

To: Mayor MacLellan-Ruf and Members of the Council
From: James D. Chaousis II, City Manager
Date: March 18, 2016
RE: City Manager's Weekly Report

OFFICE OF THE CITY MANAGER

- The one hour City Council meeting on Monday night was refreshing. I got home in time to read my girls to sleep, yet I doubt that they will become habit forming with the budget coming up in April. The Budget Working Group (Chief Boucher, Chief Miceli, Director Levine, Director Lindsey, Assistant City Manager, and I) have been working hard to produce a strategic and comprehensive budget plan for the City Council to consider. The drafting stages are starting to get more and more refined. I think we are approaching an operating budget plan that the City Council can accept. It will also be articulated differently. We want the residents and taxpayers to understand every aspect of it. The next large shift will be incorporating the operating with the capital budget. We have a lot of roads that we have to start addressing. I've made it clear that I intend to present a large road bond this year. If done well, it could change the momentum in discussions regarding city public budgeting. I'm excited!
- Today is the deadline for internal applicants regarding the position of Fire Chief. I have received multiple applicants and very good ones at that. Next week, we will constitute a promotion board. I will create a promotion board with heavy Personnel Board representatives, Code Enforcement, and internal Fire Department leaders to assist in the review. I'm excited that this process will result in concluding the difficult period without the leader of this department. Everything that Chief Miceli has done in the interim is amazing but I feel he needs assurances of the future for personal and professional reasons.
- Tuesday was a heavy lifting day regarding personnel related issues. Job descriptions are being updated and finalized in all departments. Wage and hour employee job descriptions are due to me by the end of March. Department Head evaluations have started including 360 reviews. 360 reviews incorporate peer evaluations, subordinate evaluations, and supervisory evaluations. All of this information allows the employee and the manager to identify the perfect arrangements of goals, strengths, and weaknesses.
- I interviewed with Alan Hinsey, VSTV, for a special year wrap up. It was very interesting to discuss the last year and the hectic level of issues that the city endured. As I stated with Mr. Hinsey, I'm excited to have a better laid plan for the city this year. It all starts with the budget and that sets the tone. Last year's budget set a very rugged tone. It won't be repeated this year.
- We have been meeting with IT managed systems firms to discuss the current state of the city's network. With heightened security issues and today's modern day cyber terrorism, all governments are easy targets. It's imperative that the city identifies a plan to modernize the network. This can be done very strategically to get the most public value out of expansions. Things like free public wireless, online

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services, and remote office work can add huge value to the city but represent only minor additions in hardware.

- I met with members from Renew Rockland. They are interested in holding a joint forum with the city regarding municipal solid waste, recycling, landfill, and composting. Collaborating with community groups like this is the ultimate goal of the city. Everyone's interests are so diverse and the city is so extended on every issue. It is obvious that the city and community groups can find ways to use each other's strengths. We also discussed many ideas that can be further developed. I think the importance of some of the gargantuan policy efforts of the city have led some to believe that the city does not welcome these ventures. I look forward to proving them wrong and I am very impressed with the Renew Rockland leaders.
- Thursday I spent the morning with the Maine Municipal Association. The Strategic and Finance committee, which I am a member, discussed several issues regarding dues stabilization. Items like their undesignated reserve policy, transfer policy, investment policy and designated reserve replenishment policies are very transferable to the City of Rockland. The policies have stabilized dues to MMA members during the last decade. The same efforts can be used to stabilize taxes here. We will continue to develop new policies for consideration by the City Council.
- On Wednesday evening, I provided staff support to the newly formed Educational Committee. During introductions it was amazing to see this very diverse group of individuals agree on the same themes. They all LOVE Rockland. They all value public education. This group has many different ideas on how to represent those ideals but working together can only bring positive ideas to the future of Rockland public education. Thank you to Councilor Clayton for his leadership on this.
- We continue to develop policy directives for trash and recycling issues. The PERC meeting to discuss the landscape with representatives of Penobscot Energy Recycling Corporation has been rescheduled for **Wednesday March 30th, 2016 at 6 pm**. The meeting will be held at City Hall. The educational committee will meet simultaneously in the Board Room but Councilor Clayton has instructed me to move forward with the PERC meeting. I am currently working on a recommendation for the City Council on their trash and recycling options.
- As was stated in the BDN, the City has foreclosed on properties on Rockland Street including the formerly permitted junkyard. The abandonment of these properties has left extremely unsafe conditions. After the former property owners have sufficient time to reclaim their property, we will start cleaning up the properties. I am having the Code Enforcement Office report on the building integrity but I will likely ask the City Council for an order to demolish the buildings. There has already been interest expressed in the properties if they are returned to a developable condition. These actions are hard for the city to execute but they bring immediate public value in removing blight and increasing safety. I will report more as it develops.
- Mayor MacLellan-Ruf wanted me to follow up with the YMCA regarding summer programming. Users of the former Summer Recreation program are starting to wonder about services available. Troy Curtis, YMCA Executive Director, assured

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me that there will not be a gap in summer programming. The YMCA is likely expanding the services this year. Included in this report are some of the offerings that the YMCA is providing. The city will use all of its resources to make sure the public is aware of summer programming.

- Today we received the \$158,000 payment from Ford for the rescue vehicle they repurchased from the city after it failed. Chief Mazzeo attended a prebuild meeting with representatives of AEV. We should receive the two new ambulances this summer and the Rockland Fire/EMT will return to 100% strength. I'm glad to get this behind us.
- The Courier is searching for positive stories for a special positive issue later this year. I have sent the information to all departments to assist the Courier in this venture. I would ask the City Council the same. It sounds like a great opportunity to talk about the great people and things happening in the City of Rockland.
- Suzy Schaub, DAR, sent a nice email thanking the City Council for their assistance on the Tolman cemetery. I responded offering additional assistance but thought the City Council would appreciate the correspondence.
- As I stated before, I wrote a commentary to the BDN about our Fire Chief vacancy. I wanted to bring this to the City Council's attention again. [BDN Commentary](#)

OFFICE OF THE ASST. CITY MANAGER/COMMUNITY DEVELOPMENT DIRECTOR

- The Department of Economic and Community Development (DECD) came to the City to do a monitoring visit for the CDBG Microenterprise Grant for MCMA and Bixby. This entailed a check of both how my Department keeps records and the Finance Office's process of disbursing payments as well as site visits to MCMA and Bixby. They were very satisfied with how city staff are administering the grant and tracking finances and impressed with the great work being done by MCMA and Bixby. Both businesses made a great impression on DECD staff and did a wonderful job explaining the work they do and how the grant is being used to facilitate their growth. I want to thank both businesses for being such great ambassadors for Rockland businesses to the State and examples of why it's smart to invest in Rockland.
- I am working with Milone and MacBroom to finalize the scope of work for the Public Pier Redesign project.
- I have met with three businesses regarding submitting applications for the upcoming CDBG Microenterprise and Economic Development program.
- The Midcoast Economic Development District and Sundog Solar, in partnership with Renew Rockland, is going to hold a launch event in Rockland on April 20th at 6pm to discuss the Solarize Midcoast Maine program and how Rockland residents, businesses and institutions can participate. More details on the event are attached.
- I have written draft housing program guidelines which will be reviewed by REDAC at their monthly meeting next week.
- I met with Chief Boucher and Connie Putnam from Midcoast Community Health Coalition to discuss the preparation of a CDBG application to the new

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Community Safety program. The project would be a two year partnership between the City and Knox Community Health Coalition to address issues surrounding the opioid addiction epidemic.

- The Penbay Chamber of Commerce and I organized a meeting with the museums in the region to discuss the potential of developing a regional museum pass. The museums were very excited about the prospect of working together to draw more visitors to the region through offering this type of pass. A follow up meeting will be held in April to review examples of how these types of regional passes work in other places across the county and potential models for our region.
- I have spent a lot of time with the budget working group discussing what the narrative portion of the budget will look like and the type of information it will include.
- I met with Tia Anderson from Habitat for Humanity to discuss moving forward with a potential partnership between Habitat and the City.
- The City of Rockland and Rock City Roasters/Rock City Café have been invited by DECD to formally submit a CDBG application to the Economic Development Program. I met with Susanne Ward to work on the application which we are hoping to submit by early April.

OFFICE OF THE FINANCE DIRECTOR

- Another week has come and gone. They all seem to go so fast.
- This week was devoted to budget and audit. Both of which were very time consuming.
- There were two budget review sessions during the week in which the budget review team considered reductions and additions to the manager's budget proposal. There was great discussion and considerations by all. Nothing definite to report yet, other than all involved have been working very well together in an effort to provide the citizenry with the best possible budget for the coming new fiscal year.
- On the audit front, the auditors spent another two days here in the office. I believe they have finally gathered all the information that they need to complete the audit, and we hope to have the audit document in the near future.
- In reviewing items for the audit I was able to consult with the auditors about two cash accounts (separate from the general funds). These accounts have not been used in quite some time. According to the auditors these accounts could be closed as the money held in these accounts was owed to the general fund for past project expenses that had been paid with general fund money. As a result of my conversations with the auditor I arranged to have these accounts closed and the funds deposited in the general fund account, increasing the account by more than \$375,000. The addition of these funds to the general fund account will help with cash flow in the coming months.
- Cash flow, as reported last week, is not a problem at this point in time. The cash balance has fallen slightly below the \$5 million mark with the payment to the school for the month and other invoices totaling over \$1 million this week. The accounts payable clerk was very busy in getting the invoices paid this week.

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- Also, our payroll specialist has been very busy in getting the first 1095-C forms issued to employees. The end of the calendar year is particularly busy for payroll, having to issue W-2s. This year, the IRS has added the requirement for employers with more than 50 full-time employees (or full-time equivalents) to issue form 1095-C to each employee. This form provides employees with information about employer sponsored health care coverage. The first year is always the hardest, as the payroll software had to be updated and information put in to comply with recordkeeping. A good job was done by our payroll specialist for tackling yet another requirement of her job. And she did it all with a positive attitude!
- That's it for the week! More reconciliation work to be done...

OFFICE OF THE FIRE CHIEF

Over the preceding week, in addition to the response to 41 Fire and EMS calls, conducting apparatus checks, daily cleaning, routine repairs and maintenance to the fleet and of the quarters, the following occurred:

- I conducted two license inspections on Friday.
- CEO Root and I conducted a pre-conveyance inspection for a seven unit apartment building downtown. We also conducted a preliminary walk-through of the old Conte's at the public landing.
- Participated in two Budget Review team meetings as well as ongoing "homework" with regard to the budget. I had to leave the second a bit early due to the fire on Main St.
- CEO Root and I hosted meeting with a representative of the State Fire Marshal's Office and a local business owner to discuss potential alternatives to a previously approved plan. We found the meeting to be very positive and believe it will result in similar safety mechanisms at a more affordable price tag.
- FF Sullivan spoke about careers in the Fire & EMS field to a group of kids at RDMS on Wednesday.
- Wednesday afternoon I attended the Communications Center Executive Board meeting at the Courthouse.
- All shifts and the call division trained on "Air management" this week. This instruction focuses on how to get the most from our limited air supply when operating in fires and how to ensure enough time to exit before running out of air. Sadly, this is an issue that all FD's face and those of us who have even more limited staff must be even more focused on ensuring our personnel's safety.
- Thursday morning I conducted a follow-up inspection at the 250 Main St. Hotel to view some concerns brought to light during our previous visit. All issues are well in hand and will be properly addressed before the Certificate of Occupancy is issued.
- Thursday afternoon wrapped up with an apartment fire at 666 Main St. Our crews with assistance from Rockport firefighters did an outstanding job containing the fire to the lower rear apartment. This building is very old, has a complex layout and contains 7 occupied units. The lathe and plaster ceiling failed before the fire was extinguished opening up numerous void spaces to allow upward smoke and fire travel. Thankfully the fire was controlled before it took possession of the second

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floor/ceiling assembly which would have likely result in a major fire. All occupants safely evacuated. Rockport and Thomaston FD's responded with Rockport helping at the scene while Thomaston stood by at the ready to assist at the scene or any other emergencies in the City. Local Red Cross personnel also responded and were able to assist those occupants needing overnight accommodations. Rockland PD, the FD and the State Fire Marshal's Office will be further investigating the fire to determine the origin and cause.

OFFICE OF THE LIBRARY DIRECTOR

- Keith Drago hosted the Monday evening Drop-in Tech Help, which service continues to grow in popularity.
- Both Catinka Knoth's Adult & Children's Art Classes worked on St. Patrick's Day and Celtic designs.
- Though I neglected to mention this last week, Jessie Blanchard and Keith initiated a bookmark contest for children and teens to celebrate National Library Week. Bookmarks will be accepted through Saturday April 9th. Library patrons will vote on their favorite bookmark during National Library Week, which is April 11-16. The winning bookmark will be printed and given out here at the library! Pick up a form at the library or [•click here to print one out from home!](#)
- I participated in two sessions of the Budget Working Group, as we continue to refine the document in progress.
- I've completed the Staff performance evaluations and held productive and, I think, mutually satisfying interviews with staff this week. Completed documents were sent to Sandy Billington for inclusion in Personnel files.
- I've nearly completed the required Annual Report to the Maine State Library, due at the beginning of April. Submission is required as a condition of receiving certain services from the MSL.
- Staff continue to book appointments for the annual AARP Tax Aide, free income tax filing assistance, from trained volunteers. We just received an invitation to re-order and are hopeful that those forms never received will arrive.
- Jean Young led a special St. Patrick's Day Storytime on Wednesday. Jamie O'Rourke and the Big Potato, an Irish Folktale, by Tomie DePaola and Leprechauns Never Lie, by Lorna and Lecia Balian were among the titles read, after which there was a hunt for the Leprechaun, the pot, and the gold. Each child that found an object to take it home, to the delight of the parents. Jean served green grapes, green frosted cookies, and believe it.....green kale blazer 100% juice which the children gamely tried--- and liked. On the craft table various coloring sheets and a new set of colored pencils were available to try out.
- Jean heard from Ken Allen of the Knox Masonic Lodge that the organization will be providing Bikes for Books again this year, in conjunction with the Summer Reading Program. The quantity is expanded to eight this year, with an additional set for the very young (12, 16, 20, and 24 inches).
- Explore Art with Susan Beebe (via The Arts...for Kids & their Families @ the Rockland Public Library) was held Thursday afternoon; this week, participants created bas relief birds and animals, first making a sort of papier mache, which was mounted

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on cardboard and painted. This program will continue through March, on Thursday afternoons.

- The Thursday evening Arts & Cultural Event was a Talk: Politics-Why? One Woman's Story, wherein Rockland's Representative Pinny Beebe-Center shared her entry into politics as an elected Knox County Commissioner. As one of only a few female commissioners in the State, there were a number of challenges. She also spoke of her experience as a newly elected Representative to the Maine House, in a special election one year ago. After her talk, Pinny answered questions of the attendees.
- Although they've been working diligently for some time in preparation of the Book & Bake Sale, the Friends' volunteers went into high gear Friday, preparing the spaces for another successful event on Saturday.
- Saturday was a busy one all around; in addition to the Friends' sale, Jessie Blanchard held her monthly Coloring for Adults, and Ethan Yankura, Education Director, Owls Head Transportation Museum led a kite building- and flying workshop.

Upcoming events: though it's getting closer, there is still time to submit an application to be Rockland's next Poet Laureate, and/or a poem for the Annual Poetry Contest. Also, a talk on "the passive house."

OFFICE OF THE WASTEWATER TREATMENT FACILITY DIRECTOR

- Dissolved oxygen probes in the Aeration Basins were cleaned and calibrated this week.
- PM service on the #1 & #2 primary sludge pumps was completed.
- Jeffrey Dalzell worked with Stultz Electric at Industrial Park pump station to identify and correct an issue with the controls for the pump alternator.
- Cleaned and reset the level sensors at the Waldo Ave. pump station.
- Checked the oil levels in the speed reducer and primary drive on secondary clarifier #2.
- Completed P.M. maintenance on the #1 vortex underflow pump.
- Shut down the odor control system for biannual P.M. service and inspection. This requires careful planning and scheduling with plant operations to complete the necessary work and have the system back in service in a single day.
- Completed dig-safe marking of the sewer locations on Old County Rd. for Crooker Construction.
- Environmental Technicians Dave Elwell and Nathan Borst attended Work Zone Safety training in Hampden, ME.
- Maintenance Mechanic Jeffrey Dalzell attended Pump Station Operation and Inspection training in Waterville on Thursday.
- Samples were collected from a storm water basin and the outfall pipe at 12 Water St. for lab analysis.
- Technicians inspected and rewound the 500 ft. high pressure hose on the sewer jetter.

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- Woodard and Curran downloaded a firmware update into the PLC of #3 aeration blower to correct an operating fault that had shut down the blower and prevented it from restarting.
- An exceedance of TSS in the WWTP effluent was reported to the Maine DEP this week. The discharge occurred over a brief period of time while critical repairs were being made to plant equipment.
- Composite samples monitored during the week: Municipal Influent, Aeration Basin Influent, Secondary Effluent, FMC Effluent, CSO Influent, and CSO Effluent.
 - The following tests were performed on the above composite samples throughout the week: 42 TSS tests, 28 BOD tests, 10 Nitrate tests, 5 Nitrite tests, 5 Ammonia tests, 5 COD tests, 5 Settleable Solids tests
- Grab samples monitored during the week: Aeration Basins, Municipal Influent, Primary Effluent, Secondary Effluent
 - The following tests were performed on the above grab samples throughout the week: 26 TSS tests, 25 VSS tests, 5 Phosphorous tests, 5 Microscopic evaluations, 18 Settleable Solids tests, 18 pH tests, 17 conductivity tests
- Additional BOD & TSS tests were performed for North Haven and their lab reports were compiled and sent out.
- Monthly DMR & DEP 49 reports were filed with the DEP.
- E coli testing was performed on two samples from 12 Water St.
- CSO bypass event started Tuesday and is ongoing.
- Average flows through secondary treatment were 3.6MGD.
- Maximum flow through the CSO structure was 10.6MG.
- The new edition of the City of Rockland – Employee Handbook was distributed to employees this week.

OFFICE OF THE CITY ASSESSOR

- One of the highlights of my week was to see my clerk, Dawn Overlock be recognized and receive commendation for all the hard work she does. I can't say enough that she is so professional and friendly with staff and tax payers alike. She is still training Roxy, code enforcement and public works assistant, and yet is working to log in and process the over 100 returned personal property declaration forms we have received.
- We have identified approximately 70 new business endeavors that have not filed their business personal property declarations including business information given to us by citizens. We have created an introduction letter that outlines what needs to be declared, contact info for questions on the forms and also BETE and BETR links. All businesses in Rockland are required to declare their business personal property regardless of the size and nature of the business.
- We are putting together welcome packets to be given out to new home buyers, new businesses when they come in to inquire about licensing or permits for home occupation, changes to existing properties, etc. This packet will help to answer questions but also outline responsibilities and next steps for both new buyers and new business ventures.

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- A researcher was in looking at property records for an existing business. I enquired of him what the research was for. He said that they were doing a cost analysis for a business that was looking into the Rockland area. I introduced him to Audra Caler Bell as a contact point for the city. Dawn and Roxy scanned and emailed the records he needed.
- Much of my week was spent working on replying to abatement requests. Kevin Beal has worked with me on the response letter. Dennis was in on Tuesday and continues to be a huge asset in getting me up to speed.
- I also attended the MidCoast Assessors meeting in Rockport where Jim Murphy Jr. spoke about the revaluations in Bremen and Somerville. Very interesting and useful information.

OFFICE OF THE MUNICIPAL FISH PIER DIRECTOR

- No permits were issued this week.
- A new weather tight on and off hoist switch has been installed on Fox Island Lobster Company's Buyers Station hoist.
- Met with the Harbormaster to go over waterfront business. We will get together again to go over administrative and operational objectives of the Fish Pier for hands on training.
- Chemical analysis of the soil samples taken from around the pier have been received by ECO-ANALYSTS INC. ECO-ANALSTS has forwarded the 60 page document by electronic mail to the Army Corp and the fish pier. We will be waiting for the Army Corp decision on where the dredge material can be disposed of and what permitting is required upon their decision.
- The price per pound for lobster has dropped to \$5.20 per pound.

OFFICE OF THE CODE ENFORCEMENT OFFICER

- Bill attended MBOIA IECC Training in Augusta for two full days.
- John attended a City Council meeting.
- John and the Fire Chief performed two pre-conveyance inspections this week; seven unit on Summer Street and one three unit on Park Street.
- John and the Fire Chief inspected the former Contes Building to determine what needs to be done for occupancy.
- Bill completed a septic permit and inspection on Lake View Drive which had been previously delayed because of Chicawaukie Watershed overlay restrictions.
- John, the City Manager, and Assistant Public Services Director met to discuss a potential new sidewalk on Main Street.
- John and the Fire Chief met with an architect and State Fire Marshall to discuss plans for a bed and breakfast at 73 Talbot Ave.
- John met with the owner of a Jefferson Street home to discuss changing it from a single family home to a duplex.
- There were three complaints filed this week, and John and Bill continue to work on complaint issues within the City.
- John inspected 8 Washington Street as a result of a complaint and issued a condemnation notice and placarded the building.

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- John met with the owners of a proposed new single-family home on Crescent Street to discuss construction requirements.
- John met with an architect to discuss plans and issued a permit for Change of Use at the former Planet Toys to change to a real estate Office.
- John and Bill continue to be busy with various permits and inspections.
- The following permits were issued by the Code Office this week:
 - 2 Building Permits
 - 3 Plumbing Permits
 - 2 Electrical Permits
 - 1 Driveway Permit

OFFICE OF THE PUBLIC SERVICES DIRECTOR

Crew

- City wide street sweeping.
- City wide trash pickup.
- Housekeeping at shop.
- Brush cutting throughout City.
- Trash can frames built and painted.
- Litter and refuse collection at transfer station.
- Picnic table construction and repair.
- Grading of Thompson Meadow Road.
- Continued cleaning at and behind City Hall.
- J. St. Pierre and J. Oldroyd continued training at transfer station gate house.
- Repaired flag at Public Library.
- Assisted harbormaster with float repair.
- Repaired cover and frame of stormwater basin on upper Broadway.
- Assisted Professional Tree Service in removing large willow tree from Lake View Avenue.
- Call in for basement flooding at 328 Main Street.
- Cleaned basins and drains.

Mechanics

- Brought Tymco sweeper out of storage and changed oil.
- Serviced transfer station riding lawn mower.
- Regular maintenance on #29.
- Changed tires on rental loader.
- Cleaned up waste oil at transfer station and public services.
- Fabricated cover for upper Broadway.
- Fixed hydraulic leak on boom truck.

Assistant Director/Foreman

- Continued employee evaluations.
- Continued daily work data into IWORQ.
- Went to Portland to look at possible acquisition of sidewalk paving equipment.
- Continuing application work for Thompson Meadow Bridge.
- Answered questions from several residents concerning utility moratorium on Old County Road.

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- *Purchased a cracksealer machine for city roads.*
- *Dave St. Laurent attended week long OSHA training.*