



# 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](http://www.mtcma.org)

**MARCH 2015**

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## The President's Corner:

"It was the best of times, it was the worst of times..." so said Charles Dickens. When the Legislature is in session, the half empty/half full glass sits on the table. Expand the sales tax/reduce the property tax; give up the value of telecommunication personal property to the municipalities/eliminate the homestead tax exemption for those under 65 double it for those over 65; eliminate revenue sharing/tax the nonprofits; convert the Business Equipment Tax Reimbursement (BETR) to the Business Equipment Tax Exemption program (BETE). Everything has far-reaching ramifications. Nothing is simple anymore and it seems to be all about the dollars and who has to pay them.

The impacts of these possibilities is mixed, depending on who and where. "Back in the day" seems to characterize a simpler time, historians would argue that the decisions were equally as difficult. Government, in general, really has to serve only four functions. It must designate boundaries; whether property lines (recorded in the Registry of Deeds), municipal lines or county. It must provide order and security in the form of law and law enforcement (including the jails). Thirdly, government must provide for the common good; often interpreted as the many forms of assistance for residents. Lastly, government must set priorities for, in this case, the entire state.

See – simple, but the devil is in the details.

Betsy Fitzgerald, MTCMA President,  
Washington County Manager

## Welcome to the third issue of the New MTCMA Newsletter

The MTCMA Communications Committee is pleased to present the third issue of the MTCMA Newsletter. Our original plan was simple – Publish the newsletter twice a year with lots of helpful information and ideas to assist our profession to grow and prosper. The first year worked quite well. This year, the Communications Committee will focus on enhancing the newsletter offerings.

The themes of this newsletter are:  
*cont'd on pg 2*

## 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.
- 5. Maintain High Ethical Standards** – MTCMA will follow the ICMA Code of Ethics and include it in MTCMA activities.

# How to Obtain Training Costs, Professional Association Dues and Participation Expenses in the Town Budget?

Bert Kendall, Senior Advisor, Cumberland



Since city management is a mobile profession, and you are likely to serve in at least several different towns or cities in the course of your career, make sure you do your homework when you seek a position and especially before you sign an employment agreement with your new town. Talk to the most recent manager, study the town budget for previous expenses and ask neighboring managers if this town has supported professionals in the past. Don't be shy about asking the board of selectmen or council about this issue, since you need to

know what they will pay for and/or if they will not allow you to join professional associations and attend training sessions, meetings and conferences. To deny professional participation short of an economic crisis would cause me to look elsewhere and let others work for a "backward" town.

Here are a few hints to help you obtain the necessary budget funds to grow professionally and assist you in keeping current in public management in Maine. First, educate your elected officials and budget committee about the benefits of such expenditures. This could include meeting county and State officials necessary to your town's operations, obtaining necessary grants for management, traffic or drainage projects, and learning skills that would save you from adding staff or hiring consultants. In short, it is usually a valuable investment and helps the manager grow, recharge his or her batteries and gives the town needed exposure.

Second, report back about the programs you attend and/or any results of your membership and participation. Let your board or council know how they can benefit from courses and attendance at MMA conferences and events.

Third, and this would apply in situations when the town or city is facing extreme economic hardship and budget problems, try your best to save enough money from other areas to fund the training budget. Let's assume that your small town of 1,000 has 10 FT and 10 PT employees, and a budget of \$1,500,000 for municipal purposes. You and your staff determine that you need a training budget of (say) \$5,000 - 6,000, so you'll have to be creative and get everyone's cooperation to save that much money. Perhaps you could put off filling a vacancy for several months, limit overtime or put off a town hall improvement for a year.

Fourth and last, ask for help from experienced colleagues who have worked agreements with their towns and cities to join MTCMA, attend appropriate meetings and conferences and budget routine professional expenses such as mileage, meals for day trips, etc. I would

recommend any of our current Ambassadors or Senior Advisors (10 total), who are only too glad to arrange a meeting or give you budget advice on this issue. Remember, it is your career, and a majority of towns and cities in Maine have a history of supporting their professional managers with necessary budget funds.

## MTCMA Committee Chairs and Vice-Chairs

Do you have questions or ideas for MTCMA? Listed below are our 2015 Chairs and Vice-Chairs. Feel free to place a call or e-mail. Contact information is on the first page.

### Professional Development Committee:

Tom Goulette, Chair; Peter Crichton, Vice-Chair

### Sponsorship Committee:

Jim Chaousis, Chair; Austin Bleess, Vice-Chair

### Communications Committee:

Kathryn Ruth, Chair; Austin Bleess, Vice-Chair

### Awards/Scholarship Committee:

Andrew Hart, Chair; Scott Morelli, Vice-Chair

**Nominating Committee:** Jim Chaousis, Chair

### Membership Committee:

Perry Ellsworth, Chair; Kathryn Ruth, Vice Chair

**Senior Advisor/Ambassador:** Bert Kendall, Chair

## Welcome (cont'd)

(1) How do we deepen the public's understanding of the importance of public management as a profession? (2) Credentialing for Town Managers and its importance; and (3) Ideas/programs for interacting with the schools/students for Managers to utilize.

These are a few of the areas that came out the MTCMA Executive Board Retreat late last year as important focuses of a three-year plan which will be detailed out by the Committees.

The intent of focusing on these three areas is to get managers thinking about these important topics while also assisting MTCMA committees with background.

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 July, 2015.

Then we will see if we will be adding more issues in the future!

# 36th Annual Statewide Manager Interchange: Friday, March 27, 2015

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The official program for this year's MTCMA Statewide Manager Interchange is available by clicking on: <http://memun.org/TrainingResources/WorkshopsTraining/TrainingResourcesView/tabid/213/ArticleId/3015/MTCMA-36th-Annual-Statewide-Manager-Interchange-sponsored-by-Maine-Town-City-and-County-Management.aspx>

There is an overnight room block available at the Hilton Garden Inn until March 13, 2015. The group rate is \$109.00 per night d/d occupancy. Be sure to mention code "MTCM" or this event. More details are in the brochure.

Please make sure that you register by March 13 as the fee is less. Registration after March 13 costs \$15 more for members. We look forward to seeing you at this year's Interchange! Think SAFETY!

## Credentialing for the Management Profession – How Important is it really?

### IT'S REALLY IMPORTANT....

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**William Bridgeo, City Manager, Augusta; Ambassador**

About twenty years ago (give or take – at my age anything going that far back gets a bit fuzzy), when I was still working as city manager of Canandaigua, New York – a pleasant eleven year hiatus between my stints in Calais and Augusta – my old buddy, Don Gerrish contacted me with an interesting offer. Don was, at the time, president of ICMA, and in that capacity he was appointing members to the Board of Regents of a new professional development arm of ICMA called the ICMA University which had recently been created by the ICMA Board. The Board of Regents was to have a broad mission, responsible for the development and oversight of ICMA's professional development programs. Its membership was drawn from academia and the municipal management profession and was comprised of an impressive array of folks from whom I learned much over the six years I spent on the Board.

One of the first projects we tackled was whether and how to deal with the desire of ICMA to institute some sort of professional certification designation within ICMA. After in-depth discussion and a year's worth of sub-committee work, we landed on a process that formed the foundation of ICMA's current accreditation system. We contracted with the University of Georgia for a comprehensive assessment tool (which was two parts; a knowledge-based assessment and a 360 evaluation process) and then we put the finished product to the ICMA Board for their endorsement. A significant segment of ICMA's membership had, for years, wanted something like this and as time has gone by, I have been pleased with how the credentialing (we purposely stayed away from the term "certification" – in part I suppose because many of us are already considered "certifiable" in our communities) project/process has taken hold and evolved.

As one of the developers of the process, I felt it important for me to go through the process and then to maintain my "credentialed manager" status going forward. Although it has been a bit of an inconvenience to do so, I have found the benefits to be significant and I intend to maintain my credentials until I reach the Promised Land (and no, all you would-be Augusta city managers, I have no clue when that will be).

Perhaps primary among the benefits that I think come with being credentialed is the reinforcement that my city council gains regarding my professionalism and my commitment to life-long learning. Through their participation in the 360 evaluation process and my sharing with them the results of the other elements of the process, they gain valuable insight into the variety and complexity of the knowledge and core competencies necessary to do my job at the performance level they have a right to demand. In addition, my direct reports also gain an appreciation of the same elements. Beyond that, of course, is the example I am setting for them regarding a commitment to professional development.

Good municipal managers come from a wide variety of backgrounds and the Board of Regents recognized and celebrated that as we crafted the process. It was (and remains) a challenge to identify a common skill set and knowledge base without coming across as elitist or rigid. I think we achieved a proper balance and I derive great satisfaction in how the credentialing process has taken hold in the intervening years. I am also a strong proponent of MTCMA's companion process and I encourage all Maine managers to engage in one or both of them for your own benefit as well as that of your community.



# Reporting Back On The MTCMA Goals And New Objectives

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## MTCMA Mission Statement with Goals and Objectives

Revised October 2014 for 2015

*The mission of MTCMA is to broaden the knowledge and promote values necessary for Maine's local and county government administrators to better serve their communities.*

MTCMA has adopted five (5) Goals.

The goals are for a three (3) year period.

Objectives are listed under each of the Goals.

The Committees are in the process of reviewing Action Items (Committee goals) for specifics that will be adopted and implemented.



If you have any implementation ideas, please feel free to contact any member of the Executive Board.

### Goal #1: Association Vitality

**MTCMA will ensure the long-term strength and vitality of MTCMA.**

- Outreach to new members: Actively pursue membership outreach through the Membership Committee, calling new managers and managers who aren't currently members.
- Outreach to potential members: Identify one person per county to reach out to and galvanize colleagues in municipal and county management, asking for ideas for topics
- Encourage more people to enter the profession via outreach to schools: Coordinate outreach to students and teachers in local communities to encourage students to explore the opportunities available in serving their communities and in municipal government.
  - Explore providing resource packet
  - Develop a product offered via a webinar with high schools and municipalities
- POSSIBLE SEPARATE GOAL: Preserve and revitalize secondary public policy management programs
- Sponsorships explored

### Goal #2: Name Recognition & Respect

**MTCMA and its members will be recognized and respected leaders on municipal issues.**

- Deepen public understanding of the importance of management in local government, targeting specific audiences including legislators and other decision makers
  - Identify the public value of what we do
  - Determine messages for specific audiences
- Develop a template or packet to orient newly elected officials to local government administration (with MMA)
  - Work with MMA to develop a list of instructors to provide on-demand regional workshops
- Promote cooperation and collaboration between Municipal and County Management and between municipalities
  - Offer a session to share examples of how to start working together, what works and doesn't (Peter, Betsy, Andy plus managers)
  - Offer a session highlighting examples of cost-sharing, collaboration, entrepreneurial approaches and identifying struggles encountered including how to minimize the impact of politics (session or in newsletter or both?)
- Advertise and reach out to local elected officials in an effort to communicate the awards program more efficiently, and so it broadened the mailing list to include all elected officials.

### Goal #3: A Resource for Members

**MTCMA will be the leading provider of personal & professional development for its members.**

- Continue to increase communication and resource sharing via
  - Updated web site
  - Active List Serv and archived useful List Serv information
  - Two newsletters per year
- Provide quality, relevant training to members including
  - HOW: Vehicles

*cont'd on pg 5*

# Reporting Back On The MTCMA Goals And New Objectives

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- *Create a series of webinar trainings that do not necessitate travel*
- *Explore avenues using social media to offer 21<sup>st</sup> century skills and issues*
- *Offer tracks for new managers, seasoned managers, those moving toward retirement*
- *Idea exchange: Have topics on the agenda that people can add to*
- **WHAT: Potential topics:**
  - *How to collaborate more effectively to deliver services*
  - *What is your plan for retirement? (Note: this may be of interest to families)*
  - *Staff succession planning when staff are staying in their positions longer (finesse wording)*
  - *Dealing with the stress of the position*
  - **Institute:**
    - *Have a cutting edge speaker like Mike Lydon on Tactical Urbanism focusing on how to draw people into your community building on place-making concepts*
    - *Offer a mix of personal and professional development*
    - *Ethics*
- *Provide resources*
  - *Develop budget protocols to facilitate comparison between municipalities*
- *Expand support to all members:*
  - *Provide professional development for managers who come from various backgrounds*
- *Offer mentoring by having a Senior Advisor covering every county, providing additional resources through experience to our members.*
  - *Work to cover the following counties: Aroostook, Piscataquis, Androscoggin, Sagadahoc, Lincoln, and Hancock*

## Goal #4: Networking & Building Relationships

**MTCMA will build strong relationships among our members & with others interested in local government.**

- *Contact new members and provide them with a welcome packet*
  - *Membership Committee formalizes a process to identify who is reaching out to whom*
  - *Enlist informal regional manager networks in this outreach*
- *Reinstitute regional gatherings*
- *Use speed dating as a vehicle for people to get to know each other*

## Goal #5: Maintain High Ethical Standards

**MTCMA will follow the adopted ICMA Code of Ethics and will seek to include the Code of Ethics in MTCMA activities.**

- *Create regional learning opportunities around ethics for managers and department heads to utilize ICMA webinars*

### **Certified Municipal/County Manager Applications Are Due July 15, 2015**

Plan ahead as you still have time to earn plenty of credits this year in order to be certified or re-certified. 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](http://www.mtcma.org)

### **Upcoming Executive Board Meetings**

**Thursday, March 26, 2015**

Regular Board Meeting

3:00 pm – Bangor

**Tuesday, August 11, 2015**

Regular Board Meeting

12 noon – Sunday River

**October, 2015 TBD**

Planning Meeting

# Summer Internship Program – Planning For 2015

**Interns Wanted**

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](http://www.mtcma.org)

## 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?

THANKS so much for the great submittals and contributions for this newsletter from Communication Committee Vice-Chair Austin Bleess; Ambassadors William Bridgeo, Mitchell A. Berkowitz and Nat Tupper; Senior Advisor Bert Kendall; and Rick Dacri, Dacri & Associates LLC

The next MTCMA Newsletter will be published in July, 2015. Submissions will be due Friday, May 22, 2015.

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 Chair at [townmanager@pittsfield.org](mailto:townmanager@pittsfield.org)



## 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://ctb.ku.edu/en>

Community Tool Box – Community Work

<http://extension.umaine.edu/>

University of Maine Extension Services

<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

American Fact Finder – access to data

<http://www.informe.org/subscribe/egovservices.html>

InforME eGovernment Subscription Services (includes free services)

<http://www.mainepoweroptions.org>

Maine Power Options – Membership Electricity, Fuel Oil, other power

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

Project for Public Spaces - Placemaking

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

The Trust for Public Land

<http://www.epa.gov/epawaste/conserve/smm/wastewise/about.htm>

WasteWise / US EPA

## MTCMA History Quiz Answers: And the Answers Are:



1. Who organized a unique undergraduate degree program at the University of Maine at Orono for public management in the 1940s and managed that program for many years?  
*Dr. Edward F. Dow UMO Program*
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?  
*To bring about better local government through the discussion and exchange of ideas relating to the problems of the municipalities of the State of Maine.*
5. Which Maine county implemented the first County Charter in Maine?  
*Aroostook*
6. In 1969, *Maine's Home Rule Statute* 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" *Maine Municipal Association*
8. List the first five communities in the State of Maine to employ a professionally trained manager. *Auburn; Portland; Belfast; Bangor and Brewer; and Camden (resources list different towns/cities)*
9. Name one community with the modified town meeting form of government. *Hermon, Fairfield and Baileyville*
10. Currently which Manager has the longest tenure in a community in the State of Maine, and please list that community. *Congratulations to David Morton for 37 years in Casco, Maine. Dave started as manager in Casco in February of 1978. That is quite an achievement!*

## MMA's Job Bank And Classifieds

MMA provides a wonderful service with the free posting of available positions. Not only are available Town Manager positions posted – towns can also post any of their department head or support positions absolutely free. Often forgotten are the RFPs being issued for service and the sale of surplus municipal equipment. Please use this service to get the word out about available services and items. This program is very easy to use. Go to [www.memun.org/TrainingResources/JobBankClassifieds.aspx](http://www.memun.org/TrainingResources/JobBankClassifieds.aspx)

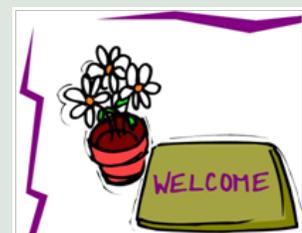


## Welcome New Members

### Who Have Joined Since Our Last Newsletter Was Issued In July 2014

Christine Almand, Skowhegan  
Butch Asselin, Houlton  
Gary Bowman, Oakland  
Ben Breadmore, Holden  
Carrie Castonguay, Livermore  
Cynthia Dunn, Buckfield  
Sandra Fournier, Eagle Lake  
Adam Garland, West Bath  
Ruth Glaeser, Durham  
Cynthia Grant, Newburgh  
Christine Landes, Bethel  
Daniel Merhalski, Denmark  
Aaron Miller, Whitefield  
Robert Peabody, Jr., Bridgton  
Triss Smith, Anson  
Dwayne Young, Weston

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



# 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.



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

## 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,

## 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!*

## SAVE THE DATE!

### The 36th Annual Statewide Manager Interchange

Friday, March 27, 2015, Hilton Garden Inn, Bangor

### Municipal Technology Conference

Thursday, May 7, 2015, Cross Insurance Center, Bangor

### 1st Annual Municipal HR Conference

Tuesday, June 16, 2015, Thomas College, Waterville

### MTCMA Institute

Wednesday, August 12, 2015 – Friday, August 14, 2015, Jordan Grand Resort Hotel at Sunday River

### MMA Convention

Wednesday, October 7, 2015 – Thursday, October 8, 2015, Augusta Civic Center, Augusta

### Joint training with NHMMA

December 2015 TBD

Save  
the  
Date!

# Municipal Managers....Part Problem Solvers, Soothsayers and Magicians

By Mitchell A. Berkowitz, Ambassador

Managing a municipality today is very different than in the last century and quite frankly is becoming ever more challenging each year, let alone each decade. Looking back to the 1970's and where our nation was at that time is its own testament to change. We did not really have computers then, though some communities relied upon archaic accounting machines to produce their financials. The printed word was the essence of daily and weekly newspapers and the whole concept of re-invention was more of a past experiment by the U.S.A. to get Japan's economy up and running. Leaders of that era included William Edward Deming, Joseph Douglas and Carl S. Shoup. It still took over two decades before we would see this concept working its way into the corporate and municipal world. We also began to see iterations of re-invention called adaptive management (AM). These efforts to apply AM to a business model required the business "to function as an integrated system adjusting and learning from a multi-faceted network of influences not just environmental but also economic and social (Dunphy, Griffiths, & Benn, 2007). The goal of any sustainable organization guided by adaptive management principals must be to engage in active learning to direct change towards sustainability (Verine, 2008). This "learning to manage by managing to learn" (Bormann BT, 1993) will be at the core of a sustainable business strategy." Does this resonate with a manager's charge?

This article will focus on managing the resources of a municipality and change. It is my belief that there is a distinction between the policies, practices and procedures of management and the "values" they represent. Values really should not change, only how they may be represented in the ongoing operations. Managers across the nation constantly strive to meet "the needs" of their community. In the 1970's information came at a very slow pace and the use of integrated systems and monitoring was more of the experiment in the ideal rather than a reality every day. Municipal financial reports took time to prepare and more time to vet and then even a longer period to determine trends from which budget development would occur. The use of surveys was coming of age but even they could be anemic and untimely. Manager's efforts to "reflect" and "respond" to community needs still seemed disjointed. However, with the age of computers arising in the mid 1980's change in information accumulation, retrieval and manipulation was beginning. So, where were the managers in this change?

Many rural based managers listened to speakers from the larger urban areas about "their new computers and software" and what they could do. They were taunted by the use of information and frustrated due to high costs. Citizens had yet to see municipal management the same way they viewed successful business and

corporations. Managers adapted to some of those constraints while others saw their roles as ministerial on a day to day basis. Still, change had started and information was only one of the key methods for the future of any municipality. (George Orwell predicted this change in his book "1984" and though it took another decade or so, instantaneous information arrived). Investing in re-invention and technology is a cost benefit analysis that is here to stay.



Today, managers are faced with a host of challenges, though the core values of management have not really changed. Instant information, accumulation, retrieval and data manipulation can be seen everywhere. Don't doubt it but instead look to your own family. Our family members have redefined the expectations of consumers and that of our citizens. With handheld electronics, 4G networks and the cloud, if your message is not electronically available, they move on. I have watched our grandchildren in action. With "applications" they multitask with their contacts, play many different games simultaneously and if they question something they will "Google" it in less than 5 seconds while grandma and grandpa go to the dictionary! This same time frame applies to our citizens who, by the way, create a demographic diversity and challenge for municipal managers. Some will continue to come to the local municipal office to transact their business. For the Millennial Generation, they are telling us they want a virtual town hall 24 x 7, period. Their expectations are already felt and if we cannot deliver that information on the "first click," they are gone.... And so are their thoughts including feedback that is crucial to our efforts to manage. A disconnected electorate is a very discordant and disgruntled taxpayer as well.

For years, managers have been seen as the problem solvers. Some have applied adaptive management principles to their operations and some have successfully embraced the methods and tools to meet the future expectations of their community. Those who have are truly the "soothsayers" for they have seen the future. The questions before us now are how will the rest of us move forward in light of recent proclamations by our state's Governor who wants to streamline the cost of both education and municipal government, reduce state dependency on the income tax and completely dissolve the almost 45 years of municipal revenue sharing? Can we afford our own local independence when we cannot even create lasting service alliances with our neighboring communities?

cont'd on pg 10

## Municipal Managers (cont'd)

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According to the author of the “Seven Habits of Highly Effective People,” Stephen Covey, we must first have confidence in our own independence before we can move toward a reliance upon interdependence. More recently, Jim Mathis spoke to the MTCMA about “Reinvention” and how his challenges became the essence of his book, “Reinvention Made Easy...Change Your Strategy-Change Your Results” Regardless of which author you align your thoughts with, it would seem that many communities are still struggling to assert their independence and have missed some of the value of an interdependent regional approach. We must change our perspectives if we are to see what lies ahead. Our children are tomorrow’s taxpayers and they want information and to be “connected” without investing lots of their time. (One can also apply this to society in general) Managers must move to embrace the new “now” while still adhering to the same value system that guides us today though the methods and materials are constantly changing. The City of Portland just recently launched one of the most interactive websites for their citizenry as reported in the Portland Press Herald, January 12, 2015. Its purpose goes to the values of municipal management: To serve our community as well as incorporate their thoughts for future priorities and the services being provided. From a business perspective, they re-invented the electronic communications to serve their community. Managing today’s community government does mean we need to re-invent ourselves and our perspectives, continue to be the problem solvers and soothsayers. By uniting information and resources to provide services, we remove some of the

magic and make it more of the business we are tasked with. Our citizens expect this on a daily basis. So I must ask, “What does your tomorrow look like?”

### Source Recognition:

Joseph Dodges *Nine Point Program* (1949), Japan

Carl S. Shoup *Tax Reform* (1949), Japan

William Edwards Deming (October 14, 1900 – December 20, 1993), Japan

Bormann, B.T.; Wagner, F.H.; Wood, G., Algeria, j.; Cunningham, P.G.; Brooks, M.H.; Friesema, P.; Berg, J.; Henshaw, J (1999). *Ecological Stewardship: A common reference for ecosystem management*. Amsterdam: Elsevier

Dunphy, D., Griffiths, A., & Benn, S (2007). *Organizational Change for Corporate Sustainability*. London: Routledge

Verine, Lev; Michael Trumper (2008). *Project Decisions: The Art and Science*. Vienna, VA: Management Concepts. [ISBN 978-1-56726-217-9](#).

Portland Press Herald, Monday, January 12, 2015 Section C-1

Stephen Covey, Author of “The Seven Habits of Highly Effective People”

Jim Mathis, Author of “*Reinvention Made Easy*”

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**About the Author:** Mitchell A. Berkowitz is a recently retired municipal manager. He lives in Gray Maine with his wife Sally. He has over 43 years of employment experience in federal and municipal government as well as in a non-profit agency. He continues to work with municipal managers through the Maine Town and City/County Management Association as an Ambassador to the profession.

## Need Advice Or Help? Contact The MTCMA Ambassadors

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The Ambassadors have expanded to include new members since our last newsletter.

Our Senior Advisors are Bert Kendall, Chair and Skip Day.

Bert covers Cumberland and Oxford Counties

[bmtkkendall@gmail.com](mailto:bmtkkendall@gmail.com)

Skip covers Knox, Lincoln and Waldo Counties.

[daya@tidewater.net](mailto:daya@tidewater.net)

### MTCMA AMBASSADORS ARE:

Mitch Berkowitz – Cumberland & Androscoggin

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Richard R. Michaud – York

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Kathryn Ruth – Penobscot & Somerset

[townmanager@pittsfield.org](mailto:townmanager@pittsfield.org)

Nat Tupper – Cumberland

[ntupper@yarmouth.me.us](mailto:ntupper@yarmouth.me.us)

Regardless of their assigned areas that are near their homes/offices, our Ambassadors and Senior Advisors will assist anyone who calls from around the State. Please feel free to contact anyone on this list for advice, ideas or assistance.

Learn more at: <http://www.mtcma.org/about-mtcma/ambassador-program/>

# Managing Your Career: 9 Musts For Continuous Success

By Rick Dacri, Dacri & Associates, LLC



Manage your career. That's the advice I received long ago and the advice I give to anyone who will listen. Manage your career or someone will manage it for you and you probably won't like his or her plan.

Jake wowed me. As an executive recruiter with years of experience, I'm not easily impressed. But everything pointed to him as the one. He did everything right to get himself hired.

I was engaged to recruit a new Town Manager. When I search for executive level individuals, my success in finding candidates comes from networking. And that's how I found Jake. Yes, I placed ads, but individuals looking for a job never see them and passive candidates are often the best.

So let me tell you about Jake, how he positioned himself as the perfect candidate, and what you can learn about managing your career from him.

To begin, Jake never applied for the job. He didn't know the position was open and frankly, I didn't even know Jake existed. But others did. As I networked, individual after individual recommended I contact him. He was considered a rising star among town managers. I knew I had to meet him. And, when I finally found him, I had to convince him to apply and sell him on the job.

It gets better and from the perspective of the recruiter who only wants to present solid candidates to the client, Jake continued to do everything right. When I Googled his name, there were countless articles about him and the work he had done. He had his degree and had done more. He continued his education, was involved in the community, and actively participated in MMA and ICMA, which included leadership roles. But most importantly, he was a high performer everywhere he served.

So what can you learn from Jake that you can apply to your career? Here are 9 musts:

- **Develop credentials:** Embrace continuous education. Speak before professional groups. Take positions, write op-eds, and never simply regurgitate the same old stuff and espouse the latest fads. Be an object of interest and command a presence.
- **Produce results:** Have a long track record of results. Have a history of providing value to your communities and have a strong reputation within the industry. Your reputation must be sterling.
- **Sets the standard:** Don't just fix things. Help your city or town move forward. Provide different perspectives and innovative thinking. Always be formulating new ideas and concepts. Set new standards. Help to grow your community, not just by doing the things you are doing better, but by providing a broader perspective.
- **Command attention:** Dress, speak and present yourself well. Command attention, exuding well-earned confidence. And it goes beyond personal appearance. Be impactful.
- **Be responsive:** Show up early and leave late. Return phone calls and emails within hours, not days. Deliver what you promise.
- **Be passionate:** Believe in what you do and most importantly get excited about helping your community.
- **Formulate strong relations:** Work with your councils, staff, business leaders and residents. Be approachable, listen and respectful. Value differences of opinions, and having a sense of humor is a good thing.
- **Develop stature and firepower:** Become an expert. Do your homework. Invest in yourself. Fine-tune your skills. Get a professional coach to guide you.
- **Mentor others:** Enhance your career by growing your staff. Develop bench strength. Create a culture of learning.

Effectively managing your career means continuous success for you, your staff and your community. Manage your career.

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*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](mailto:rick@dacri.com) and [www.dacri.com](http://www.dacri.com)*

# Managers' Ideas on Connecting with Students....Our Future Leaders



By Kathryn Ruth, Town Manager, Pittsfield; Ambassador

When I put out an inquiry for how managers connect with the schools and students, I received only a few comments. We know that most managers talk with the students in the classroom. At a recent Executive Board meeting, the question was posed regarding how many managers went into the classroom and every manager raised his/her hand. I expect this is just something that we all do and that most of us do not have an outline or script for it. The comments I did receive were quite interesting.

First, **Nat Tupper from Yarmouth** forwarded an amazing list of items he had provided a High School Coordinator where student learning could be linked to real items taking place in the Town and that one or more departments could build classes around an issue. It was so interesting that it became an article. Please make sure to read Nat's article "Lessons from Local Government – Lessons in Local Government."

Second, **Michelle Flewelling from Norridgewock** advised that her town is part of the school's "Know your Community" walking tour. The third graders parade around town visiting town facilities such as the Historical Society, Town Office, cemetery and more. Michelle will interest the children by bringing up items such as birth certificates, tax cards, and storm events and relate it to the children. In addition, she speaks with the Middle School Students in the classroom about government and how things become law. Since Norridgewock's elections are held at the Elementary School, this is a perfect opportunity to have the teachers bring their classes in show them the elections. Norridgewock also participates in the "Big Truck" show in the School parking lot. The children see the plow trucks, grader and more. Michelle has found this to be a good opportunity to talk to the students about why they should not build snow forts near the road and how they need to pay close attention if walking to school due to their size vs. the truck/plow size. These are certainly great "real life examples" for the children.

Third, **Lynn Maloney from Newcastle** reminds us that we have some great resources at our fingertips right on the MMA website. Remember the MMA Government poster that we received years ago? How about the "Local Government in Maine" book that has been around for 10 years now? To check out these resources, click on <http://www.memun.org/trainingresources/localgovernment.aspx>

I have spent a lot of time in the classroom and around town with the classes over the years. Having a down-town with many unique municipal buildings situated



close to the elementary and middle schools has resulted in a lot of interesting walks for the children. Once you connect up with like-minded teachers who want their students to experience the real world and be able to relate it to the classroom, you are all set. In **Pittsfield**, we are fortunate to have our own movie theatre, a historic Carnegie Library and historic Railroad Station housing the Historical Society to add to the usual Town Office/Fire/ Police Station. Rounding out this very interesting walk is a journey to the local food bank where the students drop off their donated collections to help out. The first time that you see the line of students stretched out over several blocks of sidewalks each bringing down a can to donate to the Food Bank, you are in awe. The traffic is stopped and everyone is waving. The children will always remember these walks. Since we can spend an hour or more showing each building and talking about the services with the students and answering questions, we now have several different types of tours depending on age group.

When going into the schools, I have learned over the years that you only need to bring a few items and that these will be very valuable resources – the Town's organizational chart, list of departments, latest annual report and history of the Town. I had to add the history of the Town to the list after the students obtained computers in the classrooms and started googling the Town's website during the talk to ask detailed historical questions.....

The classes have built a town, held an election, interviewed the town department heads, dressed up as town employees in a play, created a budget and funded what they thought the Town should have for services, made a proposal for recreation, had debates, set up a business, determined why people should become involved in government, planned a fundraiser for the historical society plus much more.

Have a great time in the classroom or on tours at municipal buildings connecting with the students....our future leaders.



# Lessons From Local Government – Lessons In Local Government

By Nat Tupper, Town Manager, Yarmouth; Ambassador

The public schools are under a lot of pressure to teach a lot of topics to kids now, and local government is not one of the topics that they can prioritize beyond the lower grade levels. Fortunately, there are clubs, scouting organizations, special projects and community service requirements that do help expose the students to some introduction to local government but that too is limited. It's not all that easy to get opportunities to teach our kids about the functions and forms of local government.

One day, a few years ago, I happened into the break room at the Wastewater Treatment Facility and saw the entire whiteboard filled with calculations and math and chemistry exercises to solve for various discharge parameters of concern ranging from B.O.D. to residual chlorine, copper concentrations, nitrogen loading, and turbidity. There had been a staff training exercise held earlier and the board was not erased. I couldn't help but be struck by application of science and other disciplines to the work of Town Government that goes unnoticed and untapped. I started a list of topics and issues that Town Government touches on daily that might help a student in our schools connect the abstract/academic teaching to real world applications right in their own small town. My list is far from complete, but I have shared it with our school teachers and administrators with an invitation to call on Town Staff to talk to students about how these concepts are manifested in our work- however much or little. And, if the students' engagement with the concept applied gives them a sneak peek and appreciation for the work of Town Government in the process, then it's a mutual benefit. What might you add to the list?

## PHYSICAL SCIENCES/ ENGINEERING

- Sewage treatment, pumping and storage

- Storm water velocity, flow dynamics
- Mechanical systems
- Electronic controls/monitoring
- Radio communications technology
- Computer applications
- Structural and building design-physics
- Blasting and vibrations
- Noise control
- Cable television production/transmission/video technology
- Radio telemetry
- Satellite relay
- Materials combustibility
- Fire suppression technology
- Electrical generation and transmission
- Fuel efficiencies, internal combustion engines
- Materials strength, permeability, stability, volatility, reactivity

## NATURAL SCIENCES

- Forest management
- Basic ecology/ecosystems
- Invasive species
- Composting processes
- Wastewater digestion- aerobic and anaerobic
- Nutrient loading, ground and surface waters, tidal areas, ponds
- Habitat features and protection
- Salinity- saltwater intrusion/road salt
- Bacterial, toxic, particulate, opacity, chemical testing and measurement
- Health care and emergency medicine
- Food handling and storage/health inspections, nutrition
- Disease mngmt, epidemiology
- Marine biology- shellfish life cycle, food chains
- Drug and alcohol effects
- Ozone formation, wind vectors and meteorology
- Erosion and sedimentation
- Soils characteristics/geology
- Tidal action
- Agriculture/Aquaculture



## ARTS AND HUMANITIES/ SOCIAL SCIENCES

- Library Sciences
- Adult Ed./Learning Processes
- Public Art
- Criminal Justice/Criminology
- Survey/market sampling/statistical analysis
- Social Services- Prevention and Education, Intervention and Emergency Care
- Community Systems and change agency
- History, Archaeology, Historic and Cultural Preservation
- Genealogy
- Political Processes and Systems
- Human Behavior and Motivation
- Demand Management- Supply Management
- Time Management
- Communications- written, oral, visual
- Disability awareness- Civil Rights
- Human development and aging
- Family dynamics/dysfunction
- Sports and cultural events
- Community planning
- Philosophy- at least political philosophy

## MANAGEMENT SCIENCES

- Finance and accounting
- Debt markets and instruments
- Investment markets and instruments
- Labor relations and negotiations
- Decision and small group processes
- Democratic principles and practices
- Ethics and accountability
- Performance measurement
- Motivation and rewards
- Strategic and long range planning
- Personnel and human resources
- Team building/ group dynamics
- Cost-benefit analysis
- Qualitative Analysis
- Risk Management
- Managing Expectations

# Commentary

## Tenet 8: Improving Professional Ability

By Austin Bless, City Manager, Caribou

*Introduction of a previously published article by ICMA*



Did you arrive at the ICMA conference exhausted after working late to button up as much as possible before departing? Does your work demand that you respond to text and voice messages during training activities? Do you have very limited resources and time for your own training? Do the interesting, exciting ideas you hear at conferences or seminars seem to turn hazy when you return home to work? If so, you are probably not getting maximum results from your professional development activities.

Since ICMA created the Voluntary Credentialing Program (VCP) in 2002, members of the advisory board have reviewed thousands of plans and reports from credentialed members. We know most members' time and budgets are precious, so we offer some lessons learned from our experience with the VCP.

Tenet 8 of the Code of Ethics states, "Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques." Added to the Code in 1952, this requirement for at least 40 hours of professional development annually is similar to that of other professional organizations.

### WHAT IS PROFESSIONAL DEVELOPMENT?

Many members regard experience as their best teacher. Although this notion may be true, there would be no need for a 40-hour requirement if doing one's work were sufficient. Professional development searches outside daily work to obtain enlightenment from ideas offered by authors, colleagues, commentators, educators, futurists, and specialists. Its thrust is learning new information and new ways of performing work. In other words, daily work is the "practice" of our profession; professional development is the set of learning activities we pursue deliberately to enhance our work competencies, or the study of how to improve our "practice."

### IS A PROFESSIONAL DEVELOPMENT PLAN NEEDED?

More than occasionally some members appear simply to sample from the smorgasbord of available and affordable professional development options. What new training opportunity will come along that fits a busy schedule? Will it improve the manager's skill in an ICMA practice area? Is that the area upon which the individual member needs to improve at this point in a career? As with most endeavors, professional development without a plan leaves much to chance. Good management embodies good planning, whether for the jurisdiction or for one's own learning.

The annual professional development plan starts by identifying needs and then sets goals to address these. The clearer the development goals, the better scarce resources will be used. The annual plan should be limited to a few ICMA practice areas for improvement, not so many that focus is lost. Feedback from bosses, peers, and subordinates; the agency's priorities; and one's self-assessment all should be considered when identifying which practice areas to focus on. Some members have partnered with a colleague to prepare their plans. This provides a neutral, supportive, confidential, and knowledgeable source of advice and critique.

The ICMA Applied Knowledge Assessment will assist self-assessment. Some questioned whether a multiple-choice, paper-and-pencil assessment instrument could reliably identify the skills needed for our work. However, many find the AKA a surprisingly insightful tool. It compares individual results with results of colleagues around the country, thereby suggesting areas for improvement. Credentialing also involves a performance-based assessment instrument such as the "360" every five years to obtain more behavioral feedback. This review and the AKA are available to all members of ICMA although without the advice and coaching that are available to credentialed members.

A good annual plan is specific about activities as well as needs. It identifies conferences, workshops, and readings that one hopes to undertake and the practice area the individual plans to pursue with each. Like all plans, events may require changes mid-course, but specifying intent increases the odds of fulfilling one's goals even when changes are necessary.

### TOO SMALL TO AFFORD OFF-SITE TRAINING?

The Credentialing Advisory Board occasionally hears that smaller jurisdictions have few resources for professional development. While national conferences and resident executive programs are expensive, the speakers and programs are top quality. There are many venues for learning, however; some are low in cost and fit into the most stringent budget.

State and regional associations, state leagues, local schools, and colleges often provide opportunities regionally, if not locally. Many training opportunities are now available right in the office, such as ICMA's audio and video courses; and a variety of institutions provide Internet offerings, and local libraries usually have or can borrow training materials in several media formats. There are several examples of professional development exchanges involving neighboring members and joint

*cont'd on pg 15*

training events conducted by neighboring jurisdictions.

### REFLECTION AND SHARING FOR RETENTION

Formal education demanded retention to survive frequent tests to determine what learning had occurred from assignments. As adults, we are expected to attend to our own learning, and retention is a challenge for most of us. Often, training time is time stolen from work, family, recreational, and social priorities. These priorities frequently occupy our minds and at least occasionally distract us during learning activities. It is little wonder that lessons learned quickly fade into the haze of all these priorities.

Early in our careers we may find the proverbial bolt of lightning, but, as our careers mature, such revelations are extremely rare. Even members with fewer than ten years of experience often lament the dearth of grand solutions available from training activities. Rarely can a presenter fulfill these unrealistic expectations. Skepticism about most professional development may result and cause our attention to wander so that we miss even small kernels of new useful knowledge. The mind closes, rather than opens, to learning.

Even brief reflection on a training experience seems to expand and help retain learning. Taking notes increases attention and helps reflection later. Greater learning gains occur when time is taken to review thoughts and notes, to discuss ideas with a colleague, to prepare a journal of thoughts and reactions, or even to study or read more on the topic.

The annual report, required of credentialed managers, encourages such reflection. The best reports clearly identify something new to the member that was learned from each activity. Indeed, members often report more than one new kernel of knowledge or information.

An alternative activity for senior managers is to serve as mentors to relative newcomers through structured programs such as ICMA's Emerging Leaders Program or to undergraduate or secondary school students who are considering public service careers. Attracting the best and brightest of young people into local government management can be a valuable service to the profession. Being a mentor includes, but is not limited to, providing well-thought-out advice to the mentee and not merely telling "war stories."

### THE CREDENTIALING OPTION

One route to fulfilling the Tenet 8 requirement is the Voluntary Credentialing Program. More than 1,000 members have elected this option. The program provides advice and coaching from members of the advisory board. Another advantage of credentialing is that the credentialed manager designation is increasingly a criterion for ICMA regional vice president candidates in

the United States, for Gettysburg Leadership Seminar attendees, for Emerging Leaders Development Program mentors, and for becoming a Legacy Leader.

### IN A NUTSHELL

Whatever approach is taken to fulfill the 40-hour professional development requirement, maximum results occur through:

- Annual planning based on thoughtful assessment of a member's command of the ICMA practice areas.
- Minimizing distractions and committing attention to those activities undertaken.
- Taking notes, highlighting, or journaling to preserve one's thoughts and reactions.
- Reflecting on those kernels of knowledge after training activities to cement lessons learned.

In addition to maximizing the results of their own professional development, we strongly encourage members to use this approach to guide the development of their employees and more junior colleagues.

Charldean Newell, ICMA honorary member, is Regents Professor Emerita of Public Administration, University of North Texas, Denton, Texas. Mark Achen, ICMA-CM, is an ICMA Life Member and currently serves as a Range Rider in Colorado; he is based in Golden, Colorado. George Goodman served as executive director of the Michigan Municipal League, Ann Arbor, Michigan, for 22 years.

All authors have been members of the ICMA Credentialing Advisory Board since its inception in 2001. All have used the AKA as a diagnostic tool, and all continue to learn about the wonderful world of local government management.

### CALLOUTS:

Daily work is the "practice" of our profession; professional development is the . . . study of how to improve our "practice."

As with most endeavors, professional development without a plan leaves much to chance.

Many training opportunities are now available right in the office.

Skepticism about most professional development may result and cause our attention to wander so that we miss even small kernels of new useful knowledge.

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# MTCMA NEW ENGLAND MANAGEMENT INSTITUTE

There are many reasons to attend the MTCMA New England Management Institute during the summer – learning experiences; new information; interesting speakers; networking; sharing experiences; award presentations and honoring fellow managers; relaxation and family activities are but a few. It is a great time to meet with acquaintances and friends in the profession and make a few new friends! Make sure to plan time to attend the 2015 New England Management Institute in August at Sunday River.

## *Images from the 2014 MTCMA Institute:*



South Portland City Manager Jim Gailey, staff and elected officials pictured at the Annual Banquet at the 2014 Institute. Jim was the recipient of this year's Linc Stackpole (Manager of the Year) Award. Congratulations Jim!



# MTCMA

**Maine Town, City and County  
Management Association**

A State Affiliate of **ICMA**



South Berwick Town Manager Perry Ellsworth was this year's recipient of the MTCMA Leadership Award. Perry is pictured here with his family.



Keynote Speaker, Jim Mathis, keeps Institute attendees riveted during the 2014 Institute.



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