

**To: Mayor MacLellan-Ruf and Members of the Council**  
**From: James D. Chaousis II, City Manager**  
**Date: February 5, 2015**  
**RE: City Manager's Weekly Report**

## **OFFICE OF THE CITY MANAGER**

- Congratulations everyone. Punxsutawney Phil has grown some courage and relieved us of some of our winter burden. I plan to hold him accountable for his promises to our community.
- I attended a meeting with Joanne Billington, Allen Agency, regarding insurance coverage for the city on property & casualty and associated insurance. Mrs. Billington had some really good suggestions about insurance coverage that could save the city money while not opening more exposure. I am currently reviewing the suggestions and completing the renewal application. Although insurance is an area where the city can improve its costs it's interesting to analyze the cost over the last few years. Through Mrs. Billington's assistance the city has not increased premiums, and actually reduced premiums, over the last six years. Controlling losses through safety practices, updating indexes, and self-insuring some premiums strategically could save the city an additional 10-15% in premiums. I will report status updates as they become available.
- Tuesday all supervisors finalized training on performance evaluation. During this exercise we demonstrated the importance of goal setting and coaching in conjunction with evaluations. Employees want to know how their performance rates amongst their supervisors and, in the absence of evaluation of the goals, employees will naturally assume that they are hitting all their goals. When goals are set, and employees are challenged; productivity, efficiency and organizational strength improves.
- Also on Tuesday, Department Heads attended mandatory sexual harassment training for supervisors. Supervisors are required to have more harassment training than other employees due to the increased organizational exposure and the perception of authority presenting additional scrutiny.
- The Department Heads participated in a goal setting and strategic planning session to prompt the budget making process. Department Heads were asked to think about the organization as a whole and not compartmentalize their department priorities. The three largest needs for the city were road improvements, technology improvements, and economic development strategies. Everyone signed up for a task force on the subject to present ideas to the City Council regarding these subjects.
- The Library Director, Assistant Public Services Director, and I cohosted an engineering report from Casco Bay Engineering regarding the library roof and masonry. I decided to have this as a management session rather

## **City Manager's Weekly Report**

than an official City Council meeting to relieve some meeting pressure on the City Council. I think it went well and it was well attended. Many library supporters attended and asked great questions. In summary, the library needs serious repointing and roofing. The first phase is approximately \$750,000 and needed immediately and the second phase is \$250,000 and needed shortly thereafter. I will try to present ideas to incorporate this into the budget for City Council consideration.

- The city bid out fuels because of the market prices and received excellent bid results. We awarded all bids to the local vendor Maritime Energy. These prices, locked in, will help with the budget.
- I have finalized negotiations with Ford Motor Company on the repurchase of the 2011 F-450 rescue vehicle that has been malfunctioning for the last year and a half. Originally the city paid \$160,000 for the vehicle including the chassis and box. Ford has agreed to repurchase the vehicle at \$158,000 and I have accepted. The City Council will entertain Order #8 for the receipt of these funds which were not agreed to at the time of agenda setting. I will ask the City Council to amend Order #8 to include permission for the City Manager to expend the receipt of these funds for the purchase of another ambulance. We will award the ambulance contract previously bid this year and change the quantity to two. This will dramatically improve the EMS fleet by this summer. Thank you for your patience regarding this issue.
- I have passed seven candidates to the Personnel Board for the Harbor Master position. All seven are promising and very qualified. They will meet to certify the candidates and I anticipate offering the position by the end of the month.
- Doreen French will start work on Monday as the new City Assessor, and be confirmed that evening. Doreen participated at the goal setting workshop with Department Heads and I'm excited to add her to the team.
- The Old County Road reconstruction project is being review by legal for contract language. I hope to announce a public project meeting soon.
- The city received proposals for the design work at the public pier. I will review and award, and inform the City Council and Harbor Management Commission on the exciting new work.

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

- The beginning of the month brings with it the reconciliation of the previous month's activities. The finance department is always busy; bills for the first of the month went out this week and the payroll was completed on Monday.
- I continue to prepare for the budget; I've developed a number of spreadsheets and have done some research on items for which I needed a better understanding. Most recently, I've created a workbook comprising information about the city's debt. The city currently had outstanding debt of just over \$14 million (city and sewer combined). State statute permits the city to carry debt up

## City Manager's Weekly Report

to 7.5% of the city's valuation, and another 7.5% of the sewer operations. The city's debt is well below what is allowed. The current valuation of the city is at \$755,550,000, which means the allowable debt could be as much as \$56.6 million for the city alone, and an additional \$56.6 million for the sewer operations. With that perspective, the city's debt is manageable for a municipality of this size; all of which is good information going into the budget season.

- I've nearly completed the departmental budget requests. I will be sending department heads copies of their requests for a final review, before forwarding the budget to the city manager and the budget team for review and consideration.
- Also this week department heads received their annual sexual harassment training; this training is essential in maintaining a hostile free work environment. Training for department heads also included a "SWOT" analysis, which is a tool used to identify strengths, opportunities, weaknesses, and threats of an organization. As a result of the analysis, department heads determined that it was important for the city to focus its energies on 1) Roads: Improving conditions both below and above ground (sewer, storm water drainage, pavement conditions, etc.), 2) Technology: Making sure the city government is operating at its best with the most cost effective technological tools available, and 3) Economic Development: Getting business in the city that adds value to the tax base. As a result of the analysis, three teams have been charged with coming back to the group with recommendations as to how to go about making improvements, at what cost, what timeframe, etc. It's expected that the groups will meet over the next several months in which to study these issues.
- And lastly, I was involved in the bids for fuel (heating fuel, propane, LP, gasoline, diesel) for the next fiscal year. Fuel prices are lower than they have been in years; city management saw an opportunity to bid at this time in an effort to obtain lower fuel costs, and was very successful in doing so. The City Manager's office has the bids and may report in more detail; however, just as an FYI - the heating fuel bid that the City Manager awarded came in at \$1.475 per gallon. This is welcome news as we begin budgeting...

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

- I neglected to mention in last week's report that Jessie Blanchard, part-time staff member Mary Jane Martin held a meeting of the Poetry Month Rockland Committee. They have quite a number of exciting events and programs scheduled already. In addition, this will be a year where a new Rockland Poet Laureate is selected; the Committee is expanding the residency requirement to the RSU 13 and St. George peninsula towns, to attract a greater number of applicants. Additionally, the Annual Poetry Contest will open on February 16. My apologies for leaving out the news from this hard-working Committee, which also includes outgoing Rockland Poet Laureate, Carol Bachofner.
- 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.

## City Manager's Weekly Report

- Catinka Knoth's Children's Art Class drew Mardi Gras masks, while the Adult class created Valentine's Day roses, papercuts & cards.
- I attended training on the new Performance Appraisal forms, as well as Sexual Harassment Training for Department Heads and Supervisors. Along with other Department Heads, I took part in the goal setting and strategic planning workshop. These three sessions were all facilitated by Laurie Bouchard.
- I attended the presentation by engineers Al Hodson and Eric Dube, of Resurgence, and Casco Bay, Engineering regarding their findings on the Library, highlighting the issues described in their report, as well as projected costs and prioritization of remediation recommendations. They provided a very thorough overview, and answered many thoughtful questions from the attendees.
- Tuesday evening was the Library presented the second in the new health series with Destination Wellness, a Talk: Win the Fight Over Lyme Disease. This featured Paula Jackson-Jones, who spoke of her experiences before receiving a Lyme diagnosis, and her search for a trusted practitioner. Paula was joined by Jolinda Rocket, who discussed symptoms which only minimally respond to traditional treatments and shared information about a newly developed system involving acupuncture and homeopathy.
- Staff continue to book appointments for the annual AARP Tax Aide, free income tax filing assistance, from trained volunteers. Forms and Instruction Books are beginning to trickle in. The IRS had cut way back on their forms to libraries, after requesting that public libraries distribute forms (many years ago, now). For this year at least, they have relented in response to considerable feedback from public libraries across the country, and are including instructions booklets for the most popular forms, as well as the binder of reproducible forms.
- This Wednesday was the final Family Place™ Library Workshop. Jean Young was assisted by Friend's member Jeanie Schaden. Jessica Day of Music Together offered a Music & Movement Program as part of this workshop.
- Patty King was the "guest" Storytime reader; Wednesday Storytime has been held concurrently with the Family Place™ series for the last five weeks. She read I Stink, We're Going on a Bear Hunt, and I Spy under the Sea. Kids and parents then played I Spy around the Children's Room, and the littles colored bears.
- While I am still waiting for some dollar amounts, I submitted CIP requests for the Library for a number of projects over the next several years.
- The Thursday Evening Arts and Cultural Event was a Talk: K-9 Corrections. Puppies in prison? Attendees learned about K-9 Corrections, the collaboration between the Pope Memorial Humane Society of Knox County and the Maine State prison.
- On Saturday, the Children's Room celebrated Take your Child to the Library Day, an international initiative that encourages families everywhere to take their children to their local library. Jean Young offered activities which included: Fun Zone: crafts, LEGOs, games, and puzzles; Reading Zone: Read books silently or to each other, and a Scavenger Hunt, and treats, too!



## City Manager's Weekly Report

- Also on Saturday, Keith Drago offered his regular Tech Class (first Saturdays of each month): Keith covered how to navigate the iPad and discussed what different screens and settings do. There was time for questions and answers at the end of the class.
- It's getting close!
- Mark your calendars so you can attend Love Your Library; this will be the third year for this wonderful Open House/Library's "Valentine to the Community". There will be delicious hot food, music, juggler, Storytime and crafts for kids, adult coloring station, door prize drawings for cardholders with clear cards, and so much more.



### OFFICE OF THE FIRE CHIEF

Over the preceding week, in addition to the response to 31 Fire and EMS calls, conducting apparatus checks, daily cleaning, routine repairs and maintenance to the fleet and of the quarters, the following occurred:

- All career supervisory staff (3 Asst. Chief's and 3 Lieutenants) attended the performance evaluation class given Tuesday morning. I think the class was well received and provided guidance we'd never had in the past, helping reduce some of the anxiety felt but personnel.
- Our personnel trained on Ice Rescue Wednesday evening. This was the policy and lead up portion to our hands-on drill to be conducted Saturday morning at the lake.
- I attended the Department Heads Sexual Harassment Training for Managers and staff Goal Setting workshop Tuesday.
- I met with our training group to review the goals for 2016 and establish a plan to meet those goals. I am confident the group has a set a high standard while also planning for success. This lead to our pre-scheduling all of mandatory topics for the year to give as much possible notice.
- I met with Chief Peaslee of the Rockport FD to discuss Ice Rescue calls in the area. With our sharing the Lake with Rockport our plans now include immediately utilizing Rockport FD. Their FD has just put into service an ice rescue sled/haul

## City Manager's Weekly Report

system that mirrors ours, so once again our training and equipment easily crosses all boundaries.

- Thursday evening, Paramedic Planeta and I attended the Heroin/Opiate Community Forum at City Hall. It is heartening to see the number of people looking to work on this issue.

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

Officers responded to 180 calls for service. Rockland Police Officers responded to 10 motor vehicle crashes and 9 animal complaints. Thirty-three (33) traffic stops and traffic violations were conducted. Officers charged or made arrests of 14 individuals for various offenses, to include Warrants of Arrest, Traffic offenses, Bail violations, Probation violations, Theft and Drug offenses. 31 Parking tickets were issued during this time frame.

#### **Internet Safety-Be careful out there in Cyberspace.**

- Modern thieves do more than take your money, personal property and valuables. These days they can steal your very identity. By pretending to be you, a thief can order credit cards and run up massive debt in your name. They will get to enjoy the expensive purchases, and you will be left holding the bill.
- Identity Theft Criminals seek out personal information that they can use to pretend to be you. This includes credit card numbers, bank account information and private data. One of the easiest ways for them to do this is by going through your garbage and pulling out any relevant mail. A thief can pick up a credit card offer and order it to be sent to an alternate address. Once the card arrives, they activate it, run up the maximum amount of charges and move on. The credit card company will attempt to reach the person they believe to be you at the new location, and when that fails they will contact you directly.
- The best way to avoid this is to make sure no one has access to personal information about you. At the least you should tear up mail that has any relevant data on it. Better yet, shred these documents so there is no way they can be taped back together. A quick fix job will allow a thief to have the information they need to steal your identity.
- Anytime you go on vacation, make sure you have mail delivery stopped until you return. Even if you shred your mail like clockwork, if a criminal can get to it before you do they can access all the data they need without you knowing until it is too late.

#### Internet Safety

- Most well-known and established websites have secure methods for their customers to purchase products using a credit card, but there are thousands of other sites that may not be as reliable. Make sure that you only provide personal information on websites that you trust completely. Similarly, never give out credit card or other details on the phone. A person who claims they are calling from an online store to ask you for information to complete a transaction may actually be a hacker who got your private data online.
- Phishing is one of the most common methods of online identity theft. The concept is simple: a thief will send you an email telling you to log on to a well-known

## City Manager's Weekly Report

website for an important reason. It may be to confirm or deny a transaction, to review a private message or some other call to action. A convenient link is provided for you to click on to be taken directly to the log in page. Once you arrive, you type in your name and password like always. Trouble is, the site you just logged on to is a fake. It is a page designed to look exactly like the real thing, but it is under the control of the criminals who created it.

- Now they have your log in information and can use it to get your credit card numbers and other private details from the genuine website. You have just been phished.

### **Income Tax Fraud: TaxAct announces data breach- Information provided by Maine Identity Services, LLC**

- TaxAct, which offers tax preparation services and software, has announced that it experienced a data breach when an undisclosed number of accounts were accessed between November 10 and December 4, 2015.
- According to the letter being sent to affected account holders, TaxAct said that an unauthorized third party had accessed the accounts. The company believes that a "third party used username and password combinations obtained from sources outside of their own system." As a precaution, affected accounts have been temporarily disabled.
- In addition to usernames and passwords, the company found after a review that the tax return(s) stored in these accounts may have been opened or printed. The company's letter further states, "These documents may contain your name and Social Security number, and may also contain your address, driver's license number, and bank account information."
- The company is offering credit monitoring and assistance by ID Experts. For more information, account holders may call 877-276-7335 or email <http://www.myidcare.com/taxactinfo>
- Maine Identity Services, LLC provides assistance for data breach and identity theft victims and support for police organizations. For more information about their services call them at 1-855-463-4343.
- Stay alert to the new and devious tactics thieves use to steal not only your belongings, but also your identity. Destroy personal documents before you put them in the trash, make sure you only log in to the home page of any website and don't let criminals steal your good name.

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

- The following permits were issued this week:
  - 3 lobster vessels
  - 3 lot storage
- Working on CIP'S for 2017 for submission to the Finance Department.
- The price per pound for scallops is \$13.00 per pound.
- The price per pound for lobster has increased to around \$6.00 a pound.

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

- John had a Human Relations meeting most of Tuesday here at City Hall.

## **City Manager's Weekly Report**

- The license inspection Bill went to do for Comida was postponed due to a family emergency.
- 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.
- The following permits were received by the Code Office this week:
  - 4 Plumbing permits
  - 2 Building Permits

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

- Analyzed and edited Wright Pierce technical memo for FMC study.
- Performed additional BOD & TSS analysis for North Haven.
- One Combined Sanitary Overflow (CSO) event this week, average flows before CSO were about 2.6MGD. Maximum flow through CSO structure was 15MGD while plant flow was maintained at 3.5 - 4.0 MGD.
- Removed and cleared a blocked pump at the Waldo Avenue Pump Station.
- Replaced the #2 pump and check valve at the Glenwood Avenue Pump Station.
- Investigated a complaint of a sewer back-up on James Street. The problem was located on the private sewer lateral.
- Received quotes for repairs to the 24" sewer main in Harbor Park.
- Researched calibration software upgrades for the portable flow meters. The meters will be installed in Harbor Park to measure the amount of seawater infiltration that is occurring.
- Worked on sewer manhole surveys and data entry into the GIS.

### **OFFICE OF THE PUBLIC SERVICES DIRECTOR**

- Attended Supervisor Employee Evaluation Training.
- Attended Strategic Planning and Goal Setting session.
- Replaced the basin on the corner of Glovers Passage and the Thorndike parking lot. It appears that a light pole base caused undermining of the pavers. The basin was replaced and sewer lines were reestablished. The light pole base will have to be moved and the pavers will have to be redone when better weather comes. The paver work and light pole relocation should be under warranty.
- Several plow trucks were undercoated with fluid film and the newer wheeler was coated with Armor seal to compare corrosion resistance performance on the public services fleet.
- Prepared for operations manual and site specific training next week.
- Continued on RSMS road inventory to be used for this year's road repair budget.
- Submitted capital improvement plan.
- Worked on mooring applications and assisting with information needed to collect mooring fees and issue permits at City hall.
- Met with CMP and Andrew Hedrich regarding the utility pole relocation along Old County Road. It is anticipated that 11 utility poles new locations will be flagged by CMP by the end of next week. The flagged locations will be verified and then

### **City Manager's Weekly Report**

CMP will begin the pole relocation so that it is complete for the upcoming road rebuilding project.

- Painted part of the mail room at City Hall.
- Work with John Davey from Maine Coast Construction to help with a unit price for an affordable Public Services Building.
- Replaced the two municipal compactor wheels in the transfer station.
- Removed the overgrown brush that was growing alongside the landfill on Old County Road and Limerock Street.
- Replaced the dehumidifier in the Rockland District Nurses office in the Community Recreation Building.
- Replaced several street signs.
- Began sweeping sand off of City Streets.
- Began morning group stretching exercises as part on our ongoing improved safety culture.
- Worked on obtaining new construction drawings of the Thompson Meadow Road bridge to be used in grant application.
- Attended library meeting which reviewed historical improvement to library building envelope.
- Completed shop that will be used to build picnic tables and trash can holders and do other City related carpentry work.
- New employee orientation.
- Ordered new Solid Waste permits/stickers.