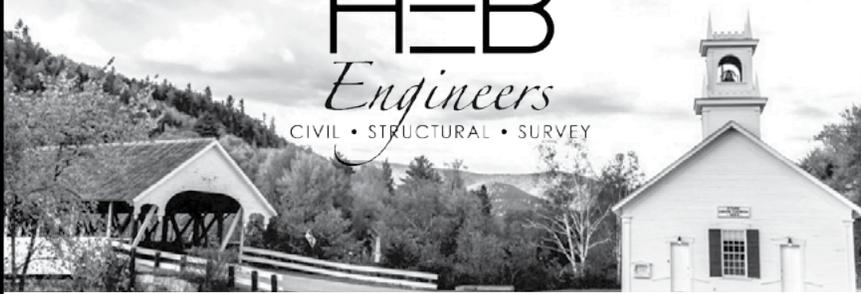


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2014 KEYNOTE SPEAKER

MIKE FRANK

"The Only Thing Constant is Change." Mike Frank, a sought-after speaker based in Ohio and former president of the National Speakers Association, will address managing change during fast-paced times. Mike, who brings nearly 30 years of experience in international sales, promises that his upbeat style will have the audience laughing, learning – and looking forward to whatever the future holds.

2014 Technology Conference

Highlights and Agenda

**8:00 – 8:30am Registration/Continental Breakfast/
Visit with Partners**

8:45 – 9:45am Welcome & Keynote Address

Welcome

Gerard “Jerry” Jalbert, Mayor, City of South Portland, City Councilor District 5

Keynote Address – The Only Thing Constant is Change

Mike Frank, a sought-after speaker based in Ohio and former president of the National Speakers Association, will address managing change during fast-paced times. Mike, who brings nearly 30 years of experience in international sales, promises that his upbeat style will have the audience laughing, learning – and looking forward to whatever the future holds.

9:45 – 10:00am Morning Break/Visit with Partners

10:00 – 11:00am

Joining Public Meetings with Technology

It's not always possible for citizens to attend public meetings, so what technology is available to bring meetings to your citizens? This session will explore the various technologies available to assist municipalities in making their public meetings more accessible to citizens remotely.

Presenters: Richard Thompson, Chief Information Officer, University of Maine System; Michael Cyr, Strategic Information Technology Architect, University of Maine System.

Creating a Personnel Policy for Technologies

Attendees will learn how to create a personnel policy for computer usage, which, these days, includes much more than just computers! Handheld devices, social media, Internet usage, passwords, security – the list goes on and on and keeps changing. This session will focus on what to consider before sitting down to write that policy, how to organize it, what is realistic and how to enforce the policy effectively.

Presenters: Kristy Gould, Human Resources Director, City of Augusta; Fred Kahl, Director of Information Technology, City of Augusta and Augusta School Department.

The Maine Ortho Imagery Program and Raster Analysis for Municipalities Leveraging the Maine Ortho Imagery Program

Session Part 1: The Maine Ortho Imagery Program (10:00 – 10:30)

Maine is currently in year three of a five-year recurring program to provide updated aerial photos for the entire State, in a format that is controlled and publicly available. This presentation will discuss the background of the project, current status and participants, and what our future plans are. Come see how this program has saved counties and municipalities thousands of dollars, while providing them with a critical tool for assessing, planning, public safety and infrastructure management. The presentation will also show

municipalities how the data may be used as web services, or downloaded using our free viewer.

Presenters: Michael Smith MS, GISP, State GIS Manager, State of Maine Office of GIS; Joseph Young, State of Maine Office of GIS.

Session Part 2: Raster Analysis for Municipalities Leveraging the Maine Ortho Imagery Program (10:30 – 11:00)

Raster data, most often in the form of aerial or satellite imagery, is commonly employed as the basis for many municipal GIS operations. Providing an accurate and up-to-date visual reference, raster maps are the foundation upon which many vector layers are created and edited. Using the latest geospatial software, municipal officials are now able to fully utilize readily available imagery layers for procedures such as boundary determination, forestry or vegetation coverage, urban planning and much more. During this presentation, we will explore many of the raster processing tools that are available in Maine-based Global Mapper software. We will look at downloading, cropping and tiling imagery, basic feature extraction, adjusting the transparency to concurrently view overlapping layers, blending raster layers, creating geographically referenced data from scanned maps and imagery, and we will investigate the latest advanced raster calculation functionality.

Presenter: David McKittrick, Senior Application Specialist, Blue Marble Geographics.

MePUC Municipal Infrastructure Mapping & Requirements

Mapping of any resource can be tedious, costly and complex. The MPUC Chapter 140 Rule provides details and deadlines by which a utility must map its key infrastructure. With the deadlines looming, many utilities are not equipped to properly address this requirement. The Rule's mapping requirements can also help utilities plan for future improvements. An overview of the requirements, map development methods, and other considerations will be discussed to assist utilities of varying sizes with compliance and future planning.

Presenter: Levi Ladd, GIS Analyst, CES Inc.

From Brick to TriCorder: How FirstNet Will Change a Medic's Mission

FirstNet is a proposed wireless, interoperable national communications network for public safety and emergency response organizations. Kevin McGinnis, a forty year EMS veteran, has served as Maine state EMS director and as chief of two large EMS agencies in our state. As communications technology advisor for five national EMS associations, Kevin was named by the Secretary of Commerce to sit on the inaugural FirstNet Board in 2012. He will describe how a dedicated public safety network will change the way Maine's EMS providers serve patients, how all of public safety will benefit, and what the implementation process will be in establishing what could well be among the country's largest wireless communications providers.

Presenters: Kevin McGinnis, MPS, Paramedic, FirstNet Board; Lisa Leahy, Associate Executive Director, the ConnectME Authority.

11:00 – Noon

Social Media Dos & Don'ts

Social media are popular among citizens, so Facebook, Twitter, YouTube and other communication vehicles have become effective ways to communicate – if used properly. This session provides municipal officials and staff with important information that will help in planning and implementation of a social media strategy. The discussion will include sample policies, potential benefits and possible concerns, a review of key laws and legal guidelines as well as some “lessons learned” from a Maine municipality. Participants will learn techniques and tips to improve the likelihood of successful media implementation.

Presenters: Eric Conrad, Director of Communication & Educational Services, Maine Municipal Association; Amanda Meader, Staff Attorney, Maine Municipal Association; Detective Dorothy Small, City of Ellsworth Police Department.

Web-Based Time Management Tools for Public Employees

This session will demonstrate several popular web-based time management applications and tools currently available that are easy to use and cost effective. Come see what's out there and what you and your staffs can use to increase workplace efficiency without becoming a slave to the technology!

Presenter: Ross Lasley, The Internet Educator.

Firefighting, Police Work and GIS

Law enforcement agencies use GIS to visualize and better understand crime and other social ills within their jurisdictions. These agencies also use the locations of past events to plan and prepare responses to current or potential future problems. The first part of this presentation will provide an overview of how GIS is used to support Community Policing in the City of Auburn, Maine. The second section of will focus on firefighting. Interested in knowing ways to help your local fire department implement or utilize GIS systems and data? The ideas and projects are endless. This workshop will focus on primary issues facing fire departments in this day and age, as well as ideas for how you and your GIS programs can help.

Presenters: Steve Harmon, Crime Analyst/GIS Coordinator, Auburn Police Department; Vicki Schmidt, GIS Specialist, State of Maine and Maine Fire Service Instructor.

GIS for Resolving Public-Private Access Disputes

A consideration of how two Maine communities have used GIS to assert ownership of seaward-facing properties where demand for access to sandy beaches is high. The two towns are distinguished by desirable beaches for recreational purposes and high-valued properties contiguous to the beach whose owners desire privacy. Old Orchard has its famous 3-mile long beach and Kennebunkport is currently in litigation over rights to Goose Rocks Beach, arguably the most expensive stretch of beach in the state of Maine.

Presenter: Thomas Burns, President, GIS Mapping and Analysis.

Broadband Capacity Building in Maine

A recently released task force report regarding broadband in Maine will be presented, including current availability and usage information, along with the task force recommendations for increased use of broadband and, as a result, economic growth in Maine.

Presenters: David Maxwell, Program Director, ConnectME Authority; Charles Lawton, Chief Economist, Planning Decisions, Inc.

Noon – 12:40pm Buffet Luncheon

12:40 – 1:30pm

Luncheon Address: Municipal Mapping for the 21st Century: Tools for Sustainable Communities

Grow Washington-Aroostook is a regional planning process focused on job creation, modern infrastructure, and healthy, affordable communities in Aroostook and Washington Counties. Under the GroWA project, the University of Maine at Machias teamed up with the Washington County Council of Governments develop a variety of mapping tools and products to support decision-making. The project includes web-based interactive maps for Washington County towns to support planning, assessment, code enforcement, flooding scenarios, and more.

Presenter: Tora Johnson, Director/Instructor, GIS Service Center & Lab, University of Maine at Machias.

1:30 – 1:45pm Afternoon Break/Visit with Partners

1:45 – 2:45pm

New Voting Machines for Maine

In 2013, Maine rolled out new voting machines with digital scanners and stepped-up tech in 228 municipalities. This session will discuss the procurement process, what's important to know about them and what should be communicated to your citizens to ensure a smooth election process.

Presenter: Julie Flynn, Deputy Secretary of State, Bureau of Corporations, Elections and Commissions, State of Maine.

Social Engineering

As the technical information security tools matured, the cyber-attack landscape changed. The days of direct attacks against your external perimeter are waning, if not yet over. The perpetrators now target the other, more vulnerable aspect of your information security – your people. The human element is the most difficult to predict and control and often the most vulnerable. The real-world hackers are well-trained in exploiting common psychological traits, or the art of Social Engineering, to manipulate individuals into performing requested actions or divulging sensitive information. This session will focus on how to detect and respond to these attacks, as they come in from various attack vectors, such as email, phone or even personal interaction. We will also discuss the fundamentals of information security and how to apply this knowledge in the day-to-day operations. You will leave this session with the knowledge of basic security concepts, the ability to identify common social engineering techniques and vectors, specific strategies to protect yourself from becoming a victim and time on building a security culture in your organization.

Presenter: Eugene Slobodzian, PhD, CISSP, Practice Director, InfoSecurus.

Free Web Mapping Tools that Help Municipal Government

Did you know there are free online tools designed to help your town or county more easily conduct its business? There are! Come see these five 'lightning' demos, with the experts that manage them. Tools to be covered include Begin With Habitat, Maine GeoParcels Viewer, Maine DOT

projects site, Stream Habitat tool, and the NG911 change request tool.

Presenters: Michael Smith MS, GISP, State GIS Manager, State of Maine Office of GIS; Joseph Young, State of Maine Office of GIS.

New Uses of LiDAR and GIS Technology for Visualizing Sea Level Rise and Coastal Flooding Impacts in Maine

Over the past several years, the Coastal Services Center developed new techniques to map sea level rise and coastal flooding impacts using high-resolution lidar-based elevation data. A map viewer displays flooding impacts on local public infrastructure, mapping confidence, flooding frequency, marsh impacts, and social and economic impacts from potential inundation. Downloadable geodatabases contain inundation, confidence, and digital elevation model (DEM) data layers that can be used in desktop analyses. This paper will provide a discussion of new methods, the status of new tool development, and a look at local applications of the data.

Presenters: Jamie Carter, Geospatial Coordinator, NOAA; Doug Marcy, Coastal Hazards Specialist, NOAA; Keil Schmid, Topographic Mapping Specialist, NOAA.

Innovative Approaches to Re-purposing Technology Equipment and Increasing Technology Skills

Learn why two programs in Maine (eWaste Alternatives and PCs for Maine) are receiving acclaim for efforts to reduce electronic waste and to increase technology use and skills through deployment of refurbished equipment to community support efforts in Maine.

Presenter: Chris Martin, Founder, Information Technology Exchange and the PCs for Maine Program.

2:45 – 3:00pm Afternoon Break/Visit with Partners

3:00 – 4:00pm

Digital Payments – Should We or Shouldn't We?

Accepting credit cards, debits cards and other forms of electronic payments is pretty much the norm these days, but is it right for everyone? This session will talk about the process of implementing digital payments and what you should think about before taking the plunge. Included in the discussion will be a "live" example with a Maine municipality.

Presenter: Danielle McGillicuddy, Internal Sales and Communications Manager, Nationwide Payments.

Municipal Website Tips

You can find a website for just about anything these days. It doesn't mean they are all user friendly. This session will discuss what should be on every municipal website and how to create and maintain it on a shoestring budget. It will also serve as an excellent resource for those people who have been handed the "website baton" with little or no website experience.

Presenter: Ross Heupel, Marketing Director, GovOffice.

Municipal Uses of ArcGIS Online for Web & Mobile Mapping Applications

Online mapping was once reserved for only municipalities with large enough budgets to either contract out web mapping services, or purchase expensive infrastructure and host themselves. ESRI's latest ArcGIS Online platform enables

municipalities of all sizes to utilize online web-mapping solutions in their organizations. In this presentation, you will learn how some of Maine's largest cities, as well as smaller towns are implementing ArcGIS Online. You will also hear about challenges in adopting ArcGIS Online, as well as how to get started with ArcGIS Online in your organization.

Presenters: Ray Corson, President, Corson GIS Solutions; Rosemary Mosher, GPS Manager, City of Auburn.

GIS for Assessing Officers

What are some ways you can use a GIS to help in your duties as an Assessor? Explaining valuations to taxpayers and appraisers, reviewing sales in ratio studies, as well as providing custom maps for co-workers and the public are just a few. In this demonstration, Kyle will share some tips on various ways to display parcel data, "join" Excel files to GIS layers, and analyze sales information.

Presenter: Kyle Avila, Assessor, Town of Mt. Desert.

Leveraging the Power of High-Speed Internet to Build Trust

Learn how municipalities can use the internet to achieve goals of connecting with residents and others to appear more attractive to prospective residents and businesses, disseminate information more effectively, and increase the efficiency of local government.

Presenter: Matthew Rideout, Interactive Marketing Manager, Nancy Marshall Communications.

4:15 – 4:45pm

GovOffice User Group

Calling all GovOffice Maine clients! This annual meeting of the GovOffice User Group gives you the opportunity to meet with GovOffice staff to discuss advancement and new design solutions, as well as the opportunity to provide feedback and ask questions.

Presenter(s): Ross Heupel, Marketing Director, GovOffice

MEGUG Scholarship/Grant Recipient Presentations & Business Meeting

Registration: \$70 (MMA Members, Non-profit, Gov't Agencies, MEGUG) / \$70 (ConnectME Authority Affiliates) / \$100 (Business Reps) / \$140 (Non-member Municipalities)

Register online at: www.memun.org (click on the Technology Conference logo).

Questions : If you have questions regarding registration, please call Educational Services at 1-800-452-8786 (Augusta area, 623-8428).

Overnight Rooms: An overnight room block has been set up at the DoubleTree by Hilton in South Portland for attendees and sponsors at the rate of \$92/night (plus tax). To make your overnight reservation, please call the DoubleTree by Hilton at (207) 775-6161 and reference the Municipal Technology Conference rate.

Affiliate Certification/CEUs: Several sessions qualify for certification points or CEUs from the following: MTCMA, MTCCA, MFCA, MMTCA. Also CMA/CAT re-certification credits through Maine Revenue Service are available. To see the full listing of credits, visit our website at www.memun.org and click on the 2014 Municipal Technology Conference link on the home page.



Maine Municipal Association

NOTICE

Seeking Nominations for MMA Executive Committee

Nominations

Nominations are being accepted for three seats on the MMA Executive Committee. The Vice President position is also open to municipal officials who have served at least 12 consecutive months on the MMA Executive Committee during the past five years. The Nominating Committee will interview Vice President candidates and selected candidates for the Executive Committee positions during their meeting in May.

What Is Involved?

The Executive Committee is the Maine Municipal Association's corporate board, consisting of twelve elected and appointed municipal officials representing the interests of member municipalities throughout the state. The Committee has overall governance and fiduciary responsibility for the Association, its annual operating budget, and the development of policy and priority initiatives. The Executive Committee meets 10-12 times per year and has a required attendance policy in place. The Association reimburses municipal officials or their municipality for travel related expenses incurred for attending meetings or authorized activities to represent the Association's interests.

Who Should Apply?

- Town and/or city managers or chief appointed administrative officials in an active member municipality; or
- "Municipal officers" (*mayor and aldermen or councilors of a city, the selectmen or councilors of a town, and the assessors of a plantation*)

What are the Qualifications?

- The ability to serve a three year-term;
- Basic knowledge and/or interest in the corporate operations of the Maine Municipal Association;
- Although not necessary, it would be helpful to have prior experience on other governing boards/committees and/or involvement in the Maine Municipal Association.

Timetable

March 20, 2014	Appointment of MMA Nominating Committee (2 MMA Past Presidents; 2 Elected Municipal Officials & 1 President of Affiliate Group or Town/City Manager or Chief Appointed Administrative Official)
March 26, 2014	1st Meeting/Conference Call of Nominating Committee
April 2014	Notice in monthly magazine, MMA Townsman, and electronic newsletter, MMA This Month
April 2014	1st Electronic Mailing to Key Municipal Officials — Seeking Interested Candidates
May 5, 2014	Deadline for Receipt of Statement of Interest Forms & Support Letters of Recommendation. The Nominating Committee will hold its 2nd Conference Call to review all Statements of Interest submitted and select candidates to be interviewed in at their next meeting.
Friday, May 9, 2014	3rd Meeting of Nominating Committee — Interviews for Vice President position & selected candidates for Executive Committee positions; put forth Proposed Slate of Nominees
May 14, 2014	2nd Mailing to Key Municipal Officials — Proposed Slate of Nominees
July 7, 2014 — 4:30 p.m.	Deadline for Receipt of Nominees by Petition
July 16, 2014	3rd Mailing to Key Municipal Officials — Voting Ballots
August 15, 2014 — 12:00 noon	Deadline for Receipt of Official Voting Ballots
August 15, 2014	MMA Election Day — Counting of Voting Ballots by Municipal Clerk

For Further Information:

Please visit the MMA Website at www.memun.org for additional information on the MMA Nominating Committee process, timetable, overview of Executive Committee responsibilities and access to the Statement of Interest Forms for the MMA Executive Committee and Vice President positions. Please contact Theresa Chavarie at 1-800-452-8786 ext. 2211 or by e-mail at tchavarie@memun.org if you have any questions. (Please see *Statement of Interest Form for the MMA Executive Committee* on back side of this Notice.)

Maine Municipal Association
STATEMENT OF INTEREST FORM
SERVICE ON THE MMA EXECUTIVE COMMITTEE

Deadline for Receipt — 12:00 p.m. on Monday, May 5, 2014

**Please answer each question completely & submit letter(s) of recommendation.
Attach additional sheets if necessary.**

Name of Candidate: _____

Municipal Position: _____ Years in Position: _____

Municipality: _____ County: _____

Preferred Mailing Address: _____

Work or Office Phone _____ Home Phone: _____

Mobile/Cell Phone _____ E-Mail: _____

Professional and Municipal Experience — Please include work experience, appointments to municipal/agency/organizational boards, and volunteerism (provide position title and year(s) of service):

Previous Involvement With the Maine Municipal Association — Please provide info on your past involvement on MMA Legislative Policy Committee, Governance Boards, Ad Hoc Committees, Municipal Leadership Program, Convention Planning, etc., (provide dates of service, if available):

Other Information — Occupation, education, other activities of interest, awards, etc.

What Attributes Do You Believe You (or Your Candidate) Will Bring To The Maine Municipal Association?

Please provide a Municipal Reference that we may contact:

Name	Municipal Position	Telephone #
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For an understanding of the attendance policy please see the MMA Executive Committee job description which is located on the MMA website. Based on this, do you believe that the time commitment meets your availability?

Yes No

If you are making this recommendation on behalf of someone other than yourself, please complete the following information so that we may contact you if more information is needed.

Name: _____ Daytime Tel #: _____ Email: _____

Municipal Position: _____ Municipality: _____

Address: _____

MMA Nominating Committee c/o Executive Office
Maine Municipal Association, 60 Community Drive, Augusta, Maine 04330

FAX: (207) 626-3358
E-mail: tchavarie@memun.org

2014 MMA & Affiliate Training Calendar

KEY TO WORKSHOP SPONSORS

MMA	Maine Municipal Association	MMTCTA	Maine Municipal Tax Collectors' and Treasurers' Association
MACA	Maine Animal Control Association	MSFFF	Maine State Federation of Firefighters, Inc.
MAAO	Maine Association of Assessing Officers	MTCCA	Maine Town & City Clerks' Association
MBOIA	Maine Building Officials & Inspectors Association	MTCMA	Maine Town, City and County Management Association
MCAPWA	Maine Chapter of American Public Works Association	MWDA	Maine Welfare Directors Association
MCDA	Maine Community Development Association	MWWCA	Maine WasteWater Control Association
MFCA	Maine Fire Chiefs' Association		

*Please note that the listings with a 🔍 symbol are new courses!

APRIL

DATE:	COURSE NAME:	LOCATION:	SPONSORED BY:
4/8	New Clerks Workshop	Bangor – Spectacular Event Center	MTCCA
4/10	Labor & Employment Law	Augusta – MMA	MMA
4/15-4/17	Supervisory Leadership for Public Works I	Gorham – Municipal Offices	MCAPWA
4/16	Basic Excise Tax	Augusta – MMA	MMTCTA
4/18	MWWCA Spring Conference	Orono – Black Bear Inn	MWWCA
4/26	Lincoln Maine Spring Training	Lincoln – Northern Maine Reg. III Voc. School	MAAO
4/28-4/29	MWDA Spring Training Seminar	Bangor – Hollywood Conference Center	MWDA
4/29	Basic Municipal Budgeting	Orono – Black Bear Inn	MMA
4/30	Local Planning Boards/Boards of Appeal	Skowhegan – Recreation Center	MMA

MAY

5/1	Municipal Technology Conference	South Portland – DoubleTree By Hilton	MMA
5/2	Annual Northern Maine Spring Training	Caribou – Northern Maine Dev. Commission	MAAO
5/6	Elected Officials Workshop	Orono – Black Bear Inn	MMA
5/8	Boards of Assessment Review	Augusta – MMA	MAAO/MMA/MTCMA
5/8-5/9	MMTCTA Annual Conference	Bangor – Cross Insurance Center	MMTCTA
5/13	Local Planning Boards/Boards of Appeal	Brewer – Jeff's Catering	MMA
5/15	Records Management	Bangor – Spectacular Event Center	MTCCA
5/19-5/20	Maine Code Conference	Sebasco Estates – Sebasco Harbor Resort	MBOIA/MFCA
5/20-5/22	Supervisory Leadership for Public Works II	Gorham – Municipal Offices	MCAPWA
5/20	Voter Registration	Augusta – MMA	MTCCA
5/21	Title 21A	Augusta – MMA	MTCCA
5/29	Elected Officials Workshop	Presque Isle – Northeastland Hotel	MMA

Online Registration is easy: <http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

2014 MMA & Affiliate Training Calendar

JUNE

6/3	Local Planning Boards/Boards of Appeal	Machias – University of Maine	MMA
6/4	 Social Media Do's and Don'ts	Dedham – The Lucerne Inn	MMA
6/5	Highway Congress	Skowhegan – Skowhegan Fairgrounds	MCAPWA
6/12	Elected Officials Workshop	West Kennebunk – Fire Station	MMA
6/17	Cash Management	Bangor – Spectacular Event Center	MMTCTA
6/18	Elected Officials Workshop	Northport – Point Lookout	MMA
6/24	New Managers Workshop	Augusta – MMA	MMA/MTCMA

JULY

DATE:	COURSE NAME:	LOCATION:	SPONSORED BY:
7/1	Municipal Law for Clerks  Mun Law/Clerks Video Conference	Augusta – MMA Calais – Washington Cty Comm College (WCCC)	MTCCA MTCCA
7/15	Payroll & 1099 Procedures	Augusta – MMA	MMTCTA
7/17	MFCOA Membership Meeting/Training	Hope – Fire Station	MFCOA
7/23	Managing Freedom of Access Requests	Pittsfield – Town Hall	MMA
7/24	MBOIA Membership Meeting/Training	Augusta – MMA	MBOIA

AUGUST

8/13-8/15	69th New England Management Institute	Newry – Sunday River Ski Resort	MTCMA
8/19	I've Got the Job, What Now?	Augusta – MMA	MMTCTA
8/20	Vital Records	Bangor – Spectacular Event Center	MTCCA
8/26	New Clerks Workshop  New Clerks Video Conference	Augusta – MMA Caribou – Northern ME Dev Comm (NMDC)	MTCCA MTCCA
8/28	Elected Officials Workshop  Elected Officials Video Conference	Augusta – MMA Machias – Sunrise County Economic Council (SCEC)	MMA MMA

SEPTEMBER

9/3-9/5	MAAO Annual Conference	Sebasco Estates – Sebasco Harbor Resort	MAAO
9/5-9/7	51st Annual MSFFF Convention	Farmington	MSFFF
9/9	Networking Day & Annual Meeting	Waterville – Waterville Elks	MTCCA
9/17-9/19	MWWCA Fall Convention	Newry – Sunday River Ski Resort	MWWCA
9/25	MBOIA Annual Meeting/Training	Gray – Spring Meadows	MBOIA

Online Registration is easy: <http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

2014 MMA & Affiliate Training Calendar

OCTOBER

10/1-10/2	78th MMA Convention	Augusta – Augusta Civic Center	MMA
10/21	Fair Labor Standards Act	Augusta – MMA	MMA
10/22	Local Planning Boards/Boards of Appeal	Bethel – Bethel Inn	MMA
10/28	Labor & Employment Law	Augusta – MMA	MMA
10/29	Customer Service Excellence	Augusta – MMA	MMA

NOVEMBER

11/6	Municipal Law for Tax Collectors/Treasurers	Orono – Black Bear Inn	MMTCTA
11/13	Municipal Law for Tax Collectors/Treasurers	Augusta – MMA	MMTCTA
11/18	Personnel Practices	Lewiston – The Green Ladle	MMA
11/19	Grant Writing & Funding	Augusta – MMA	MMA

DECEMBER

12/2	Roles of Elected Officials & Municipal Mgrs	Augusta – MMA	MMA
12/9	Local Planning Boards/Boards of Appeal	Augusta – MMA	MMA
	 PB/BOA Video Conference	Caribou – Northern ME Dev Comm (NMDC)	MMA
	PB/BOA Video Conference	Fort Kent – Northern ME Dev Comm(NMDC)	MMA
12/11	MBOIA Membership Meeting/Training	Lewiston – The Green Ladle	MBOIA

WHO TO CONTACT:

1-800-452-8786 or 207-623-8428

Eric Conrad, Director of Communication & Educational Services.....x2390

MMA Educational Events:

Margaret Noel, Manager, Educational Services..... x2304

Denise Kolreg, Training & Affiliate Groups Office Coordinator..... x2296

Affiliate Training:

(MACA, MAAO, MBOIA, MCAFWA, MCDA, MFCA, MMTCTA, MWDA, MWWCA)

Joan Kiszely, Affiliate Liaison..... x2297

Melissa Carver, Affiliate Office Admin. Asst. II x2299

(MSFFF, MTCCA, MTCMA)

Margaret Noel, Manager, Educational Services..... x2304

Denise Kolreg, Training & Affiliate Groups Office Coordinator..... x2296

Online Registration is easy: <http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

PEOPLE



Ed Bradley

Former Freeport Town Councilor **Ed Bradley** was named 2013 Citizen of the Year in March. Bradley, who was pivotal in the creation of the Freeport Community Center, served as councilor in the 1980s and one of his daughters is presently serving on the council. Bradley, in accepting the award, said no other recognition could mean as much to him. He dedicated the award to his wife, Jane. Bradley moved to Freeport in 1976 and recently told *The Forecaster* newspaper: "There's no place where I have felt more full, more possible, more satisfied than here."

Former Dexter Town Manager **Linda-Jean Briggs** has been hired as the Town of Waldoboro's manager. She replaces John Spear, who resigned last year to work as administrative assistant to selectmen in his hometown of South Thomaston. Briggs resigned as Dexter town manager last October.



Richard Chick

Former long-time Town Manager **Richard Chick** of Poland died in Auburn on March 7 at the age of 67 after a lengthy illness. Chick earned a degree in Public Administration from the University of Maine and managed Poland for 34 years. In his retirement, he drove a school bus and enjoyed other activities. Chick also served eight years in the New Hampshire National Guard.

Douglas Clark has been hired as Gardiner wastewater superintendent, recapturing a job he held more than a decade ago. Most recently, Clark has served as operator at the Kennebec Water District in Vassalboro. Clark, whose first day on the job was Feb. 28, replaced Chuck Applebee. Clark, who has a total of 35 years' experience in wastewater treatment, worked for the Gardiner operation from 1982 to 1999 before returning this winter.



John DeLeo

Ellsworth Police Chief **John DeLeo** will retire April 18, ending a 37-year law enforcement career. DeLeo has been chief since 1998. The New Jersey native moved to Maine to attend the University of Maine, graduating in 1973. He majored in wildlife management, but after taking a law enforcement class, decided that was his life's calling. He plans to earn his certification as a motorcycle driving instructor. He and his wife hope to move south, but not right away, he said.

Bath Fire Chief **Stephen Hinds** announced that he will retire this month after working for the city fire department for more than 30 years. Hinds began his firefighting career in Lewiston in 1976 and was hired by Bath in 1981. After serving as deputy chief for many years, he was named chief in 2002.

Bangor City Engineer **Art Morgan** retired March 28 after serving the city for 26 years, the last three as chief engineer. He replaced long-time City Engineer Jim Ring, who retired in 2011. Morgan is among the city officials credited with transforming the waterfront area into a renowned venue for the American Folk

Festival and the ongoing Waterfront Concert Series that attracts some of the country's most popular performers. He was involved in numerous major infrastructure projects over his tenure. Morgan, 53, said he would like to find a different career path to explore.

Paul Philbrick won a Lebanon selectmen seat in a five-way race during a special election in March. Philbrick, a planning board member, will finish the unexpired term of Jason Cole, who resigned last December. Philbrick coasted to the win with 237 votes. The closest challenger collected 147 votes. Before his retirement, Philbrick worked for 20 years at the Portsmouth Naval Shipyard.

Topsham selectmen named Planning Director **Rich Roedner** as the town manager, replacing Cornell Knight, who plans to relocate to Washington, D.C., to be with his family. Roedner, who was hired as planner in late 2002, has been serving as interim manager. He called his promotion "a big honor" and was chosen from a field of three strong candidates.

Former Bangor City Councilor and physician **George Wood III** died March 27 at the age of 92. Wood, a Georgia native who served the city of Bangor in numerous ways, was elected to serve on the council from 1978 to 1981. He also served on the school committee and the planning board throughout the 1960s. ■



Two fire chiefs received official designations at the Maine Fire Chiefs' Association & Maine Fire Protective Services Commission 2014 Annual Joint Conference on March 26. **From left to right:** Chief David Coughlin of Oakland; Chief Terry Bell, Sr. of Farmington; Peter Nielsen, Town Manager in Oakland and Maine Municipal Association President; and, Chief William St. Michel of Durham, who presented the awards. (Photo by Eric Conrad)

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

CAMDEN

Neighbors of a proposed alcohol treatment facility have filed a federal lawsuit asking the court to block the project, which the plaintiffs described as a facility for rich people who need help to stop over-drinking. They argued that federal and state fair housing laws were not meant to protect alcoholics. In all, five parties have brought the U.S. District Court suit, including Friends of Camden Maine LLC. If the project is determined to fall under the Federal Fair Housing Act, the town would have no control over the project.

FALMOUTH

Starting this July, the town will join the communities of Cumberland and Yarmouth in outsourcing property assessing to county government. Falmouth Assessor Anne Gregory announced she will retire on June 31. The town can save between \$50,000 and \$60,000 a year by having the county do the assessing. Customer service would not be adversely affected, officials said.

FARMINGTON

Franklin County fire departments planned to meet April 6 to discuss more ways to collaborate as volunteer ranks drop and budgets tighten. In addition to fewer volunteers, firefighters are working under more stressful work conditions, including a new requirement that shortens their response times. Other challenges include firefighters having to provide more services – emergency medical treatment, for example – while the crews themselves are aging. Towns across Maine are struggling with recruiting not only firefighters, but EMT and ambulance personnel.

FORT KENT

Town officials hope the placement of the new international bridge, which was built alongside the old span, does not provide shelter for ice floes and potentially dangerous jams. Because the two bridges do not line up, there are five concrete piers which the ice must travel around to clear the bridges. There is no way to mitigate the potential danger, but officials will keep a close watch on the ice movement over the next few weeks. Although the new

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*.

Executive Committee. Maine Municipal Association is accepting nominations to its Executive Committee, the 12-member board that helps to guide the organization.

Recycling & Solid Waste. Maine Resource Recovery Association will present its 21st Annual Recycling & Solid Waste Conference on April 28-29 at the Samoset Resort in Rockport.

Federal Issues Paper. The 2014 Federal Issues Paper, which covers key issues involving municipalities and the U.S. government, explores rail safety, storm water regulations and marketplace fairness, among other topics.

bridge survived any damage from the icy river chunks last year, this year's prolonged frigid weather has people more concerned about the ice jamming this spring.

OAKLAND

Officials from 24 member municipalities in the Kennebec Regional Development Authority's FirstPark industrial complex voted in late March to approve a \$1 million operating budget for the new fiscal year. Gardiner's representative objected to the budget plan, asking the Authority to cut its budget in a show of "solidarity with us in the local level," according to the Morning Sentinel newspaper. Of the \$1 million budget, the 24 communities will pay nearly \$590,000 with the expectation of recouping about \$256,000 over the coming year. Member towns include: Anson, Benton, Canaan, China, Clinton, Cornville, Fairfield, Farmingdale, Gardiner, Hartland, Manchester, Norridgewock, Oakland, Palmyra, Pittsfield, Readfield, Rome, St. Albans, Sidney, Smithfield, Solon, Starks, Waterville and Winslow.

OLD TOWN

Residents and the Orono Land Trust expressed concerns in March to the Planning Board over proposed 270-unit student housing complex that they say would be sited on property with vernal pools, wildlife breeding areas and skiing trails. The project, proposed by Park 7 Group of New York City, would feature single and multi-bedroom apartments, up to five bedrooms, to house between

850 and 925 University of Maine students.

WISCASSET

The town is considering joining neighbors Damariscotta and Newcastle to provide hand-held keypads for town meeting voters. Selectmen were scheduled to see a demonstration of the machines in early April. According to officials, if there are not enough keypads for the number of voters, then they cannot be used. Officials from the other towns said the technology has worked well, despite a few glitches, and affords what many residents want at town meeting: The ability to vote without their seat mates knowing all of their decisions. Wiscasset voters, in a non-binding referendum several years old, decided they wanted to vote on the budget in private. The machines do not depress discussion, officials said. ■

CORRECTIONS

A photo caption on P. 18 of the March *Maine Townsman* should have said the covered bridge in the picture is located in Guilford.

A column by Presque Isle City Manager James Bennett should have identified him as President-Elect of the International City/County Management Association. He will be sworn in as President in September. It was an editing error.

MUNICIPAL BULLETIN BOARD

APRIL 29

Basic Municipal Budgeting

Orono's Black Bear Inn will be the scene of an all-day workshop on April 29 regarding Basic Municipal Budgeting, which is designed especially for officials with responsibility for municipal budgeting and preparation. The session is led by James Bennett, City Manager in Presque Isle, and John D. Eldridge, Director of Finance in Brunswick.

This hands-on workshop will instruct attendees on budget preparation, forecasting and controls. Cost is \$75 for MMA members and \$150 for non-members. The workshop starts with registration at 8:30 a.m. and concludes at 3:30 p.m.

APRIL 30

Planning Boards/BOA: Skowhegan

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 April 30 at the Skowhegan Community Recreation Center.

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.

MAY 1

Municipal Technology Conference

MMA's annual Municipal Technology Conference, which is co-sponsored by the Maine GIS User Group and the ConnectME Authority, will be held on Thursday, May 1 at the DoubleTree by Hilton conference center in South Portland.

This year's keynote speaker is Mike Frank, an Ohio-based expert in time management and handling change. Among the topics to be explored: Social Media Dos and Don'ts; Video Technology and Public Meetings; Technology Guidelines and Human Resources; and, many other topics. The conference starts with registration at 8 a.m. and concludes at 4 p.m.

MAY 8-9

MMTCTA Annual Conference

The Maine Municipal Tax Collectors' and Treasurers' Association will hold its Annual Conference May 8 and 9 at the new Cross Insurance Center in Bangor. The two-day conference will cover an array of topics, ranging from workplace violence to ethics to managing independent contractors.

Cost for the conference is \$110 for MMTCTA members who attend both days and \$75 per day for members who choose to attend either Thursday or Friday. Non-member costs are higher. Hollywood Casino is offering discounted hotel rooms for overnight stays.

MAY 8

MAAO Board Of Assessment Review

The Maine Association of Assessing Officers will hold a workshop on the Board of Assessment Review process, an overview of applicable Maine law and how to prepare for and conduct a BAR hearing. The workshop will be held on May 8 at the MMA Conference Center in Augusta.

Instructors will include: Sally Daggett and William Dale, attorneys with Jensen Baird Gardner and Henry. The session is co-sponsored by the Maine Town, City & County Management Association. Registration begins at 3:30 p.m. and a light meal is served then. The session itself is scheduled to run from 4:30 p.m. to 7 p.m. Cost is \$40, including the meal.

MAY 13

Planning Boards/BOA: Brewer

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 May 13 at Jeff's Catering in Brewer.

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.

MAY 15

Records Management: Bangor

Kathy Montejo, City Clerk in Lewiston, and Patti Dubois, City Clerk in Waterville, will present on Records Management on May 15 at the Spectacular Events facility in Bangor. The day-long workshop is sponsored by the Maine Town & City Clerks' Association.

Topics will include: required record keeping; a local government record retention schedule; access required by the Maine Freedom of Access law; and, records management tips in an efficient office environment. The session starts with registration at 8:30 a.m. and concludes at 4 p.m. Cost is \$55 for MTCCA members and \$75 for non-members.

MAY 20

Voter Registration: Augusta

Tracey Stevens, Town Clerk in Freeport, and Julie Flynn of the Maine Secretary of State's Office will hold a voter registration workshop at the MMA Conference Center on May 20. The workshop is a review of duties and responsibilities of the municipal Registrar of Voters. It will review their tasks before, during and after Election Day.

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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

The 'Pothole Law'

Maine's "Pothole Law" (aka the Highway Defect Act, see 23 M.R.S.A. § 3655) provides a cause of action or right to sue for personal injury or property damage caused by "any defect or want of repair or sufficient railing" in any town way.

The right to recover under the Pothole Law is contingent on three prerequisites: (1) the road must be a town way; (2) the injury or damage must have been caused by a defect in the way; and (3) the municipal officers (selectmen or councilors) or road commissioner must have had at least 24 hours' notice of the defect prior to the incident.

A "town way" is a public road that a municipality is legally obligated to maintain, as opposed to a public easement (which a municipality may, but is not required to, maintain) or a private road (which a municipality cannot legally maintain).

A "defect" may include a defect in the surface of a road (such as potholes, cracks or frost heaves) or an obstruction on a road (such as fallen trees or other debris) or absent or inadequate railings. Ice and snow are not highway defects, however (see *Wells v. City of Augusta*, 135 Me. 314 (1938)), nor are trees, structures and other legal objects within the way (see 23 M.R.S.A. § 3651(1)). Also, the failure to erect or replace traffic control devices (such as stop signs) is not a highway defect (see *Stickney v. City of Portland*, 600 A.2d 405 (Me. 1991)).

The reason for the 24 hours' prior notice requirement is to give municipal authorities a reasonable opportunity to repair the defect or warn motorists of it before potential liability arises (think patched potholes and those ubiquitous orange "bump" signs all over Maine each spring).

Also in order to recover, any claimant must notify the municipal officers in writing, specifying the nature of damages and the nature and location of the defect, within 180 days after the incident and must file suit within one year after the incident. Any notice of claim received by a municipality should be reported to the municipality's insurance carrier right away. Liability is capped at \$6,000 for personal injury or property damage and \$25,000 for death.

We should note that although the

Maine Tort Claims Act clearly states a municipality is *not* liable for highway defects (see 14 M.R.S.A. § 8104-A(4)), it is just as clear the Pothole Law (which predates it) survives as a remedy where there is full compliance with its requirements (see *Paschal v. City of Bangor*, 2000 ME 50).

We should also note that the Pothole Law is not a strict liability law, where claimants can recover no matter what their own conduct. Municipalities must keep town ways reasonably safe and convenient, but motorists also have a duty to exercise reasonable care.

For the record, there is no equivalent to the Pothole Law for roads and highways the State is legally responsible for maintaining (see *Hodgon v. State*, 500 A.2d 621 (Me. 1985)).

For more on liability and local roads, including links to our "Information Packet" on posting roads and to the MDOT's Maine Local Roads Center, see "Potholes and Frost Heaves and Road Postings! Oh, My!," *Maine Townsman*, "Legal Notes," March 2009. (By R.P.F.)

Fire Protection: 3 Legal Options

Question: What are our choices under Maine law for providing local fire protection?

Answer: According to 30-A M.R.S.A. § 3152(1), a municipality has three alternatives: (1) maintain a municipal fire department, (2) support a volunteer fire association, or (3) contract with another governmental unit for fire protection. (In fact, there is a fourth option – provide no fire protection, since municipalities are not legally required to provide any – but we know of no municipality that does this.)

A municipal fire department is an agency of the municipality itself, like a police or public works department, for instance, and must be established by a charter, ordinance or town meeting warrant article (see 30-A M.R.S.A. § 3151(1)).

In contrast, a volunteer fire association is a separately organized and incorporated entity, with its own officers and membership criteria, bylaws, and bank account (see 30-A M.R.S.A. § 3151(3)). A municipal fire department should not include any of these features. If a volunteer fire association is unincorporated, or if it has allowed its corporate status to

MUNICIPAL CALENDAR

MAY — Municipal officers shall meet as the "licensing board" to license innkeepers and tavernkeepers during the month of May (30-A MRSA §3812)

MAY 1 — Licenses for bowling alleys, pool rooms, shooting galleries, etc., issued during the previous 12 months expire (8 MRSA §2).

ON OR BEFORE MAY 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 (22 MRSA §4311).

MAY 26 — (Last Monday in May) Memorial Day observed. A legal holiday (4 MRSA §1051); a school holiday (20-A MRSA §4802). Municipal officers shall direct the decoration of veterans' graves. (30-A MRSA §2901).

lapse, not only is it ineligible for municipal funding, its members also are unprotected from tort claims liability and are ineligible for workers comp benefits (see "Unincorporated Volunteer Fire Departments – So What?," *Maine Townsman*, "Legal Notes," August-September 2008).

Anyone can verify a volunteer fire association's corporate status by using the Maine Secretary of State's "corporate name search" feature at <http://icrs.informe.org/nei-sos-icrs/ICRS?CorpSumm=19590048ND>.

If a volunteer fire association's corporate status has lapsed, it may either reincorporate or become a municipal department instead. MMA Legal Services cannot assist in reincorporating an association, but we do offer a sample ordinance to establish a municipal fire department with our "Information Packet" on fire protection, available free to members at www.memun.org. Our packet also discusses a variety of related issues including liability, finances and fundraising, etc. (By R.P.F.)

Smoking In Taxicabs

Amber Desrosiers, the Maine Attorney General's Tobacco Enforcement Coordinator, contacted us recently and asked

LEGAL NOTES

us to remind our readers that smoking in taxis, limousines and other vehicles for hire is a violation of Maine's workplace and public places smoking laws (see 22 M.R.S.A. §§ 1580-A and 1541, respectively).

She's right of course, but how is this relevant to municipal officials? Because some (we reckon about 40) of Maine's 492 towns and cities license and regulate vehicles for hire under the optional authority of 30-A M.R.S.A. § 3009(1)(F). And some of those make a violation of State law a basis for suspending or revoking a municipal license.

So for municipalities that license vehicles for hire and that get complaints about smoking in them (Amber says she's gotten a lot lately), owners and operators should be advised that State law prohibits smoking in vehicles for hire and requires employers to adopt a workplace smoking policy that complies with the law (the Maine Attorney General and the Maine Center for Disease Control and Prevention are responsible for enforcement).

For an excellent summary of Maine's smoking laws and samples of workplace smoking policies, go to www.tobacco-freemaine.org and click on "workplaces." (By R.P.F.)

Should Office Staff Help Draft Petitions?

Question: A resident wants to circulate a town meeting petition and has asked our town office staff to help draft it. Should we?

Answer: Generally speaking, no. While municipal staffers should try to be (and usually are) helpful, assisting someone in drafting the body or substance of a petition can carry some personal and professional risks. For one, doing so could be

misconstrued as staff support for the petitioners' proposal even if the staff has disclaimed taking any position.

For another, if the petition turns out to be legally flawed or doesn't accomplish precisely what the petitioners intended, guess who's likely to be blamed? The staff, because they'll be viewed as the "experts" on whom the petitioners relied.

Lastly, it's worth remembering that town meeting petitions are usually initiated because the municipal officers (selectmen or councilors) have either refused to act or acted in a fashion contrary to the petitioners' wishes. Helping the petitioners draft the petition, though it may be a staffer's First Amendment right, could be perceived as being disloyal.

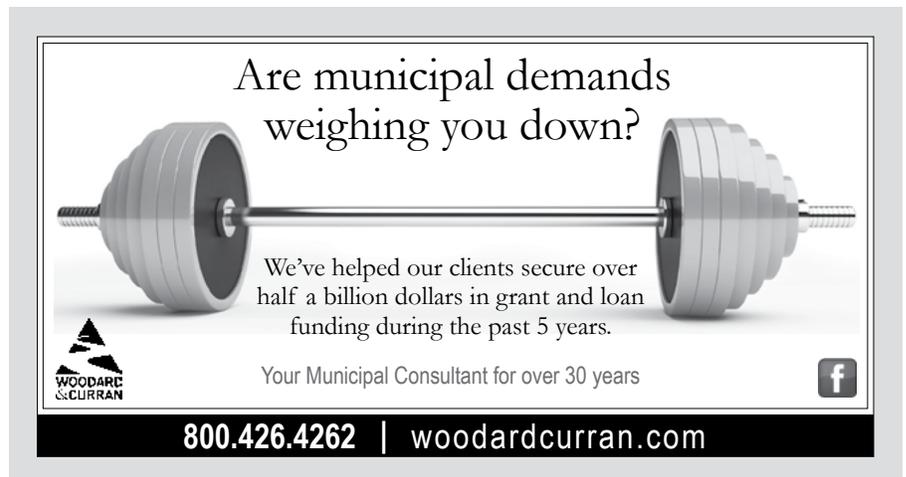
We should make it clear that if municipal staffers want to participate in a petition drive as private citizens, they are legally free to do so (see above), but it should be on their own time.

We should also note that in certain cases, municipal clerks are required to

prepare and issue petition forms. For example, with petitions to establish a municipal charter commission or amend a municipal charter (see 30-A M.R.S.A. §§ 2102, 2104). Also, some municipal charters require the clerk to prepare and issue petition forms in all cases, regardless of subject matter.

Incidentally, we have no objection to offering would-be petitioners a *blank* petition form (*i.e.*, without a proposed warrant article or ballot question) as a guide to suggested format. Our concern is with staff helping the petitioners to word-smith the substance of their proposal. This is something for which petitioners should seek their own counsel.

For a nutshell guide to town meeting petitions, see "Voter Petitions: A Primer," *Maine Townsman*, "Legal Notes," February 2010. For a more detailed discussion, including a sample petition form, see *MMA's Town Meeting & Elections Manual*, available free to members at www.memun.org. (By R.P.F.) ■



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