

To: Mayor MacLellan-Ruf and Members of the Council
From: James D. Chaousis II, City Manager
Date: February 12, 2015
RE: City Manager's Weekly Report

OFFICE OF THE CITY MANAGER

- We will be recognizing two holidays over the weekend, Valentine's Day and Presidents' Day. The office is closed on Presidents' Day (Monday) but don't dismiss the importance of Valentine's Day either. I need spousal support for Rockland City Councilors.
- I participated in a prebid workshop with Councilor Pritchett on our continued interlocal cooperation with South Portland, Biddeford, and Falmouth on streetlights. The four towns have submitted an RFQ ([RFQ link](#)) for vendors that can lead the municipalities to more options regarding energy and cost efficiencies with street lighting. Thank you Councilor Pritchett for your leadership on this project.
- The first meeting and second meeting of the budget working group met this week. The budget working group consists of the Library Director, Public Services Director, Police Chief, Fire Chief, Assistant City Manager, Finance Director and myself. The first meeting was the delivery of the department head compiled budget requests and an introduction to new budgeting formatting. We also spent some time on changing the focus of the internal budget review. Based on a book **Change by Design**, we have incorporated design thinking strategies into the budget workgroup and encouraged them to bring them back to their departments. "Design thinking is the opposite of group thinking, but paradoxically takes place in groups. When a team of talented, optimistic, and collaborative design thinkers come together a change occurs that can lead to unpredictable actions and reactions. To operate within an interdisciplinary environment, an individual needs to have strengths in two dimensions. The "T shaped" person has tangible contributions to the outcome and contrasting intangible contributions to the outcome." It is my hope that this approach will converge on better strategies, fiscal conservancy, and organizational support for the budget plan.
- Staff and Harbor Management Commission Chairwoman, Melissa Maker, met to review and create the intent to award the Public Pier Design bids. The city received three very diverse bids and ultimately graded the proposal from Milone and MacBroom, utilizing local engineers Landmark Corporation, from Rockport, as the best mix of value and talent to deliver the project. Milone and MacBroom's proposal has been included with this report. My thanks to Commissioner Maker for her leadership on this project. She impressed me very much.
- The Personnel Board conducted interviews with candidates for the Code Enforcement Clerk position. An offer for employment will likely be extended by the end of the month.

City Manager's Weekly Report

- I met with Dan Whittier, Loss Control Consultant from MMA. This is a free service provided to members of the Worker's Compensation Pool clients at MMA. Dan was impressed with the safety improvements in the city in the last year and the response to the Department of Labor, Compliance Division, audit. The city's experience mod has improved, in one year, from 1.11 to 1.0. The experience mod is a calculation of losses and potential losses regarding workers safety to calculate the premium for workers compensation programs. An experience mod of 1.0 essentially states that the city has an average safety record. The previous experience mod of 1.11 essentially states that city's safety record was worse than average. Mr. Whittier stated that instituting all of the safety programs that we have designed and demonstrated will reduce the experience mod below 1.0. This will reduce premiums and provide a safer working environment for employees. An experience mod of 0.6 would be a perfect rating and remains our goal.
- I have started the process of building a recruitment plan for the Fire Chief position. There are several variables that are unique to Rockland and then industry variables to consider. I intend to bring forward an appointment plan and appointment candidate in tandem with the budget process.
- Welcomed and worked with Doreen French, the new City Assessor. She has "hit the ground running."
- As always, I deal with many unreported constituent issues. One in particular that I spent time on was Ms. Beverly Cowan's letter included in this report. Terry Pinto and I tried to address her issues regarding tax equity in sewer users. I offered to send her letter to the City Council for their consideration while setting sewer rates and brackets in the next year.
- I am working with representatives from [Fiberright](#) (MRC plan) and [PERC](#) for more discussion on solid waste, recycling, landfill, and composting. The PERC representatives explained a lot about their partnerships with [Exeter Agri-Energy](#), [Cassella](#), and post 2018 options. They also cautioned the community about the issues regarding the limited partnership that MRC has with PERC, which Rockland has a 0.85% interest in. Tentatively I have scheduled the following:
 1. Fiberright- March 7th or the week of March 7th
 2. PERC- the week of March 14th
 3. [Green Mountain Technologies](#)- TBD- (Composting)
 4. Haulers' Meeting- TBD
- Lastly, please pass appreciation to the Department of Public Services plow drivers. They had an early reprieve this winter but the snow is starting to come on. It is easy to dismiss while we sit by the woodstove but these dedicated employees are keeping the streets and sidewalks cleared. As always, we are dealt challenges during and after storms but they are doing a tremendous job.

City Manager's Weekly Report

OFFICE OF THE ASSISTANT CITY MANAGER/COMMUNITY DEVELOPMENT DIRECTOR

- The City has received word that our community development grant application for Rock City Coffee Roasters/Rock City Café has passed the first round of approvals.



OFFICE OF THE FINANCE DIRECTOR

- This week a staff member was on vacation; another staff person will be on vacation next week – both well deserved.
- The department heads' preliminary budgets were assembled this week and the budget review team met on Tuesday and Thursday and began the review of the reformed budget. The first meeting was a review of the new budget format. The second meeting was a review of the police, fire, and EMS budgets; asking department heads to put forth a positive explanation of what their departments provide for public services. The meetings thus far have been very interesting, and it is the hope of the city manager and his team to put forth a budget that is representative of the services provided to the public; services necessary to maintain a viable and strong city government.
- This week was also devoted to pulling together all of the necessary information required for submission of the bond application for the Old County Road reconstruction funding. The city residents approved a \$1.6 million dollar bond; supplemented with another \$1 million in state grant funds from two Maine Department of Transportation Municipal Partnership Agreements. Additional funding may also come from impact fees from Lowes and Walmart (this has not yet been confirmed, but has been requested).
- Part of the bond applications asks if the funds to be borrowed will be borrowed as a "level principal" or as a "level debt". The level debt format essentially would mean that the debt would remain level over the term of the bond (interest rates ranging from 4% to 5.25%). The level principal means that the principal payment is the same over the term of the bond (interest rates ranging from 1.3% to 3.8%). By choosing the level principal format the city will save just over \$500,000 in interest over the 20 year bond note. The annual payment will be greater at the beginning of the loan, and decreasing over the term. This is the best option for the city, and the option that has been requested in the application.
- Cash flow is holding steady; but the school appropriation will need to be paid next week. I expect next week the cash flow may drop to just under \$1 million; but, I'm confident it will turn around in the next few weeks and the city will not need to borrow tax anticipation funds to get through until tax money comes in.

City Manager's Weekly Report

OFFICE OF THE LIBRARY DIRECTOR

- While we've all been working towards this for a while, Friends of Rockland Public Library went into high gear this week (what would we ever do without their energy and dedication?), and staff have been busy with our part to ensure the Open House is once again, a great success.
- We are all very grateful to the Public Services staff for a thorough cleanup after Monday's snow.
- Keith Drago offered Drop-in Tech Help—this is available on Monday evenings; patrons may also make appointments for individual assistance. This service continues to increase in popularity.
- Catinka Knoth's Children's Art Class drew Valentine's Day cards and papercuts, while the Adult class created Mardi Gras masks and motifs.
- I participated in the first two meetings of the Budget Group, and am finding the process quite interesting.
- Staff continue to book appointments for the annual AARP Tax Aide, free income tax filing assistance, from trained volunteers. We are still waiting for some of the forms which have not yet arrived from the IRS.
- Patty King was the "guest" Storytime reader; the Children's librarian has been out this week. She read *I Went Walking*, *All you Need for a Snowman*, and *A Frog in the Bog*.
- I attended the meeting of the PLEA Board of Directors.
- The Thursday Evening Arts and Cultural Event was a Camden Conference Talk: *Law & Human Rights in Africa*. Attorney Alyne Cistone spoke of the role of International Law in the promotion of human rights in Africa, particularly with regard to the rights of girls and women.
- The technician from Eastern Fire performed a check on the Fire Suppression system.
- Let's see; did anything exciting happen on Friday? Why yes! It was the third Annual Library Open House/Love your Library; your Library loves you. I'll follow up in next week's report with more information about this heart-, body- and soul-warming event.

OFFICE OF THE FIRE CHIEF

Over the preceding week, in addition to the response to 29 Fire and EMS calls, conducting apparatus checks, daily cleaning, routine repairs and maintenance to the fleet and of the quarters, the following occurred:

- A Shift had double hydrant duty last week, shoveling all 212 hydrants both on Saturday and again on Tuesday. Again thank you to our "Secret Shovellers" who take care of hydrants near their home/work, every little bit helps!
- On Monday Bill Butler and I met with the owner of a local building to discuss ongoing safety issues and his plans to move forward. I also worked on inspection follow-up of a local business/building to ensure corrective actions were underway.
- Also on Monday we retrieved Rescue 3 from Rockland Ford and removed all of our mounted equipment so that it could be re-purchased by Ford.

City Manager's Weekly Report

- Tuesday CEO Root and I conducted a pre-inspection project inspection at Eastern Tire and then attended a meeting with a local architecture firm to discuss an upcoming project downtown.
- Tuesday and Thursday afternoons I participated in the Budget Review process at City Hall.
- Three of our personnel, myself included, attended a "Train-the Trainer" program on the State's new reporting software that will finally cover both Fire and EMS and not require our personnel to do two separate reports in the not so distant future.
- Thursday morning the training group met to finalize the revamped training program. This program details out topics, lesson plans and scheduling for both career and call division personnel.

OFFICE OF THE CHIEF OF POLICE

Officers responded to 202 calls for service. Rockland Police Officers responded to 17 motor vehicle crashes and 3 animal complaints. Forty-four (44) traffic stops and traffic violations were conducted. Officers charged or made arrests of 16 individuals for various offenses, to include Warrants of Arrest, Traffic offenses, Bail violations, Probation violations, and OUI.

Administration: -

- DC Young and I attended the two day Maine Chiefs of Police Association winter meeting and training seminar.
- Facilitated two lockdown drills at Mid-Coast School of Technology. This was upon request from faculty to conduct the drills.
- Chief Boucher attended a City department budget review session.
- Chief Boucher met with other area LE agencies to plan and discuss an upcoming grant initiative for the whole county technology needs.
- Chief Boucher spoke with members of Scarborough Police department "Project Hope" program, how it is working and details of the projects implementation process.
- DC Young facilitated a department supervisor meeting in order to ensure that the goals of the agency were being met and to keep a clear line of communication regarding any problems that may arise.
- Met with a representative of the Mid-Coast Animal Emergency Clinic and developed an M.O.U for the afterhours care of injured domestic animals.
- DC Young implemented a weekly division meeting with the Criminal Investigations Division. Because of the complex nature and high pace of detective work I felt this was the best way to be kept current on what C.I.D. is doing on a daily basis.
- Chief Boucher and DC Young are in the beginning phases of researching grant funding to purchase equipment for the department. This will be an ongoing process with no specific deadline.

C.I.D. -

- Worked with Federal Probation conducting compliance checks on federal probationers living in Rockland.
- Assisted the U.S. Marshall's Office with providing information regarding a fugitive from justice wanted for violations in Rockland.

City Manager's Weekly Report

- Charged the person responsible for calling in the McDonald's bomb threat.
- Conducted an interagency investigation with the New England State Police Intelligence Network (NESPIN).
- Secured the indictment in Superior Court of the three individuals responsible for the burglary at J.C. Penney last summer. These same 3 people have been indicted in multiple counties state-wide for their involvement in a state wide burglary ring where multiple businesses were targeted and tens of thousands of dollars in cash and merchandise were stolen.

Patrol Division –

- Sgt. Pease and Sgt. Finnegan were panel members and spoke at the forum on opiates in our community.
- Sgt. Finnegan presented training in recognizing signs of drug influence in students to RSU 13 staff.
- Several officers conducted visits to all schools within Rockland.
- Officers conducted foot patrol on Main St. and located some unlocked businesses. These businesses were then secured either by the officer or the owner.
- Officers were assigned as a warrant apprehension team. These two officers were taken out the rotation of answering calls for service and their only focus was locating and arresting people with outstanding warrants. During this time calls for service were answered by existing personnel.
- Radar details were conducted at various locations throughout the city including school zones and Main St.
- When staffing levels permitted, officers conducted bail checks on persons who were out on bail pending criminal court proceedings to ensure they were in compliance with their stipulated bail conditions. This included people pending court proceedings for drug offenses and child pornography possession.

OFFICE OF THE MUNICIPAL FISH PIER DIRECTOR

- The following permits were issued this week.
 - 2 lobster vessel permits
- Met with the Finance director to finalize the fiscal year 2017 budget and complete all CIP's for 2017.
- Conducted an on sight meeting with the owner of Fox Island Lobster Co. for issues related to the Lobster Buyers Hoist not working properly. Found a safe temporary solution with the pier electrician until a new weather tight on and off switch is ordered and installed.
- The price per pound for scallops is \$13.00 per pound.
- The price per pound for lobster is around \$6.20 per pound.

OFFICE OF THE CODE ENFORCEMENT OFFICER

- John attended the MBOIA meeting in Augusta on Thursday the 11th.
- John continued this week to meet with potential developers.
- John and Bill continue to be busy with various permits and inspections.
- There were no complaints filed this week but Bill continues to work on ongoing issues from previous complaints.

City Manager's Weekly Report

- The following permits were received by the Code Office this week:
 - 1 Plumbing Permit
 - 2 Building Permits
 - 2 Electrical Permits

OFFICE OF THE WASTEWATER TREATMENT FACILITY DIRECTOR

- Filed monthly DMR and DEP49 reports.
- Analyzed BOD & TSS samples for North Haven treatment plant.
- There were no CSO events and average plant flows were approximately 3.2MGD.
- Made structural repairs to the screw conveyor in the truck bay.
- Corrected a communication problem between the plant and the Mechanic Street Pump Station.
- Adjusted the impeller trim on a pump at the Glenwood Avenue Pump Station.
- Began working with several property owners on McCloud Street on possible options to connect the properties to the sewer system individually instead of through a shared lateral connection.
- Installed an engine block heater on a portable diesel generator.
- Performed cleaning and preventive maintenance on the CCTC pipeline inspection equipment and trailer.
- Responded to an emergency Dig-Safe request on Payson Lane for Maine Water due to a broken water main.

OFFICE OF THE PUBLIC SERVICES DIRECTOR

- Regulatory required site specific landfill training was performed by Woodard & Curran for 10 Public Service employees. The Solid Waste Facility operations manual was reviewed and safety training was also included.
- Emergency evacuation and fire extinguisher safety training was performed for the entire Public Services Crew.
- The Public Landing – Design & Engineering Services RFP was reviewed and the selection criteria was weighted and tabulated by a four member panel.
- Two meetings with the FY 2017 budget review team were attended to begin the budget pre-review process.
- Continued RSMS road inventory data and tabulation.
- Submitted the landfill discharge pretreatment monthly report.
- Completed the RFP for the Hauling of Municipal Solid Waste.
- Completed the RFP for the Road Line Painting.
- Submitted the monitoring well survey to the Drumlin Environmental in preparation for the annual report and environmental monitoring plan.
- Replaced the plow wing and repaired the headgear.
- A transmission sensor was replaced in the D5M LGP bulldozer.
- The thermostat in the Community Recreation Center had to be replaced by Rock Coast Plumbing and Heating.
- We have begun painting City Hall Offices.
- The MV sidewalk plow that was being repaired was picked up and we are now up to full strength on sidewalk machines.

City Manager's Weekly Report

- *Addressed various mooring inquires.*
- *Performed snow and ice control resulting from the past week's storm on streets and sidewalks. Later in the week we removed the accumulated snow from the downtown to the City's snow dump. We have not had to hire out the trucking of accumulated snow thus far.*
- *Prepared for predicted weekend snowstorm.*
- *Called references pertaining to the Infinsource time accounting system. Working with finance, the time accounting system order has been placed.*