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The magazine of the Maine Municipal Association

MARCH 2018



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Workin' for a Livin'



Municipalities face a growing challenge of replacing older workers with new faces. Maine Municipal Association launched a new awareness and recruiting campaign.

Speaking of 'Help Wanted:' MMA Executive Director Stephen Gove explains the process of joining the organization's Executive Committee. [Page 5](#)

Shaping a strong community is a challenge embraced by City of Brewer Planner Linda Johns. Her love of the outdoors helps. [Page 19](#)

Never 'Settle'

Portland HR Director Gina Tapp offers insight into recruiting people for positions in the modern age. A key is to never settle for mediocre candidates.

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All That White Stuff

How could we live without those dedicated workers who climb into snow plows and trucks and keep our roads passable all winter long? [Page 23](#)

Federal Infrastructure Plan

The National League of Cities offers pros and cons stemming from a new federal approach to maintaining bridges and highways. [Page 26](#)

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A MESSAGE FROM MMA

BY STEPHEN W. GOVE / EXECUTIVE DIRECTOR

Help wanted, on MMA's Executive Committee

As Eric Conrad reports in his article on Maine Municipal Association's HoMEtown Careers campaign in this issue of *Maine Town & City*, Maine's unemployment rate is 3 percent, a historic low, challenging all Maine employers. Help wanted signs are everywhere. The City of Augusta advertises its vacant municipal jobs on the electronic Augusta Civic Center sign, which I pass every morning on my way to the MMA office.

Here's MMA's help wanted sign.

WANTED

Elected municipal officers and city and town managers interested in serving on the governing board of a statewide association representing Maine municipalities.

MMA is always looking for municipal officers and chief appointed administrative officials to serve on its Executive Committee, the association's corporate board of directors with overall governance and fiduciary responsibilities. The 12-member Executive Committee sets the mission and direction for MMA. It engages in short and long-term planning, oversees MMA's finances and serves as ambassadors to our members. The Executive Committee represents the interest of all municipalities in guiding MMA's work. The committee also serves as the board of trustees for MMA's Workers' Compensation Fund, Unemployment Compensation Fund and the nucleus of the governing board of the MMA Property & Casualty Pool.

While current and past Executive Committee members will tell you that nearly monthly meetings and events like the MMA Convention demand a substantial time commitment, they will add that service on the board is rewarding, collegial and a professional learning experience. They will also tell you that MMA staff make serving as easy as possible with adopted policies for guidance and agendas and written materials provided in advance of meetings. Over the past two years, the Executive Committee has guided the association's municipal workforce support and development project, mapped out MMA's efforts for educating gubernatorial and legislative candidates on municipal issues and advanced

a five-year capital plan – to name a few board initiatives. Executive Committee members bring their passion for municipal government, their local leadership skills and their commitment to service to MMA.

The process for serving on MMA's governing board starts with the establishment of an annual Nominating Committee by the MMA President. The 2018 Nominating Committee will begin its work shortly. The committee sends out a Call for Statements of Interest to all key officials in MMA member municipalities in late March. (See P. 30 of this issue.) Councilors and select board members, and town and city managers, who wish to place their names before the Nominating Committee must submit a Statement of Interest form by early May. The Nominating Committee reviews the statements and selects candidates to be interviewed for Executive Committee positions. Interviews take place in mid-May. The Nominating Committee then prepares the proposed slate of candidates and petition process sent to each MMA member municipality for voting purposes during August.

The committee seeks good representation of all size communities from all corners of the state, diversity and local government experience on the board. MMA bylaws and adopted guidelines provide assistance to the five-member Nominating Committee in its annual effort to nominate elected and appointed municipal officials to serve on the Executive Committee.

Theresa Chavarie, MMA's Manager of Member Relations and Executive Office, coordinates the work of the Nominating Committee and member voting process. Theresa and I would be happy to answer any questions you may have about serving on the Executive Committee and/or the Nominating Committee process and voting. Also, consider reaching out to current and past members of the Executive Committee to learn more about serving on the MMA board.

Thanks for your consideration. And, as always, thank you for your continued support for MMA's mission to provide professional services to local governments throughout Maine and to advocate their common interests at the state and national levels. ■

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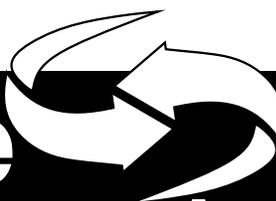
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Hometown Careers campaign touts municipal employment

Maine Municipal Association teams with Burgess Marketing and Advertising to launch an exciting campaign. The goal is to entice job candidates to work for cities and towns.

By Eric Conrad, Editor

They say that “necessity is the mother of invention” and, definitely, the Maine Municipal Association’s newly launched Hometown Careers campaign is necessary.

Stating that Maine’s municipal work force is aging doesn’t nearly do justice to the demographic shift that’s happening across our entire state. Consider these startling facts:

- At 43.5 years, Maine has the highest median age in the United States. The national average median age is 37.4 years. Utah, the “youngest” state in the nation, has an average of 29.9 years.

- Between 2010 and 2016 – six short years – the number of residents over 65 in Maine jumped from 15.9 percent to 19.4 percent. In other words, our state is old and it’s getting older. Quickly.

- Finally, and this is positive, Maine’s unemployment rate of approximately 3 percent is well below the national average. Historically, economists define any unemployment rate below 5 percent as “full employment,” meaning most people who can work and want to work find jobs. That makes available job candidates even harder to find.

In recent years, municipal officials across the state have felt first-hand the impact of aging in Maine.

Local police officers are hard to find, in no small part because these are incredibly difficult jobs, made even more risky in an age where routine traffic stops can turn fatal and most people carry video cameras in their phones – with easy access to the

Eric Conrad, the editor of Maine Town & City and Director of Communication and Educational Services at MMA, can be reached at econrad@memun.org.

MAKING THE MESSAGE WORK

A key to making the Hometown Careers effort as effective as possible depends on you, the members of Maine Municipal Association. The campaign offers logos, links, videos and so many tools that towns and cities can use on their websites, local-access channels and social media pages to raise awareness about municipal careers – and to help your town or city find quality job candidates.

For more information, visit the MMA website (www.memun.org) and click on the Hometown Careers icon prominently displayed on the upper left of your computer screen. After visiting that site, go to MMA’s Members Area (password is needed) to find more tools, along with clear directions on how to use them.

Anyone with questions can call Ben Thomas or Carol Weigelt in our Communication & Educational Services Department for assistance: 1-800-452-8786.

Internet.

The Maine Town, City and County Management Association (MTCMA) also has worked on this issue, noticing more gray hair among its members and the elected officials who manage the managers.

MMA is trying to help.

On Jan. 22, MMA launched a statewide social media and website-advertising campaign to raise awareness, among young people and residents making career transitions, about careers in municipal government.

MMA Executive Director Stephen Gove said a key hurdle to clear as municipalities try to recruit new employees is showing them that these important and diverse jobs actually exist.

“We knew our members had a problem, a problem that was only going to grow given Maine’s demographic challenges of an aging population and fewer young workers,” Gove explained. “We also knew that one of our strategies had to be marketing municipalities as great places to work

with rewarding jobs and career opportunities.”

Origination

The campaign began with conversations that MMA started having more than a year ago with town and city members, municipal Affiliate Groups (such as MTCMA, the Maine Fire Chiefs Association, Maine Association of Assessing Officers and others) and other organizations about so many impending retirements and a relatively shallow candidate pool.

In March 2017, the Maine Department of Labor’s Glenn Mills, chief economist for the DOL’s Center for Workforce Research, made a presentation to MMA’s Strategic & Finance Committee about the overall state work force and Maine’s aging demographic.

Among other things, Mills explained that the state’s aging demographic affects every employment sector in the state. For example, nurses are in short supply, as are dentists.

Private businesses have consistently told state policy makers that finding and recruiting a skilled work force is a top priority – for many, it's *the* top concern – and in some cases, the lack of skilled workers holds back company expansion plans.

Mills said new workers can be found in several ways.

First, Maine needs to educate, train and retain as many of its young people – think middle school, high school and college students – as best it can for the jobs that are rapidly becoming available.

Maine also needs to think broadly about job candidates, considering people who are making mid-life career changes, immigrants to the U.S., citizens with handicaps and people recently released from jails and prisons.

Finally, for young Mainers who leave the state to attend college or for their first or second jobs, the state needs to welcome them back if they have a desire to return “home.”

In fact, Mills said, it can benefit Maine to send young people out of state for college or to learn a trade for a few years, because they often come back to the state with new professional ideas and a deeper appreciation for where they grew up.

That presentation to MMA's Strategic & Finance Committee led to more discussions and, at our full Executive Committee's annual “retreat” in Kennebunkport last September, a presentation was made to launch what would become the Hometown Careers campaign.

Getting expert help

MMA knew that its campaign would require a blend of marketing and human resources expertise that required outside consultation. Led by Gove, MMA staff solicited bids from several Maine marketing and communication firms to design and help cre-



Emily Scully



Evan Hazelton



Dustin Dow



Audra Caler-Bell

ate the project. Ultimately, Burgess Advertising and Marketing in Falmouth was selected.

MMA started working with Meredith Burgess, Oliver Payne and other employees at the Burgess firm last fall. What the MMA-Burgess team came up with was a cost-effective statewide campaign of videos and other ads that people would largely see through social media and through website ads that pop up when they are reading or scanning a wide array of online content.

“We were thrilled to be chosen to work with MMA to develop a campaign to raise awareness, primarily among young adults 18-35, about the availability of great municipal jobs across Maine,” said Meredith Strang Burgess, President and CEO of the firm that bears her name.

“Almost immediately, we envisioned a multi-level campaign that could achieve statewide awareness using cost-effective digital ad placement, in addition to aggressive so-

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cial media interaction.”

Branding always plays a key role in new education campaigns, and this one was no different, said Oliver Payne, Creative Director at Burgess Advertising.

“Once we had a plan, we needed to make it memorable,” Payne said. “So we branded the campaign ‘Maine Hometown Careers,’ with a unique and identifiable logo that can be used statewide and also by individual municipalities.”

The next step was finding real municipal employees in key positions to take part in the creation of the vid-

eos and other promotional materials. Here is a list of the people featured currently in the campaign:

- Camden Town Manager Audra Caler-Bell
- South Portland City Clerk Emily Scully
- Farmington Public Works Director Phil Hutchins
- Bangor City Police Officer Dustin Dow
- Lebanon Town Treasurer Jordan Miles
- Augusta City Code Enforcement Officer Keegen Ballard (who formerly, recently worked for the Town of Man-

chester)

- Biddeford Paramedic/Firefighter Breeanna Zoidis
- Augusta Public Works Truck Driver and Equipment Operator Manny Proctor
- Lewiston Deputy Appraiser Evan Hazelton

This list will expand in the coming months. Brewer City Planner Linda Johns and Biddeford GA Administrator Kristen Barth will be added to the portfolio soon, among others.

The idea, of course, is to show people – especially young people, who may not be aware of the opportunities so close to home – the breadth of municipal service. There’s no better way to do that than to have vibrant municipal employees talk about what they do.

While part of the campaign surely touches on practical parts of municipal employment, such as job stability, benefits and pay ranges, more emphasis is placed on the ability to “give back” to a community, which is an opportunity that working for a town or



Augusta Public Works employee, Manny Proctor. (Photo by Burgess Marketing)

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city definitely provides.

“As an MMA employee for over 35 years, I have heard local officials say over and over again that the reason they do what they do is because they believe in service to their communities,” Gove said. “‘Giving back’ at the local level means municipal employees get to see and experience their contributions first-hand.”

Hometown Careers ‘landing page’

Website technology is a huge component of the Hometown Careers project.

Perhaps the most important step for people who respond to the marketing aspect of the campaign will come when they click a button to see a video or look for more information.

When that happens, they are directed to a new municipal employment website – www.maine-hometowncareers.org – where they will see many subject videos, sample job descriptions and gain easy access to the MMA Job

Bank, which is the largest municipally oriented employment resource in Maine. The job bank has traditionally been accessed through MMA’s home page (www.memun.org) and it still can be.

A key strategic decision by Burgess Advertising was to make the individual job listings, which MMA members update virtually every day, visible on the main screen of the Hometown Careers site.

Ben Thomas, MMA’s Website and Social Media Editor, played a major role in making all the technology behind this campaign happen. Thomas

and Carol Weigelt, who also works in MMA’s Communication & Educational Services Department, are the primary contacts for members who have questions about any of this. They can be reached at: 207-623-8428 or via email at: bthomas@memun.org or cweigelt@memun.org.

Thomas, who joined MMA several years ago after holding a similar position at the University of Maine in Farmington, said the biggest surprise he encountered in working on Hometown Careers was the sheer number of municipal openings.

“There’s a lot of jobs,” Thomas

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said, noting that the Job Bank is the most popular portion of MMA's extensive overall website. "If we wanted to, we could set up an entire business site devoted to municipal openings."

For MMA members, there is even more. Municipal officials who enter the Member Area of MMA's website (a password is needed to do so) can find logos, video download tips and other instructions on how towns and cities can use Hometown Careers tools on municipal websites and Facebook pages.

MMA estimates that 340 of the state's 490 municipalities have websites today, and about 90 have Facebook pages. (For more information about this, or assistance in using the tools, MMA members also can contact Ben and Carol.)

Making, renewing connections

MMA is reaching out to other Maine organizations which also focus on the recruitment and employment issue. Particularly, MMA is working with the Maine Development Foundation (MDF) on this.

"Another strategy of Hometown

Careers is to work with organizations that are addressing the same statewide work force challenges that our members face," said Gove. "We need to float all boats when it comes to developing Maine's work force for the future."

MDF is a driving force behind MaineSpark, a 10-year effort designed to ensure that Maine's workforce is productive and competitive. Maine-

Spark organizations connect people with the education, training, jobs, programs and resources needed to succeed in Maine's robust and changing economy.

More than 20 businesses, colleges and organizations make up the MaineSpark Steering Committee. MMA is one of them.

MaineSpark's website says the co-



Breeanna Zoidis, Biddeford firefighter and paramedic (Photo by Burgess Marketing)

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aliation is important because, “Maine has jobs – excellent jobs in growing industries. And Maine has workers, hard workers with dreams to fulfill. By working together, MaineSpark’s team of organizations and services will best serve Mainers who are aspiring to gain access to the skills, knowledge and information needed to land the jobs they want.”

MMA’s outreach efforts haven’t stopped there.

MMA is working with the Maine School Counselor Association, for example, with Jobs for Maine Graduates, with Maine colleges and community colleges and with the Community Television Association of Maine – among other organizations – to help spread the word. MMA also is using its long-established connections with municipi-

pal Affiliate Groups in this regard.

Gove said going into the Hometown Careers campaign, he thought he knew a few things about social media and electronic communication. Now, he realizes how much he didn’t know.

“One thing I learned is the enormous reach of digital and social me-

dia,” he said. “I thought I understood the power of it, but after learning more from our project partners at Burgess about the exponential return on strategic placement of digital ads and using social media to target millennials, my head exploded. It was like grasping the theoretical framework of physics’ string theory.” ■

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

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

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

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Information will be available soon on our website: www.memun.org

Portland HR Director offers guidance on hiring in 2018

Technology plays a large and ever-expanding role in recruiting the best candidates, Gina Tapp says. A key is never “settling” when filling positions.

By Janine Pineo

Hiring people today is far different than it once was, with new technology and resources changing how most job seekers look for employment. Along with traditional questions about pay, benefits and job security, candidates today ask about the ability to work from home, vacation time and sabbaticals, even how up to speed employers are with on-the-job technology, resources and office compatibility.

The challenges for municipalities may seem large, but Portland’s Director of Human Resources, Gina Tapp, has advice for Maine municipal officers who are navigating these competitive times: Determine what you need, line up your resources and then begin.

Q. What should a municipality do before any position needs to be filled?

A. Make sure the position is actually needed, at least as it was filled the last time around. With changes in technology and the way we actually work today, there may not be a need to replicate the same type of work. Every vacancy that comes about can be an opportunity for restructuring and possibly finding a way to do something in a new and better manner, which ultimately will better serve your town or city.

Q. When a vacancy occurs, what’s the first thing that should be done?

A. Once it has been determined that yes, you need to fill a position, update the job description (or create a new one if the position didn’t exist before). This is your baseline tool for everything that follows in the recruitment and hiring process, so you need to make it as accurate a representation

of the job as possible.

The job description should include the nature of the work, the reporting relationships and supervisory responsibilities (if any), and the essential duties. Listing essential duties is key, as this defines the work. It should include the knowledge, skills, and abilities (KSAs) needed, along with any other preferred requirements and/or specialized licenses or certifications. Minimum

educational level and any previous years of experience also should be included. When it is practical, I like to include a statement that leaves some room for flexibility for the uniquely qualified individual, such as “any combination of education, skills, and experiences that qualifies an individual to perform the essential duties may also be considered.”

Q. Portland has a Human Resources Department but most municipalities don’t have a department dedicated to hiring. What advice do you have for towns that hire by committee?

A. Designate one individual as the hiring manager who will be the point person and overall coordinator for the recruitment process. Even when reviewing and interviewing by committee, only candidates who meet minimum qualifications should be advanced.

Anyone with a conflict of interest (i.e. has a relative interviewing for the position) should recuse themselves from the selection process to maintain objectivity in a public hiring process.



Gina Tapp

Always use a list of interview questions that relate to actual job duties and the candidate’s KSAs in relation to the job, and use the same interview questions for every candidate.

It is fine to ask follow-up questions and additional questions to clarify, which may differ from candidate to candidate, but the primary questions should be asked of all candidates so every-

one has an equal chance to respond and those on the interview panel will have equivalent responses to evaluate in the end. Prior to interviewing, decide who will ask the questions (One person or will the panel take turns?). Be sure everyone knows what questions should *not* be asked to avoid any possible discrimination complaints.

There is a summary available on this topic on the Maine Human Rights Commission website http://www.maine.gov/mhrc/guidance/pre-employment_inquiry_guide.htm. We provide this to all hiring managers at the City of Portland. Lastly, when hiring by committee, decide up front who will conduct reference and other pre-employment checks and how they will be conducted. Don’t make a final decision until all information is available on the candidate.

Q. What is your process when a job needs to be filled? Do you have a tried and true formula? How do you vary the process depending on the type of job?

A. The City of Portland has over

Janine Pineo is a freelance writer from Hudson and regular contributor to *Maine Town & City*, jepineo@gmail.com.

1,400 employees, eight collective bargaining groups (unions), and a non-union group of administrative and management staff. The process can vary greatly depending on the type of job, but in general, there are a few key things that will help make a good hiring process.

Starting with a clear, accurate job description is crucial. Then determine where you want to recruit for your candidates. We have a large list of organizations where we post all of our jobs, including the jobsinme.com service and the Maine Job Link, a free service of Maine Career Centers. We also post most of our professional, technical, and management positions on the Maine Municipal Association Job Bank (free to MMA members).

Following the recruitment period, we screen for candidates who meet minimum qualifications for the job, determine the best candidates who most closely match our hiring criteria for the position, and then invite those to interview. We conduct panel interviews, led by a hiring manager from the department where the job exists. Once a top candidate is selected, we check references and conduct pre-employment background checks.

If all is well, an offer is extended and a start date determined. For some positions, there may be several rounds of interviews. For example, I run all recruitments for positions at the director level and above. The final interview usually will be with the city manager, and that happens only after the individual has gone through three rounds of interviews (the original interview panel, the Department Directors group, and the management team of the department where the director would be working). Our Fire Department and Police Department (the two city departments that fall under our Civil Service rules) run their hiring process with multiple steps, including written tests, physical fitness tests, and multiple oral interviews. It really depends on the position we are hiring for.

One last thing is we have an agreement we will never “settle” on making any hire. If we go through a recruitment and interview process and do not find the right person to fill the job, we will not move ahead with the hire. We have learned over time it is better to wait to hire the right person

with the right skills to do the job than to feel pressured into making a hire and selecting a person whom we don't think will be successful in the position in the long run. This is sometimes a difficult thing to do, especially when you have other employees covering the work that still needs to be done every day. However, you will build a stronger team by never settling for less than the best for every hire you make.

Q. Many businesses use background checks when looking at applicants. First, are there regulations on

what municipalities in Maine can use? What do you do and recommend when it comes to background checks?

A. Again, it depends on the department that is hiring. Our Police Department probably has the most detailed and thorough background checking process, due to the nature of the work. We recently started to use the Maine Background Check Center (MBCC) for all our employees who work at The Barron Center, our skilled nursing center. The MBCC is a secure, web-based system operated by the Maine

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Department of Health and Human Services in partnership with the Maine Department of Public Safety. Employers who provide care and services to vulnerable Maine residents are required to use it.

For standard pre-employment checks, we use the online services of the Maine State Bureau of Identification for most of our criminal records checks. Information on this service – which is free for Maine government entities – can be found here: <https://www5.informe.org/online/pcr/faq.htm>. On the FAQ link, you can find telephone numbers for criminal history repositories for other states.

Since I'm not an attorney, I tend to stay away from giving advice on what regulations need to be followed. That said, I think it is best practice in HR to always run a criminal records check and to always conduct reference checks on prior employment. When asking applicants for references, it should be from prior supervisors or managers if at all possible. Most employers, including the City of Portland, will at a minimum provide a verification of prior employment and position held. If you can get reference letters

from applicants, even better, but always contact the reference provider to verify they did in fact write the letter.

A more extensive reference checking process should be used for higher level management positions. If you don't have time to conduct references yourself, you might want to consider hiring a consultant or employment agency to assist with this portion of the hiring process. Whatever you do, don't minimize the importance of this part of the process. The Society of Human Resource Management (SHRM) is my "go to" resource for sample tools and resources for all things "HR," including reference check forms, and I highly recommend this resource to anyone working in the HR field.

A. Given the reach of the internet in today's job marketplace, how should municipalities use it? Are there good places to consider and bad places to avoid?

Q. It is essential to use the internet as part of any successful recruiting effort. Most people now look for employment opportunities solely online, and if you want your jobs to be seen, you need to have an online presence. For

municipalities – which usually have a limited recruitment budget – there are free services we can use, for example, the MMA Job Board and the Maine Joblink through Maine Career Centers. Since most municipalities today have their own websites, adding links to your job opportunities should be a focus. We try to put as much information as we can on our HR website, including all job openings and information on employee benefits. However, in today's competitive job market, it is not enough to post your jobs on your website and wait for candidates to find you. You need to get your jobs out to places where your target job-seekers may be looking.

Also post your jobs online to any professional associations that might exist for an occupation. Most of these associations have a job board or career page for members, and most are relatively inexpensive. For example, we posted our Deputy Director for Public Works on the American Public Works Association site and we have our currently open Assistant City Manager position posted on the International City/County Management Associa-

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tion's online Job Center.

One of the online recruitment resources highlighting the positive aspects of Maine is the "Live & Work in Maine" website. It is based in Portland but highlights all areas of Maine. It helps to attract people to consider moving to Maine, and even more importantly, get people to consider returning home to Maine.

Q. Job applications are generally the first order of business when looking for the right candidates. How can municipalities create applications that help them streamline the process?

A. Many municipalities in southern Maine already use Applicant Tracking software, which streamlines the process. Here at the City of Portland, we are in the middle of a huge project with Tyler Technologies to bring new technologies to our operations. As part of that work, we are designing our new application form to gather as much information as we can from applicants, while also adding questions to the process that will allow pre-screening to happen in a more automated, effective manner.

Right now with our current application, anyone can apply for any job we have posted, whether or not they meet minimum qualifications. This wastes time for both the applicant and the hiring manager, with time spent filling out an application and reviewing an application for someone who is

unqualified. We look forward to implementation later this year and hope our job applicants and hiring managers will see improvements, especially in how quickly we will be able to communicate back to people about where they are in the process. Once an offer is made, having an online onboarding process in place to help move the process along as efficiently as possible will help make a smooth transition to the first day of work.

Q. What if an applicant doesn't have all the qualifications but looks like a good fit?

A. This does sometimes happen, and my advice is to be honest with the candidate. Let them know that while they don't have the qualifications you need for this particular position, you think they would be a great fit but perhaps in another job. If you have that other job open, let them know and encourage them to apply for it. If it is not currently open, let them know where they can look for future openings.

Q. What's the worst mistake the interviewer(s) can make during an interview? What's the best thing?

A. The worst mistake an interviewer can make during an interview is to go into the interview process with your selection for the job already in mind. It is really important to be open and objective to every person participating in the interview process, and every candi-

date deserves equal time and attention from the interviewer. If you don't think you can be objective about making the selection of the best person, you are probably not the right person to be on the interview panel. Objectivity is key in making the best hiring decisions.

The best thing that can happen during an interview is you find a really fantastic candidate and in the process of the interview, you get excited about the possibilities for the future impact this new team member could bring to your organization.

Q. Where aren't municipalities looking but should be?

A. Here in southern Maine, and I know also in the Lewiston and Augusta areas, there are many new Mainers looking for work. Many have held high level professional positions in their prior countries, but they don't yet have the language fluency or transferrable professional credentials to do these same jobs in our country. This is a huge untapped source of talent for us as employers to consider.

You also should connect with Career Service offices of any educational institution that provides programs in areas you need. Southern Maine Community College, the University of Southern Maine, the University of New England, and my alma mater, University of Maine at Orono, all have strong Career Services programs, and we hear regularly from them about job shadowing, internships and job fairs.

Q. Any other tips?

A. I'd like to mention one thing that is unique to recruiting for municipalities is we truly have some of the best employee benefits that exist today, especially with regard to our retirement plans, which you will not usually find at the same level in the private sector. I encourage all municipal employers to focus on total compensation, not just salary, when recruiting.

In addition, a Public Service Loan Forgiveness Program is available that may help individuals with qualifying loans have their student debt forgiven after 10 years of on-time payments. More information on this program is available online at: <https://studentaid.ed.gov/sa/repay-loans/forgiveness-cancellation/public-service>.

(Gina Tapp has worked in HR since 1989 and served as Portland's director since March 2015.) ■



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Meet Linda Johns, the City of Brewer's official planner

Her love of the outdoors and all things Maine led Johns to a career that she never regrets, even when she's taking 'random' photos of bus stops and public gardens.

By **Stephanie Bouchard**

Linda Johns, the City of Brewer's planning director, is a Jersey Girl, *but* – she's quick to point out – not the kind of wild Jersey Girl portrayed on today's television shows. She and her family moved from central New Jersey to the northern part of the state where she grew up on a small lake at the foot of the Kittatinny Mountain and the Appalachian Trail.

Much like those of many Mainers, her childhood days in New Jersey were spent playing and hiking outside, taking care of rescue animals (including horses), tending a huge vegetable garden and walking around the lake to visit her grandparents. Her childhood experiences shaped her love of nature and being outdoors and put her on track – albeit a circuitous one – to a career in local government.

Here's how she got there.

Q. Tell us how you got to Maine and a little about yourself.

A. As I neared my senior year of high school, my father saw the handwriting on the wall in that the company he worked at for almost 25 years was close to letting him go. A friend of his had recently purchased a Baskin-Robbins ice cream store franchise and suggested to my parents that they might be interested (in one of the franchises). We got a list of company-owned stores that were for sale, then set out to visit all the northeast locations to see if any were the right fit.

Stephanie Bouchard is a freelance writer from Bath and a regular contributor to *Maine Town & City*, stephanie@stephaniebouchard.net.



Linda Johns

The last store on our tour was the Baskin-Robbins in the Bangor Mall. Never having been to Maine before, we arrived late in the evening and made it over to the mall just before closing. After a quick look, we spent the night at a local motel and went back the next morning for a closer look. I don't recall who said what,

but all of us just knew – this was going to be home.

My life now includes two "hometowns." There is my "adopted" home – the City of Brewer – where I spend much of my time with my work family. Then there is also the small town of Clifton, where I reside.

I live on Chemo Pond with Chick Hill nearby and my parents living down the road. My two daughters were fortunate to have had a childhood similar to mine and they, too, thoroughly enjoy the outdoors.

You can most often find me outdoors on the lake, hiking or taking wildlife photographs. While being on the top of Mount Katahdin and sitting beside the ocean are special to me, I also enjoy the little things, like listening to the loons and watching the sunset.

Q. How did you end up as a city planner?

A. I moved to Maine my freshman year of college and graduated with a Bachelor of Science degree in Forest Management from the University of

HOMETOWN CAREERS

City of Brewer Planning Director Linda Johns appears in Maine Municipal Association's Hometown Careers campaign, along with many other city and town officials. To learn more about Hometown Careers, go to: <https://www.mainehometowncareers.org/>

Maine at Orono. As a newly licensed Maine forester, I planned to work on creating a new genetic variety of tree that would grow fast and have fiber superior for Maine's manufacturing. Unfortunately, International Paper closed their forestry greenhouses months before my graduation and we all know what happened with the mills in Maine.

As part of my studies at UMO, I was required to take land surveying courses. I accepted a job with a land surveying company in Limerick and got my state land surveyor license. Wanting to move back to central Maine, I accepted a position with a survey company in Bangor, where I worked for 13 years not only performing all aspects of surveying but also consulting and preparing land use plans and applications.

A medical emergency left Brewer without a city planner. I was asked to fill in. As a land surveyor, I spent many years designing and bringing site plans and subdivision plans and presenting those to area Planning Boards for approvals so I was very familiar with land use and the Planning Board process. I worked both jobs for five months before moving into the city planner position full time in 2001. I work with great people and (most days!) enjoy going to work.

Q. What do you do as the Planning Director for Brewer?

A. The entire planning department consists of one full-time and one-part time position, so I do a little of everything. Planners in Maine often wear several hats, especially municipal planners in smaller communities. In a single day, I can work on transportation issues, the construction of a new building or use, ideas for a new open space, writing ordinance amendments, and meet with a landowner to answer questions. I can say it's never boring.

My position also oversees the Planning Board and the Conservation Commission – two great groups of residents who volunteer their time to the community. The Planning Board holds public hearings and reviews many development projects. In order to make their work easier, the Planning Department does much of the legwork leading up to their meetings. A planner doesn't need to know everything but does need to know where to get the right information. I work closely with the City Engineer and the Code Enforcement, Economic Development, Environmental, Water, and

Public Safety departments to review each site plan or subdivision application and then work with the applicant on any changes.

Long-range planning is also an important aspect of my job. Planning for the future can be exciting! Brewer completed its latest Comprehensive Plan in 2015 after a two-year process of committee and public meetings. A comp plan is the vision of the municipality and the basis of future town decisions.

The most rewarding aspect of my work is helping landowners, developers, groups and organizations design and implement the best product which meets both their needs and the city's, and benefits all. I am also fortunate to consult with local law firms and be involved with many regional organizations such as Bangor Area Comprehensive Transportation System (BACTS), Lower Penobscot Watershed Coalition, Heart of the Penobscot, Fields Pond Audubon, Maine Coast Heritage Trust and other local



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Q. When you're not working, and you're in other communities for business or pleasure, are you able to turn off the city planner role in your head or do you always look around at other communities with the eye of a town planner, trying to get ideas or noticing things that aren't working?

A. My family has often commented on my not being able to "turn off" being a planner, but they are used to my taking pictures of random bus stops and rain gardens for ideas back home.

Q. What qualifications do you need to be a city planner?

A. The first question most people who are interested in becoming a city planner ask is whether there are any educational, licensing or certification requirements in Maine. The answer is no. However, there are many suggested routes to consider. Higher education in public administration and in planning are certainly a benefit. The American Planning Association (APA) offers educational opportunities along with the American Institute of Certified Planners (AICP), a nationwide independent credentialing program.

There are also great regional groups that can assist your journey such as the Northern New England Chapter of the American Planning Association (NNECAPA) and our own Maine Association of Planners (MAP). The Maine

Municipal Association (MMA) can also be a great asset, especially with training opportunities.

Q. What are the frustrations of the job? What are the things about the job

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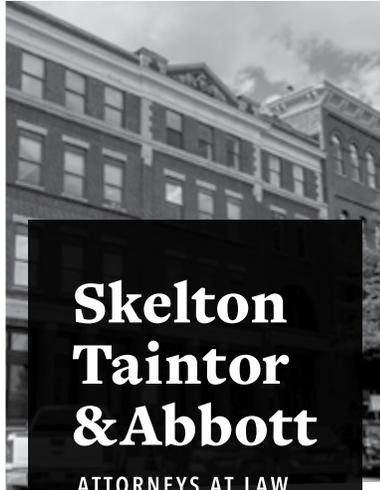
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that make you smile?

A. I am very fortunate to truly enjoy the work I am doing and wouldn't change a thing – except, perhaps, to have more bodies in my department. It seems there is never enough time to get everything done as well as I would like. I believe the most challenging aspect of municipal planning is funding. Planners in general have so many great ideas and work with so many great people, but the cost of



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Linda Johns, Brewer City Planner. (Photo by Ben Thomas)

implementation is often a roadblock. Some municipal budgets cannot even support a planner position.

I have always been an outdoor enthusiast and wanted to do my little part to make the world better. It is exciting and fulfilling to think that what

I do can positively impact how development is handled, how people physically get from one point to another, how our elderly live, how our environment is improved, or how parks and trails make people smile. You know, that quality of life thing. ■

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Clearing snow: Hallmark service that municipalities provide

In Brewer and Lewiston, two leading Public Works directors talk about the resiliency of their crews, despite winter's challenges. 'When it doubt, hook up' the plow.

By Steve Solloway

As February slipped into March, Dave Cote checked the pulse of the 10 snow plow operators for the City of Brewer. Maine winters can be hard on people who must keep roadways clear and 2017-18 has been no different.

"We can see the light at the end of the tunnel," said Cote, the city's Director of Public Works. "I encourage them. The winter will end. It always does."

Even if an April blizzard stalls the coming of spring.

In Maine, there is no more visible evidence of the services a municipality provides its residents than the flashing lights of a snow plow at work. No department may be subjected to more scrutiny than Public Works during snow seasons that can sometimes start with Halloween and end with Easter. From Kittery to Fort Kent, snowfall and icing amounts may be different but expectations of being able to drive on Maine's roads during the winter are not.

"My biggest concern is to keep everybody safe." Cote meant anyone who uses the local roads, but the underlying sentiment was clear: His plow drivers, who happen to be all males, are especially important to him.

"Everyone gets tired of Maine winters. My guys, too." Cote is talking actual weariness.

His crew plows 62 miles of city roads, 145 lane miles. Brewer uses one shift of drivers, which can mean driving 18 hours during a storm. The city actually has 11 operators, but one is on medical leave. For snow removal, carting the plowed snow away, Brewer has

several contracted drivers.

During storms, Cote urges his drivers to get out of their truck cabs and walk around. He urges them to take naps. He admits this part of his job as Director of Public Works can be similar to being a military officer or football coach.

Snow plow operators are alone in their truck cabs, after most municipalities removed the practice of having a second driver riding shotgun, during budget cuts. Cote sees a team.

"My guys pick each other up," said Cote. "They know they have a job to do, to see it through. If someone's not feeling well, they all pitch in."

Harder to find

Cote and the City of Brewer are examples of many Maine municipalities – who do not contract out snow plowing and removal – paying attention to their human assets. Simply put, snow plow operators are not replaced easily. The state's low unemployment rate and its aging population have left a shallow available labor pool. The unpredictable schedule and long hours can deter applicants.

News that the Maine Department of Transportation was having difficulty for the second winter finding dozens of drivers to fill vacancies to plow state roads attracted attention. No Maine motorist wants to navigate an unplowed road after a storm.

"People have had a hard time finding and keeping drivers," said Cote, who serves on the Maine Chapter of American Public Works Association board. "The long hours are a factor. It could be slow or you could live (at the town garage and in the plow truck). We've had people who couldn't make it through their first winter."

In Lewiston, Megan Bates says she is looking at six vacancies on her "B Team" although that is due to budget cutbacks, not an inability to find applicants. Bates is the city's Deputy Director of Highway and Open Spaces. Her plowing contingent of 67 men clears 187 miles and 300 lane miles. Her "A Team" works the first shift before giving way to the "B Team." Lewiston does have several "full-time, part timers" who were brought in during the snow season because of medical leaves.

'Bring your toothbrush'

Despite two shifts, drivers can spend very long hours on the roads. "Some are 'bring your toothbrush' storms," said Bates, who is also president of the Maine Chapter APWA. "We try to get down to pavement in 24 hours (after the storm passes). We have good crews. We're a family."

An older family. The average age of a snow plow operator in Lewiston is nearly 52.

"We're going to see a lot of people leave at once," said Bates. She's been Deputy Director for 10 years and didn't sound worried. For all its demands, the job has its rewards, such as the satisfaction of serving the public and seeing immediate results from the long hours – clear roads. The job also comes with a certain independence and, of course, responsibility.

"Inside the cab is another world," said Bates. "You sit high above the road. You have all these controls, particularly if you're also (treating) the road behind you. I don't know that there's a special kind of person who makes a good driver. Really, a clean driving record is important."

Meaning, a clean record can indicate patience, the ability to stay calm

Steve Solloway is a freelance writer from Hallowell and regular contributor to *Maine Town & City*, ssolloway@roadrunner.com.

and an awareness of surroundings on the road.

Snow plow operators must have a Commercial Driver's License, which was a roadblock for some applicants in both the written and driving tests. Bates and Cote pointed out that many municipalities now provide and support classes and training to help those applying for snow plow operator positions.

"Education and information have become very important," said Bates. The investment of training has another benefit: Drivers are less likely to leave because they appreciate how the department helped them.

Administrators and managers such as Cote and Bates also have more access to information. Actual snow plows haven't changed too much over the years, other than the aids provided by computerization of controls and instruments. Road treatment mixtures have evolved but essentially remain



A city plow truck, ready and waiting. (Photo by Burgess Marketing)

sand, salt and a second chemical deicing agent.

Bates says there are now social media and web-based resources for Public Works directors to access information and solve problems.

The great variable is the weather. Access to more reliable information, more quickly is always important. But Maine weather is notorious for its unpredictability. Bates laughs. "We have a saying. When in doubt, hook it up."

Meaning, get the plows back on the trucks.

"We've had odd storms," said Cote,

speaking only for his Brewer location. "Many storms changing from snow to ice. A lot of daytime storms, which means more traffic on the roads. We still come up on people with bad tires and two-wheel drive who get stuck. We've had more drawn-out storms."

Thaws plus ice

Maine has been fortunate this winter to have several thawing periods that have provided some rest of snow plow operators, although there is the work of clearing storm drains and tackling remaining snow banks that create visibility problems. Then there's the

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stubborn stretches of ice, inches thick, that has resisted melting says Cote.

Winter weather tests everyone. “You kind of do need a thick skin,” said Cote. “We have 9,000 people in Brewer and we may get a handful (who criticize snow removal efforts.) Especially at the end of a rough winter. They’re tired of it. Sometimes they forget our guys are tired, too. And after their shift they have to go home and dig themselves out.

“We’ll get the calls from people saying we took out their mailbox. We go out and replace it.”

Cote and Bates catch as many complaints as they can, shielding their operators. As always, communication is key. Cote talks of “one gentleman” who sent him an email voicing his complaints of the town’s snow plowing. “I answered him, politely, explaining,” said Cote. “He got back to me, thanking me for helping him understand.”

Bates empathizes with homeowners on corner lots who must deal with city snow plows coming from two directions and leaving some snow behind, blocking driveways and pushed on other parts of the property. She answers the calls or emails and explains.

Bates says this year the feedback from Lewiston residents has been very positive. She’s not quite sure why. “We’ve asked for the public’s help a lot in staying off the roads and making it easier for our plows to get through. We have a lot of equipment but not all of it is perfect for (narrower) residential roads, for instance.

“We share the emails (from thankful residents) with the crews. It’s an amazing morale booster.”

“We’ll see dozens of doughnuts sent to the garage,” said Cote. “One lady supplied a spaghetti dinner for the crew.”

Administrators like Cote and Bates foster a sense of pride in a job well done. Cote lives outside Brewer in a more rural environment. Does he critique the roads he uses when he drives home? “I do, I can’t help it.”

Bates agrees. “Of course I do. We’re human.”

Would either look for a Public Works director position elsewhere, to get away from the long winters? Say, the Deep South?

“No,” said Cote, laughing. “They’ve got their issues. Maine is my home. I

enjoy our four seasons.”

Bates was emphatic. She would “never” look out of state. “We Mainers

are tough. We know how to deal with our winters. You have to embrace the winter to survive.” ■

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Looking at President Trump's playbook for infrastructure

By National League of Cities staff

After a long wait, Congress now has an extensive infrastructure proposal from the President on their desk to review. The passage of this administration's infrastructure playbook to Congress kicks off the process in Washington to develop a bipartisan deal that could ramp up the federal partnership in infrastructure investment.

For municipal officials, who have been talking to the White House and Congress throughout the past year about moving this top priority for cities and towns forward, the proposal is welcome news.

The President has asked Congress to "act soon" on an infrastructure bill that will:

1. Stimulate at least \$1.5 trillion in new investment over the next 10 years.
2. Shorten the process for approving projects to two years or less.
3. Address unmet rural infrastructure needs, empower state and local authorities.
4. And, train the American workforce of the future.

The infrastructure proposal's main policy themes center around two questions: How can every federal dollar be leveraged, and what efficiency can be found in the process?

In the proposal, there are many shared goals with our cities' guiding principles for rebuilding and reimagining America's infrastructure. Bringing federal partnership to more locally-driven projects, building a trained workforce, and reaching rural America with more investment are just a few key areas where the proposal indicates America's federal-city could improve substantially.

But the devil is in the dollars and

Brittney Kohler, the author of this piece, is the NLC's Program Director for Transportation and Infrastructure.



the details when it comes to infrastructure, and there are many ideas that need to be worked out as Congress considers what a bipartisan infrastructure package could look like.

Incentivize actions

The majority of the president's proposal relies on a \$100 billion incentives program. That program would incentivize cities and states to set up long-term funding for infrastructure investments, using public or private revenue streams, in order to receive an incentive grant of no more than 20 percent of the project.

The challenge is that not all cities have the ability to set up revenue streams – nor can those streams cover 80+ percent of every project. In fact, cities are missing many tools in their infrastructure revenue toolbox. In 47 states, local governments face limitations on how they raise funds for infrastructure.

States could choose to remove these barriers, but with the majority of the funding working off a flawed premise, this should give Congress pause.

Credit for stepping up

The funding for the majority of the nation's transportation infrastructure comes from a few cents collected every time a car puts a gallon of gas in the tank. But Congress has not raised the gas tax since 1993 – even just to keep pace with inflation. Meanwhile, cities and states have gone to great lengths to invest and make the case to citizens that good infrastructure is worth the cost.

Since 2012, more than half of states have raised gas taxes slightly to pick up the slack. At the same time, a stream of cities have used sales taxes and other measures to keep up with infrastructure needs and growth.

In the proposed incentives program, the credit a city or state would get from delivering new revenue would only be counted significantly if it were set up in the last three years. If the federal government can wait 25 years to figure out they need to invest more in infrastructure, perhaps they should give cities and states a bit more credit for stepping up.

The president's proposal would give infrastructure financing programs

\$20 billion. These include increasing the capacity of existing federal credit programs to fund investments, and broadening the use of private activity bonds (PABs). Expanding the eligibility of these programs like the Transportation Infrastructure Finance and Innovation Act (TIFIA) and the Water Infrastructure Finance and Innovation Act (WIFIA) could be a very viable path forward to meet some additional needs.

However, in some years existing TIFIA dollars have not been fully used up – largely because the number of projects that can afford the financing is limited. States and cities can only borrow so much to finance infrastructure.

Over a 10-year period, cities and states have put out an impressive \$3.8 trillion in municipal bonds, all of which they are committed to pay back over time. While fiddling with the financing can help, the most pressing question for Congress will be how much funding is fiscally responsible versus how much financing.

The White House’s proposal will hopefully start a domino effect in Washington for Congress to pull together a bipartisan bill that works with cities and towns to rebuild America’s infrastructure. Municipalities have put out our guiding principles for an infrastructure package along with specific program recommendations for Congress to consider.

We believe that now is the right time for Congress to join cities in re-

building core infrastructure that delivers the services Americans want and our economy needs. We remain hope-

ful that Congress will rebuild with us and plan to remain active participants in this effort. ■

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tel: 207-512-3305 e-mail: Stephanie.Fecteau@mainepers.org

Do you think we need “municipal civics” in Maine high schools?

Do you know about MMA’s Municipal Literacy Project?

Working with Jobs for Maine Graduates, MMA has established municipal civics curriculum in more than 80 high schools across the state. The project encourages interaction between high school students and municipal leaders.

To learn more, and to encourage your high school to use the tools that are available, please visit MMA’s Citizen Education website at:
<https://www.memun.org/Training-Resources/Local-Government/Citizen-Education>

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Statewide concern: Loss of CDBG funds would be felt everywhere

The proposed federal budget would eliminate the Community Development Block Grant program. It provided Maine communities with \$500 million in investment support since 1982.

By Glenn Adams

A store owner in Caribou was able to replace failing underground fuel tanks with the help of Community Development Block Grants allocated by the northern Maine city. In Augusta, CDBG funds have been used for housing rehabilitation and business expansions. Among the programs using CDBG funding in Portland are community police policing, substance abuse treatment, housing and day care.

Maine communities have a lot to lose if President Donald Trump's 2019 budget proposal to eliminate the CDBG program goes through. The \$3 billion program, administered through the Department of Housing and Urban Development, is on the chopping block just as it was last year. Its elimination is part of a proposed 14 percent reduction, or \$6.8 billion, in HUD's budget.

Maine municipalities receive more than \$16 million per year in CDBG funds. The Maine Office of Community Development says the total funding to Maine towns and cities in all 16 counties between 1982 and 2016 exceeded \$500 million. The funds have been used widely across Maine and are seen by some city officials as not only a source of funding for important social services, but also a key economic development tool.

"I have found the CDBG program to be one of the most effective ways to get federal funding into our cities based on local community investment priorities," said Jeff Levine, director of Planning and Urban Development for Portland.

"The flexibility of the program allows municipal leaders and residents

to determine which projects best meet federal goals for lifting people out of poverty and into housing and jobs. It also allows cities to rebuild crumbling infrastructure such as streets, sidewalks and streetlights in low-income neighborhoods," Levine added.

Among the CDBG-funded projects in Maine's largest city are the 45-unit, mixed-income Bayside Anchor housing project, community-based policing centers, food pantries and homeless shelters, mental health and work-readiness programs, and day care services.

"The elimination of the program would be a major loss to American cities," said Levine.

Examples in Farmington, Bangor

Farmington has used CDBG grants to upgrade the town's water system, and improvements to the business district's sidewalks and lighting have helped pump life into downtown. Bangor received \$773,000 last year and used the money for projects that included renovation and rehabilitation of abandoned homes.

In Augusta, CDBG "has been a

key tool for us" in facilitating business expansions including Kenway Corp. composite materials and J.S. McCarthy Printers, sewer and storm water projects, and affordable housing including Cony Village and Cony Flatiron projects, said City Manager Bill Bridgeo. Since 1983, Augusta has used nearly \$10 million in CDBG grants.

"Frankly, it's about the only tool left where we can access any state/federal monies for such projects," said Bridgeo.

In Caribou, "Loss of the CDBG program means a loss in reinvestment," said City Manager Dennis Marker.

Recently, the city used the program to help a convenience store owner replace failing underground fuel tanks, provide capital for a startup business that created more than 30 new jobs, and help low-income families repair their homes.

"Without the CDBG program, struggling rural communities will be even more sapped to provide programs and services to help low- to moderate-income households or fledgling businesses," said Marker. ■

Glenn Adams is a freelance writer from Augusta, adamsgjr1@gmail.com.

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Elected Officials Training Opportunities

Elected Officials Workshops

Who Should Attend:

This workshop is a "must" for newly elected and veteran officials-councilors & selectpersons-as well as a wonderful opportunity to learn key points of your new position while networking with officials from around the state. (Qualifies as Maine FOAA Training.)

- What are our rights and duties as officials?
- Can we hold multiple offices?
- Which of our meetings are open to the public?
- Must we have an agenda and take minutes?
- What ordinances can we enact?
- What authority do we have over the schools?
- What are our liabilities and immunities?
- What is a disqualifying conflict of interest?

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 Northern Maine Development Commission in Caribou.

A perfect opportunity for elected officials to take advantage of the expertise that the Maine Municipal Association has to offer, attain a better understanding of their role as public officials, and stay abreast of local government responsibilities and issues. **Course meet state FOAA training requirements (Right to Know).**

How to Lead Effective Meetings

Who Should Attend:

Anyone who leads or participates in meetings that could be improved. This hands-on workshop will offer practical tips to increase collaboration and results in team, staff, and board meetings.

Democracy is a beautiful thing, but sometimes even the best-planned meetings get derailed. Join expert facilitator Nancy Ansheles as she tells you how to prepare for, run and conclude effective meetings. She will advise attendees on dealing with complicated subjects, troublesome interrupters – and more.

Parliamentary Procedures

Who Should Attend:

Elected and appointed officials, managers and department heads who run meetings – or aspire to do so.

Running effective meetings is crucial, but what are the rules? How can meeting chairs conduct meetings that are effective, time-efficient and yet allow people with both majority and minority points of view to offer observations and participate? This session will offer expert techniques; attendees will gain skills that can serve them for life.

Managing Freedom of Access Requests

Who Should Attend:

This timely workshop is aimed at helping municipal staffs, newly designated "Public Access Officers" and elected and appointed officials understand Maine's Freedom of Access Act, why FOAA requests are filed and how to handle them properly. (**Qualifies as Maine-required FOAA Training**).

Online registration is easy!

<http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

Elected Officials:

Dates & Locations:

Portland – 4/11/18
Fireside Inn & Suites

Ellsworth – 6/19/18
General Moore Community Center

East Millinocket – 7/19/18
East Millinocket Town Office

South Berwick – 8/29/18
Spring Hill

Orono – 10/30/18
Black Bear Inn & Conference Center

Bethel – 12/6/18
Bethel Inn

Augusta – 12/18/18
Maine Municipal Association

****With Live Video Conference to Caribou****
Northern Maine Development Commission

How to Lead Effective Meetings

Date & Location:

Belfast – 5/30/18
Hutchinson Center

Parliamentary Procedures

Date & Location:

Augusta – 4/12/18
Maine Municipal Association

Managing Freedom of Access Requests

Dates & Locations:

Skowhegan – 5/16/18
Margaret Chase Smith Library

Portland – 12/11/18
Embassy Suites by Hilton



Maine Municipal Association
60 Community Drive – Augusta, ME
1-800-452-8786
www.memun.org

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 candidates for the Vice President position 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

| | |
|-------------------------------------|---|
| COMPLETED | Appointment of MMA Nominating Committee (<i>The MMA President, with recommendations of the Executive Committee, appoints 2 MMA Past Presidents; 2 Elected Municipal Officials, and 1 President of Affiliate Group or Town/City Manager or Chief Appointed Administrative Official</i>) |
| March 12, 2018 | 1st Meeting of Nominating Committee — <i>Review of Nominating Committee Process</i> |
| March-April 2018 | Notice in monthly magazine, <i>Maine Town & City</i>, and electronic newsletter, <i>MMA This Month</i> |
| March 22, 2018 | 1st Electronic Mailing to Key Municipal Officials — <i>Seeking Interested Candidates</i> |
| May 7, 2018 | Deadline for Receipt of Statement of Interests & Support Letters of Recommendation <i>The Nominating Committee will then hold its 2nd Meeting by Conference Call to review all Statements of Interest and select candidates to be interviewed.</i> |
| May 9, 2018 | 2nd Meeting of Nominating Committee by Conference Call – <i>Review of Statements of Interest</i> |
| May 15, 2018 | Final Meeting of Nominating Committee <i>Interviews with Selected Candidates and put forth Proposed Slate of Nominees</i> |
| May 18, 2018 | 2nd Mailing to Key Municipal Officials — <i>Proposed Slate of Nominees and info on Petition Process</i> |
| July 9, 2018 — 4:30 p.m. | Deadline for Receipt of Nominees by Petition |
| July 18, 2018 | 3rd Mailing to Key Municipal Officials — <i>MMA Voting Ballots</i> |
| August 17, 2018 — 12:00 noon | Deadline for Receipt of MMA Voting Ballots |
| August 17, 2018 | MMA Election Day — <i>Counting of Voting Ballots</i> |

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. Please contact Theresa Chavarie at 1-800-452-8786 ext. 2211 or by e-mail at tchavarie@memun.org if you have any questions.

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

Deadline for Receipt — 12:00 p.m. on Monday, May 7, 2018

Please answer each question & submit your Resume and Letter(s) of Recommendation.

Name of Candidate: _____
Municipal Position: _____ Years in Position: _____
Municipality: _____ County: _____
Preferred Mailing Address: _____
Work or Office Phone _____ Home Phone: _____
Mobile/Cell Phone _____ E-Mail: _____

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 Not Included on Resume — 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 # |
|------|--------------------|-------------|

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

I attest that the information contained above and within the attached resume is true and accurate to be best of my knowledge.

Signed: _____ Date: _____

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

REGISTRATION NOW OPEN!

2018 Municipal Technology Conference



Friday, April 27, 2018

Augusta Civic Center • Augusta, ME

Sponsored By:
Maine Municipal Association & Maine GIS User Group



2018 Keynote Speaker

Andrew Grover

Protect Thyself: Assessing Cyber Threats and Preventing Fraud

There's no need to list the names. Besides, there are too many of them. We've all read how some of the nation's largest businesses and government agencies were hit with online data breaches and potential fraud on a massive scale. Andrew Grover, Chief Risk Officer and Senior Vice President for Bangor Savings Bank, is our keynote speaker. An expert on this topic, Mr. Grover, a trained accountant who has been with Bangor Savings for eight years, is president of the Maine Chapter of the Association of Certified Fraud Examiners.

He previously worked as an audit manager for Macdonald, Page & Co., one of the state's largest public accounting firms. Come hear this valuable address as Mr. Grover updates 2018 attendees on the many threats that exist and what cities and towns can do about them.

2018 Municipal Technology Conference

Preliminary Program

8:00-8:45 a.m. – Registration & Continental Breakfast/Visit with Partners

8:45-9:00 a.m. – Welcome

Stephen W. Gove, Executive Director, Maine Municipal Association

9:00-9:45 a.m. – Keynote Address

Protect Thyself: Assessing Cyber Threats and Preventing Fraud

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MTCMA Certification – .75 points Leadership, Ethics and Legal categories

9:45-10:00 a.m. – Morning Break/Visit with Partners

10:00-11:00 a.m. – Concurrent Sessions

Workplace Technology: Keeping it Appropriate

Employees these days don't just use employer-supplied computers and telephones at work – they bring their own as well. Use of personal technology can hurt productivity and sometimes it's inappropriate, carrying serious legal consequences for both employees and employers. This timely session examines the legalities of restricting technology use in the office, at a worksite and among co-workers.

Presenters: Natalie Burns and Mark A. Bower, Attorneys, Jensen Baird Gardner & Henry

MTCMA Certification – 1 point Legal and Human Resources categories

How to Save Money and Conserve Energy with LED Street Lights

Municipalities now have options for how they manage, maintain and pay for street lights. Learn more about these options and how some decisions can lead to saving money, reducing energy consumption, technologically advanced control systems, and using street lights as a platform for other technology and communications.

Presenter: Nathan Poore, Town Manager, Town of Falmouth

MTCMA Certification – 1 point Leadership and Finance/Budget categories

MEGUG Session TBD

11:00-11:15 a.m. – Morning Break/Visit with Partners

11:15 a.m.-12:15 p.m. – Concurrent Sessions

Back to Basics: Setting Up Your Municipal Office Suite

Is it time to upgrade your office systems? Let CMC Technology Group introduce you to new advances in technology for your municipal office, including telecommunication tools, IT support, hardware and software. This session will also provide an overview and the benefits of the NJPA Procurement Process.

Presenters: Carl Best and Bruce Kane, Account Managers, CMC Technology Group

MTCMA Certification – 1 point Finance/Budget category

Energy Competence: Your Municipality's Most Important Skill

It is impossible to overestimate the impact that the energy choices for powering your town or city will have on the future of our economy, our society, and our planet. In this panel session, we will talk about the key questions you need to ask and answer to navigate the

energy world and make your community economically competitive, agile, and sustainable.

Presenters: Barry Tibbetts, MBA, Vice President of Hydrogen Cities, Joi Scientific, Retired Town Manager; Nathan Poore, Town Manager, Town of Falmouth; Others TBD

MTCMA Certification – 1 point Leadership and Finance/Budget categories

MEGUG Session TBD

12:15-1:30 p.m. – Buffet Luncheon

12:45-1:30 p.m. – Luncheon Address

1:30-1:45 p.m. – Afternoon Break/Visit with Partners

1:45-2:45 p.m. – Concurrent Sessions

Unmanned Aircraft Programs and Potential Municipal Uses

Representatives from UMA's Unmanned Aircraft Systems Program will introduce you to the UAS program in the U.S. and specifically at the University of Maine at Augusta, the process for pilot certification and the types of drone operations you can expect in your municipality. The session will close with an aerial drone demonstration.

Presenters: Dr. Thomas Abbott, Unmanned Aircraft Systems Project Manager, Greg Jolda, Aviation Program Coordinator and Dan Leclair, Director UAS Education and Research, University of Maine at Augusta

MTCMA Certification – 1 point Leadership category

FirstNetME: Broadband Support for First Responders

Come learn about and offer your thoughts on FirstNet, the nation's first dedicated, high-speed wireless broadband network devoted to emergency responders. Implementation is underway and outreach continues in Maine. The FirstNetME project team is anxious to acquaint municipal officials with the planned coverage and service for the state.

Presenter: David Maxwell, Program Director, FirstNetME

MTCMA Certification – 1 point Leadership category

MEGUG Session TBD

2:45-3:00 p.m. – Afternoon Break/Visit with Partners

3:00-4:00 p.m. – Concurrent Sessions

Legal Considerations Regarding the Regulation of Aerial Drones

This workshop considers the legal regulation of aerial drones. Drones – small and remotely piloted aircrafts – provide challenges and opportunities for local governments. As commercial and residential drones increasingly fill the skies, the occurrence of municipal regulation is on the rise. This session will provide insight into the federal rules relating to drone operation. It will also consider the areas in which the Federal Aviation Administration considers local regulation of drones appropriate, including public safety, privacy, nuisance, trespass and land use. As drone technology evolves, municipal officials in communities small and large must begin to think about developing regulations for drone use.

Presenter: Amanda Meader, Ellis & Meader, Attorneys at Law

MTCMA Certification – 1 point Legal category

UPDATE: The State of Municipal Broadband

Come hear "new" ConnectME Authority Director Heather Johnson update attendees on the current condition of municipal and community broadband in Maine – where it was, where it is and where she thinks local broadband is heading. Attendees will have an opportunity to ask questions, learn about broadband resources and seek advice.

Presenter: Heather Johnson, Director, ConnectME Authority

MEGUG Session TBD

4:00-5:00 p.m. – Maine GIS User Group Board Meeting

Pay by credit card when you register online here: <https://www.memun.org/2018-Technology-Conference/Registration>

2018 Municipal Technology Conference

Friday, April 27, 2018 – Augusta Civic Center, Augusta, ME

(Sponsored by: Maine Municipal Association & Maine GIS User Group)

ATTENDEE REGISTRATION FORM

Registration Type *(please check ONE):*

MMA Member Municipality/Patron/Non-Profit/State Agency-\$70.00 Non Member Municipality-\$140.00 MEGUG Member-\$70.00 Business Representative-\$100.00

Billing Information:

Full Name: _____

Employer: _____

Billing Address: _____

City, State, Zip: _____

Phone: _____

Email: _____

Name Badge Information *(Name badge will read as indicated here):*

First Name: _____

Last Name: _____

Primary Title: _____

Employer: _____

Payment Options: Send invoice* Check will be mailed** Payment Enclosed** PO #: _____

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

→ Credit card payments accepted with online registration only. ←

Fax registration form to: (207) 626-5947 **Mail form to:** Municipal Technology Conference Registration, Maine Municipal Association, 60 Community Drive, Augusta, ME 04330. Please make check payable to: Maine Municipal Association.

Overnight Rooms: An overnight room block has been set up at the Best Western Plus Augusta Civic Center Inn for \$72.00/night plus tax on Thursday, April 26, 2018. Room block is available until April 12, 2018 (release date). Reference "Municipal Technology Conference" and call (207) 622-4751 for reservations.

Questions/Cancellations: Cancellation notification must be given in writing at least 3 business days before the session begins. Any cancellation received within that 3 day window will be charged the full registration fee. All cancellations are subject to a \$10 administrative fee for processing. Please go to <http://www.memun.org/TrainingResources/WorkshopsTraining/Cancellations.aspx> to cancel. If you have any questions please contact the Educational Services Office at (800) 452-8786 or (207) 623-8428.

Dietary Requirements: We do our best to plan meals according to general dietary guidelines. If you have a specific dietary restriction, please call our office at least 5 business days prior to the start of the event. Please note that we are not able to accommodate onsite requests, as catering planning happens in advance of the event.

In order to ensure your complete participation, we would appreciate being informed of any special requirements you may have due to a disability.

2018 MMA & Affiliate Training Calendar

KEY TO GROUPS/WORKSHOP SPONSOR

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

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

Date: Day: Course Name: Location: Sponsored By:

MARCH

| | | | | |
|---------|-----------|--|---------------------------------------|--------|
| 3/13 | Tues. | MMTCTA Tax Liens Workshop | Orono - Black Bear Inn | MMTCTA |
| 3/15 | Thurs. | MWDA Advanced GA | Augusta - Maine Municipal Association | MWDA |
| 3/16 | Fri. | MTCMA 39th Annual Statewide Manager Interchange | Bangor - Hilton Garden Inn | MTCMA |
| 3/19 | Mon. | Verbal Judo - Tactical Communication for the Public Employee | Freeport - Hilton Garden Inn | MMA |
| 3/20 | Tues. | Planning Board/Boards of Appeal | Augusta - Maine Municipal Association | MMA |
| 3/28 | Wed. | MTCCA New Clerks | Augusta - Maine Municipal Association | MTCCA |
| 3/28-30 | Wed.-Fri. | MFCA Joint Conference | Newry - Sunday River | MFCA |

APRIL

| | | | | |
|---------|------------|--|---|--------|
| 4/4 | Wed. | Regulating Vacation Rentals (NEW!) | Augusta - Maine Municipal Association | MMA |
| 4/5 | Thurs. | MCAPWA Annual Spring Meeting | Waterville - T&B's Celebration Center | MCAPWA |
| 4/6-7 | Fri.-Sat. | MACA Annual Business Meeting & Training | Bangor - Hollywood Casino Hotel | MACA |
| 4/9-10 | Mon.-Tues. | MCAPWA Supervisory Leadership in Public Works Program - Part I | Augusta - Buker Community Center | MCAPWA |
| 4/10 | Tues. | MTCCA Vital Records | Portland - Fireside Inn & Suites | MTCCA |
| 4/11 | Wed. | Elected Officials Workshop | Portland - Fireside Inn & Suites | MMA |
| 4/12 | Thurs. | Parliamentary Procedures (NEW!) | Augusta - Maine Municipal Association | MMA |
| 4/13 | Fri. | MeWEA Spring Conference | Bangor - Sheraton Four Points | MeWEA |
| 4/13 | Fri. | MLGHRA Spring Training | Augusta - Maine Municipal Association | MLGHRA |
| 4/20 | Fri. | MAAO Northern Maine Spring Workshop | Caribou - Northern Maine Development Commission | MAAO |
| 4/23-24 | Mon.-Tues. | MWDA Spring Training Seminar | Bangor - Hollywood Casino Hotel | MWDA |
| 4/25 | Wed. | MMTCTA Tax Liens Workshop | Portland - Keeley's Banquet Center | MMTCTA |
| 4/27 | Fri. | Municipal Technology Conference | Augusta - Augusta Civic Center | MMA |

MAY

| | | | | |
|---------|-----------|--|--|--------|
| 5/1 | Tues. | MAAO Board of Assessment Review MAAO Board of Assessment Review - Video Conference | Augusta - Maine Municipal Association Caribou - Northern Maine Development Commission | MAAO |
| 5/2 | Wed. | Personnel Practices | Portland - Fireside Inn & Suites | MMA |
| 5/8 | Tues. | Planning Board/Boards of Appeal | Ashland - Community Center | MMA |
| 5/14-16 | Mon.-Wed. | MCAPWA Supervisory Leadership in Public Works Program - Part II | Augusta - Buker Community Center | MCAPWA |
| 5/15 | Tues. | MTCCA Licensing | Augusta - Maine Municipal Association | MTCCA |
| 5/16 | Wed. | Managing Freedom of Access Requests | Skowhegan - Margaret Chase Smith Library | MMA |
| 5/18 | Fri. | MMTCTA Annual Conference | Waterville - Waterville Elks Banquet & Conference Center | MMTCTA |

| Date: | Day: | Course Name: | Location: | Sponsored By: |
|---------|------------|--|--|---------------|
| 5/21-22 | Mon.-Tues. | MBOIA 9th Annual Maine Code Conference | Northport - Point Lookout Resort and Conference Center | MBOIA |
| 5/30 | Wed. |  How to Lead Effective Meetings (NEW!) | Belfast - Hutchinson Center | MMA |

JUNE

| | | | | |
|------|--------|--|--|------------|
| 6/5 | Tues. |  Meet the Grant Funders (NEW!) | Rumford - Town Office | MMA |
| 6/7 | Thurs. | MCAPWA Highway Congress | Skowhegan - Skowhegan Fairgrounds | MCAPWA |
| 6/14 | Thurs. | Municipal Human Resources & Management Conference | Waterville - Thomas College | MMA |
| 6/14 | Thurs. | MMTCTA Cash Management | Augusta - Maine Municipal Association | MMTCTA |
| 6/19 | Tues. | Elected Officials Workshop | Ellsworth - General Moore Community Center | MMA |
| 6/26 | Tues. | New Managers Workshop | Augusta - Maine Municipal Association | MMA |
| 6/27 | Wed. | MTCCA Municipal Law for Clerks MTCCA Municipal Law for Clerks - Video Conference | Augusta - Maine Municipal Association Caribou - Northern Maine Development Commission | MTCCA |

JULY

| | | | | |
|---------|-------------|--|--|------------|
| 7/10 | Tues. |  Legal Update on Recreational Marijuana (NEW!) | Bangor - Cross Insurance Center | MMA |
| 7/12 | Thurs. | MFCA Membership Meeting & Networking | Hope - Hope Fire Station | MFCA |
| 7/12 | Thurs. | MMTCTA Basic Excise Workshop | Augusta - Maine Municipal Association | MMTCTA |
| 7/19 | Thurs. | Elected Officials Workshop | East Millinocket - Town Office | MMA |
| 7/19 | Thurs. | MBOIA Membership Meeting & Training | Augusta - Maine Municipal Association | MBOIA |
| 7/25 | Wed. | MTCCA New Clerks | Bangor - Spectacular Event Center | MTCCA |
| 7/26 | Thurs. | Planning Board/Boards of Appeal | Portland - Clarion Hotel | MMA |
| 7/26-27 | Thurs.-Fri. | MMTCTA Basic Accounting I | Waterville - Waterville Elks Banquet & Conference Center | MMTCTA |
| 7/30 | Mon. | Verbal Judo - Tactical Communication for the Public Employee | Augusta - Maine Municipal Association | MMA |

AUGUST

| | | | | |
|----------|-----------|---|--|--------|
| 8/8-8/10 | Wed.-Fri. | MTCMA 73rd New England Management Institute | Newry - Sunday River | MTCMA |
| 8/14 | Tues. | MMTCTA I've Got The Job - What Now? Workshop | Augusta - Maine Municipal Association | MMTCTA |
| 8/23 | Thurs. | MTCCA Vital Records MTCCA Vital Records - Video Conference | Augusta - Maine Municipal Association Machias - Machias Career Center | MTCCA |
| 8/29 | Wed. | Elected Officials Workshop | South Berwick - Spring Hill | MMA |

SEPTEMBER

| | | | | |
|---------|-----------|---|--|------------|
| 9/5 | Wed | MTCCA Voter Registration | Portland - Fireside Inn & Suites | MTCCA |
| 9/5-7 | Wed.-Fri. | MAAO Fall Conference | Sebasco - Sebasco Harbor Resort | MAAO |
| 9/6 | Thurs. | MTCCA Title 21A - State Election Law | Portland - Fireside Inn & Suites | MTCCA |
| 9/6 | Thurs. |  Municipal Leadership: How to Achieve Results When Your Teammates Can Tackle You (NEW!) | Gray - Spring Meadows Golf | MMA |
| 9/11 | Tues. | MTCCA 23rd Networking Day & Annual Business Meeting | Waterville - Waterville Elks Banquet & Conference Center | MTCCA |
| 9/13 | Thurs. | Planning Board/Boards of Appeal | Farmington - Franklin Memorial Hospital | MMA |
| 9/19-21 | Wed.-Fri. | MeWEA Fall Convention | Newry - Sunday River | MeWEA |
| 9/20 | Thurs. | Labor & Employment Law | Bangor - Spectacular Event Center | MMA |
| 9/21-23 | Fri.-Sun. | MSFFF Annual Convention/Meeting | Portland | MSFFF |
| 9/27 | Thurs. | MBOIA Membership Meeting & Training | Gray - Spring Meadows Golf Club | MBOIA |
| Sept | TBD | MCAPWA Golf Tournament | Cumberland - Val Halla Golf Course | MCAPWA |
| Sept | TBD | MWDA GA Basics/Advanced GA | Bangor - TBD | MWDA |

Date: Day: Course Name: Location: Sponsored By:

OCTOBER

| | | | | |
|------------------|--------------------|--|---------------------------------------|------------|
| 10/3-10/4 | Wed.-Thurs. | 82nd Annual MMA Convention | Augusta - Augusta Civic Center | MMA |
| 10/3 | Wed. | MFCA Annual Membership Meeting | Augusta - Maine Municipal Association | MFCA |
| 10/6 | Sat. | MSFFF Firefighters Memorial Service | Augusta | MSFFF |
| 10/16 | Tues. | MTCCA Voter Registration | Bangor - Spectacular Event Center | MTCCA |
| 10/17 | Wed. | MTCCA Title 21A - State Election Law | Bangor - Spectacular Event Center | MTCCA |
| 10/25 | Thurs. | MMTCTA Municipal Law for Tax Collectors & Treasurers | Orono - Black Bear Inn | MMTCTA |
| 10/30 | Tues. | Elected Officials Workshop | Orono - Black Bear Inn | MMA |
| 10/30 | Tues. | MBOIA DECD & Fire Marshal's Office Training | Portland - Fireside Inn & Suites | MBOIA |
| 10/31 | Wed. | MBOIA DECD & Fire Marshal's Office Training | Orono - Black Bear Inn | MBOIA |

NOVEMBER

| | | | | |
|-------------|---------------|--|--|------------|
| 11/1 | Thurs. | Basic Municipal Budgeting | Orono - Black Bear Inn | MMA |
| 11/1 | Thurs. | MBOIA DECD & Fire Marshal's Office Training | Waterville - Waterville Elks Banquet & Conference Center | MBOIA |
| 11/8 | Thurs. | Supervisors' Boot Camp (NEW!) | Portland - Fireside Inn & Suites | MMA |
| 11/14 | Wed. | MMTCTA Municipal Law for Tax Collectors & Treasurers | Augusta - Maine Municipal Association | MMTCTA |
| 11/29 | Thurs. | Planning Board/Boards of Appeal | Northport - Point Lookout Resort and Conference Center | MMA |
| Nov | TBD | MLGHRA Fall Training | TBD | MLGHRA |

DECEMBER

| | | | | |
|-------|--------|--|--|-------|
| 12/6 | Thurs. | Elected Officials Workshop | Bethel - Bethel Inn | MMA |
| 12/7 | Fri. | MWDA Winter Issues Training | Augusta - Maine Municipal Association | MWDA |
| 12/11 | Tues. | Managing Freedom of Access Requests | Portland - Embassy Suites | MMA |
| 12/13 | Thurs. | MBOIA Annual Membership Meeting & Training | Lewiston - Green Ladle | MBOIA |
| 12/18 | Tues. | Elected Officials Workshop Elected Officials Workshop - Video Conference | Augusta - Maine Municipal Association Caribou - Northern Maine Development Commission | MMA |
| Dec | TBD | MTCMA Joint Workshop with MMANH | New Hampshire | MTCMA |

Online registration is easy!

<http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

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

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

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

PEOPLE



Don Russell

Don Russell, who served the Town of Topsham as a planning and appeals board member for 45 years, retired recently after notching several awards. Russell was named the 2017 Maine Association of Planners Citizen of

the Year, as well as the top citizen planner in 2017 from the New England Chapter of the American Planning Association, among other awards he received in 2016. Russell began his municipal service when he joined the town's board of appeals in 1969. Over the decades, Russell has served on many town boards, for multiple stints, for the equivalent of 93 years of municipal service.

Rockport Finance Director **Megan Brackett** recently received the Distinguished Budget Presentation Award by the Chicago-based Government Finance Officers Association of the U.S. and Canada. The association includes nearly 20,000 members from all levels of government. Brackett was hired in June 2014 as Rockport assistant finance director and promoted to director in November 2015. She will graduate in December from the University of New Hampshire with a bachelor's degree in financial management. The international association hands out only 1,600 annual budget awards and Rockport is only the third Maine municipality to win the distinction. Among the most important criteria for winning the award is developing budgets that will help elected officials in short- and long-term financial planning.

John Hawley was hired as Naples town manager, effective last month. Hawley resigned his job as Director of RSU 16 Operations to take the manager's job. Previously, he worked as a firefighter, EMT, fire and code inspector, and assistant town manager in Mechanic Falls before being promoted to manager. Hawley will replace **Mitch Berkowitz**, who has served as interim manager since last November.

Dixfield Town Manager **Carlo Puia** will retire on June 30 after serving the town for four years as its top administrator. Puia, who will retire on the same day as



Carlo Puia

residents.



Nick Champagne

his wife, also served nearly 18 years as town manager of nearby Rumford. Puia said he was grateful for the overwhelming support and good wishes he has received from the Dixfield select board, town staff and

Former Waterville City Councilor **Nick Champagne** was hired as the city's next engineer, replacing **Greg Brown**, who retired after 20 years in the position. Champagne was elected councilor in November 2016. He announced his resignation in February and was set to start his new job on March 12. Champagne previously served on the city Planning Board. He worked most recently for A.E. Hodsdon, a Waterville civil engineering firm.



Greg Brown



Phil Crowell

Most recently, he was pivotal in developing the association's first police accreditation program. Crowell led his department through the process of earning national accreditation in 2007 and later achieving the first Gold Standard Accreditation in Maine from the Virginia-based Commission on Accreditation of Law Enforcement Agencies. Crowell, who has traveled the U.S. to assess police departments, has been Auburn police chief since 2006.

Phil Crowell was named the top chief of police for 2017 by the Maine Chiefs of Police Association. Crowell is a 24-year veteran of the Auburn Police Department and longtime leader in the statewide association.



Nathan McCoy

Nathan McCoy, a longtime Waterboro volunteer firefighter and member of the Public Works Department, died Feb. 6 at the age of 40. McCoy served as a lieutenant and captain over his 20-year firefighting career. He also worked in fire prevention education. He worked for the public works department for the past three years. McCoy was hospitalized on Dec. 19, 2017 for a lung infection and suffered a heart attack on Feb. 6. McCoy loved to visit the fire station as a boy and followed his father in volunteering for the department. McCoy was remembered for his dedication to the community and praised as someone who would do any job needed by either the fire or Public Works Department.

Durham officials hired **Joseph Moore** as the town's new fire chief, effective March 1. Moore's municipal career began as a volunteer EMT for his hometown of Union. Over the past 22 years, he has worked as a Rockland firefighter, EMT and paramedic and, most recently, as a medic for LifeFlight of Maine. Moore replaces **William St Michel**, who retired at the end of February.

Steven Merrill was named Lebanon Fire Chief and Emergency Management Director in February. Merrill has worked as a first responder for more than 35 years – 28 with the Saco Fire Department and 15 of those years as lieutenant. Merrill took his first EMT course while in high school in Kennebunk and enrolled in the paramedic program at Southern Maine Community College at the age of 50. At the time that the Lebanon select board announced its decision, members praised the service of interim chief **Dan Matthews**, who took over management of the department after former chief **Daniel Meehan** resigned last November. Merrill lives in Old Orchard Beach, but plans to move to Lebanon. ■

STATEWIDE

Maine's two largest airports, serving both national and international travelers, set all-time records in 2017. Both airports began as small private airstrips in the late 1920s. The City of Portland took ownership in 1933 and today the airport is large enough to stretch into South Portland. The City of Bangor took over the present airport in 1968. According to news reports, more than 1.8 million people used the Portland International Jetport last year, an increase of four percent, or about 75,000 passengers. Travelers using the Bangor International Airport increased 10.7 percent in 2017, to nearly 547,000 passengers. The two main reasons cited for the increased traffic were a strong tourism season and significant new and expanded airline service and routes.

BATH

Less than a year after filing its application, the city has won a combination federal loan/grant award of \$8.8 million for wastewater system upgrades. Under the deal, the U.S. Department of Agriculture will loan the city \$6.5 million to be repaid over 30 years at an interest rate of 2.75 percent. USDA also will provide a \$2.3 million grant. The city will contribute \$1 million. City officials said the sewer system has myriad significant needs to improve the operation. The sewer department was established in 1971 and serves 3,218 customers.

BELFAST

A 46-year-old government critic was arrested in late February after a city councilor saw a profanity-laced YouTube video showing Laurie Allen shooting a hunting rifle and thanking by name each city councilor, the city manager and the city planner for being her "targets." Police charged Allen with terrorizing, just two weeks after 17 Florida high school students and staff members were killed in the nation's latest mass shooting incident. Allen posted several YouTube videos showing her accompanied by a man practicing target shooting in a wooded area. Belfast police said people have every right to disagree with elected and appointed local government officials, but added that "it's not ... a fine line between appropriate disagreement and action, and illegal activity." Allen has also

NEW ON THE WEB www.memun.org

Highlights of what's been added at www.memun.org since the last edition of Maine Town & City.

Hometown Careers. Maine Municipal Association launched a major social media campaign – with member tools, handouts, videos and testimonials – aimed at encouraging people to consider careers in municipal government.

Elected Officials Toolkit. The International City Management Association, through its "Life, Well Run" campaign, released practical tools and advice for elected officials, particularly pertaining to working with town and city managers.

Sustainability and Water Conference. The Sen. George J. Mitchell Center for Sustainability Solutions will hold its annual conference on March 29 at the Augusta Civic Center. The keynote speaker, Dr. John M. Hagan, will speak on: "The science of when science doesn't matter – and what to do about it."

criticized county officials and local police in the past. She has often been seen holding protest signs outside city hall and the county courthouse. In just the final week of February, at least four Maine schools received threats by would-be student school shooters.

EDGECOMB

Selectmen are seriously considering instituting a local business directory so town officials will know which businesses are located in the town, a short description of the business, the owner's name and emergency phone numbers. A possible filing fee would range between \$25 and \$50 for each business permit. Selectmen plan to talk to the planning board before taking formal action.

JAY

In good news for Maine's once stalwart paper-making industry, Verso Corp. announced last month it would upgrade and restart its No. 3 paper machine and reinstate 120 full-time jobs. The Ohio-based papermaker markets itself as North America's leading producer of printing and specialty papers, as well as pulp. The company announced last July it would be permanently shuttering machine No. 3, cutting 190 jobs, but since then has decided to shut it down temporarily and make new investments in the Androscoggin Mill in Jay. Verso operates seven paper mills in five states: Maine, Maryland, Michigan, Minnesota and Wisconsin. The Jay project cost is estimated at \$17 million, which includes a \$4 million Maine Technology Institute grant. Presently, Verso employs 400 people at its Jay mill.

Over the past eight years, 2,300 Maine paper mill workers have lost their jobs, largely because of dramatically declining demand. In 2014, Verso shut its Bucksport mill, eliminating 500 jobs.

PARIS

Selectmen in February approved an 11-year bond for about \$473,000 to remove 22 catch basins from the sewer system. The project is intended to reduce the amount of storm water that runs unnecessarily through the Paris Utility District (PUD) treatment system. The project was prompted by warnings by the Maine Department of Environmental Protection for the PUD to halt treating excess storm water by next year or face fines. The annual bond payment is estimated at \$42,800. However, the town will no longer pay the annual \$45,000 storm water treatment fee to the privately-owned utility district.

SOUTH PORTLAND

The cities of Portland and South Portland will work together to develop a joint climate action plan with the goal of reducing gas emissions by 80 percent by 2050. Officials concede reaching the goal will be difficult and require major changes in the way the two cities – and their residents -- conduct business and run their homes and vehicles. They are hopeful that the goal can be achieved if the two large cities collaborate. The announcement came only 10 days before a new analysis showed a massive storm this past winter sent a bolt of heat through the Greenland Sea and pushed temperatures to above freezing in the North Pole at the coldest time of year. ■

MUNICIPAL BULLETIN BOARD

MARCH 28

New Clerks: Augusta

This course, designed to familiarize new municipal clerks with their duties and responsibilities, will be held on March 28 at Maine Municipal Association's Christopher G. Lockwood Conference Center in Augusta.

The workshop will be led by Patti Dubois, City Clerk in Waterville; Kathy Montejo, City Clerk in Lewiston; and, Merton Brown, Student Teacher/Town Clerk in Kennebunk. It will touch on the many, varied topics that municipal clerks oversee. There will be time for a question-and-answer period following the presentations. Registration begins at 8:30 a.m. Cost for the program is \$60 for MTCCA members and \$80 for non-members.

MARCH 28-30

MFCA Development Conference: Newry

The Maine Fire Chiefs' Association will hold its Professional Development Conference on March 28-30 at the Sunday River Grand Summit Resort Hotel in Newry. This year's event will be co-sponsored by the Maine State Federation of Firefighters, Maine Fire Institute, Maine Fire Protection Services Commission and Maine Building Officials and Inspectors Association.

The guest speaker will be Richard Riley, who will talk about "Combat Ready Firefighting." There will be many other topics presented including information about workers' compensation issues and fire prevention. Costs for the conference vary, depending upon days being attended and accommodation requests.

MARCH 29

MBOIA Training and Membership Meeting: Newry

The Maine Building Officials and Inspectors Association will hold its March Training and Membership Meeting on March 29 at the Sunday River Grand Summit Resort Hotel and Conference Center in Newry. The event starts with registration at 9 a.m. and will adjourn after the afternoon Business Meeting.

Two subjects will be the construction of "tiny homes" and Land Use Issues. The "tiny home" issue is up and running, and MBOIA recognizes there are some challenges associated with this. Cost

for the March 29 MBOIA event is \$20 for MBOIA members who register before March 15 and \$30 for those who register after March 15.

SPECIAL SESSION!

APRIL 4

Regulating Vacation Rentals: Augusta

This new "ripped from the headlines" workshop – Regulating Vacation Rentals – comes just in time for the summer tourism season. We all know that websites such as Airbnb and VRBO are revolutionizing the vacation lodging industry and triggering challenges and changes in many Maine communities.

This half-day workshop will provide municipal officials with legal updates on permitted regulations as well as "municipal best practices" in this emerging field. Speakers will include: Kristin Collins, Attorney with Preti Flaherty in Augusta (formerly of MMA); Werner Gilliam, Director of Planning and Development for the Town of Kennebunkport; and, John Root, Code Enforcement Officer for the City of Rockland. Cost is \$45 for MMA members and \$90 for non-members. Registration begins at 1 p.m. The class is scheduled to conclude at 4:30 p.m.

APRIL 6-7

MACA Annual Training Day and Meeting: Bangor

The Maine Animal Control Association will hold its Annual Business Meeting and Training Day at the Hollywood Casino Hotel in Bangor on April 6 and 7. Among the timely topics this year: Fourth Amendment search and seizure; recognizing drugs and drug paraphernalia; and, progressive animal welfare.

Cost for the event is \$50 for MACA members and \$75 for non-members, plus overnight accommodation, if needed. Registration for the Training Day starts

early, at 7 a.m. on Saturday, April 7. The business meeting will be held on April 6.

APRIL 9-10

Leadership in Public Works: Augusta

The Maine Chapter of the American Public Works Association will hold a two-part program on Supervisory Leadership in Public Works, on April 9-10 at the Buker Community Center in Augusta. A second part of the program will be held on May 14-16 at the same site.

The five-day event, also hosted by the Maine Local Roads Center, MMA and the Quality Leadership Network, is designed for supervisors and managers. It covers many subjects such as communication skills, setting performance expectations and other workplace issues. Cost is \$395 for MCAPWA members and \$495 for non-members, for all five days.

APRIL 11

Elected Officials Workshop: Portland

Attorneys and staff from MMA's Legal Services and Communication & Educational Services departments will lead a workshop for Elected Officials on April 11 at the Fireside Inn and Suites in Portland. The evening workshop begins with registration at 4 p.m. and ends at 8:30 p.m., including a light dinner. Officials who attend will receive a certificate saying they have met the state's Freedom of Access training requirement.

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

All of the upcoming workshops can be found on the MMA website.

Use the following link:

<http://www.memun.org/TrainingResources/WorkshopsTraining.aspx>

LEGAL NOTES

Food Sovereignty Revisited

Since we first reported on the new Maine Food Sovereignty Act a few months ago (see "Local Food Sovereignty," *Maine Townsman*, Legal Notes, December 2017), we've received a number of requests for a sample food sovereignty ordinance.

As we wrote then, MMA does not have and does not anticipate preparing a one-size-fits-all model ordinance, in part because different communities are apt to have differing ordinance objectives. Instead, we recommended (and still do) that interested municipalities work with local legal counsel to draft an ordinance that both meets local objectives and conforms to the statute.

On this last point, we've seen a number of food sovereignty ordinances enacted before the new law took effect. We've also seen several sample food sovereignty ordinances posted on food sovereignty websites. *None of the ordinances we've seen so far comply with the limitations in the Maine Food Sovereignty Act.* Moreover, municipalities have no legal authority to exceed these limitations.

Specifically, the Act *excludes meat and poultry products* (see 7 M.R.S.A. § 285). Municipalities cannot legally exempt meat or poultry sales from State food safety laws, and any ordinance that purports to do so is legally invalid in that respect.

Also, the Act applies only to *face-to-face* sales between producer and consumer and only *at the site of production* of the food or food product (see 7 M.R.S.A. § 282(1)). In other words, only direct sales between producer and consumer at the farm or facility where the food or food product was produced can be exempted from State food safety laws. Farmers' markets and other non-farm venues such as fairs, festivals and so forth do not qualify for the exemption. Again, any ordinance that purports to exempt any type or situs of sales other than those expressly authorized by the Act is legally invalid to that extent.

It is critical that local food sovereignty advocates and anyone drafting a food sovereignty ordinance understand these statutory limitations. It is also crucial that they be incorporated into the ordinance, preferably by citations to the Act itself. The failure to understand and incorporate these limitations in the ordinance will likely lead to broad misconceptions

about the law and to widespread non-compliance. It will also likely result in intervention and enforcement action by State food safety authorities.

For those municipalities that adopted food sovereignty ordinances before the current law was enacted, we strongly recommend that these ordinances be updated by amendment to comply with the Act's limitations.

The Maine Food Sovereignty Act can be found at 7 M.R.S.A. §§ 281-286. (By R.P.F.)

New Road Weight Limits Info Packet Now Available

Just in time for March and mud season in Maine, a newly revised "Information Packet" on road weight limits and seasonal road closings is now available from MMA Legal Services.

The revised packet includes a new sample Ordinance Restricting Vehicle Weight on Posted Ways and an updated publication from MDOT's Local Roads Center with practical suggestions for posting local ways.

All of our Information Packets and Guides – over 65 of them, from A (aircraft excise tax) to Z (zoning variances) – are available free to members in the Member Center of our website at www.memun.org. (By R.P.F.)

Defective Notice Is Curable

A recent Maine Supreme Court decision illustrates that even if required notice of a land use proceeding is not given, such procedural defects can be cured and the decision salvaged.

In *Bryant v. Town of Wiscasset*, 2017 ME 234, abutters appealed the planning board's site plan approval of a fireworks storage building to the appeals board. The appeals board denied the appeal but remanded the case to the planning board for further findings. The planning board then held two hearings but failed to give the abutters personal notice of either. The abutters again appealed, claiming a violation of their right to procedural due process and demanding a reversal of the planning board's approval.

Despite the pending appeal, the planning board held yet another hearing after giving the abutters personal notice. The board reaffirmed its approval after hearing the abutters' objections for the second time. According to the Law Court, this

MUNICIPAL CALENDAR

APRIL 1 — Municipal assessments are controlled by this date (36 MRSA §502).

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

APRIL 16 — Patriot's Day, third Monday in April, a court holiday (4 MRSA §1051).

ON OR BEFORE APRIL 21 — Every employer required to deduct and withhold tax shall, for each calendar quarter, file a withholding return and remit payment as prescribed by the State Tax Assessor (36 MRSA §5253).

remedial action by the planning board, and the resulting lack of prejudice to the abutters, cured the procedural defect. The Court accordingly upheld the board's decision.

The *Bryant* decision is also noteworthy because it upholds the right of a board member to represent himself if he has a conflict of interest, provided he has declared his interest and recused himself from voting. (The applicant in this case was also a member of the planning board.) The Court wrote that any other reading of the conflict of interest law would deprive board members of the right to present their own applications and "would discourage capable people from serving as members of municipal boards." (By R.P.F.) ■

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MMA LEGAL SERVICES

For municipal officials and employees, dealing with legal issues can be costly and time consuming. The MMA Legal Services program is a valuable resource provided to municipal members free of charge. The Legal Services team includes six attorneys and an administrative assistant offering a broad range of services including:

- **Legal advisory opinions on issues facing member municipalities**, both in writing and over the telephone.
- **Manuals, information packets, sample forms and other publications** providing guidance on a wide variety of subjects and explaining the responsibilities of various municipal officials.
- **Guidance** provided through MMA's magazine, *Maine Town & City*, and MMA's website (www.memun.org).
- **Instruction at seminars and training programs for municipal officials.**
- **Amicus ("friend of the court")** participation in court cases concerning municipal issues of statewide significance.

USING OUR SERVICES

The Legal Services program receives about 6,000 requests for assistance each year. We provide advisory services on a first-come, first-served basis. However, we also take steps to balance the delivery of our services among the many communities requesting our help. We do our best to respond to inquiries quickly and to meet your deadlines.

Whether you contact us by phone, fax, letter or email, following the guidelines below will help ensure prompt, accurate service:

- **Contact us early in the process** — Many issues require significant research, so it is best to call or write as soon as you identify a need for advice. Please provide our attorneys with as many facts as possible. If documents need to be reviewed, please forward them to us well in advance of any meeting or phone discussion. If there is a deadline, please let us know.
- **Choose a single point of contact** — Please designate one official contact for an issue, such as the town manager or board chair, to avoid miscommunications. Note: Our client is the municipality, not the inquiring official or employee.
- **Use our voicemail system** — Messages are retrieved in a timely manner and an attorney will respond. Please let us know the best time to reach you.

- **When you contact us** — Please let us know if you are already working with one of our attorneys on your inquiry so we may direct your call.

RESPONSE TIMES — WHAT TO EXPECT

We respond to requests for assistance as quickly as possible given the volume of inquiries and the nature of the issue.

- **Phone calls** — We normally return calls on the same or next day.
- **Requests for written response** — You should expect to receive a written opinion within 5 to 10 business days under most circumstances.
- **Email** — Responses to email inquiries may be by telephone or in writing, with response times as indicated above.
- **Exceptions** — During Town Meeting times (March and June), demands on our services increase significantly. At these times, please give us as much advance notice as possible.

CONTACT INFORMATION

1-800-452-8786 or 207-623-8428; FAX 207-624-0187

Email: legal@memun.org

Please note that most written correspondence (letter, fax or email) will be a public record under Maine's Freedom of Access Law. If a matter is sensitive, please call us instead.

LIMITATIONS

Our advisory services have both practical and ethical limitations. In general, we do not provide routine litigation; direct representation or negotiation on a municipality's behalf with third parties; or provide a comprehensive review of individualized legal documents such as ordinances, contracts, charters or specific applications before local administrative bodies. Also excluded from our services are on-site training and advice for individual municipalities. For reasons of professional ethics, we cannot advise one municipality against another, nor can we respond to questions on subjects outside an official's or employee's area of responsibility or give personal legal advice. We also cannot respond directly to inquiries from private citizens.

MMA Legal Services are available only to our Municipal members. Due to potential conflicts of interest, this service is not available to Associate members or Affiliated organizations.

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