

**To: Mayor MacLellan-Ruf and Members of the Council**  
**From: James D. Chaousis II, City Manager**  
**Date: April 22, 2016**  
**RE: City Manager's Weekly Report**

### **OFFICE OF THE CITY MANAGER**

- I delivered the Fiscal Year 2017 budget to the Council.
- The budget working group consisting of the Assistant City Manager, Finance Director, Library Director, Fire Chief, Police Chief, Public Services Director and I have worked diligently over the past months to deliver a fiscally responsible budget that prioritizes long term investment in the city.
- Our goal is to retain levels of service for our residents while putting a financial framework in place to address major improvements for the city's infrastructure, including sidewalks/roads, community facilities (such as the Library) and open public spaces.
- We have been strategic, deliberate and farsighted in our efforts to prepare this budget. It is both the beginning of a long term strategy for improvements and an opportunity to present changes in policy and programs. Information needed to debate and consider changes is clearly provided.
- This budget plan, as presented, illustrates a path to a 2.54% net increase from last year; but that doesn't tell the complete story. We have reduced expenses by over 7% while revenues have continued to decrease by over 16% and taxable value is projected to increase by 0%. These realities are challenging but not unpredictable or outside any of the city's trends. The city has continually reduced expenses annually but other variables influence the net impact on the tax rate, including loss of state revenue sharing, increased education costs and economic factors impacting taxable value growth.
- The expenses in the FY 2017 budget plan are lower than three years ago. Yet the slow growth of taxable value over the past years has made it impossible to retain current levels of service delivery and make key improvements to our infrastructure and facilities without impacting the tax rate. With a growth rate lagging behind the cost of maintaining existing levels of service it's understandable that taxpayers in Rockland are feeling burdened.
- This is an uncomfortable situation for Rockland. During the period from 1995 to 2005 we enjoyed an annual growth rate of 14%. Much of this was due to the large scale private sector investment in Rockland. As a community we benefited from this growth and were able to invest in infrastructure and facilities while maintaining our levels of service. However, growth in Rockland has been slow over the past decade.
- In the face of this slow growth we had to make difficult choices. We chose to not budget for expenses, like the creation of a stormwater maintenance & inspection department and positions such as the Fire Chief and Police Officers. However, not budgeting for these expenses does not mean we have not had to pay for them.

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- We also made the choice to defer upkeep and maintenance of many roads, below ground infrastructure and community facilities. We also deferred investment in infrastructure that is important for the future growth and sustainability of Rockland.
- We can begin a long term process of solving the issues with unfunded expenses and our infrastructure and facilities while investing in Rockland's future. This budget is inundated with strategy, vision, and planning. The change in budget presentation should make the true costs of capital improvements and providing Rockland government services more transparent. Presenting the costs of local service in a more transparent way will allow the City Council to engage the public in practical discussions about service levels and capital investment. The budget is also constructed in a way that the city can build on in future years. This budget document is crafted to be developed further. The budget framework allows forecasting, tracking, and project budgeting. This budget takes the first steps in aligning the vision of city services and investment in infrastructure with the overarching goals of Rockland's citizens.
- We are not proposing to solve all local government budget dilemmas. We will not fix every road, sewer line or community facility this year. However, we are coming to you with a framework for how we can begin to address the major challenges we have in front of us. These challenges include budgeting for all our expenses, repairing and rebuilding miles of roads and below ground infrastructure, making major repairs to beloved community facilities, such as the library and investing in new facilities and infrastructure to facilitate sustainable growth and development.
- We all want to change Rockland for the better, but making change is difficult. It takes a lot of hard work and tough decision making. Through this budget we have the opportunity to begin demonstrating our commitment to fiscal responsibility while also investing in services, programs, infrastructure and facilities that will make Rockland a sustainable and vibrant community now and in the future.

### **OFFICE OF THE ASSISTANT CITY MANAGER/ECONOMIC & COMMUNITY DEVELOPMENT DIRECTOR**

- We officially launched the capital crowdfunding campaign for Harbor Trail on Tuesday April 19<sup>th</sup>. There has been a lot of interest and excitement within the Community for this campaign and the Courier Gazette and VSTV have been fantastic partners in helping to get the story out about Harbor Trail. The money raised will be used for:
  - Building key segments of the trail
  - Installing benches, picnic tables and public art along the trail
  - Negotiating easements with private landowners
  - Building public restrooms at key locations along the trail
  - In the upcoming months I will be working closely with the Harbor Trail Committee to get the word out about the capital campaign. The following is a link to the crowdfunding campaign that anyone interested can go to in order to learn

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more about Harbor Trail, find out how they can be involved or make a donation. <https://www.indiegogo.com/projects/rockland-harbor-trail/x/13788101#/>

- I have begun outreach to banks in the area regarding our new housing program. Apart from working with not for profits, such as Habitat for Humanity, who build affordable housing, the best way to leverage the small amount of funding we have for a housing program will be to work with local banks to identify eligible first homebuyers who need a small loan or grant to bridge the financing gap required to purchase and renovate a home. I will continue to reach out to local banks to make them aware of the program.
- I am finalizing the CDBG Economic Development Program application for Rock City Roasters. There will be a public hearing for this application on Monday, May 2<sup>nd</sup> at the regular City Council meeting.
- I attended the Midcoast Economic Development District's Executive Committee meeting.
- I worked with Sundog Solar to help organize and promote the May 3<sup>rd</sup> Solarize Midcoast Maine Workshop.
- I am trying to get the former junkyard on Rockland Street to be considered by the DEP as an eligible brownfields site. This requires proving that no current or past owners of this property have the financial capacity to clean up any potential contamination by petroleum.
- I have received a lot of interest and questions from consultants who are interested in working with Rockland on our new Brownfield assessment grant. A consultant for this project will be chosen in early May.

### **OFFICE OF THE FINANCE DIRECTOR**

- This was my last week of work as Finance Director for the City of Rockland.
- During the first part of the week I worked together with the City Manager and the budget working group to put the final touches on the City Manager's proposed budget for the fiscal year beginning July 1, 2016. There was so much work and effort put into this budget by everyone involved. The residents of the City should know that they have a group of dedicated, hardworking individuals who understand the City's needs and work every day to provide quality, and exceptional work for the residents they serve. Are they always perfect? NO. But do they try to do the best they can with available funds and equipment? YES.
- What I have learned over these months in working for the City, is that the employees take pride in their work and whether or not those employees live in the City, EVERYONE who works here – loves the City and wants the City to flourish. My hope is that as the City Council reviews the proposed budget they will understand all that went into preparing the document. That they will know that the decisions were made in the best interest of the City and its residents. There may be disagreements on some proposals; but, in working together in a respectful manner I believe that the City Council and City Manager can come up with an annual budget that becomes a new beginning for the City in the way it looks at its annual operating costs, and begins to formulate a plan for long-term growth, capital improvement planning, and long-term goals. Rockland's success will only help

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improve the entire mid-coast region. I wish you all a successful budget review season.

- I would be remiss if I did not mention in particular, some of the people I have worked closely with here in the City. James D. Chaousis, II., City Manager; Audra Caler-Bell, Community Development/Assistant City Manager; Stuart Sylvester, City Clerk; Doreen French, Assessor; Bruce Boucher, Police Chief; Adam Miceli, Acting Fire Chief; Amy Levine Library Director; Dave St. Laurent, Public Service Director; Terry Pinto, Wastewater Treatment Director; and Sandy Billington, GA Administrator. All of these people are hardworking, dedicated individuals; working to provide the City with the best they have to offer. It has been a pleasure working with each of them and getting to know them. Jim, Audra, Bruce, Adam, Amy, Dave and I – all served on the budget working group together; so I got to know them better than most. It truly was a pleasure getting to know these people, and to learn about what they do on a daily basis for this community. They are truly extraordinary people.
- Also, my immediate staff – Wanda Harvey, Payroll/Grant Specialist and Laurie Smith Accounts Payable/Billing Specialist. I could not have asked to work with a better team. They welcomed me into the office from day one. Whatever I asked from them – they did. I quickly learned that I could have complete confidence in how they handled themselves and got their work done. They are both dedicated, hardworking, exceptional people. In addition to becoming my co-workers, they also became my friends.
- There are many others that I have not mentioned; but, just know that I admire and respect each one of them. Having been a public servant for most of my adult life, I can say that Rockland has some of the best people working for them.
- In closing, I want to thank the City Manager for giving me the opportunity to work for the City. Jim and I developed a great working relationship. He would come to me with his ideas; and somehow I was able to put most of those concepts on paper. He truly is dedicated to the people of this City; and to provide them with the best run municipal government; one that addresses both current and future needs. I believe his management foresight is what the City needs.
- And I hope; that in some small way, I have helped the City on a path of financial stability; and on a new way of budgeting – that is more understandable to the public, with better transparency. I honestly have enjoyed every day that I have worked here at City Hall.

### **OFFICE OF THE LIBRARY DIRECTOR**

- Due to the Patriots Day holiday, there was no Adult art class this week; Catinka Knoth's Children's Art Class drew baby animals.
- The pinhole photography class continued this week with the last two of five sessions (contrary to my previous report, there were three the first week; the parents are enjoying this workshop series as much as the kids.
- On Tuesday, the Library held Doodle Poetry for Adults and Teens, for a fun way to get the ink flowing; this was hosted by Poet Laureate Carol Bachofner.

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- The tech from Eastern Fire performed the five-year internal inspection of the sprinkler system. He also removed 4 dry pendants for UL testing, and installed new units in their place.
- Along with fellow department heads, I attended a meeting regarding the proposed City Budget, as well as the City Manager's presentation of the Budget to City Council.
- Once again, Judith Andersen was the guest reader for Wednesday Storytime. She read *Daniel Finds a Poem*, by Micha Archer, *Little Bitty Friends*, by Elizabeth McPike, and *Tweak Tweak*, by Eve Bunting, among others. In celebration of Earth Day, The day's craft was a foam cutout of the children's hands, glued on a background of the Earth, with the saying "The Hands of our Future."
- The Poetry Contest judging group, which included staff members Jessie Blanchard and Mary Jane Martin, completed their work. Also included were current Poet Laureate Carol Bachofner, and incoming Poet Laureate X.
- The Thursday evening Arts & Cultural Event was a film, presented as a collaboration with POV ( <http://www.pbs.org/pov/> ), PBS' award-winning nonfiction film series. *Is darkness becoming extinct?* When filmmaker Ian Cheney moves from rural Maine to New York City and discovers streets awash in light and skies devoid of stars, he embarks on a journey to America's brightest and darkest corners, asking astronomers, cancer researchers and ecologists what is lost in the glare of city lights. *The City Dark* provides a fascinating introduction to the science of the dark and an exploration of our relationship to the stars. The Friends of Rockland Public Library have been hosting the monthly film series since January. In addition to viewing the movie, attendees have a chance at a door prize (three) of a related book from the Book Stop.
- Reminder---Ongoing throughout April-- Do You Geocache? Find the Poem! Now until the end of April- Find the geocached poem using these coordinates: Latitude N 44° 6.324, Longitude W 69° 6.727 When you find it, add your name to the notebook, add a line to the poem and leave your thoughts on the poetry within. The completed poem will be displayed in the library. On your mark, get set, go!
- On Saturday, *The Buzz from the Hive: Children's Swarm of Poets*. Children's (levels 1 and 2) Poetry Contest winners were showcased in this very special swarm of poets. Winners shared their poems in a circle; all entrants received recognition for their contributions.

Upcoming: The "unveiling" and celebration of the RASA/Arts in Action mural at the Rockland Public Library—and, Children's Bookbinding Workshop, led by local artist Cindy McGuirl.

### **OFFICE OF THE WASTEWATER TREATMENT FACILITY DIRECTOR**

- 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: 27 TSS tests, 15 BOD tests, 10 Nitrate tests, 5 Nitrite tests, 5 Ammonia tests, 5 COD tests, 5 Settleable Solids tests.

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- Grab samples monitored during the week: Aeration Basins, Municipal Influent, Primary and 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.
- BOD and TSS testing was performed for the community of North Haven.
- Staff attended DEP training on Wednesday for new NetDMR reporting. This training was hosted by the City of Rockland PCF and was also attended by representatives of other nearby communities.
- Average flows through secondary treatment were 3.0MGD.
- Crew worked with Department of Public Services to complete manhole installation on Talbot Avenue.
- The #1 pump at the Industrial Park Pump station was replaced.
- Wiring for alarms lighting was installed at the Steel Pro Pump Station.
- The mainline sewer camera was repaired.
- Dye tested a line on Sea Street Pl. to determine the location of the sewer tie-in.

#### **OFFICE OF THE MUNICIPAL FISH PIER DIRECTOR**

- One permit was issued for a Lobster vessel this week.
- Commenced working on salt water wash down pumps and suction lines for washing down pier. Hope to have both pumps up and operating by end of next week.
- O'Hara Corporation has cleaned up all the barrels that belong to them on the pier.
- Prock Marine to update proposed pile work, ladders, etc. at low tide next week.
- The price per pound for lobster is just under \$7.00 per pound.

#### **OFFICE OF THE CODE ENFORCEMENT OFFICER**

- We would like to remind businesses that placing anything on the sidewalk, such as a sandwich board sign or tables, requires an **annual** permit with the Code Office. These applications can be obtained on the City's website, at our office, or by emailing: [rocklandcode@ci.rockland.me.us](mailto:rocklandcode@ci.rockland.me.us)
- I was out sick on Tuesday and with the holiday Monday it made for a short week.
- I assisted the Harbor Master in finding, correcting, and organizing data and forms from the previous Harbor Master.
- We performed an annual license inspection for a Second-Hand Merchant.
- On Thursday Bill attended an Architectural Accessibility Workshop in Augusta on ADA Standards and laws pertaining to multi-family housing.
- There were two complaints filed this week.
- You can tell the weather is getting warmer by the permits we issued this week: two fence permits, two shed permits and one new deck permit.
- Bill and I continue to be busy with various other permits, inspections, and assisting the public with questions.
- The following permits were issued by the Code Office this week:
  - 5 Building Permits

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- 1 Plumbing Permit
- 2 Electrical Permits
- 1 Sign Permit

### **OFFICE OF THE CHIEF OF POLICE**

Officers responded to 279 calls for service. Rockland Police Officers responded to 3 motor vehicle crashes and 7 animal complaints. Fifty-seven (57) traffic stops and traffic violations were conducted. Officers charged or made arrests of 19 individuals for various offenses, to include Child abuse, Traffic offenses, Obstructing Government Administration, Drug offenses, Alcohol offenses, Warrants of Arrest, OUI and Probation violations.

#### **Administration**

- Chief Boucher met with representatives of the Maine State Ferry service and Homeland Security concerning transportation security at that location.
- Deputy Chief Young is attended upper level police management training at the Criminal Justice Academy this past week.
- Chief Boucher assisted in the coordination with community partners for the Next Drug Takeback event to be held on April 30, 2016 from 10 am to 2 pm here at the Police department.
  - We wish to thank Rockland District Nursing and Knox County Community Health Coalition for making and distributing the signs for this event and helping distribute them across the county.

#### **Patrol**

- Officer Freyer used the motor cycle this past week to conduct some traffic enforcement details.
- Officers conducted 5 radar details and one traffic detail in areas of the city.
- New policies were distributed to employees and a policy review was conducted.
- Officers conducted two checks for people with warrants last week.
- Officers conducted bail checks throughout the city.
- Sergeant Finnegan met with members of the Maine State Police to review and correct final knowledge examinations for Drug Recognition Expert candidates.
- Several officers attended response to active shooters training this past week.
- Officer Addison Cox has been hired by the city and started his first day on Tuesday with the Police department. Welcome Addison.

#### **CID**

- Have been working a joint investigation with the Maine Marine Patrol.
- Conducted compliance checks for the Resellers Ordinance and provided education material to ensure future compliance with local and state laws to area merchants.

### **OFFICE OF THE FIRE CHIEF**

Over the preceding two weeks, in addition to the response to 72 Fire and EMS calls, conducting apparatus checks, daily cleaning, routine repairs and maintenance to the fleet and of the quarters, the following occurred:

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- The department conducted the first part of our annual Confined Space rescue technician refresher training. This consisted of evolution from traversing lateral storm drain mock-ups to rappelling and a host of other items in between.
- Tuesday morning B-Shift responded to Owls Head for a structure fire. Given the location and time of day, our Engine was the first apparatus on scene and the crew did a fantastic job of stopping the fire in its tracks. The Rockland crew was quickly backed up by personnel from both OHFD and South Thomaston Fire.
- This past Tuesday the FD got a private tour of the new 250 Main Hotel. This tour allowed our personnel to review the egress plans, fire protection features and discuss potential emergency scenarios with the general manager. This was a great opportunity that we don't get often enough.
- I attended the Budget reveal meetings for Dept. Heads, all City staff and the presentation to the Council.
- Wednesday evening I attended the Knox County MEA directors meeting followed by the Knox County Mutual Aid Association meeting.

### OFFICE OF THE HARBORMASTER

- Installed the south end floats and the public landing dingy floats.
- Float maintenance is complete, mooring maintenance and inspections are also complete and ready for rentals.
- Met with Falmouth Harbormasters and a software engineer about harbor management software.
- Attended Harbor Commission meeting, clarified fee schedule, fish pier concerns, and park events for the upcoming season.
- Boat is in the water for the season.

### OFFICE OF THE PUBLIC SERVICES DIRECTOR

- Continued repair of roadside lawn damage.
- Obtained two quotes to extend the walkway hand railing at the Recreation Center.
- Finished up the sub-floor in the Men's bathroom at the Community/Recreation building and obtained quotes to install new flooring.
- Continued sweeping city streets.
- Weekly trash pick and roadside litter was completed.
- Flushed and cleaned the brine maker and summarized the unit.
- Removed the downed tree on Tea Street.
- Continued work on the dewatering grit pad, installed rebar. We are now ready to pour concrete.
- Continued assisting Harbor Master with the installation of waterfront floats.
- Continued ongoing park raking and cleanup.
- Installed banner on main Street.
- Picked up paper and debris at the landfill.
- Graded Thompson Meadow Road.
- Cold patched city streets.
- Graded **Chickawaukie** Lake parking lot and dead ends.

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- Worked on truck 31 mud flap and bracket.
- Removed wing post off grader and repaired.
- Worked on cold patch heater.
- Fixed light on #18 sweeper.
- Removed door off truck #21 and repaired door handle.
- Washed out salt spreader and hitch spreader on sander.
- Worked on repair to #29 street sweeper.
- Completed paperwork and correspondence for the Maine Healthy Beach program.
- Attended the Municipal Budget presentation meetings.
- Completed the Environmental Monitoring Report review in preparation for the annual solid waste report submission next week.
- Worked with Andrew Hedrich developing a plan to utilize materials from the Old County Road project to create the base for the sand and salt shed.
- Completed Employee probationary period letters.
- Discussed with Bill Benner from Hannaford Supermarket the generous offer to or several of Hannaford's employees assist with City park clean-up in observation of Earth Day.
- Worked on the development and distribution of the "Spring Leaf & Brush Pick-up". In order to run the most efficient spring clean-up service possible the City will be divided up into 4 zones. Each zone will be assigned one week where leaf and brush will be collected from street-front outside residents' homes. Pick-up times will be from 7AM to 3PM daily for each designated zone. In order to make this program a success the City is asking residents to familiarize themselves with the map that includes zones, which streets are included in each zone and the dates when public services will be picking up these zones (the map will be on the city's website as well as on the local public television station and local papers). In addition the City is asking for the following rules to be observed:
  - Only leaf and brush placed in two separate piles of material will be accepted.
  - No other materials, such as lumber or furniture will be accepted.
  - Brush piles should be at the edge of residents' property oriented parallel to the road or sidewalk but not in the sidewalk.
  - Please do not place leaves in bags. This makes the process more time consuming since bags must be emptied to compost the leaves.
  - Please keep the trash out of the leaves and brush since it prevents the Department of Public Services from being able to recycle the two materials.
- Discussed Sand & Salt shed stormwater permitting requirements with DEP.
- Conducted final sidewalk inspection on the new 250 Main Hotel.
- Inquired about composting opportunities with Interstate Septic.

### Old County Road Reconstruction

- The third weekly construction meeting was held Thursday 4/21/16. We are on target for all tasks outlined with the master schedule and the aggressive August 8<sup>th</sup> completion date. Currently we have excavated 8,187 cubic yards of material, installed 2,324 linear feet of culvert and underdrain, 11 basins and removed 118 cubic yards of ledge.

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- Crooker Construction continues with road work and underdrain installation between Limerock and Rankin. The additional basin to the North West corner of the quarry landfill to provide closed landfill stormwater outfall options.
- This week an incident occurred involving a Crooker Construction bulldozer traveling over an employee's foot while trying to take one final grade. The incident was investigated and new policy was put in place to prevent the reoccurrence. Fortunately the employee did not sustain any serious injury and should be back to work shortly.
- SW Cole has arrived to conduct required testing.
- The water truck will arrive on Monday to assist with dust control.