



MTCMA

Maine Town, City and County
Management Association

A State Affiliate of ICMA

MISSION: To broaden the knowledge and promote values necessary for Maine's local and county government Administrators to better serve their communities.

A publication of the Maine Town, City and County Management Association

www.mtcma.org

JULY 2014

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Welcome to the second issue of the New MTCMA Newsletter:

The MTCMA Communications Committee is pleased to present the second issue of the MTCMA Newsletter. The plan is simple – Publish the newsletter twice a year with lots of helpful information and ideas to assist our profession to grow and prosper.

The theme of this newsletter is how to keep services running effectively and efficiently in these interesting times. Articles focus on cooperative ventures with other towns/counties/agencies; working together on services; budgeting tips; and lots of ideas to save money in tight times.

The newsletters are timed to assist in the promotion of our two main events – the Interchange and the New England Management Institute. Our next newsletter will be issued in March, 2015.

Summer Internship Program – Planning For 2015

Think about your community's Summer Internship in 2015. Municipalities have a great opportunity to work with the University of Maine's Margaret Chase Smith Policy Center and its summer internship program. This program provides an opportunity for members of MTCMA to assist students and introduce them to a career in public administration.

One of the missions of MTCMA is to promote public administration as a career choice. MTCMA is pleased that the Margaret Chase Smith Policy Center at the University of Maine is expanding the summer internship program for college students to include local and county government.

For more information or to download the brochure, please go to www.mtcma.org

MTCMA GOALS:

- 1. Association Vitality** – MTCMA will ensure the long-term strength and vitality of MTCMA.
- 2. Name Recognition & Respect** – MTCMA and its members will be recognized and respected leaders on municipal issues.
- 3. A Resource for Members** – MTCMA will be the leading provider of personal & professional development for its members.
- 4. Networking & Building Relationships** – MTCMA will build strong relationships among our members & with others interested in local government.

Budgeting Tips and Cost Savings Ideas for Managers by Managers

Contributions courtesy of Richard R. Michaud, City Administrator, City of Saco and Tony Mazzucco, Assistant City Manager, City of Caribou

- ✓ Try searching the state unclaimed property registry at https://www1.maine.gov/treasurer/unclaimed_property/online/, you'd be surprised how many towns, fire departments, ambulance departments, civic groups, etc. are listed. Most amounts are only \$25-\$100, but sometimes can be more.
- ✓ Have you used a military surplus program to get goods for your public safety departments? There is a lot of equipment available much of which has multiple uses.
- ✓ Gone out to bid recently? Banking, audit services, IT contracting, risk insurance, phone service - sometimes going out to bid regularly on these services can get regular vendors to hold or drop their prices to keep your business.
- ✓ Review your property and vehicle insurance schedules to ensure coverage is adequate, you may have more coverage than needed (or less than needed, for example if police cruisers are not insured to include expensive contents like lap tops, light bars, radar guns, etc) or adjusting deductible amounts could lead to savings. Some vehicles may only require limited insurance instead of collision. Sometimes a top down review is not done for quite a while with only additions/deletions going on annually.
- ✓ Traveling a lot in a city vehicle? Fleet cards, whether companies like Shell or WEX (a Maine based company!) can save you money on fuel purchases for municipal travel as well as tax exemptions at the pump.
- ✓ Negotiate automatic fire aid agreements.
- ✓ Multiple towns working together on emergency equipment bidding and purchase.
- ✓ Training for recruits and firefighters, and instructor sharing as well as dive teams.
- ✓ Juvenile Fire Setter County wide program.
- ✓ River flood and evacuation program.
- ✓ Multiple community Utility Inspection System operations and training.
- ✓ Solid Waste Management Team from several communities to address common needs.
- ✓ Cooperatively purchased wastewater chemicals with numerous southern Maine communities including lab checks.
- ✓ Participate in a county or regional Evidence Response Team. We combine resources and share personnel with a number of other law enforcement entities in this area so that when one of us has a large, complex crime scene we all contribute resources.
- ✓ Participation in the Maine Drug Enforcement Agency. Truly a regional effort, with personnel from the State and other agencies working with each other.
- ✓ Several communities share the cost of an expert Cable television attorney to assist in franchise renewal with Time Warner cable.
- ✓ Establish a minimum threshold of code requirements that can be incorporated in project estimates in neighboring communities.
- ✓ Development of training sessions for local builders so that they understand how the new codes effect how they build.
- ✓ Provide inspection services to each other when key personnel are away. These inspection services are mostly in the areas of plumbing and electrical installations but can be expanded into other areas as needed.
- ✓ Code Enforcement Officers and staff meet with each other to share standard operating procedures which may lead to a standardized set of actions taken in response to recurring issues.



Upcoming 2014 Board Meetings

Tuesday, August 12, 2014
Sunday River • 2:00 - 4:00 p.m.

October, 2014 TBD
Planning Meeting, Bangor

Collaborative Solutions: A Saturday Night in Mars Hill

Peter J. Crichton, County Manager, Cumberland County

Hitting the half century mark causes one to think about the world a little differently, if not a lot differently. Now that I am getting closer to sixty I am able to look back and think about the changes that have occurred in Maine over the past half century with the recognition that those of us who are a town, city, or county manager or assistant manager have an especially key role to play in our community. It is a role that I take seriously and one that makes me think each day about what can be done to improve the future fortunes of the greater community of Cumberland County.

Recently I heard a prominent Maine person speak about the growing divide between rural and urban Maine. It reminded me of growing up in the small town of Mars Hill, which once upon a time was known as the "hub of Aroostook". That was long ago and when I go back for a visit, although many things remain the same, it is clear the community that many once saw as the "hub of Aroostook" is far from that today.

With far fewer people and the major decline of the local potato industry from its heyday in the 1950s, Mars Hill operates with a much smaller economy of scale than the one that existed when I was growing up. Yet, despite the obvious demographic and economic changes to the

community the local governance structure and municipal service delivery model that was created in the horse and buggy days remains pretty much unchanged, and this pattern is mirrored in community after community throughout Maine.



As a boy I can remember the three lanes of parking on Main Street on a Saturday night when the farmers and all their workers would come to town to shop for groceries. It was quite a sight for my younger sister and me, as we would sit in the car waiting for our father, watching with our heads on a swivel as the bustling traffic and people went to and fro.

Perhaps it is this experience and being the first economic-community development director for the Town of Mars Hill when I was in my early 20s that has shaped my thinking on the need to see more regional collaboration between municipalities, and between municipalities and counties. And yes, I recognize there are many good examples of collaboration that have evolved among municipalities, between municipalities, and in some cases even between municipalities and counties. But it doesn't take a rocket scientist to figure out that for an increasingly larger number of Maine

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69th NEW ENGLAND MANAGEMENT INSTITUTE:

Wednesday, August 13, 2014 – Friday, August 15, 2014

Jordan Grand Resort Hotel at Sunday River, Newry

Click on the link below to access the brochure and full program information on the MTCMA website:

http://www.memun.org/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=7564&PortalId=0&TabId=204

Remember to confirm your overnight accommodations by Friday, July 18, 2014.

Institute registration fees are lower before July 25, 2014. After July 25, 2014, fees increase. Save some money for your town by registering early.

We look forward to seeing you on August 13th!

Four Pillars of Regionalism

Nat Tupper, Town Manager, Yarmouth

Regionalized service delivery often makes a great deal of financial and practical sense. It can offer efficiencies and economies of scale, leverage greater capacity, and give a town access to expertise otherwise out of reach. Of course regionalism doesn't always work out: sometimes there is waste, loss of accountability, inefficiencies from a larger bureaucracy, and just plain old ugly politics. Failure to get regionalism done right can further sour the already cynical public against all things governmental.



while the managers' areas of concern can be spread miles wide and inches deep. Although popular cynicism assumes that staff are most interested in protecting their jobs or turf, our experience tells us otherwise. Armed with trust both from and in the town manager, they pursue every opportunity for excellence in service delivery--including regionalized options. If you do not trust your department heads with leadership duties or they do not have an equally shared commitment, then your regionalization efforts will fall short.

Trust:

By and large, I am a fan of seeking ways to regionalize, share and collaborate with other towns, the county, and regional entities. My community benefits from a wide range of regionalized/cooperative services ranging from Assessing to watershed protection and many programs in between. Each one of these successful arrangements provides a benefit to my town and feels like a victory for better service delivery at a lower cost. Whether we are working on regional transit contracts or public works equipment sharing, these successes are all founded on four pillars of support: Trust, Trust, Trust, and Trust.

Trust:

Here in the Greater Portland region (and I'll bet in yours too), we enjoy a high level of trust among the fellow city, county and town managers and regional directors. We each have different personalities, priorities and skills to offer to any collaboration, but we share a common bond of friendship and trust. We try hard to respect and support one another's needs while utilizing each of our different perspectives, experiences, and political "licenses" to move an idea forward. Without this foundation of friendship, teamwork and trust it is hard to imagine achieving collaborative success at all. If you are not doing so already, start building those relationships with your peers. Your active and positive participation in the existing regional structures and workgroups is a great way to build those understandings and create opportunities for connections in other areas.

Trust:

I rely on and trust in my staff and department heads for implementation of almost everything that actually gets done, including coordination and consolidation in regional efforts. The key players need to be trusted--and even more importantly-- they need to trust the manager, the elected officials and the process. Our professional staffs are, no doubt, far better than us at looking past the short term economic issues and the difficult politics of change to see the possibilities of how services to the citizens can be improved and sustained. Their daily work is focused

I have been blessed with a great group of elected officials. That seems true for the towns and cities where we have had the most regionalization success. Where the relationship between the manager and the elected officials is trusting and constructive then encouragement, resources, license, and support follows. Mutual trust makes the Manager/Board team strong enough to make concessions and take risks. That trust can never be taken for granted. The manager has to work to earn it every single day. It requires making sure the concerns of the elected officials are thoughtfully addressed and clearly articulated by the manager...particularly when you are asking them to trust a new regionalization effort. If trust is lacking between the Manager and the Board or Council, then I suggest you attend to that first. I can offer no better advice to those looking to establish and strengthen the trust relationships with their elected officials than to discuss with them openly and commit yourself fully to all 12 tenets of our Code of Ethics. Ethical management alone can't create trust relationships, but they can't be built without it.

Trust:

Our citizens want accountability and control, but they also want the presumed efficiencies and cost savings of regionalism. Regional service delivery is like any other form of sharing: both the power and responsibilities of decision making as well as the costs and benefits of the program are partly in the hands of others. It requires some letting go--some decisions will have to be made in a larger context encompassing differing agendas. It requires releasing traditions that are intended to protect local and democratic values. This is no small matter which can evoke a reaction of suspicion and defensiveness. Citizens need to place trust in those proposing, creating and running regional systems that the result will reflect the values and accountability of their traditional local government. With regionalism proposals there is a sense (valid enough) that control is now even further removed to a regional board. That kind of letting

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Cooperate with Neighboring Towns and Save Money!

Bert Kendall, Range Rider, Cumberland



Does your town like fireworks but it is hard to put the cost in the town budget? Consider going in with a neighboring town (one you get along with), and perhaps finding a common sponsor. Years ago as Denmark's first manager I asked Poland Springs to sponsor fireworks on July 4th, and they readily became our sponsor. If two towns cooperate you can pick a convenient site, and

even switch sites every other year to benefit residents of both towns. Those assisting in event safety, such as fire and rescue, will have twice the manpower to run the event. And to save more money consider another date than July 4th itself when one of the fireworks companies will give you a good price. Portland's July 4th spectacular, probably the largest in Maine, is 100% funded by private companies after years of no fireworks and tight budgets.

One of the first targets for budget conscious select boards and budget committees is often the town training budget. But many of the courses you sponsor, and need staff/volunteers to attend, are mandatory. Consider going in with 2-3-4 neighboring towns to bring down the cost. How about cooperating for recreation training for fields such as coaching, CPR, lifeguard training, etc., and also the host of personnel related training required for insurance purposes? This could include anything from records management to sexual harassment to workplace safety courses. And there are many free types of instruction offered by public interest groups like the Red Cross or insurance companies. You'd be surprised what many companies and agencies will do for some free, and positive, press.

Lastly, consider joint equipment use and rental. Maybe your town needs use of a large brush chipper or stump grinder. The cost to buy or rent may be beyond your budget, but maybe not if several towns join together. Let's say two neighbors need a sweeper each spring to remove the sand and grit from town roads, but the price of a sweeper is too much for any one town. A joint purchase or joint long term rental at a lower rate could save each town money. Obviously this doesn't work for items all towns use at one time, such as snow plows or emergency vehicles, but could work for items ranging from police speed monitoring trailers to water trailers to attachment for tractor such as post hole diggers or trenching equipment.



HELPFUL RESOURCES/ LINKS

More helpful links to learn about available resources:

Each issue will have 5 or more helpful links that Managers may not necessarily have thought to utilize as they are not mainstream for the profession. This printing is not an endorsement of any particular website or program. These are simply potential resources that a manager may find to have value. Free resources are often available on these sites such as articles and tips. Please send in your favorites for the next edition!

<http://www.dol.gov/whd/publications>

Department of Labor – resources and free posters to download

<http://www.safetyworksmaine.com>

Safety Works – resources and free trainings

<http://www.patimes.org>

PA Times On-line – Public Administration Articles and resources

<http://www.preservationnation.org>

National Trust for Historic Preservation

<http://www.maineFarmlandtrust.org>

Maine Farmland Trust

<http://www.mapmywalk.com>

Map My Walk – for those who like to record walks/hikes/training

Certified Municipal/County Manager Applications Are Due July 15, 2014

The deadline is coming right up! Do not miss out in being considered for certification or re-certification as part of this year's Management Institute. This is an important program for self-development and professional development. The materials are available on the website at www.mtcma.org

Collaborative Solutions: A Saturday Night in Mars Hill (cont'd)

citizens the taxes are higher, more roads need repairing, the local economy is struggling, and schools are not performing as they should be for our young people.

With this my sixteenth year as county manager for Cumberland County Government, and having devoted twelve years to municipal government, I would like to say to all of my colleagues across Maine that there has to be more willingness and readiness to engage in discussions on how we can use economies of scale and new technology to provide essential services to our citizens. Over the past sixteen years Cumberland County Government has evolved into more of a full service county government than ever before, with a federally funded community development program, one of the state's largest regional communication centers serving local communities, police contracts with municipalities where the County serves as the local police department, and our latest venture with assessing services for the towns of Cumberland, Yarmouth, Falmouth, and Casco. We are providing quality services and in many cases saving taxpayer dollars at the same time, such as the \$2 million dollars that Cumberland County has saved the Town of Gorham for

dispatch services since they joined our center in 2005.

It is said that each generation has challenges and opportunities that they must face. I believe that the era we are living in now is very challenging for public administrators and elected officials. But I can also see the possibilities for how we can meet the needs of our communities and citizens, if we are willing to come together in collaborations like we have never seen or experienced before.

Based on my experiences as county manager for the County of Cumberland, assistant city administrator for the City of Lewiston, and president of the National Association of County Administrators, I know that the possibilities for greater collaboration and innovation exist if we as town managers, city managers, county managers, and assistant managers can come together and have a meaningful dialogue with each other and our elected officials. I would like to suggest that we begin that dialogue at the upcoming New England Management Institute organized by the MTCMA. Together, we can help lead the way in developing collaborative solutions to the challenges we all face today.

Four Pillars of Regionalism (cont'd)

go requires trust. If your citizens aren't feeling it, then regionalization proposals could only make them more wary. I find it both ironic and maddening that often those who are most critical of local government and the assumed inefficiencies are the ones who most frustrate the potential for change and evolution by constantly undermining the trust necessary to take risks. If we do nothing else, we should be sure that our communities know and appreciate the many examples and benefits of regionalization that are already in place.

SAVE THE DATE!

69th New England Management Institute

Wednesday, August 13, 2014 – Friday, August 15, 2014

Jordan Grand Resort Hotel at Sunday River, Newry

MMA Convention

Wednesday, October 1, 2014 – Thursday, October 2, 2014

Augusta Civic Center

Joint training with NHMMA

December 2014 TBD

How Unhealthy Cultures Stymie Progress

Rick Dacri, Dacri & Associates LLC



If you want to understand what truly makes your organization tick, focus on your culture. Former IBM CEO Louis Gestner, Jr. remarked, “culture is everything.” It is the driving force in managing your city or town.

Watch the ways your employees greet one another, address residents, and even dress. Observe their work habits, how they perform their jobs, and their willingness to do more. Understand your unwritten rules, beliefs, expectations and values. All of these will provide you a snapshot of your organization’s personality and culture.

I was asked by a new Town Manager to evaluate two finalists for a community relation’s position. One was an external candidate with years of relevant experience and a positive personality; the other, a long ser-

vice internal candidate with no applicable proficiency. I asked the internal why she wanted the job, a position very different from her accounting role. She indicated that for the last 10 years she had watched the incumbent do the job and thought she'd like to do the same one day. When the incumbent retired, she assumed that with her seniority, she would be entitled to the job. When I inquired about what she had done over the years to prepare herself for the job—training, courses taken, anything—she looked at me incredulously. She had done nothing, beyond putting in her time. She didn’t get the job.

In this town, an “entitlement mentality” based on seniority was ingrained into the culture. The new manager and his Board wanted and needed a workforce that was engaged, energized, resident-focused and skilled. To get there, the manager needed to move to a performance based culture, built upon education, training and above all excellence. Merit always trumps longevity. Hiring the external candidate was the first step in the process and it sent a loud message to all.

Cultural change is never easy and it is often painful. It takes hard work, time and focus. The new manager was a take-charge leader who was committed to setting a new tone and direction. With an uncompromising approach and support from his board, he knew he had to be an exemplar--modeling and promoting the “new way.”

Creating a culture focused on performance required a powerful tool to both support this initiative and to measure employee progress. We developed a performance management system trumpeting employee recognition, rewarding excellent performance, and fostering employee development. An appraisal system that deemphasized a “report card” approach, while promoting career development, would get employees’ attention and support, begin to unthaw frozen beliefs, and was likely to generate support, acceptance and new attitudes. After all, you cannot raise the level of performance in an organization that floats on a culture emphasizing entitlement over achievement.

While it may be difficult to change behaviors and attitudes once they become the norm, strong leadership can make it happen. The effectiveness of town government, in an era of high resident expectations on bare bones budgets, rests on the shoulders of its leadership and workforce. Understanding your culture is critical. Changing it, if it not consistent with your strategic direction, is paramount.

Getting the best out of your people, nurturing their growth, in an environment based on performance, can be transformative. Promoting this can-do attitude, encouraging an acceptance of change, instills strong peer pressure for the new norms while enlisting the employees’ enthusiasm and dedicated efforts to achieving the town’s objectives.

Step back and critically look at your city or town. If you’re happy with what you see, build on it. If you find yourself falling short of your expectations, do what it takes to change. Your residents, board and yes, your employees will thank you.

Rick Dacri is a workforce expert, management consultant, and author of the book “Uncomplicating Management: Focus On Your Stars & Your Company Will Soar.” Since 1995 his firm, Dacri & Associates has helped municipalities achieve dramatic improvements in individual and organizational performance. He can be reached at rick@dacri.com and www.dacri.com

Bring the Jobs to Your Community To Help Your Citizens

Kathryn Ruth, Town Manager, Pittsfield

In these days of downsizing, cutting back and higher than average unemployment in many of Maine's counties, one has to think outside the box. When a large company in your community closes or downsizes as so many have over the last several years, people who normally have been employed all of their lives are out of work. Citizens who have always worked seasonal jobs may not be able to obtain their usual positions during a down economy. With the need to learn new skills for today's jobs, those who have worked in one field all of their adult lives may be out of work for quite some time. Money on hand gets used for quickly with living expenses and then mortgages, power bills, fuel bills, water and sewer bills and taxes become outstanding. How can you help people who want to work have an increased opportunity to do so and contribute to their own wellbeing and that of their community?

It is not a traditional answer, however, holding a Regional Job Fair may just be one of the solutions. In these days of on-line applications in which the potential employee does not have a chance for an interview or even to ask questions about a position advertised, face-to-face interaction can lead to an increased opportunity for employment.

In planning a job fair, the following are items to address:

1. Team up with other organizations or groups of like mind who want to help people become employed or are experts in this field such as Career Centers; CAP agencies; Transition Teams; economic development entities and similar agencies/organizations.
2. Locate a facility large enough for your projected attendance and setup for booths/tables.
3. Agree on the date, times and setup of your event and reserve the facility early on.
4. Determine a small budget and funding for advertisement and flyers for the Job Fair.
5. Draft a letter/e-mail to employers and employment agencies in your community/region.
6. Locate the Human Resources contact information for distribution of the letter/e-mail.
7. Make sure to also concentrate on industries that are hiring from

research on help wanted sites. Even if the company is from away, there often will be placements in your region.

8. Invite regional educational facilities and resource providers to attend.
9. Start registering employers, employment agencies, educators and providers.
10. After obtaining a base of employers and employment agencies, start advertising the event to the job seekers. This will also provide advertisement of the employers attending the fair.
11. Many free websites including free postings to media sources, tv and radio stations, local economic and community development sites are available.
12. Create a flyer to distribute in your region. Contact other towns as they want their citizens to have jobs too. Distribute the flyers as widely as you can.
13. Create a floor plan for your event to hand out the day of the job fair. Make sure to have enough tables and chairs along with a good room flow for your participants.
14. For those who want to provide training and job hunting tips, scheduling short seminars the day of your job fair is an option. It is surprising how many people will attend for these tips.
15. Scheduling a training session a few weeks ahead of the Job Fair concentrating on how to prepare a resume, dress for success and talk with the employers can be strategic. The Career Center in your area or another agency will often hold this event if asked.

The day of the job fair can be very hectic so having several volunteers or staff available to assist with traffic flow and questions is important. It is surprising how many people will thank your community for offering them the ability to apply for positions and meet with employers. The Town of Pittsfield in

conjunction with the Kennebec-Somerset Transition Team held their 7th Annual Regional Job Fair this year.

We were fortunate to have employers present offering nearly 400 jobs to our region. It was a crazy idea 7 years ago – however, it really works!!



MTCMA History Quiz

We do not have a winner yet! The first three answers are listed below. Let's test our knowledge about the Management Profession in the State of Maine. Who will submit their entry first with all correct answers? The first entry received with all 10 correct answers will win a paid 2014 Maine Municipal Association Workshop registration fee (excluding conferences and conventions. It will be transferable so it can be given to a co-worker within your community).

Name: _____

Town/City/County: _____

E-mail: _____

Telephone: _____

1. Who organized a unique undergraduate degree program at the University of Maine at Orono for public management in the 1940's and managed that program for many years? ***Dr. Edward F. Dow***

2. What year was MTCMA formed? ***1941***

3. Which community was Oz Bonsey's first town manager's position?

East Corinth

4. What was the original purpose of the MTCMA?

5. Which Maine County implemented the first County Charter in Maine?

6. In 1969, _____ was adopted which allowed communities in turn to adopt a charter to frame its government and employ a town or city manager.

7. Name the helpful organization in the State of Maine that phrased the term "Government is People"

8. List the first five communities in the State of Maine to employ a professionally trained manager.

9. Name one community with the modified town meeting form of government.

10. Currently which Manager has the longest tenure in a community in the State of Maine and please list that community.

Manager: _____ Town/City: _____

Submit entry to Kathryn Ruth, Communications Co-Chair as a PDF to townmanager@pittsfield.org or fax to: 207-487-3138. The winner will be announced on the MTCMA website and ListServe.



MTCMA
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Welcome New Members

Welcome New Members Who Have Joined After The March 2014 Newsletter

Elaine Clark, Warren

Shiloh A. LaFreniere, Jay

Bradley A. Plante, Poland

Richard Roedner, Topsham

Elaine Abbott, Eastport

**When you see one of the
individuals listed above,
welcome him/her to the
MTCMA!**



Taming Print and Copy Costs

WHERE TO LOOK FOR UNTAPPED SAVINGS OPPORTUNITIES

By Rudy Bazelmans

Introduction of a previously published article by ICMA

Tony Mazzucco, Assistant City Manager, Caribou

In virtually every office environment today, printers, multifunction devices, and copiers abound. The good news is that this equipment brings convenience and accessibility to the workplace, boosting employee productivity. The not-so-good news is that printing and copying costs—the equipment, supplies, service, and other associated costs—often represent a substantial expense for local governments.

A thorough review of printing and imaging costs is frequently avoided, especially when taking into account running costs and related consumables. In addition, these functions aren't usually controlled centrally in organizations. An IT department, for example, might purchase and install equipment and a facilities or purchasing group might purchase supplies for the equipment or approve maintenance costs.

According to estimates by Gartner, Inc., businesses spend 1 to 3 percent of their total annual revenue producing documents, and many of them are thrown away. Buyers Laboratory reports that more than 90 percent of all companies—and presumable governmental organizations—don't track printing and copying costs.

Given the cost associated with copying and printing, organizations should look carefully at expenses in these cost categories. This represents a potential, untapped savings opportunity.

Here are some recommendations to manage printing and imaging costs—suggestions that could lead to significant savings.

1. Analyze usage data. This is the most important step to take. It's difficult to develop a plan for controlling costs without taking a close look at current usage data.

Every organization has different printing and copying needs ranging from high volume or secure printing to color printing. Here are questions to consider in studying use:

- What are your monthly volumes?
- Do these numbers vary by month or season, and if so, how much?
- What has your historical usage been for black and white copying and for color?
- What changes in usage do you anticipate in the coming years?
- What is the ratio of color versus black and white copying? Is it appropriate?

- How does this information align with the lease and service agreements?

2. Inventory existing equipment. Each device has different operational costs.

What devices do you have—printers, copiers and fax machines—and where are these devices located? What are the makes, models, and ages of the devices? Are there redundancies, and if so, where? Some additional information to gather would include:

- Which devices are used the most? Least used? (Underused devices are a waste of equipment and money; overused devices hurt productivity and can cause premature failure.)
- Which devices require a larger share of maintenance resources than others?
- Which devices generate the most complaints from users?
- Do you own devices that may need to be replaced in the future?
- Are devices being redistributed to circumvent the above issues?

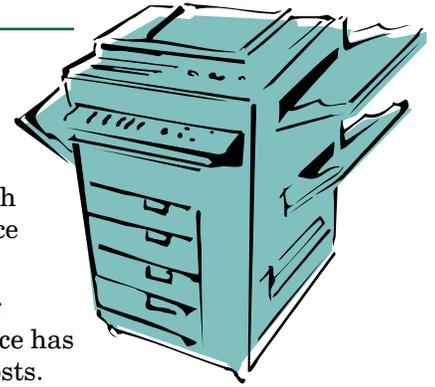
Looking to the future, your organization should find the most efficient machines for your specific needs, considering initial outlay costs, equipment features and capabilities, and ongoing costs.

Beyond an analysis of usage data and developing a list of existing equipment, there are additional factors to look at related to printing and copier costs. Equipment maintenance and repair histories; document management services; and such services as IT help desk or network administration, mailroom, and print-shop services are all important considerations to take into account in developing a comprehensive view of the organization's printing and copying landscape.

3. Investigate printer maintenance alternatives. There are two ways to manage the cost of supplies and maintenance for printers. The most common approach is to purchase toner from your office supply company and pay for repairs and maintenance as needed.

Another approach is to pay a service company for supplies and maintenance "by-the-click." This alternative, called managed print services (MPS), covers the cost of all supplies, maintenance, and repairs; reduces the risks of using remanufactured toner; and reduces IT resource

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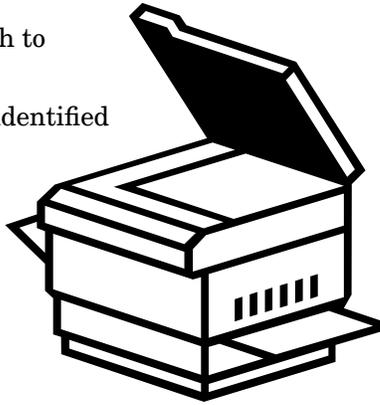
Taming Print and Copy Costs *(cont'd)*

requirements. This can be an effective approach to consider.

4. Leverage existing capabilities. The tips identified above are linked to this final recommendation. A detailed review can result in a more coordinated cost-savings initiative, allowing you to leverage your total spend or negotiating position with suppliers.

Imaging and printing costs can be tamed by scrutinizing usage figures, taking stock of existing equipment and projecting future needs, examining printer maintenance alternatives, and exploring opportunities to collaborate on services and purchases.

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NEED ADVICE OR HELP?

CONTACT THE MTCMA AMBASSADORS

The Ambassadors are expanding to include new members. Learn more at <http://www.mtcma.org/wp-content/uploads/about/ambassador-program/Ambassadors-Brochure-2013.pdf>

MTCMA is looking for more Ambassadors to cover the State of Maine. Think about applying today! The materials are available at www.mtcma.org



SHARED SERVICES SURVEY

We would like to know if communities/counties maintain inventories of shared services. If so, we would like to publicize your ideas in order to assist other communities/counties brainstorm how to share services and help the bottom line of their budgets. In many cases, shared services can lead to enhanced services. The ideas collected up will be shared on the MTCMA list serve in the near future so those interested in an item can start using the ideas right off. So far we have a great inventory compiled by Richard Michaud, Saco City Administrator listing shared services for Saco, Biddeford, Old Orchard Beach and other communities in the region. We know there are other inventories out there. It would be great to have a master inventory.

We Are Looking For Your Ideas And Thoughts

WHAT WOULD YOU LIKE TO SEE IN UPCOMING NEWSLETTERS?

More articles? An ICMA Corner?

Tips on subjects of interest?

Mentoring and Coaching Ideas? Town, City & County

News clips on programs and projects?

Helpful resources identified?

Great Ideas Contest?

Town Manager Brain twisters?

**The next MTCMA Newsletter will be published in March 2015
Submissions will be due Friday, January 23, 2015.**

THANKS so much for the great submittals and contributions for this newsletter from Communication Committee Co-Chair Peter J. Crichton; Committee members Nathan Poore and Tony Mazzucco; Ambassadors Nat Tupper and Richard R. Michaud; Range Rider Bert Kendall; and Rick Dacri, Dacri & Associates LLC

To suggest a story idea, offer to write an article or submit materials for upcoming newsletters or the list serve publication of shared services, please contact Kathryn Ruth, Communications Committee Co-Chair at townmanager@pittsfield.org

Regional Manager Association Meetings Are Important For Networking And Learning

There are many regional associations being utilized around the State. Joining or reaching out to the group in your area will provide an opportunity for fellowship and advice. If your area does not have a regional association, think about starting one. It can be as easy as reaching out to the managers in your region and then brainstorming at a local restaurant or meeting location to put together your informal group's yearly schedule of meetings and activities/networking.

AROOSTOOK MUNICIPAL ASSOCIATION

Covers: Aroostook County
Officers: Jim Bennett, President; Jon Frederick, Vice-President; Ralph Dwyer, Secretary; and Christy Sirois, Treasurer

GREATER WATERVILLE MANAGERS

Covers: Belgrade, China, Clinton, Fairfield, Norridgewock, Oakland, Vassalboro, Waterville and Winslow
Officers: None, informal
Events: Every 2 months or so on the selected date at 8:00 am for coffee and donuts

MDI LEAGUE OF TOWNS

Covers: Bar Harbor, Cranberry Isles, Ellsworth,

Lamoine, Mt. Desert, Southwest Harbor, Swan's Island, Tremont, Trenton, and Acadia National Park
Officers: Durlin Lunt, Chair; Carol Robbins, Secretary; Stu Marckoon, Treasurer
Contact: Durlin Lunt, Mt. Desert

WASHINGTON COUNTY MANAGERS

Covers: Washington County
Officers: None, informal
Contact: Betsy Fitzgerald, Washington County
Events: Quarterly meetings for lunch and conversation

WESTERN MAINE MANAGERS ASSOCIATION

Covers: Androscoggin, Oxford and Franklin Counties
Officers: None, informal
Contact: Rhonda Irish, Wilton
Events: 2 hour luncheon with a speaker generally every two months – quarterly

YORK COUNTY MANAGERS ASSOCIATION

Covers: York County
Officers: None, informal
Events: Lunch and a meeting 6-8 times per year in member communities

Group not listed above? Consider submitting your group's information or updates today!

The 35th Annual Statewide Manager Interchange

MARCH 28, 2014 – HILTON GARDEN INN, BANGOR



There Are Grants for That

LOOK TO THE PRIVATE SECTOR FOR ADDITIONAL FUNDING

By Beverly Browning, MPA. DBA

Introduction of a previously published article by ICMA

Tony Mazzucco, Assistant City Manager, Caribou

Local government managers can consider three critical indicators when factoring competitive grants into local budgets:

- Professional development line items have been either decreased or deleted for one or more fiscal years
- Rising cost of equipment repair and replacement is eating at available budget dollars
- Residents are disgruntled over the state of public recreation facilities.

I know this seems like I'm preaching to the choir, but sometimes to save time and effort, an easier route is taken by just filling out the forms for formula grants—guaranteed funding based on a head count allocation—while the pursuit of additional private-sector funding falls by the wayside. Simply accepting that a fiscal-year budget will always be in a deficit is also a fatal mistake.

Here are some ideas on how you can be creative and free up general funds for more critical needs by pursuing competitive private sector grants. Always keep in mind that once such grants start rolling in, they may not be comingled with your general fund account, and clear audit trails are necessary for all types of incoming funds.

1. Your unit of government can no longer afford to approve staff requests for professional development training, and spending caps are hurting staff morale.

Did you know that there are corporate and foundation grantmakers that will fund professional development grant requests? Remember, the requests must be reasonable, justified, have limited high-end travel expenses (no flying to France for an international meeting or staying at five-star resorts for a conference), and be submitted at least six to nine months in advance of the training date.

You can also use a grant research database like Foundation Center, GrantStation, or eCivis Grants Network:Research to identify private-sector funders. Subscription-based databases like these can assist you in targeting grants relevant to project needs by using keywords, other filters, and e-mail alerts to automate your search and save time.

Private sector funding sources to target include community foundations and insurance foundations. You can also look up community foundations in your state and region at the community foundation locator website at <http://www.cof.org/community-foundation-locator>. This way, you already know the name of the potential funder to search in one of the subscription databases.

Why use a database when you know the name of the funder? Because each of these subscription services has detailed profiles of funders that reduce your general Internet search time and frustration when you can't locate the right information.

2. Your equipment is outdated, and maintenance costs are soaring. It would actually be more cost-effective to purchase replacement items; however, there are simply no available dollars.

Vital law enforcement, fire and emergency medical services, as well as other equipment, are often big-ticket items. As with professional development needs, you can tap into private-sector grants from corporate and foundation grantmakers to fund such necessary equipment as fire vehicles, ambulances, protective gear, vehicle-based telecommunication devices, and more.



Two examples of private sector funders supporting fire departments are the Firefighters Support Foundation and Fireman's Fund Insurance Company. These kinds of sources can help you find grants that provide for new equipment.

Whether or not you're using a grant research database to conduct a search, you can set up automated e-mail notifications for specific search terms through your subscription service or through Google Alerts. These alerts will notify you when there's a match with your term in the database or in Google, so you can save time running manual searches.

3. Your community's parks and recreation department has been at the bottom of budgeting priorities for so long that you can't remember the last time any improvements were made. Community gardening, sports, and conservation groups have stepped up to pick up trash, pull weeds, and repaint waste receptacles.

Some common budget line items for parks and recreation that can be isolated and included in private-sector funding requests are waste receptacles, interpretive signage, resurfacing of park areas, and interpretive guides who lead park visitors through historical areas and explain their relevance to history, culture, and the community. Consider contracting with senior residents to work as guides and paying them a small stipend.



cont'd on pg 14

Take Control of the Travel Budget

PLANNING MAKES PERFECT

by Thom Puccio

Introduction of a previously published article by ICMA

Tony Mazzucco, Assistant City Manager, Caribou

Travel is an expense line item that local government managers might mistakenly overlook; however, travel funds can make up a large portion of overall costs. Travel budgets can be controlled if time is taken to do the right research and planning.

Instead of rolling over a travel budget year after year, take time to review the organization's travel patterns. Are there standard travel events that happen every year to the same location? Is there an average cost associated with last-minute bookings or travel? What part of a department's travel fluctuates on every trip, like airfare, and what part remains more consistent, like car rental?

Evaluating such organizational travel patterns as keeping track of the key city destinations, number of travelers per month from each department, and monthly spend on hotels and ancillary costs can help identify specific practices that keep costs lower.

A group of travelers in one department, for example, might be booking a hotel at a higher rate and paying for Wi-Fi and breakfast, while another department might be booking a hotel in the same city offering such complimentary amenities as free breakfast and Wi-Fi.

Taking a detailed look is how more and more organizations are planning travel budgets, thus providing an insight into which practices can be applied across the organization to optimize effectiveness and savings.

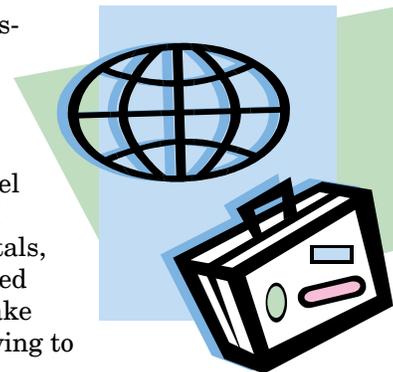
DIG DEEPER INTO DATA

Once high-level travel budget trends are evaluated, dig deeper into the data you have. Look for specific instances where ancillary costs are adding up—things like meal expenses, technology costs, and transportation. If your organization is spending dollars on hotel rooms but staff is also paying for breakfast meals, Internet access, and parking, then policy should be changed to drive staff toward lodging options that offer those added costs for free.

These ancillary costs may seem insignificant when looked at separately, but paying \$15 for breakfast, plus \$20 for Internet access, and an additional \$30 for overnight parking really starts to add up per person.

Look to align your organization with brands that offer these amenities at no additional cost and work to implement a policy that identifies them as preferred partners. Staff will also have multiple brands to select from across different price points with different amenities in almost any location they could need.

With air travel, look to establish a relationship with one key partner that may have central hubs in or around your community and key travel markets for employees. I recommend that car rentals, like lodging, be centralized as much as possible to take advantage of volume buying to drive down costs.



FOCUSED RESEARCH

All in all, it's about doing research and centralizing policies and processes. Select a preferred partner travel company across air carriers, lodging, and car rental for your organization and staff. This will help in negotiating better rates while benefiting from added perks.

For lodging, look for hotel chains that can offer per diem rates at most locations and have value-added amenities. Booking travel independently each and every time through different channels wreaks havoc on a travel budget.

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There Are Grants for That (cont'd)

Such special events as celebrations for volunteers are also eligible for funding. The best way to get started is to review your community's wish lists for parks and recreation needs and then look at line-item expenses for the current year and following year.

What are some smaller (under \$25,000) expenses that could be directed at private sector grantmakers like community foundations, boating and fishing foundations, and recreation equipment corporate grantmakers?

In these tight times, it only makes sense to explore all possibilities.

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