



# **MTCMA**

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

### **A State Affiliate of ICMA**

Welcome to the Maine Town, City and County Management Association. As a member you will have access to the MTCMA website and discounted registration fees for our training programs including the August Managers' Institute. Enclosed in this packet you will find the following:

- Certification Application Form
- Ambassador Program flyer
- Annual report
- ICMA CODE OF ETHICS
- MTCMA Board list
- MTCMA By Laws
- MTCMA Listserv Information
- Procedure to become a Certified Manager
- Senior Advisor letter
- Helpful Hints for Public Managers- Booklet

Please feel free to contact our affiliate office at the Maine Municipal Association by phone at 1-800-452-8786 (623-8428 Augusta area) with any questions or concerns. I look forward to meeting you in the future.

Sincere Regards,

Courtney O'Donnell  
Chair, Membership Committee

Enclosures



## HOW TO BECOME A MTCMA CERTIFIED MAINE MANAGER

*Updated January 2025*

### **What is Certification and Why Do I Want It?**

The Maine Town, City and County Management Association's (MTCMA) Certified Maine Manager (CMM) program provides managers and administrators with recognition that they have demonstrated an ability to conduct the affairs of a municipal or county jurisdiction as a chief administrative officer (CAO). Most managers do not hold this certification, and as such attainment of the CMM designation shows your peers and current and future employers that you are committed to improving your skills and, by extension, the community you manage. Jurisdictions that have a certified manager and belong to the MMA Risk Management pool receive a 10% discount off their public officials liability premium.

### **Requirements**

- ✓ Must be a Corporate Member of MTCMA.
- ✓ Must have a certain number of years of experience as a CAO depending on your level of education ([see below](#)).
- ✓ Must have a certain number of hours of professional association service, professional development/ training, and providing programming about local government issues over a three-year period ([see below](#)).
- ✓ No public censures for an ethics violation within the past five years, or private censures within the previous three.
- ✓ If you are credentialed through ICMA, you only need to obtain MTCMA certification once. Afterwards, you only need to provide proof of that certification to MTCMA every three years and to be re-certified.
- ✓ If you have 25 years of service, you can apply for "Lifetime Certification". If granted, your certification remains valid until you retire from the profession without the need to reapply.

### **Application Forms & Deadlines**

There are two forms you need to submit: 1) An online application form, and 2) The "MTCMA Certification Tally Sheet" spreadsheet. These can be found at <https://mtcma.org/About-MTCMA/Certification>. Use the spreadsheet to periodically track your professional association service, professional development activities, and "manager as educator" events. Submit it with the online form when you are ready to apply for certification.

**January 15th:** Applications received by this date will be reviewed and, if deemed complete, certification will be presented at the March Interchange.

**May 31st:** Applications received by this date will be reviewed and, if deemed complete, certification will be presented at the August Institute.

Certifications are good for three years and you must reapply in order to retain your CMM status.

### **Education and Experience Requirements**

In order to become certified, you need a minimum number of years of overall experience as a CAO, and a minimum number of years having worked in one community (doesn't have to be the current community you manage). The higher your educational attainment, the less years of service you need.

Degree Type	No. of Years as a CAO (min.)	No. of Years as a CAO in One Community (min.)
High School/GED	5 years	3 years
Associates	4 years	2 years
Bachelors	3 years	2 years
Masters	2 years	2 years

Post-secondary degrees must be in a management-related field in order to qualify. Examples of what counts: public administration, business, finance, planning, human resources, political science, etc. Check with the MTCMA 1<sup>st</sup> Vice President if you have questions about whether your degree qualifies.

## Service On Professional Associations and Professional Development Requirements

In addition to education and experience, you must also attain at least 240 hours of service to professional association(s) *related to public management* and participate in professional development events *also related to public management over a three-year period* as follows:

Service to Professional Association(s)	Professional Development/Training
Minimum 80 hours (max. 160 can be claimed)	Minimum 80 hours (max. 160 can be claimed)
Includes service as an officer of a national, state or regional association, service on a committee or task force or active participation in regularly scheduled events or of any professional association for public managers. Also includes service on a committee or advisory board of a regional, state or federal government organization or institution only where such service <i>is not considered a requirement for the continuing employment of the chief administrative officer</i> .	Includes such educational areas as university or college courses, or national or state league or association seminars. Must achieve a minimum number of hours in the following categories: <ul style="list-style-type: none"> <li>• Leadership (16)</li> <li>• Finance/Budget (16)</li> <li>• Human Resources (16)</li> <li>• Ethics (6)</li> <li>• Elected Relations (4)</li> <li>• Legal (8).</li> </ul>
<u>Examples:</u> Service on a board or committee of MTCMA, MMA, ICMA, regional Council of Governments, Maine Government Finance Officers Association, Maine Town and City Clerk Association, International Code Council, Maine Service Center Coalition, Ecomaine Board of Directors, etc.	<u>Examples:</u> Conference sessions, trainings, and webinars hosted by ICMA, MTCMA, MMA, and MMA affiliate organizations (such as the Maine Welfare Directors Association, etc.), National League of Cities, International Code Council, etc.
Also includes service on a 501(c) non-profit board even if not related to municipal government, such as Boys & Girls Club, Rotary, Lions, Chamber of Commerce, etc. AND must be in a leadership capacity such as executive board or chair of a subcommittee (max. of four hours can be claimed).	Educational courses count so long as they were not part of a degree program and are related to municipal government (ex. an Accounting course at USM counts, a biology course at UMPI does not).
<u>What DOESN'T count:</u> citizen advisory panels, city council/selectboard meetings, town or city or county government committee meetings, etc.	<u>What DOESN'T count:</u> Trainings not related to management and/or local government, trainings required as part of your job (ex. sexual harassment training, lock out/tag out training, etc.)
<b>EACH ACTIVITY MUST BE TRACKED ON THE MTCMA CERTIFICATION TALLY SHEET</b>	

## Manager as Educator

The final requirement is providing at least 8 hours of programming for local or county audiences/intergovernmental services (aka "Manager as Educator") over a three-year period, such as to the public, peers, or civic groups.

- What qualifies: Presenting/serving as a panelist at an event about local government, such as at a training hosted by MMA, MTCMA, ICMA, local councils of governments, etc.
- What qualifies: Training/mentoring managers and/or elected officials of other communities – but does not include other town/county staff (max. of three hours total can be claimed).
- What qualifies: Writing an article for ICMA's *PM* magazine, MMA's *Maine Town and City* magazine, MTCMA's quarterly e-newsletter, or authoring an OpEd column for a newspaper related to local government (each counts as one hour, max. of four hours total).
- What DOESN'T qualify: Trainings or presentations to your own staff or elected officials.
- EACH ACTIVITY MUST BE TRACKED ON THE MTCMA CERTIFICATION TALLY SHEET

**Thank you for your interest in becoming a Certified Maine Manager.**

For more information, visit [www.mtcma.org](http://www.mtcma.org) or contact MMA's Affiliate Services at [training@memun.org](mailto:training@memun.org).



# MTCMA

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## Meet the MTCMA Ambassadors

The MTCMA Ambassadors listed herein have been appointed by the MTCMA Executive Board to serve as resources for MTCMA members. These Ambassadors are real assets to the association, able to offer extensive professional knowledge, as well as guidance and counsel to the membership. Together, they have over 100 years of local government management experience in Maine and many are recipients of either the prestigious Linc Stackpole or Leadership awards. The MTCMA Executive Board continually seeks additional nominations for Ambassadors to represent all 16 counties in Maine.

MTCMA members are welcome to contact an Ambassador for advice and assistance, as needed. Please respect each Ambassador's time and recognize that they abide by the MTCMA and ICMA code of ethics and standard rules on conflict of interest.



**Jay Feyler (207) 785-3658** [jfeyler@gmail.com](mailto:jfeyler@gmail.com)

**Retired Town Manager, Town of Union • PO Box 186 • Union, ME 04862-0186**

Jay was born and raised in Mid-Coast Maine and after receiving his degree from the University of Maine, he began his municipal career in 1989. He served on the Budget Committee, School Board, William Pullen Committee, Appeals Board and Chairman of the Board of Selectmen. Jay has been Town Manager in Union since 2009 and is a certified municipal manager for Maine.

Jay is Past President of Maine Town City County Managers Association, Past President of the Maine Welfare Directors Association, a long-time member of the Legislative Policy Committee, and currently President of the Mid-Coast Managers Association. He has served on numerous Maine Municipal Association Committees and has taught FOIA classes and General Assistance classes throughout Maine.

Jay resides in Union with his wife Cindy, granddaughter Brianna and Iris the Snoodle, the real boss of the family.

**Term: March, 2024-2027**



**Jack J. Clukey (207) 717-6565** [jclukey@dover-foxcroft.org](mailto:jclukey@dover-foxcroft.org)

**Town Manager, Town of Dover-Foxcroft • 48 Morton Avenue, Suite A • Dover-Foxcroft, ME 04426**

Jack Clukey has served as Town Manager for Dover-Foxcroft since 2004 and served as Town Manager for Baileyville, Maine from 1994 - 2004. Jack graduated from the University of Maine in 1992 and from the University of Maine Public Administration Graduate Program in 1994. Jack is on the MTCMA Executive Committee and Chair of the Ethics Committee. He's also a member of the Maine Municipal Association Legislative Policy Committee. Locally, Jack serves on the Executive Committee and is Past President of the Piscataquis County Economic Development Council as well as Past President of Dover-Foxcroft Kiwanis Charities.

Jack has a daughter, Jenna Clukey who currently attends Bowdoin College. In his spare time Jack enjoys hiking, photography, and music.

**Term: November 30, 2023-2026**



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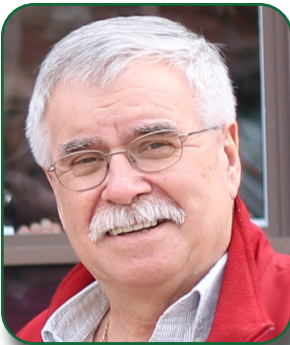
**Ryan Pelletier (207) 493-3318** [ryan@aroostook.me.us](mailto:ryan@aroostook.me.us)

**County Administrator, Aroostook County • 144 Sweden Street, Suite 1 • Caribou, ME 04736-2353**

Ryan D. Pelletier was born in Edmundston, NB Canada and raised in Aroostook County. Ryan holds undergraduate degrees in Political Science and Business Management from the University of Maine at Fort Kent; a certificate of municipal leadership from the Muskie School of Public Service; and a Masters Degree in Public Administration from Norwich University in Vermont. He has spent two decades in local and regional management including Town Manager positions in Wallagrass, St. Agatha and Madawaska. He is currently the County Administrator of Aroostook County and also served a time as the Director of Economic & Workforce Development at the Northern Maine Development Commission serving Aroostook & Washington Counties.

Ryan and his partner Jennifer Dufour reside in St. Agatha and collectively they have four children.

**Term: March 20, 2025-2028**



**Perry Ellsworth (207) 491-3330** [pellsworth@tds.net](mailto:pellsworth@tds.net)

Perry has served municipal government in a variety of capacities for the last 25 years. After working as a manager for International Paper for twenty eight years he decided to utilize what he had learned and became a town manager and served first in Rangeley, Maine for six and one half years before becoming the Town Manager in South Berwick in January of 2011. Perry's experiences as a Selectman in Strong, Maine for seven years and service to School and Planning Boards, Franklin County Budget Committee, as well as Code Enforcement Certification were foundations that have resulted in the MTCMA Rookie Manager Award in 2005 and the MTCMA Leadership Award in 2014. Perry has served on the Executive Boards of AVCOG and SMPDC. He was an active member of MMA's Legislative Policy Committee. Perry also serves on the MTCMA Executive Board.

Perry resides in Strong in Franklin County with his wife, Sue.

**Term: November 30, 2023-2026**



**Bert Kendall (207) 829-8184** [bmtkendall@gmail.com](mailto:bmtkendall@gmail.com)

**Ambassador • 26 Glenview Road • Cumberland, ME 04021**

Bert Kendall is a New Jersey native who worked in various New Jersey municipalities for 34 years before retiring to Maine in 2005. He then became Denmark, Maine's first manager and served there from 2006-2008. Since then he has served ICMA/MTCMA as a Senior Advisor while performing many part time and volunteer duties ranging from high school tennis coach to veterans post commander to church work. Bert received a Bachelor's Degree from Bowdoin College majoring in government and an MPA from the Maxwell School of Syracuse University after serving a one year internship with USAID in Dacca, East Pakistan (now Bangladesh). He then served as an army officer in Vietnam before starting his local government career and serving the New Jersey municipalities of Plainfield, Cedar Grove, Montclair, Ridgewood, Belleville, Fair Lawn and Glen Rock. Bert served as interim Town Manager in Waldoboro in 2017 and interim Town Manager in Denmark from 2017-2020.

He is married to Marilyn Hansen Kendall and has four children.

**Term: March 20, 2025-2028**





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**Andrew Hart** (207) 848-3361 [townmanger@townofcarmel.org](mailto:townmanger@townofcarmel.org)

Town Manager, Town of Carmel • PO Box 114 • Carmel, ME 04419

Andrew Hart holds a Bachelor of Science in Business Administration from the University of Southern Maine. He began his municipal career in 1989 as a Code Enforcement Officer/Building Inspector for the City of Hallowell and Town of Chelsea. He then became the Town Manager for the Town of Chelsea in 1992 and went on to become the Town Manager for the Town of Union in 1994. He served in that capacity until 2008, when he became the County Administrator of Knox County. He served in that capacity until January 31, 2024. He was then hired as the interim Town Manager of the Town of Carmel until April 30, 2024, and was appointed Town Manager of the Town of Carmel effective May 1, 2024, and is still serving in that position today. He is a certified municipal manager through MTCMA. He has served on many boards affiliated with the Maine Municipal Association, including serving on the MMA Executive Board on two occasions. He is also the President of the Mid-Coast Municipal Association.

Andrew resides with his wife Sherri in Camden and has three grown children.

**Term: March 20, 2025-2028**



**Durlin E. Lunt** (207) 276-5531 [manager@mtdesert.org](mailto:manager@mtdesert.org)

Town Manager, Town of Mount Desert • 21 Sea Street, PO Box 248 • Northeast Harbor, ME 04662-0248

Durlin has been the Manager of the Town of Mount Desert, his hometown, since 2010. He served as a member of the Mount Desert Selectboard from 1975-1992, chairing the Board from 1984-1992. Durlin received a Master of Public Administration degree from the University of Maine where he received the 1997-98 Barrie Blunt outstanding graduate student award and was nominated by the Public Administration Faculty for the Presidential Management Intern Program. For the last ten years, Durlin has served as Chair of the Acadia Area League of Towns. As part of this collaboration, he partnered with the manager from the town of Bar Harbor to create a shared police chief position, a shared Deputy Fire Chief, and Human Resources Administrator. Durlin is currently serving his second term as a member of the Hancock County Budget Advisory Commission. Prior to becoming the Manager of Mount Desert, Durlin worked for the University of Maine Cooperative Extension as a Field Service Coordinator for a jobs program to help older workers re-enter the workforce. During his time at U-Maine, he served on a taskforce to improve diversity and inclusion that received an award from the United States Department of Agriculture.

Durlin, and his wife Jean reside in Northeast Harbor, in the house he grew up in, a two -minute walking commute from the Mount Desert Town Office.

**Term: November 18, 2022-2025**



**Stu Marckoon** (207) 667-2242 [town@lamoine-me.gov](mailto:town@lamoine-me.gov)

Administrative Assistant to the Selectboard, Town of Lamoine • 606 Douglas Highway • Lamoine, ME 04605

Stu began his municipal government career in January 1993 in Lamoine and remains the administrative assistant to the Selectboard today. He had been a member of the town's volunteer fire department beginning in 1986 and continues to serve as the Deputy Fire Chief. Prior to working in municipal government, Stu was an award-winning radio news director in Ellsworth, and recently retired as the morning news anchor at Star 97.7 radio; working part-time at that job while running the community.

He grew up in Winthrop and Rockland, has an accounting degree from Husson College, and is a certified municipal manager with MTCMA and a lifetime certified treasurer with MMTCTA. He teaches the tax lien class and the new tax collectors' and treasurers' class for MMTCTA. Stu is a certified high school basketball, baseball, and volleyball official, and plays low brass in the Ellsworth Concert Band.

His wife, Bonnie is a retired banker, and they have two adult children who live in Southern Maine.

**Term: March 20, 2025-2028**



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**Melissa Doane (207) 827-7725** [mldoane@townofbradley.net](mailto:mldoane@townofbradley.net)

**Town Manager, Town of Bradley • PO Box 517 • Bradley, ME 04411-0517**

Melissa began her municipal career in the Town of Bradley in 1998, working part-time in an administrative capacity. In 2005 the Town Council asked her to come back to “help out” in transition of management, and she has been there ever since. She takes much pride in being from the small Maine town of Atkinson. This rural upbringing has provided her with values that greatly assist in managing a smaller community in Maine. Her role as Town Manager in Bradley is only one of the many roles she is required to fill. Melissa is also the Tax Collector, Treasurer, Road Commissioner, General Assistance Administrator, and Deputy Clerk. She is often seen working the front counter, working Elections, or sweeping a sidewalk.

Melissa serves on the Maine Municipal Association Executive Committee and is slated to be President in 2025. She also is a member of the Maine Municipal Association Legislative Policy Committee, acting as the chair in 2024. Melissa is a certified manager through MTCMA, served on the Executive Committee from 2015-2023, and was the Rookie of the Year in 2009. Locally Melissa is on the board of the Municipal Review Committee.

Melissa resides in Milford and has one grown son, Ricky.

**Term: November 2023-2026**



**Margaret N. (Peggy) Daigle (207) 746-5116 (H) / (207) 299-8822 (Mobile)**

[mndaigle@myfairpoint.net](mailto:mndaigle@myfairpoint.net) • 43 Spring Street • East Millinocket, ME 04430

Peggy is semi-retired and works as needed providing interim town managing services to communities in Maine. She has worked since 1990 with 9 different towns and cities as their City or Town Manager. The municipalities in order include Patten, Enfield, East Millinocket, Houlton, Old Town, Caribou, Millinocket, Howland and Lincoln. In addition, she has worked as Director of Municipal GIS for the James W. Sewall Company in Old Town and as Executive Director for the Bangor Target Area Development Corporation which was the managing owner of the Target Technology Incubator Center in Orono. This incubator worked in close proximity to the University of Maine and the Innovation Center businesses.

She has served the State of Maine and the region on numerous local, regional and state committees and organizations including; the 1987 Maine Economic Development Strategy Task Force, Maine Commission on Job Opportunity Zones, Katahdin Regional Development Corporation, President of the Maine Municipal Association in 1999, Maine Municipal Association Executive Committee, Northern Maine Development Commission Board of Directors, Maine Town and City Managers Association Board of Directors, Eastern Maine Development Corporation Finance Advisory Committee and is currently serving as a member of the Re-Engineering the Region Committee for the Katahdin region to Bucksport region. Currently she is serving as a member of the Maine Economic Development Assessment Team (EDAT) with a focus on former paper mill communities.

Peggy lives with her husband, Maurice, in East Millinocket and has one daughter, Keli Marston, a son-in-law, Aaron Marston and two granddaughters Taylor and Kacie, who live in Presque Isle.

**Term: March 24, 2022-2025**



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**Christine M. Landes** (207) 691-3132 [christine.marie.landes@gmail.com](mailto:christine.marie.landes@gmail.com) or  
[chelseamanager@chelseamaine.org](mailto:chelseamanager@chelseamaine.org)

22 W. Hill Ter. • Gardiner, ME 04345

Working her way through municipal government for almost three decades, from a Town Clerk to a Town/City Manager, Christine holds the titles of ICMA Credentialed Manager and Certified Maine Manager. She achieved her Masters in Business Administration with a concentration in Public Administration from Southern New Hampshire University and is proud to boast that her undergraduate degree is in Public Administration from the University of Maine Augusta.

Born and raised in Maine, Christine is quick to step up and serve Maine communities in any way possible. She is past president of Maine Municipal, past president of Maine Town City County Managers Association, past chair of the Maine Service Centers Association, served as VP of Maine Welfare Directors, and currently serves on the Maine Women's Conference Board, KVCOG Board of Directors and is one of the women diligently working on initiating a Maine Women in Government group.

Now serving as manager (amongst many other titles) for the Town of Chelsea, Christine lives in Gardiner with her husband Travis and their six dogs. Collectively they have three grown children and three grandchildren (which are the whole meaning to life). She is looking forward to transitioning to semi-retirement in 2029, when she will work to share her passion for municipal government by teaching and securing a position working as a recruiter to fill critical positions in all forms of government.

**Term: August, 2024–2027**





## ICMA Code of Ethics with Guidelines

**The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2020. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2020.**

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

**Tenet 1.** We believe professional management is essential to efficient and democratic local government by elected officials.

**Tenet 2.** Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant.

### GUIDELINE

Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities in order to uphold local government professionalism.

**Tenet 3.** Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

### GUIDELINES

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected official, a minimum of two years is considered necessary to render a professional service to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify

premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

Appointment Commitment. Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

Credentials. A member's resume for employment or application for ICMA's Voluntary Credentialing Program shall completely and accurately reflect the member's education, work experience, and personal history. Omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a position should show professional respect for persons formerly holding the position, successors holding the position, or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report possible violations to ICMA. In reporting the possible violation, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members shall not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position that has an incumbent who has not announced his or her separation or been officially informed by the appointive entity that his or her services are to be terminated. Members should not initiate contact with representatives of the appointive entity. Members contacted by representatives of the appointive entity body regarding prospective interest in the position should decline to have a conversation until the incumbent's separation from employment is publicly known.

Relationships in the Workplace. Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

This guideline does not restrict personal friendships, professional mentoring, or social interactions with employees, elected officials and Board appointees.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Conflicting Roles. Members who serve multiple roles – either within the local government organization or externally – should avoid participating in matters that create either a conflict of interest or the perception of one. They should disclose any potential conflict to the governing body so that it can be managed appropriately.

Conduct Unbecoming. Members should treat people fairly, with dignity and respect and should not engage in, or condone bullying behavior, harassment, sexual harassment or discrimination on the basis of race, religion, national origin, age, disability, gender, gender identity, or sexual orientation.

**Tenet 4.** Serve the best interests of the people.

#### **GUIDELINES**

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services.

**Tenet 5.** Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.

**Tenet 6.** Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.

**Tenet 7.** Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

#### **GUIDELINES**

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not participate in an election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members shall not participate in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office, or accept appointment to an elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections relating to the Form of Government. Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

Presentation of Issues. Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

Personal Advocacy of Issues. Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

**Tenet 8.** Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

## **GUIDELINES**

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

**Tenet 9.** Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

**Tenet 10.** Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

## GUIDELINE

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

**Tenet 11.** Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

## GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

**Tenet 12.** Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

## GUIDELINES

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties. Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.



In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. In any instance where there is a conflict of interest, appearance of a conflict of interest, or personal financial gain of a member by virtue of a relationship with any individual, spouse/partner, group, agency, vendor or other entity, the member shall disclose the relationship to the organization. For example, if the member has a relative that works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements,

marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.



# **MTCMA**

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

A State Affiliate of **ICMA**

July 1, 2023 – June 30, 2024

# **2024 Annual Report**

1941–2024





# MTCMA

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

A State Affiliate of **ICMA**

**Maine Town, City and County Management Association  
2024 ANNUAL BUSINESS MEETING  
Wednesday, August 14, 2024  
Sunday River – The Jordan Hotel**

## **AGENDA**

*Refer to 2024 Annual Report*

1. President's Report – Ryan Pelletier
2. Secretary's Report – Jack Clukey
3. Treasurer's Report – Jack Clukey
4. Committee Reports:
  - a. Awards Committee – Board Officers
  - b. Communications Committee – William Post
  - c. Ethics Committee – Jack Clukey
  - d. Membership Committee – Kendra Amaral
  - e. Professional Development Committee – Scott Morelli & Jack Clukey
  - f. Scholarship Committee – Sandra Fournier
  - g. Sponsorship Committee – Sandra Fournier
  - h. Senior Advisor and Ambassadors – Perry Ellsworth
  - i. Professional Management Advocacy – Scott Morelli, Chair & Kendra Amaral, Vice Chair
  - j. Nominating Committee – Sandra Fournier, Chair
    - i. Presentation and Approval of 2024-2025 Slate of Officers & Directors
  - k. Women Leading Government – Ad-Hoc Committee – Christine Landes
5. Other Business
6. Adjournment of Business Meeting



**Maine Town, City and County Management Association  
Annual Membership Meeting  
Wednesday, August 9, 2023**

1. **Call to Order:** President Christine Landes called the meeting to order at 12:42 p.m.

2. **President's Report:** Christine Landes referred to the 2023 Annual Report.

A motion was made by Laurie Smith to accept the Annual Report as written, seconded by Susan Robertson. All approved to accept Annual Report as written.

3. **Secretary's Report:** Refer to the 2023 Annual Report.

4. **Treasurer's Report:** Refer to the 2023 Annual Report.

5. **Committee Reports:** Refer to the 2023 Annual Report.

A review of the 2023-2024 proposed slate of officers was made by President Christine Landes. Christine noted that the new board terms will begin on 9/1/2023.

**Nominating Committee - Presentation of the 2023-2024 Slate of Officers:**

**President:** Ryan Pelletier, Aroostook County

**1<sup>st</sup> Vice-President:** Scott Morelli, South Portland

**2<sup>nd</sup> Vice President and Treasurer:** Jack Clukey, Dover Foxcroft

**Immediate Past President:** Christine Landes, Chelsea

**2026:** Laurie Smith, Kennebunk

**2026:** Phil Crowell, Auburn

**2026:** William Post, Waterville

**202:** Kendra Amaral, Kittery

A motion was made by Perry Ellsworth to accept the 2023-2024 Slate of Officers as presented, seconded by Martin Puckett. All approved to accept the slate of officers as presented.

6. **New Business:**

Jim Bennett expressed appreciation to the President and Board of Directors for a successful year.

7. **Adjourn:** A motion was made by Amy Bernard, seconded by Sandra Fournier to adjourn the meeting at 12:45p.m. All approved.

**MAINE TOWN CITY AND COUNTY MANAGEMENT ASSOCIATION**  
**Statement of Revenues and Expenses**  
**For the Twelve Months Ended December 31, 2023**

		BUDGET 2023	ACTUAL			PRIOR YEAR ACTUAL		
			MONTH	Y-T-D	% OF BUDGET	BUDGET \$	MONTH	Y-T-D
					REALIZED/ EXPENDED	UNREALIZED/ UNEXPENDED		
REVENUES								
40101	INTEREST INCOME	75.00	6.59	94.75	126%	(19.75)	5.87	87.15
40201	MEMBER DUES	25,000.00	537.38	31,626.21	127%	(6,626.21)	150.00	27,874.08
40702	INTERCHANGE - PROGRAM	8,500.00	2.00	10,087.00	119%	(1,587.00)	-	8,605.00
40703	INSTITUTE - PROGRAM	24,500.00	(55.00)	24,174.00	99%	326.00	-	22,975.00
40704	INTERCHANGE - SPONSORSHIPS	-	(2,050.00)	3,250.00	0%	(3,250.00)	1,650.00	4,100.00
40705	INSTITUTE - SPONSORSHIPS	-	(18,450.00)	29,250.00	0%	(29,250.00)	14,850.00	39,400.00
40709	SENIOR ADVISOR	300.00	-	-	0%	300.00	-	-
40710	JOINT WORKSHOP - PROGRAM	2,500.00	4,300.00	3,930.00	157%	(1,430.00)	750.00	1,704.07
TOTAL REVENUES		105,875.00	(15,709.03)	102,411.96	97%	3,463.04	17,405.87	104,745.30
EXPENDITURES								
50201	POSTAGE	750.00	22.05	553.16	74%	196.84	1,162.27	1,637.60
50202	PRINTING	400.00	-	128.72	32%	271.28	-	493.75
50203	PHOTOCOPIES	2,000.00	6.48	1,127.49	56%	872.51	389.69	1,657.19
50204	SUPPLIES	975.00	1.49	645.23	66%	329.77	54.47	829.26
50235	BANK FEES		13.00	1,130.20	0%	(1,130.20)	0.00	0.00
50238	BANK SERVICES-CRCD FEES		5.60	8.93				
50291	MISCELLANEOUS	2,350.00	-	10,155.15	432%	(7,805.15)	35.00	1,180.47
50301	SPEAKERS	7,700.00	-	2,400.00	31%	5,300.00	-	4,208.08
50302	PROGRAM	56,500.00	9,610.65	69,517.95	123%	(13,017.95)	800.00	57,560.85
50303	FOOD & LODGING	900.00	-	1,249.82	139%	(349.82)	-	370.33
50304	TRAVEL-MILEAGE	550.00	-	296.06	54%	253.94	-	315.78
50411	CONTRACT SERVICES - MMA	17,000.00	1,350.00	16,195.00	95%	805.00	1,273.00	15,278.00
50412	INSTITUTE-GOLF	2,000.00	-	-	0%	2,000.00	-	-
50414	LIABILITY INSURANCE	4,000.00	-	2,130.25	53%	1,869.75	-	3,590.00
50415	WEB PAGE DEVELOPMENT	2,500.00	-	933.62	37%	1,566.38	-	1,018.07
50419	MEMBERSHIP	-	-	-	0%	0.00	0.00	0.00
50499	OFFICERS EXPENSES	5,000.00	62.49	3,036.31	61%	1,963.69	588.77	6,104.29
50503	ETHICS PLAQUES	-	-	-	0%	0.00	0.00	0.00
56089	MEMBER SCHOLARSHIPS	-	-	-	0%	0.00	0.00	0.00
56090	SCHOLARSHIPS	5,000.00	-	5,000.00	100%	-	-	5,500.00
56091	ICMA EXPENSES	6,500.00	-	9,610.56	148%	(3,110.56)	-	2,779.28
56092	ICMA NE REGIONAL COVENTION	-	-	-	0%	-	0.00	0.00
56095	COMMUNICATION	1,000.00	-	632.00	63%	368.00	280.00	491.32
58500	AMBASSADOR PROGRAM	1,000.00	-	75.00	8%	925.00	-	240.50
TOTAL EXPENDITURES		116,825.00	11,071.76	124,825.45	107%	(8,000.45)	4,583.20	103,254.77
NET INCOME(LOSS)		(10,950.00)	(26,780.79)	(22,413.49)	205%	11,463.49	12,822.67	1,490.53

**MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION**  
**Statement of Revenues and Expenses**  
**by Programs**  
**For the Twelve Months Ended December 31, 2023**

	Month	Year-to-Date
<b>Membership/Misc (620)</b>		
Revenue	537.38	31,626.21
Investment Income	6.59	94.75
Postage	(22.05)	(395.45)
Photocopies	(6.08)	(158.65)
Supplies	(1.49)	(367.87)
Misc	0.00	(846.14)
Bank Fees	(13.00)	(1,130.20)
Bank Services- CRCD Fees	(5.60)	(8.93)
Program/Facilities	0.00	(500.00)
Travel	0.00	(99.56)
Contract Services - MMA	(1,350.00)	(16,195.00)
Liability Insurance	0.00	(2,130.25)
Web Page Development	0.00	(933.62)
ICMA Expenses	0.00	(9,610.56)
Board Expenses	(62.49)	(3,036.31)
Scholarships	0.00	(5,000.00)
Communications	0.00	(632.00)
Ambassador Program	0.00	(75.00)
<b>Total Membership/Misc</b>	<b>(916.74)</b>	<b>(9,398.58)</b>
<b>Interchange (621)</b>		
Revenue	2.00	10,087.00
Sponsors	(2,050.00)	3,250.00
<b>Expenses</b>		
Postage	0.00	(51.60)
Printing	0.00	(64.36)
Photocopies	0.00	(181.58)
Supplies	0.00	(108.78)
Misc	0.00	(50.00)
Speakers	0.00	(400.00)
Program / Facilities	0.00	(8,840.00)
Food & Lodging	0.00	(151.51)
<b>Total Interchange</b>	<b>(2,048.00)</b>	<b>3,489.17</b>

**MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION**  
**Statement of Revenues and Expenses**  
**by Programs**  
**For the Twelve Months Ended December 31, 2023**

	Month	Year-to-Date
<b>Institute (622)</b>		
Revenue	(55.00)	24,174.00
Sponsors	(18,450.00)	29,250.00
<b>Expenses</b>		
Postage	0.00	(97.56)
Printing	0.00	(64.36)
Photocopies	0.00	(768.41)
Supplies	0.00	(168.25)
Misc	0.00	(9,259.01)
Speakers	0.00	(2,000.00)
Program / Facilities	0.00	(50,567.30)
Food & Lodging	0.00	(1,098.31)
Travel	0.00	(196.50)
<b>Total Institute</b>	<b>(18,505.00)</b>	<b>(10,795.70)</b>
<b>Senior Advisor (623)</b>		
<b>Expenses</b>		
Photocopies	0.00	(17.55)
<b>Total Senior Advisor</b>	<b>0.00</b>	<b>(17.55)</b>
<b>Spring Workshop (624)</b>		
<b>Expenses</b>		
<b>Joint Workshop (628)</b>		
Revenue	4,300.00	3,930.00
<b>Expenses</b>		
Postage	0.00	(8.55)
Photocopies	(0.40)	(1.30)
Supplies	0.00	(0.33)
Program / Facilities	(9,610.65)	(9,610.65)
<b>Total Joint Workshop</b>	<b>(5,311.05)</b>	<b>(5,690.83)</b>
<b>TOTAL NET INCOME</b>	<b>(26,780.79)</b>	<b>(22,413.49)</b>

**MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION**

**Balance Sheet**

**December 31, 2023**

**ASSETS**

**Current Assets**

Checking Account 74,821.38

Accounts Receivable 4,362.00

**TOTAL CURRENT ASSETS**

**79,183.38**

**LIABILITIES & FUND BALANCE**

**Fund Balances**

Accounts Payable

Deferred Revenue 22,500.00

Fund Balance 66,585.23

Designated Insurance Reserve 10,000.00

Scholarship 2,511.64

Net Income (22,413.49)

**TOTAL LIABILITIES AND FUND BALANCE**

**79,183.38**



## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### MTCMA President's Message

Dear MTCMA Members:

It has been my absolute privilege and pleasure to serve as your President over the past year. I want to first start out by thanking Vice President Scott Morelli and Treasurer Jack Clukey for the absolute phenomenal job they and the members of the Professional Development Committee have done in putting together our training programs this past year. The gatherings in Freeport in December; Bangor in March and now here at Sunday River in August have been excellent and we have seen registration numbers this year like we have not seen in many years.

I also want to highlight the work MTCMA did this past year in working with our partners at MMA to begin a Women Leading Government Chapter here in Maine. Christine Landes, Laurie Smith and Yanina Nickless have worked to lead a dedicated group of female managers who have offered great insights, participated in many meeting and events and help to develop the first set of by-laws for this organization that I am proud that we here in Maine and at MTCMA have committed ourselves and resources towards.

To all of you new managers, I hope you find this career and profession as rewarding as I have. I am wrapping up my 26<sup>th</sup> year in local and regional government this year and its because of you and all the great relationships and friendships that I have made here that keep me feeling energized and looking forward to going to work every day. I appreciate the thoughtfulness and sound advice from other managers who have provided me with help and support and I hope that I can return some of that to others along the way.

I also want to say thank you to Melissa White. This was her first year serving as our liaison and I know I am not the easiest person to sometimes deal with. Missy has been great to help keep me and the Officers in check with the day to day business affairs of the Association. Thank you, Missy for your patience with all of us over this past year.

In closing, thank you again for allowing me to serve as our Association's President. I am looking forward to watching our Association continue to grow and prosper in the years to come.

Sincerely,

Ryan D. Pelletier  
MTCMA President

**Ambassador's Report**

The Ambassador group continues to grow with the addition of Jay Feyler, Town Manager of the Town of Union. Jay joins the group with extensive knowledge and past experience that is a call away should you have a question or just want to talk through a situation with a seasoned manager.

There have been many changes in our Town Manager system, and many are new to the position of Town or City Manager or County Administrator. Our group of Ambassadors is available to every new manager for both guidance and a place to rant as frustration can become overwhelming as we continue to grow in our positions. We keep all conversations confidential.

Our primary goal is to assist those that are new managers but we often our retired Ambassador working as interim managers when there is an opening available due to a change in town management. Often these interim positions lead to a transition association with the Ambassador. If you find yourself in that position in the future use the interim manager (Ambassador) to the fullest during the transition.

Every County has at least one Ambassador, but should you want to have a conversation we are all available to take calls at any time.

The sea of gray-haired managers from days gone by has been replaced with a more diversified group of new managers who will lead our group through an ever changing future and shape the future of our organization. Please don't hesitate to call upon one of us for direction. Our job is to share our experiences but the final decision of what to do lies with each of you.

If you would like more information, please join us for our presentation at the convention Wednesday afternoon.

Respectfully submitted,

Perry A. Ellsworth

Senior Advisor

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

### **Awards Committee Report**

The 2023 Awards Committee included Christine Landes - President, Ryan Pelletier -1<sup>st</sup> Vice President, Scott Morelli -2<sup>nd</sup> Vice President, Jay Feyler – Past President, and Durlin Lunt – the 2022 Linc Stackpole Manager of the Year Award recipient.

The Committee wishes to recognize the 2023 Award recipients who were announced at the 77<sup>th</sup> New England Management Institute:

- Linc Stackpole (Manager of the Year) Award: Stu Marckoon, Lamoine
- Distinguished Service Award: Kathryn Ruth, Pittsfield
- Rising Star Award: Suzie Paradis, Fort Kent

The 2024 Awards Committee looks forward to announcing the 2024 recipients at the 78<sup>th</sup> New England Management Institute.

Respectfully submitted,  
2023 Awards Committee

## **Communications Committee Report**

The Communications Committee has continued its work on the MTCMA electronic newsletter over the last year and will be focusing on updating the website for the next year.

### Newsletter

The Communications Committee created and issued four editions of the electronic newsletter for MTCMA over the past year. Issues are generally released in January, April, July, and October.

I appreciate the assistance from the authors of the articles which are Communications Committee members and many members of our association. If you have an idea for an article, please contact me or any member of the Communications Committee as we continue to try new content for the newsletter. Tell us what you want to read about! Newsletters have included updates from the MTCMA President and Executive Board, articles on best practices, articles on ethics and leadership, a list of new MTCMA members, and Community Profiles which has been a well-received series. As in the past, Communications Committee members will reach out to managers to author articles, and we appreciate all your assistance to make the MTCMA newsletter informative, interesting, and timely.

### Website

The MTCMA website has been a good source of information for members and where all editions and articles of the newsletter are archived. However, the website has become stale because it is difficult to keep updated. Fortunately, the website is moving to a new platform that will allow much better functionality for Communications Committee members to provide updates and add information. Over the next year, the Committee will be focusing work on revising the website, adding material and re-organizing the material that exists.

### Communications Committee

The Communications Committee currently consists of Melissa Doane (Bradley), Joshua Reny (South Portland), Perry Ellsworth (retired), Anthony Wilson (Winthrop), Kara George (Thomaston), Jessica Grondin (Portland) and William Post (Augusta). We are always accepting new members. We generally meet by Zoom approximately six to eight times per year for an hour. If you would like to join us, please contact me at [william.post@augustamaine.gov](mailto:william.post@augustamaine.gov). Your help would be greatly appreciated.

I thank the members of the Communications Committee for working with me and doing the heavy lifting on the newsletter over the last year. I also greatly appreciate the assistance of Melissa White and Ben Thomas at the Maine Municipal Association. Without their help, the newsletter and website would not be possible. On behalf of the Committee, we thank MTCMA President Ryan Pelletier for the opportunity to serve our members.

Respectfully submitted,  
William S. Post, Chair

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

Dear Members:

Once again, over this past year the primary focus of the Ethics Committee and MTCMA has been outreach and education regarding the ICMA/MTCMA Code of ethics. Tenet 7 continues to be the most commonly addressed issue by our committee. As you know tenet 7 requires managers to refrain from all political activity. This includes running for office, holding an elected office, signing petitions, nomination papers etc. We continue to educate our members on this issue and we reach out to non-MTCMA members as well.

The MTCMA Board and Ethics Committee are committed to keep our new members and existing members informed about ethics and encourage members to be proactive with any questions they might have. There is a complaint form available to members who wish to bring an issue forward to the Ethics Committee or self report and a dedicated e-mail for this purpose: [mtcma.ethics@gmail.com](mailto:mtcma.ethics@gmail.com).

The Ethics Committee and board encourage each member to take the time to review the 12 Tenets within the ICMA Code of Ethics and read the guidelines as well.

**Tenet 1.** We believe professional management is essential to efficient and democratic local government by elected officials.

**Tenet 2.** Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant.

**Tenet 3.** Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

**Tenet 4.** Serve the best interest of the people

**Tenet 5.** Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.

**Tenet 6.** Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.

**Tenet 7.** Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of members of the employing legislative body.

**Tenet 8.** Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

**Tenet 9.** Keep the community informed on local government affairs. Encourage and facilitate active engagement and constructive communication between community members and all local government officials.

**Tenet 10.** Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

**Tenet 11.** Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

**Tenet 12.** Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

These twelve tenets as well as corresponding guidelines are on the ICMA website at <https://icma.org/documents/icma-code-ethics-amended-june-2023>. If you have questions and/or wish to discuss the Code of Ethics/guidelines please feel free to contact me or any member of the Ethics Committee or member of the MTCMA Board. Also, the MTCMA Board and Professional Development committee are always looking for new ideas in terms of educating our membership on the topic of ethics. If you have any ideas on how we could better do this please contact me or any member of the professional development committee.

As always, I would like to thank our committee members for their willingness to serve and to support and promote the ethics of our profession.

Respectfully Submitted,

Jack Clukey, Chair	Stu Marckoon, Vice Chair	Stephen Fields
Thomas Hall	Shiloh LaFreniere	Mark Robinson



## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Active & New Members**

Kendra	Amaral	.....	Kittery
Janet	Anderson	.....	Islesboro
Diana	Asanza	.....	Old Orchard Beach
Christopher	Backman	.....	Orrington
Terri-Lynn	Baines	.....	South Thomaston
Tiffany	Baker	.....	Franklin County
Heather	Balser	.....	Kennebunk
Diane	Barnes	.....	North Yarmouth
Gina	Batchelder	.....	Enfield
James	Bellissimo	.....	Berwick
James	Bennett	.....	Biddeford
	Bergeron		
Karla	Wilcox	.....	Alfred
Amy	Bernard	.....	Franklin County
Michelle	Bernier	.....	Saint Agatha
Joshua	Berry	.....	Hermon
Jutta	Beyer	.....	Island Falls
Kathleen	Billings	.....	Stonington
Shawn	Blodgett	.....	Castine
John	Bohenko	.....	Saco
Christopher	Bolduc	.....	Cumberland
Ella Mik'Aella	Bowman	.....	Winslow
Benjamin	Breadmore	.....	Holden
Nicole	Briand	.....	Bowdoinham
Richard	Bronson	.....	Lincoln
Robert	Burns	.....	Windham
Matthew	Buttrick	.....	Ogunquit
Carol	Buzzell	.....	Greene
Audra	Caler	.....	Camden
Robert	Canney	.....	Milo
Andrew	Carlton	.....	Gardiner
Cathy	Carruthers	.....	Winter Harbor
Carrie	Castonguay	.....	Livermore Falls
Jack	Clukey	.....	Dover-Foxcroft
Alicia	Conn	.....	Dixfield
David	Cota	.....	Carrabassett Valley
Chase	Cox	.....	Buxton
Michael	Crooker	.....	Hancock County
Phillip	Crowell	.....	Auburn
Tim	Curtis	.....	Somerset County
David	Cyr	.....	Frenchville
Kimberly	Dalton	.....	Woolwich

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Active & New Members**

Melissa	Doane	.....	Bradley
Andrew	Dorr	.....	Damariscotta
Jerry	Douglass	.....	Durham
Joy	Downing	.....	West Paris
Denise	Ducharme	.....	Madison
Jesse	Dunbar	.....	Tremont
Eric	Dyer	.....	Readfield
Luke	Dyer	.....	Van Buren
Kristi	Eiane	.....	Harpswell
Richard	Erb	.....	Saint George
Jay	Feyler	.....	Union
Stephen	Fields	.....	Hermon
Michelle	Fish	.....	Dedham
James	Fisher	.....	Deer Isle
Georgiann	Fleck	.....	Bridgton
Marguerite	Fleming	.....	Falmouth
Michelle	Flewelling	.....	Fairfield
Sandra	Fournier	.....	Mapleton
Suzette	Francis	.....	Lubec
Lindsay	Gagne	.....	Lyman
James	Gailey	.....	Cumberland County
Adam	Garland	.....	Oxford
Matthew	Garside	.....	Poland
Terri-Lynn	Gaudet	.....	Harpswell
Kara	George	.....	Thomaston
Timothy	Goff	.....	Fort Fairfield
Jacob	Gran	.....	Pittsfield
Renee	Gray	.....	Washington County
Maria	Greeley	.....	Wilton
Katie	Haley	.....	Fryeburg
Thomas	Hall	.....	Scarborough
Rebecca	Hapgood	.....	China
Andrew	Hart	.....	Carmel
Theresa	Haskell	.....	Windsor
Hannah	Hatfield	.....	Montville
Erin	Herbig	.....	Belfast
Diane	Hines	.....	Ludlow
Cameron	Hinkley	.....	Buckfield
Deborah	Hodgins	.....	Clifton
Victor	Hodgkins	.....	Mechanic Falls
Peter	Jamieson	.....	Millinocket

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Active & New Members**

Lois	Jones	.....	Corinna
Amber	Jones	.....	Sagadahoc County
Bryan	Kaenrath	.....	Waterville
Timothy	Kane	.....	Sabattus
William	Kerbin	.....	New Gloucester
Trampas	King	.....	Dexter
David	Kinney	.....	Lincolnvile
James	Kossuth	.....	Northport
Richard	LaBelle	.....	Norridgewock
Erica	LaCroix	.....	Farmington
Shiloh	LaFreniere	.....	Jay
Gary	Lamb	.....	Hallowell
Christine	Landes	.....	Chelsea
Julia	Latter	.....	Boothbay Harbor
Deborah	Laurie	.....	Bangor
Bryan	Laverriere	.....	Kennebunk
Traci	Lavoie	.....	Rangeley
Betty	LeGoff	.....	Denmark
Mark	Leonard	.....	Veazie
Susan	Lessard	.....	Bucksport
Laurisa	Loon	.....	Richmond
Danielle	Loring	.....	Minot
Christopher	Loughlin	.....	Baileyville
Marilyn	Lowell	.....	Southwest Harbor
Durlin	Lunt	.....	Mount Desert
Thomas	Luttrell	.....	Rockland
Felice	Lyford	.....	Brownville
Bethany	Mageau	.....	Charleston
Samantha	Mank	.....	Hope
Stuart	Marckoon	.....	Lamoine
Vern	Maxfield	.....	Woodstock
William	Mayo	.....	Old Town
Daniel	McClung	.....	Glenburn
Ross	McLellan	.....	Phippsburg
Marc	Meyers	.....	Bath
Glenn	Michalowski	.....	Lisbon
Aaron	Miller	.....	Vassalboro
Juli	Millett	.....	Bath
Jared	Mills	.....	Augusta
Scott	Morelli	.....	South Portland
Dwayne	Morin	.....	North Berwick

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Active & New Members**

Tammy	Murray	.....	Anson
Courtney	O'Donnell	.....	Bangor
Brian	O'Malley	.....	Lewiston
Suzie	Paradis	.....	Fort Kent
Robert	Peabody	.....	Bridgton
Timothy	Pellerin	.....	South Berwick
Ryan	Pelletier	.....	Aroostook County
Rodney	Pelletier	.....	New Canada
Brian	Phinney	.....	Biddeford
Tashia	Pinkham	.....	Standish
Justin	Poirier	.....	Monmouth
Nathan	Poore	.....	Falmouth
William	Post	.....	Augusta
Loretta	Powers	.....	Newry
Joshua	Reny	.....	South Portland
James	Ricker	.....	Newport
E Joseph	Roach	.....	Rangeley
Mark	Robinson	.....	Fayette
Corrine	Routhier	.....	Portage Lake
Michael	Roy	.....	Greenville
Travis	Roy	.....	Old Town
Stacie	Rundlett	.....	New Portland
Jill	Rusby	.....	Bridgewater
Kurt	Schaub	.....	Turner
Paula	Scott	.....	Hampden
Derek	Scrapchansky	.....	Topsham
William	Shane	.....	Cumberland
Dennis	Simmons	.....	Wiscasset
Laurie	Smith	.....	Kennebunkport
James	Smith	.....	Bar Harbor
Matthew	Sturgis	.....	Cape Elizabeth
Chelsea	Summers	.....	
Kevin	Sutherland	.....	Newcastle
Leanna	Targett	.....	Kingfield
Rebecca	Taylor-Chase	.....	Pownal
Penny	Thompson	.....	Caribou
Lana	Voisine	.....	Wallagrass
Mark	Waltz	.....	Topsham
Anthony	Ward	.....	Casco
Tyler	Washburn	.....	Georgetown
Raquel	Welch	.....	Mexico

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Active & New Members**

Sophia	Wilson	.....	Freeport
Anthony	Wilson	.....	Winthrop
Viktoria	Wood	.....	Chebeague Island
Dwayne	Young	.....	Weston

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

### **2024-2025 Academics, Associate, Honorary, Life, & Partner Memberships**

#### **Academic Members:**

Griffin Bourassa

Shane Digan

#### **Associate members:**

Christine	Almand	.....	
Lorna	Bell	.....	Bradford
John	Bellino	.....	Clinton
Adam	Causey	.....	Falmouth
Aaron	Chrostowsky	.....	Wiscasset
Eric	Cousens	.....	Auburn
John	Eldridge	.....	Brunswick
James	Gardner	.....	Easton
Haley	Gauvin	.....	Augusta
Jessica	Grondin	.....	Portland
Heather	Hunter	.....	Lewiston
Melissa	Hutchins	.....	South Portland
Ryan	Leighton	.....	Brunswick
Phyllis	Moss	.....	Windham
Yanina	Nickless	.....	Kennebunkport
Dawn	Noyes	.....	Paris
Debra	O'Roak	.....	Sherman
Gary	Picard	.....	Madawaska
Anthony	Plante	.....	Greater Portland Council of Governments
Martin	Puckett	.....	Presque Isle
Susan	Robertson	.....	
Nathaniel	Rudy	.....	
Charles	Rumsey	.....	Cumberland
Kathryn	Ruth	.....	Pittsfield
Eva	Shepherd	.....	
Vittoria	Stevens	.....	Bradford
Nathaniel	Tupper	.....	
Draven	Walker	.....	South Portland
Carroll	Willette	.....	Linneus
Jeffrey	Wilson	.....	
Brian	Wood	.....	

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Academics, Associate, Honorary, Life, & Partner Memberships**

#### **Life & Honorary Members:**

Butch	Asselin	.....	Hebron
Edward	Barrett	.....	
Richard	Bates	.....	
Mitchell	Berkowitz	.....	Durham
Carl	Betterley	.....	
Paul	Bird	.....	
William	Bridgeo	.....	
John	Bubier	.....	
Deborah	Cabana	.....	Gray
Jonathan	Carter	.....	MMA MMEHT Brd
Larry	Cilley	.....	Seguin Consulting Company
Gerald	Clark	.....	
David	Cole	.....	Gorham
David	Cole	.....	
Catherine	Conlow	.....	Maine Municipal Association
Peter	Crichton	.....	
Ruth	Cushman	.....	
Margaret	Daigle	.....	East Millinocket
Richard	Davis	.....	
Lynette	Eastman	.....	
Stephen	Eldridge	.....	Winthrop
Perry	Ellsworth	.....	Wilton
John	Falla	.....	
Patricia	Finnigan	.....	Pat Finnigan
Edward	Gagnon	.....	
Donald	Gerrish	.....	Casco
William	Giroux	.....	Bowdoinham
Thomas	Goulette	.....	
Michael	Heavener	.....	
Pamela	Hile	.....	

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION-2024 ANNUAL REPORT**

### **2024-2025 Academics, Associate, Honorary, Life, & Partner Memberships**

David	Holt	.....	
Rhonda	Irish	.....	Wilton
Elizabeth	Kellar	.....	
Bert	Kendall	.....	
Cornell	Knight	.....	Orono
Christopher	Lockwood	.....	
Curtis	Lunt	.....	
Matt	Lutkus	.....	
Philip	McCarthy	.....	
Brian	McDonald	.....	Maine Municipal Association
Michael	McGovern	.....	Cape Elizabeth
Larry	Mead	.....	Old Orchard Beach
David	Morton	.....	
Margaret	Noel	.....	Augusta Civic Center
Charles	Noonan	.....	
Phillip	Pitula	.....	
Larry	Post	.....	Eastport
Dana	Reed	.....	
Richard	Roedner	.....	
Michael	Roy	.....	
Joseph	Slocum	.....	
Terrence	St Peter	.....	
Marjorie	Stratton	.....	Vinalhaven
Barry	Tibbetts	.....	Windham
Patricia	Vinchesi	.....	

#### **Partner members:**

Patrick Ibarra, The Mejorando Group

Jason Simcock, Northeast Bank

Elizabeth Sticker



## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

### **Nominating Committee Report**

The Nominating Committee met on July 15, 2024, to review a list of candidates for the 2<sup>nd</sup> Vice President/Treasurer, and one (1) At-Large seat for region 1. The Nominating Committee was updated by Melissa White that no applications were received for the 2<sup>nd</sup> Vice President/Treasurer position. There were 2-nominations received for the one (1) At-Large Region 1 set. The two applicants were current At-Large, Region 1 member Sandra Fournier, and new applicant Courtney O'Donnell.

Given that Sandra Fournier has served on the Executive Board since 2020, and that she is eligible to run for an officer seat, Sandra volunteered to change her nomination paper to the 2<sup>nd</sup> Vice President/Treasurer position. This will open the At-Large seat to be filled by the other candidate, Courtney O'Donnell, a new addition to the Executive Board. After reviewing the bylaws, a candidate was not restricted from changing their nomination papers to fill a vacancy on the officer's seats. Therefore, after a brief conversation the Nomination Committee are pleased to recommend Sandra Fournier to serve as the 2<sup>nd</sup> Vice President/Treasurer for the MTCMA Board of Directors.

The Committee approved nominating Courtney O'Donnell to fill the At-Large Region 1 seat for a term of 2024-2027.

I want to thank the Nominating Committee members for all their dedicated time and willingness to serve: Andrew Hart, Laurie Smith, Tim Curtis, and Josh Reny. I would also like to thank Melissa White for her help in organizing this Committee and preparing all the required documents that are extremely beneficial to us in making the best decisions possible.

Respectfully submitted,

Sandra Fournier, Chair

## **Nominating Committee Report:**

The MTCMA Nominating Committee puts forth this proposed slate for membership consideration and approval for 2024-2025.

### **Proposed Slate of Officers and Directors 2024-2025 MTCMA BOARD OF DIRECTORS**

#### **PRESIDENT**

Term Expires: 9/1/2025  
Scott Morelli  
City Manager  
City of South Portland  
PO Box 9422, South Portland, ME 04116-9422  
Tel: 767-3201  
Email: [smorelli@southportland.org](mailto:smorelli@southportland.org)

#### **1<sup>st</sup> VICE PRESIDENT**

Term Expires: 9/1/2025  
Jack Clukey  
Town Manager  
Town of Dover-Foxcroft  
48 Morton Ave., Suite A, Dover-Foxcroft, ME 04426  
Tel: 564-3318 Fax: 564-3621  
Email: [jclukey@dover-foxcroft.org](mailto:jclukey@dover-foxcroft.org)

#### **2<sup>nd</sup> VICE PRESIDENT/TREASURER**

Term Expires: 9/1/2025  
Sandra Fournier  
Town Manager  
Towns of Mapleton/Chapman/Castle Hill  
PO Box 500, Mapleton, ME 04757-0500  
Tel: 764-3754  
Email: [townmanager@mapleton.me](mailto:townmanager@mapleton.me)

#### **DIRECTORS**

##### **2025**

Thomas Hall (*Region 3 Elected Director*)  
Town Manager  
Town of Scarborough  
PO Box 360, Scarborough, ME 04070-0360  
Tel: 730-4031  
Email: [thall@scarboroughmaine.org](mailto:thall@scarboroughmaine.org)

##### **2025**

Kendra Amaral (*Region 4, At-Large Nominated Director*)  
Town Manager  
Town of Kittery  
200 Rogers Rd., Kittery, ME 03904  
Tel: 475-1329  
Email: [kamaral@kitteryme.org](mailto:kamaral@kitteryme.org)

**2025**

Amy Bernard (*Region 3 At-Large Nominated Director*)

County Administrator

Franklin County

140 Main St., Farmington, ME 04938

Tel: 778-6614

Email: [abernard@franklincountymaine.gov](mailto:abernard@franklincountymaine.gov)

**2026**

Laurie Smith (*Region 4, Elected Director*)

Town Manager

Town of Kennebunkport

PO Box 566 Kennebunkport, ME 04046 Tel:  
967-4243

Email: [lsmith@kennebunkportme.gov](mailto:lsmith@kennebunkportme.gov)

**2026**

William Post (*Region 2, At-Large Director*)

Assistant City Manager

City of Waterville

1 Common Street, Waterville, ME 04901

Tel: 680-4204

Email: [wpost@waterville-me.gov](mailto:wpost@waterville-me.gov)

**2026**

Phil Crowell (*Region 2 Elected Director*)

City Manager

City of Auburn

60 Court St. Auburn, ME 04210

Tel: 333-6601

Email: [pcrowell@auburnmaine.org](mailto:pcrowell@auburnmaine.org)

**2027**

Suzie Paradis (*Region 1 Elected Director*)

Town Manager

Town of Fort Kent

416 West main St. Fort Kent, ME 04073 Tel:  
834-3090

Email: [sparadis@fortkent.org](mailto:sparadis@fortkent.org)

**2027**

Courtney O'Donnell (*Region 1 At-large Director*)

Assistant City Manager

City of Bangor

73 Harlow St. Bangor, ME 04401

Tel: 992-4202

Email: [courtney.odonnell@bangormaine.gov](mailto:courtney.odonnell@bangormaine.gov)

**IMMEDIATE PAST PRESIDENT**

Term Expires: 9/1/2025

Ryan Pelletier

County Administrator

Aroostook County

144 Sweden St., Suite 1, Caribou, ME 04736

Tel: 493-3318

Email: [ryan@aroostook.me.us](mailto:ryan@aroostook.me.us)

**SENIOR ADVISOR**

TBD

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

### **MTCMA Professional Development Committee Annual Report (2023-24)**

The Professional Development Committee organized three events for 2023-24:

- Maine/New Hampshire Joint Leadership Exchange – Freeport, ME (December 2023)
- Maine Manager's Interchange – Bangor, ME (March 2024)
- New England Management Institute – Newry, ME (August 2024)

On December 1, 2023, 95 people attended the Leadership Exchange at the Haraseeket Inn in Freeport. This was the highest turnout for this event in at least 10 years. The event topics included workforce trends, attracting/retaining staff, HR issues, and the impact of artificial intelligence on municipal government.

On March 29, 2024, 116 people attended the Manager's Interchange at the Hilton Garden Inn in Bangor. This was another very well-attended event. Topics included: tax acquired property, legislative update, using social media to engage the community, and congressional directed spending (aka "earmarks").

As of July 22<sup>nd</sup>, over 100 people have registered for the Management Institute, which will be held from August 14-16, 2024, at Sunday River in Newry. There will be a keynote speaker, numerous single and concurrent sessions, and networking events. Sessions include: dealing with difficult elected officials, manager mental health, assisting residents with mental health needs, Q&A with MTCMA Ambassadors, county government as a partner, the role of managers in community leadership, onboarding for new employees, navigating a first amendment audit, financial investments, employee discipline/performance improvement plans, legislative update, land grant opportunities, ethics, and the changing demands on managers.

It is important to note that most of the topics presented at these three events came directly from MTCMA members. In recent years, the committee has become more focused on delivering programming that meets the needs of the membership. Near the end of every year, the committee puts out a call for sessions to the membership, and then early in the new year, the committee surveys members on how interested they are in each of the topics that were submitted. The committee then selects the sessions that appeal to the most members. This seems to be a formula that has worked, as evaluations from events over the past few years have been exceedingly positive.

I'd like to thank the committee members for their dedicated work throughout the year to help deliver three successful programs to our membership. Committee members include: Jack Clukey (Vice Chair), Dennis Simmons, Bill Post, Erica LaCroix, Matt Sturgis, Sophie Wilson, Glen Michalowski, Athony Ward, and Suzie Paradis. A special thanks to Melissa White at MMA for the countless hours of behind-the-scenes work leading up to each event and at these events.

Respectfully Submitted,  
Scott Morelli, Chair

**MTCMA Professional Management Advocacy Committee Annual Report (2023-24)**

Outgoing MTCMA President Andrew Hart created this committee in 2020 in response to concerns from members about: 1) an organized effort by some Portland residents to change their charter to a Strong Mayor form of government, and 2) several events that revealed some managers and elected officials did not fully appreciate/understand the political neutrality tenet of our organization's Code of Ethics.

Thanks in part to our efforts working with ICMA and grassroots organizations in Portland, in November 2022 voters defeated the strong mayor charter amendment and kept Maine's largest city in the council-manager format.

Our committee also sent a letter to all local elected officials outlining the benefits of professionally managed communities and the need for managers to stay politically neutral. In addition, we placed advertisements in the *Maine Town and City* magazine with similar content. Part of the intent of these communications was to support the county/municipal management profession. The other was in response to recent concerns where elected officials have either encouraged or required their managers to run for elected office, and where some managers and MTCMA members have also not fully comprehended the political neutrality tenet of our Code of Ethics.

Although it has been a while since the committee has met, the highlight of 2023-24 was the MTCMA membership approving a bylaw amendment to make the Professional Management Committee a permanent standing committee.

**J. Professional Management Advocacy Committee**

This committee shall be under the direction of the Professional Management Advocacy Committee Chair and shall endeavor to promote the value of professionally managed communities and the council-manager form of government. In specific, the committee shall educate the public – including elected officials and local government managers – as to the benefits of professional management and the ICMA and MTCMA Codes of Ethics. In addition, the committee shall assist ICMA, community stakeholders, and others to either help defeat measures aimed at eliminating or reducing the role of professionally managed forms of government or help support measures to switch a community to a professionally managed form of government (with the ideal being the council-manager form).

Finally, my thanks to our committee members and vice chair Kendra Amaral for their work.

Respectfully Submitted,  
Scott Morelli, Chair

**SCHOLARSHIP AND INTERNSHIP COMMITTEE REPORT**

The Scholarship Committee met on May 14, 2024, to review a list of scholarship applications for this upcoming graduation season. This year the Committee had received 7 applications ranging from High School graduates to individuals working on their Master's degree.

Each Committee member discussed their nominees, with the consensus reached for the top 3 candidates. The Committee awarded Chelsea Summers, Martin School of Public Administration, studying Public Administration a \$1,500 scholarship. Destiny Silbert, Penquis Valley High School, plans on studying Business Administration a \$1,000 scholarship. Finally, Michael Walsworth, Grand Canyon University, studying BA in Government with an emphasis in Public Administration, a \$500 scholarship.

The Internship Committee met on July 3, 2024, to consider five (5) applications received from local municipalities and/or counties all vying for subsidy for their internship programs. After presenting the scholarship awards in May, the Committee was updated that they had \$2,000 remaining to award for internship funding.

The Committee deliberated on the three applications, finally awarding the Town of Sebago with \$1,000 towards their internship program, the Town of Northport \$500 towards their internship program, and the Town of Lisbon \$500 towards their internship program.

I want to thank the Scholarship & Internship Committee members for all their dedicated time and willingness to serve along my side: Amy Bernard, James Gailey, Anthony Ward, Michelle Flewelling, and Adam Garland. A special thank you to Melissa White for reminding me of my to-do list and keeping me on track.

Respectfully submitted,

Sandra Fournier, Chair

## **MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION–2024 ANNUAL REPORT**

### **SPONSORSHIP COMMITTEE REPORT**

The Sponsorship Committee is tasked with recruiting and retaining sponsors for various MTCMA events. This years Committee was spearheaded by Co-Chair Suzie Paradis. With a sponsorship goal set in early 2024, I am pleased to say that the Sponsorship Committee brought in over \$51,000 in sponsorship funds. The following is a list of the Committee’s recruiting efforts, well done on an amazing job!

### **2024 MTCMA SPONSORSHIPS**

<b><u>Titanium \$5,000</u></b>		<b><u>Platinum \$4,000</u></b>		<b><u>Gold \$3,0000</u></b>
The Mejorando Group		Jensen Baird Gardner & Henry		Franklin Savings Bank
Bernstein Shur		Sebago Technics		MMA Risk Management Services
		Haley Ward Inc		Androscoggin Bank
		All States Construction		
		Northeast Bank		
<b><u>Silver \$2,000</u></b>		<b><u>Bronze \$1,000</u></b>		<b><u>Supporter \$500</u></b>
Drummond Woodsum		United Insurance Group		Bangor Savings Bank
Woodard & Curran Inc		RHR Smith & Company CPA’s		Rudman Winchell
Katahdin Trust Company				Dirigo Timberlands
Preti Flaherty				Skelton Taintor & Abbott

First, a special shout out to my Co-Chair Suzie Paradis, you are a rock star my friend, thank you for Co-Chairing with me this year. To the Sponsorship Committee members, with your hard work and dedication to the Committee, we would have never reached this unbelievable goal, thank you: Amy Bernard, Jay Feyler, Tashia Pinkham, and Tiffany Baker. Last, but certainly not least thank you to Melissa White for keeping us on track and providing us with constant updates as the sponsorships were received.

Respectfully submitted,

Sandra Fournier, Co-Chair

## Linc Stackpole Manager-of-the-Year

2023.....Stu Marckoon, Lamoine	1999..... David Holt, Norway
2022..... Durlin Lunt, Mount Desert	1998..... Philip McCarthy, Kittery
2021..... Laurie Smith, Kennebunkport	1997.....Ed Barrett, Bangor
2020.....Peter Crichton, Auburn (retired)	1996..... Madeleine Henley, Bethel
2019..... Cathy Conlow, Bangor	1995.....David Cole, Gorham
2018.....Richard Davis, Farmington	1994.....Larry Cilley, Topsham
2017..... Steven Buck, Sanford	1993..... Michael McGovern, Cape Elizabeth
2016..... Tony Plante, Windham	1992..... Harold Parks, Brewer
2015..... Nathan Poore, Falmouth	1991..... Carl Betterley, Scarborough
2014.....James Gailey, South Portland	1990.....Terrence St. Peter, Caribou
2013.....Nathaniel Tupper, Yarmouth	1989.....Edward Gagnon, Winslow
2012..... Cornell Knight, Topsham	1988..... Lucien Gosselin, Lewiston
2011.....Barry Tibbetts, Kennebunk	1987..... Donald Gerrish, Gorham
2010..... John Bubier, Biddeford	1986..... Claude Dumond, Ft. Kent/New Canada
2009..... Mark Green, Sanford	1985..... No Nominee
2008.....Ruth Cushman, Jay	1984.....John E. Henchey, Cape Elizabeth
2007..... William Bridgeo, Augusta	1983.....Osmond C. Bonsey, Yarmouth
2006.....Jonathan Carter, Kittery	1982..... Roger Foster, Bucksport
2005..... Richard Michaud, Saco	1981.....Kenneth R. Knowles, Hodgdon/Linneus
2004..... Dana Lee, Mechanic Falls	1980..... John P. Bibber, Brunswick
2003..... James Bennett, Lewiston	1979.....Darrell Elsemore, Calais
2002..... Mike Roy, Oakland	1978.....John Bird, Corinna
2001.....Tom Stevens, Presque Isle	1977..... Earle Stevens, Brewer
2000..... Doug Harris, Falmouth	



## **MTCMA Past Presidents**

<b>1941-42</b>	Fred Farnsworth, Bangor	<b>1982-83</b>	Edward Gagnon, Winslow
<b>1942-43</b>	Fred Farnsworth, Bangor	<b>1983-84</b>	Donald H. Gerrish, Gorham
<b>1943-44</b>	Percy R. Keller, Camden	<b>1984-85</b>	David O. Cole, Old Town
<b>1944-45</b>	Percy R. Keller, Camden	<b>1985-86</b>	R. Paul Weston, Camden
<b>1945-46</b>	Herbert A. Thomas, Mt. Desert	<b>1986-87</b>	Alphonse Dixon, Fort Fairfield
<b>1946-47</b>	Woodbury Brackett, Houlton	<b>1987-88</b>	Terrence St. Peter, Caribou
<b>1947-48</b>	Harrie Eckler, Brewer	<b>1988-89</b>	Harold Parks, Brewer
<b>1948-49</b>	Charles A. Haynes, Ellsworth	<b>1989-90</b>	Cathy Smith-Sleeper, Rockland
<b>1949-50</b>	Bernal B. Allen, Auburn	<b>1990-91</b>	John Bubier, Greater Portland COG
<b>1950-51</b>	L. Everett Gerrish, Bar Harbor	<b>1991-92</b>	Michael McGovern, Cape Elizabeth
<b>1951-52</b>	L. Everett Gerrish, Bar Harbor	<b>1992-93</b>	Paul Bird, Gray
<b>1952-53</b>	Elden Shute, Freeport	<b>1993-94</b>	Richard Michaud, Madison
<b>1953-54</b>	Leigh Webber, Oakland	<b>1994-95</b>	Thomas Stevens, Presque Isle
<b>1954-55</b>	Norman MacDonald, Presque Isle	<b>1995-96</b>	Jane Drummond Fiori, Norridgewock (resigned)
<b>1955-56</b>	Merle Goff, Brunswick	<b>1995-97</b>	David Holt, Norway
<b>1956-57</b>	J. Maynard Austin, Houlton (resigned)	<b>1997-98</b>	Philip McCarthy, Kittery
<b>1956-57</b>	Millard Quimby, Farmington (Vice Pres)	<b>1998-99</b>	James Bennett, Westbrook
<b>1957-58</b>	Millard Quimby, Farmington	<b>1999-00</b>	Jonathan Thomas, Surry
<b>1958-59</b>	Julian Orr, Portland	<b>2000-01</b>	Larry Post, St. Albans
<b>1959-60</b>	Milford Blackstone, Washburn	<b>2001-02</b>	Cornell Knight, Winthrop
<b>1960-61</b>	Vance Dearborn, Dexter	<b>2002-03</b>	Mark Green, York
<b>1961-62</b>	Leo Morency, Rumford	<b>2003-04</b>	Laurie Smith, Auburn
<b>1962-63</b>	Clarence Robinson, Wells	<b>2004-05</b>	Ruth Marden, Jay
<b>1963-64</b>	John Bibber, Brunswick	<b>2005-06</b>	Nathan Poore, Kennebunkport
<b>1964-65</b>	H. Dayton Benway, Bridgton	<b>2006-07</b>	Ruth Marden, Jay
<b>1965-66</b>	Osmond Bonsey, Falmouth	<b>2007-08</b>	Nathaniel Tupper, Yarmouth
<b>1966-67</b>	Earle D. Stevens, Brewer	<b>2008-09</b>	John Anderson, Boothbay
<b>1967-68</b>	John Henchey, Presque Isle	<b>2010</b>	Catherine Conlow, Orono
<b>1968-69</b>	Allen Marks, Cape Elizabeth	<b>2011</b>	Terry York, Kennebec County
<b>1969-70</b>	Archie Stevens, Skowhegan	<b>2011-12</b>	Barry Tibbetts, Kennebunk
<b>1970-71</b>	Paul Devine, Yarmouth	<b>2012-13</b>	Michelle Beal, Ellsworth
<b>1970-72</b>	James Hannigan, Pittsfield	<b>2013-14</b>	Martin Puckett, Presque Isle
<b>1972-73</b>	Harold Bean, Farmington	<b>2014-15</b>	Betsy Fitzgerald, Washington County
<b>1973-74</b>	John Menario, Portland	<b>2015-16</b>	Thomas Goulette, Guilford
<b>1974-75</b>	Eben Marsh, Gorham	<b>2016-17</b>	Peter Crichton, Auburn
<b>1975-76</b>	William Ayoob, Winslow	<b>2017-18</b>	Larry Mead, Old Orchard Beach
<b>1976-77</b>	John Taylor, Thomaston	<b>2018-19</b>	Perry Ellsworth, South Berwick
<b>1977-78</b>	Frederick Olson, Howland & Bradford	<b>2019-20</b>	Andrew Hart, Knox County
<b>1978-79</b>	Darrell Elsemore, Calais	<b>2020-21</b>	Rhonda Irish, Wilton
<b>1979-80</b>	Carl Betterley, Scarborough	<b>2021-22</b>	Jay Feyler, Union
<b>1980-81</b>	Kenneth R. Knowles, Hodgdon/Linneus	<b>2022-23</b>	Christine Landes, Chelsea
<b>1981-82</b>	Bruce E. Benway, Freeport (resigned)	<b>2023-24</b>	Ryan Pelletier, Aroostook County
<b>1981-82</b>	Edward Gagnon, Winslow (Vice Pres)		

## **Rising Star Award Winners**

2022	Erica LaCroix, Winslow	2023	Suzie Paradis, Fort Kent
2021	Johanna Turner, Guilford		
2020	Kara George, Thomaston		
2018	Kendra Amaral, Kittery		
2017	Shiloh LaFreniere, Jay		
2016	Elaine Abbott, Eastport		
2015	Jon Frederick, Mapleton, Chapman and Castle Hill		
2014	Christy Sirois, St. Agatha		
2013	Joshua Reny, Fairfield		
2012	Michelle Beal, Ellsworth		
2011	Gene R. Skibitsky, Dixfield		
2010	Ephrem Paraschak, Denmark		
2009	Melissa L. Doane, Bradley		
2008	Eva Leavitt, Turner		
2007	Marjorie Stratton, Vinalhaven		
2006	Doug Hazlett, Houlton		
2005	Perry Ellsworth, Rangeley		
2004	William Shane, Cumberland		
2003	Stephen Buck, Caribou		
2002	Michael Crooker, Bradley		
2001	Ryan Pelletier, St. Agatha		
2000	Larry Cote, Van Buren		
1999	David Dostie, Mariaville		
1998	Stu Marckoon, Lamoine		

## **Leadership Award Winners**

2022	Barry Tibbetts, Windham
2021	Sue Lessard, Bucksport
2020	Kevin Howell, Carmel
2019	Jon Jennings, Portland
2018	Laurie Smith, Kennebunkport
2017	Tom Goulette, Guilford
2016	Jay Feyler, Union
2015	Sophia Leotsakos-Wilson, Orono
2014	Perry Ellsworth, South Berwick
2013	James Chaousis, Boothbay
2012	Mark Robinson, Fayette
2011	Thomas Hall, Scarborough
2010	Margaret (Peggy) Daigle, Old Town
2009	Stefan Pakulski, Readfield
2008	Phil Nadeau, Lewiston
2007	Richard Davis, Farmington
2006	Ruth Cushman (Marden), Jay
2005	Stu Marckoon, Lamoine
2004	Ray Mersereau, Mars Hill
2003	Peter Crichton, Cumberland County

**Distinguished Service Award Winners**

2022 William Bridgeo, Augusta

**2023 Kathryn Ruth, Pittsfield**

2020 Ed Barrett, Lewiston

2020 Larry Mead, Old Orchard Beach

2019 Thomas Goulette, Guilford

2019 David Morton, Casco

2018 Donald Guimond, Fort Kent

2017 David Cole, Gorham

2017 David Holt, Norway

2017 Michael McGovern, Cape Elizabeth

2016 Bob Farrar, Bangor

# MAINE TOWN, CITY AND COUNTY MANAGEMENT ASSOCIATION

## 2024-2025 BOARD OF DIRECTORS

### **PRESIDENT**

Term Expires: 9/1/2025  
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City Manager  
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#### **2025**

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Town of Scarborough  
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#### **2025**

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**2026**

Laurie Smith (*Region 4, Elected Director*)  
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**2027**

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**2026**

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**2027**

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# **MTCMA**

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

A State Affiliate of **ICMA**

## **BYLAWS**

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

Adopted by the Membership August 13, 2014

Amended August 8, 2018

Amended October 29, 2020

Amended March 26, 2021

Amended August 11, 2021

Amended March 25, 2022

Amended March 29, 2024

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# **BYLAWS**

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

### **Article I – Name and Purpose**

#### **A. Name**

The name of the Organization is the "Maine Town, City and County Management Association, Inc." ("MTCMA" or the "Association").

#### **B. Purpose**

The purposes of this Association shall be:

1. To increase the proficiency of Municipal and County Administrators and Managers and other local government Managers and Administrators;
2. To strengthen the quality of local and county government through professional management;
3. To recognize and promote the historical significance of the Manager forms of local and county government organization in Maine.

### **Article II – Membership**

#### **A. Categories of Membership**

There are Corporate and Non-Corporate Members. Corporate Members are designated Full Members (Active/New). The privilege of voting is limited to Corporate Members.

1. Corporate Membership: Eligibility. For the purpose of deciding eligibility for Corporate Membership, the Executive Board shall establish a set of standards that define whether the position held by the full-time administrative head of a local government has the level of independence, authority, and responsibility necessary to function in a professional manner.
2. Corporate Membership: Full Members.
  - a. Qualifications. Any person whose professional and personal conduct

conforms to the MTCMA Code of Ethics is eligible to be a Full Member if that person meets the qualifications in either subsection i or subsection ii, as follows:

- i. The person serves as the full-time administrative head of a municipality or county recognized by the Association as operating under a manager plan as set forth in Article VII of these bylaws.
  - ii. The person serves as a full-time administrative assistant, assistant municipal or county manager, or assistant administrator, however designated, having significant general administrative responsibility in a municipality or county recognized by the Association as operating under a manager plan as set forth in Article VII of these bylaws, and was appointed to that position by the municipal or county manager or chief administrator.
- 3. Non-Corporate Members are designated as Associate, Partner, Student, Honorary and Life members. Non-Corporate Members shall not be allowed to hold office or serve on the Board of Directors, shall not have access to the Managers Listserv, and shall not be allowed to vote on any MTCMA matter. Life members shall be allowed listserv access and to serve on committees (no approval necessary). Associate members shall be allowed to serve on committees with prior board approval.
  - a. **Associate Member.** Any person who has been a Full, Corporate Member of the MTCMA but no longer meets the standards or qualifications required for Full Corporate Membership and is no longer serving in the capacity of public administration but would like to remain involved in the MTCMA or any person who is employed by a municipality or county government and serves in an entry level, mid-management, or department director/head role. This membership requires an affirmative majority vote of the Membership Committee. An Associate Member candidate who had not been a full, Corporate Member of MTCMA, must be sponsored by a full, Corporate Member as part of their application process. A full Corporate Member who

has resigned or has been removed from his/her position within a municipality or county shall be moved to Associate Member status at the earliest of: 1) Acceptance of a position that would no longer qualify them for full Corporate Member status, or 2) Five (5) months from the date at which the action occurred that disqualified them from Full Corporate Member status. At that time, all of their Corporate Member status benefits shall cease.

- b. **Partner Member.** Any person who, in the course of his/her professional affiliation qualifies him/her to cooperate or partner with members of MTCMA. This membership requires a two-thirds (2/3) vote of the Board of Directors.
- c. **Student Member.** A Student Member shall be enrolled in a secondary or post-secondary education program related to Public Administration. This membership requires an affirmative majority vote of the Membership Committee and will be reviewed annually by the Membership Committee.
- d. **Honorary Member.** An Honorary Member shall be chosen by an affirmative two-thirds (2/3) vote of the Board of Directors and will be awarded because of a special and significant affiliation to the MTCMA. Honorary memberships will be reviewed annually by the Membership Committee.
- e. **Life Member.** A Life Member shall be chosen because of distinguished public service, and no person who is eligible for a Corporate membership in this Association shall be chosen as a Life Member. Life Members must have served at least 10 years in the Public Administration profession. He/she may be proposed by a Corporate member, and shall be elected upon an affirmative two-thirds (2/3) vote of all members of the Board of Directors. In addition, any Member who has retired from active service with a municipality or county, who does not qualify for Life Member status as described above, and who, in the opinion of the Board of Directors has made an outstanding contribution to the development of the profession, may be

granted a Life Membership by an affirmative two-thirds (2/3) vote of the Board of Directors. Life memberships will be reviewed annually by the Membership Committee.

**B. Membership Status**

1. **Non-Transferable Membership:** Membership is not transferable; it shall be in the name of the individual and shall not be attached to the position.
2. **Termination of Membership.** In accordance with the “MTCMA Rules of Procedure for Ethics Enforcement”, the Ethics Committee may terminate the membership of a member for any violation of the Code of Ethics.

**C. Application for Membership**

Upon receipt of the application and the payment of the proper dues, the Membership Committee Chair or their designee shall cause to be published notice of such application on the MTCMA list-serve and/or website and conduct a verification process of the information submitted by the applicant. Disputed results of the verification process shall be submitted to the Membership Committee Chair, Ethics Committee Chair and Ambassadors Committee Chair.

1. **Acceptance to Membership.** Upon receipt of the application, the Membership chair is notified, and a published notice is placed on the listserv and website. This allows for conduct the verification process of information submitted. Fourteen days after the publication with no written objection, satisfaction is verified with the Membership Committee chair, the Ethics Committee chair and the Ambassadors Committee chair, members are duly elected.
2. **Objections to Membership.** In the event any Corporate Member shall file with the Membership Committee Chair written objection to any application within fourteen days after publication of such notice, then such application shall be submitted to the Board of Directors for further review. The Board of Directors shall conduct a background information investigation, with prior notice to the applicant, using an unbiased firm or methodology. Although participation in the background investigation shall be optional for the candidate, failure to do so will result in the termination of the membership process. At the completion of a background

investigation the Board of Directors would review the findings, and a two-thirds affirmative vote of the Board of Directors shall be required for admission to membership of the applicant. Should membership be denied, a written explanation shall be sent to the applicant outlining the reasons for the decision to deny membership and providing the opportunity for rebuttal within a specified time period.

3. **Grounds for Denial.** Denial of membership is to be based on a determination that the applicant has received a public censure for violation of the International City/County Management Association (ICMA) or MTCMA Code of Ethics within the previous five years, or a private censure within the previous three years; or that the applicant has received a similar censure for violation of any code of ethics or rules of conduct of any other professional organization or of an applicant's current or previous employer or committed a violation of Federal, State or Local Law which would have triggered an ICMA violation, had the applicant been an ICMA member, subject to the time limits similarly cited above.

### **Article III – Officers and Board of Directors**

#### **A. Officers**

The Officers of the Association shall be a President, 1st Vice President, 2nd Vice President, Secretary, and Treasurer, each of whom shall be elected at the annual meeting and hold office for one year. The office of 2nd Vice President, Secretary and Treasurer shall be held by the same person. During any absence, disability, or upon the resignation of the President, the 1st Vice President shall immediately become acting President until a President shall be elected at the annual meeting. The term of all officers shall be from September 1<sup>st</sup> to August 31<sup>st</sup>.

#### **B. Directors**

The Board of Directors shall include the President, 1st Vice President, 2nd Vice President, the immediate past President, Ambassadors Committee Chair and eight (8) Corporate members at large. Beginning in 2021, four of these eight members shall be

elected by the membership as outlined below. The other four shall be recommended by the Nominating Committee, approved by the Board, and then sent to the full membership for final ratification at the annual meeting.

**1. Elected Directors (4)**

- a. Beginning with the 2021-22 terms, there shall be four different regions of the state, each of which shall be represented by one elected member to the Board of Directors. These members shall be elected via ballot by the entire membership and shall serve for a three-year term. The four regions shall be:
  - i. Region 1: Northeastern (Aroostook, Piscataquis, Penobscot, Washington, & Hancock counties)
  - ii. Region 2: South Central (Kennebec, Waldo, Knox, Lincoln, and Androscoggin counties)
  - iii. Region 3: Southern (Cumberland and Sagadahoc counties)
  - iv. Region 4: Western Border (York, Somerset, Oxford, and Franklin counties)
- b. The Board of Directors shall review population data from the decennial U.S. Census when it is released to see if any adjustments should be made to these regions to ensure roughly equal population distribution. Any subsequent changes to these regions shall require an amendment to these by-laws.
- c. Between ninety (90) and one hundred twenty (120) days prior to the date of the annual meeting, the Nominating Committee Chair or Contracted Coordinator shall send notice to all MTCMA Corporate Members that nominations are open for whichever elected Director term(s) are expiring. Any member interested shall file his/her intention to run for this seat by submitting his/her name and the position sought to the Nominating Committee Chair or Contracted Coordinator no later than forty-five (45) days prior to the annual meeting. Once confirming the eligibility of each candidate, the

Nominating Committee Chair or Contracted Coordinator shall then cause to be created a ballot that will be emailed to all Corporate Members containing the names of each candidate for the various Director seat(s), no later than forty (40) days prior to the annual meeting. Candidates may campaign for these seats by contacting other Corporate Members. Members must return their completed ballots to the Nominating Committee Chair or Contracted Coordinator no later than ten (10) business days prior to the date of the annual meeting. Whichever candidate receives a plurality of the votes cast shall be deemed the winner and have their names placed on the slate of Directors to be formally approved at the Annual Meeting. In the event of a tie, the newly elected Board of Directors shall immediately select the winner.

**2. Nominated Directors (4).**

- a. For the four seats on the Board of Directors not elected by the membership, the Nominating Committee shall seek suitable candidates to fill these seats, each for three-year terms.
- b. Between one hundred twenty (120) and one hundred fifty (150) days prior to the date of the annual meeting, the Nominating Committee Chair or Contracted Coordinator shall send notice to all MTCMA Corporate Members that nominations are open for whichever nominated Director term(s) are expiring. Any member interested, including the current incumbent if eligible, shall file his/her intention to run for this seat by submitting his/her name, his/her current position and community, a statement of interest, and any other information that that Nominating Committee may require, to the Nominating Committee Chair or Contracted Coordinator no later than ninety (90) days prior to the annual meeting. The Nominating Committee shall then review all applications and make a

recommendation to the full Board of Directors. The Board shall vote to select a Director(s) no later than thirty (30) days prior to the annual meeting. Such name(s) shall be added to the slate of candidates to be approved at the annual meeting.

### **3. Terms.**

- a. The initial three-year terms of these Directors shall be:
  - i. 2021: One member elected from Region 1, one member at-large nominated by the Board
  - ii. 2022: One member elected from Region 3, two members at-large nominated by the Board
  - iii. 2023: One member elected from Region 4, one member from Region 2, and one member at-large nominated by the Board
  - iv. The Board of Directors shall have the discretion to modify which Elected (regional) and Nominated (at-large) seat(s) are up for election/nomination in any of the above years. Such a decision must be made by a two-thirds (2/3s) vote of the Board no later than one hundred twenty-one (121) days prior to the Annual Meeting. After the 2023 slate of members is approved at the Annual Meeting, this clause shall be annulled.
- b. Effective with the passage of this section of the by-laws, any Directors whose terms expire in 2024 shall have their terms expire in 2023. Other members shall retain their existing terms of office.
- c. A member may serve as a Director for a maximum of two consecutive three-year terms, whether elected, nominated, or a combination thereof. A member who fills a vacancy due to resignation, removal, or death may serve up to an additional two consecutive years as a Director, on top of their two full terms. After these two terms, a member may not serve again as a Director until a three (3) year period has passed. This does not preclude that member from running for an Office and serving additional years as an



Officer.

**4. Vacancies.**

- a. In the event there are no candidates for a Director position, if a Director resigns, or if for any reason a Director position becomes vacant, the Board may appoint a member to fill the remainder of that term so long as it does so prior to February 1. Any seat vacant on or after February 1 shall remain vacant and shall be filled via the normal election/nomination processes outlined in Article III, Part B, Sections 1 and 2 above. If the vacancy is for an elected position and that Region is not up for election that year, a special election shall be held via the same process and timeline as enumerated under Article III, Part B, Section 1 to fill the remainder of the term.
- b. If an elected Director accepts a job outside of the Region from which s/he was elected, s/he may continue to represent that Region for the remainder of his/her term but may not seek re-election to that Region.
- c. If there is a vacancy in an Officer position, the Board may appoint an interim to fill that vacancy until the next Annual Meeting. If the vacancy is in the President position, the Board must appoint an interim President within thirty (30) days to serve until the next Annual Meeting.

- 5. Sunset Provision.** The process for electing four members to the Board of Directors may be rescinded after the 2024 annual meeting by a two-thirds (2/3's) affirmative vote of the Board of Directors, so long as such a vote is taken between September 1, 2024 and March 30, 2025. If this two-thirds (2/3's) vote is successful, then this section of the by-laws shall automatically revert to the version in place as of June 2020. However, the last paragraph of Article III, Part B, Section 3 regarding term limits shall remain.

**C. Duties**

The duties of the Officers shall be the usual duties of their respective offices necessary in order to carry on the general activities of the Association, including but not limited to the following:

1. **President** – executive leadership of the Association.
2. **1st Vice President** – responsible for professional growth of the Association and of its members; shall serve as chair of the Professional Development Committee.
3. **2nd Vice President** – responsible for overseeing the financial and contractual affairs of the Association; serving as chair of the Finance Committee. The 2nd Vice President is also the Treasurer and Secretary of the Association.
  - a. Treasurer – to implement and maintain a sound system of financial records and management and maintain budgetary control.
  - b. Secretary – to be responsible for maintaining all records and transactions of the Association including membership, member standing, meeting accounts and by-laws. These responsibilities may be delegated by the 2nd Vice President to paid staff with the Contracted Coordinator whose duties are to support the MTCMA.
  - c. Serve as Vice Chair of the Professional Development Committee.
4. **Ambassadors Committee Chair** – Responsible for making the counsel, experience and support of respected active and retired managers of the profession available to local, county, and COG chief administrators and to their chief assistants, and to help with personal and professional issues and not to provide any form of technical assistance nor to solve substantive problems in a local government.
5. **Ethics Committee Chair** – Responsibilities as provided by Article XII and the “MTCMA Rules of Procedure for Ethics Enforcement.”

**D. Eligibility**

All members of the Board of Directors, including the Officers, shall be Corporate members.

## **Article IV – Meetings**

The Board of Directors shall meet at least twice annually and at such other times as deemed necessary by the President. The Board of Directors shall carry on and transact any necessary business of the Association and shall make recommendations to the membership at meetings

of the Association. Meetings may be called by the President and each member shall be notified by mail or e-mail of the time and place of the meeting by the Secretary-Treasurer, or their designee. E-mail notification shall require confirmation of receipt. The annual meeting of the Association shall take place during the week of the New England Management Institute, unless changed by the Board of Directors.

## **Article V – Executive Secretary/Contracted Coordinator**

### **A. Executive Secretary**

1. The Board of Directors may appoint an Executive Secretary. The Executive Secretary may:
  - a. be removed at any time by the Board of Directors;
  - b. be part or full-time; and
  - c. be or not be a member of the Association.
2. The duties and compensation of the Executive Secretary shall be set by the Board of Directors.

### **B. Contracted Coordinator**

The Board of Directors may also enter into an agreement with an organization or individual to serve as a Contracted Coordinator for the Association. The Contracted Coordinator may provide such services to the Board and Association as deemed necessary by the Board.

## **Article VI – Committees**

The President shall appoint all committee chairs deemed to be necessary for the conduct of the Association. Generally, terms of office shall be one year, except for the Ethics Committee, which shall have terms as provided below. The term of all committee members shall be from September 1st to August 31<sup>st</sup>. Standing Committees shall include, but not be limited to the following:

**A. Nominating Committee**

The Nominating Committee shall be selected by the President, and composed from Corporate members as follows:

1. An active past President serving a Maine Municipality or County.
2. A member of the Board of Directors, who serves as chairman.
3. Three (3) members at large of the Association.
4. For Ambassador application review, the Ambassadors Committee Chair is an ex-officio member.

**B. Professional Development Committee**

This committee shall be chaired by the first Vice President and shall provide for continuing education programs, development of professional affiliations, and shall provide for recognition of the profession of local government administration. The Professional Development Committee shall review all certifications for approval. The second Vice President shall serve as Vice Chair.

**C. Ethics Committee**

This committee shall be under the direction of the Ethics Committee chair, who shall be a member of the MTCMA Board of Directors. The committee shall enforce the Code of Ethics and Guidelines as provided by the MTCMA “Rules of Procedure for Ethics Enforcement” and educate the membership, other public officials and the general public about the value of and need for the ethical behavior of MTCMA members.

1. The Ethics Committee Chair shall serve for a one year term but may be reappointed for up to two additional one-year terms by future Presidents. In the absence of the Chair the committee may elect a temporary Chair for the purpose of conducting business before the committee.
2. Committee membership shall consist of up to seven (7) members (including the Chair), each of whom shall be appointed by the MTCMA President for a term of office of three years, except that the President may appoint members to shorter terms as needed to maintain staggered terms as provided below, and except that the Chair shall serve a one-year term as outlined above.
3. Terms of office shall be staggered, with the terms of no more than three members

expiring each year.

4. To assist with investigations and with other matters not including the determination of disciplinary actions, the committee may establish working groups and appoint other MTCMA members and non-MTCMA members of professional integrity from outside the Ethics Committee.

**D. Ambassadors Committee**

It shall be the purpose of the Ambassadors Committee to organize a group of retired, Associate and Corporate members of the Association to serve as a source of information and support system for the membership. Each year the President shall appoint committee membership of not more than five members. The Chair of the committee shall be the Senior Advisor Coordinator. In the absence of a Senior Advisor Coordinator, the President may appoint any Senior Advisor as Chair. If there are no Senior Advisors, the President may select a retired Life Member as Chair. If there are no retired Life members who wish to serve as Chair, the President may select an Active Member of the Association to serve in that capacity. The Chair of the Ambassadors Committee shall be a member of the Board of Directors. The Board shall establish appointment requirements for Senior Advisors.

**E. Scholarship Committee**

This committee shall be under the direction of the Scholarship Committee chair and shall schedule and coordinate the nomination and selection of scholarship, grant, and length of service award recipients to be given at the Institute, in conjunction with the Contracted Coordinator. The board shall establish any grants or scholarships to be given and criteria for each.

**F. Awards Committee**

This committee shall schedule and coordinate the nomination and selection of award recipients for awards given at the Institute, in conjunction with the Contracted Coordinator. Members shall include the President, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice President, and the most recent Linc Stackpole award recipient. If the most recent Linc Stackpole recipient is not available, another prior recipient may serve on the committee. The

President, or his/her designee, shall chair the committee. The Board shall establish the awards to be given and criteria for each.

**G. Membership Committee**

This committee shall be under the direction of the Membership Committee Chair and shall endeavor to recruit, screen, admit, encourage, promote, and retain the membership of the Association.

**H. Communications Committee**

This committee shall be under the direction of the Communications Committee Chair and shall oversee the Association's communication strategies. This shall include, but is not limited to, helping gather information for articles to be posted to the Association's website, assisting the Webmaster in keeping the information on the website current, and managing the list-serve.

**I. Sponsorship Committee**

This committee shall be under the direction of the Sponsorship Committee Chair and shall endeavor to recruit and retain sponsors for various MTCMA events, including but not limited to the annual Interchange, Institute, and Exchange. The committee shall review the various sponsorship levels and benefits on an annual basis and propose changes, as necessary, for consideration by the full Board. This information shall appear in the Sponsorship Committee section of the MTCMA Administrative Guide. The committee may also establish incentive programs for members to help recruit new sponsors, bring back sponsors who have not donated in a year or more, or increase the sponsorship level of existing sponsors. The details of such an incentive program must be approved by the Board and shall appear in the Sponsorship Committee section of the MTCMA Administrative Guide. Finally, the committee may also, with approval of the Board, authorize sponsorships for items outside of the formal sponsorship level benefits, such as meal subsidies for Maine managers attending the ICMA annual conference, etc. The committee shall meet at least once per year either in person or via electronic means such as conference call.

**J. Professional Management Advocacy Committee**

This committee shall be under the direction of the Professional Management Advocacy Committee Chair and shall endeavor to promote the value of professionally managed communities and the council-manager form of government. In specific, the committee shall educate the public – including elected officials and local government managers – as to the benefits of professional management and the ICMA and MTCMA Codes of Ethics. In addition, the committee shall assist ICMA, community stakeholders, and others to either help defeat measures aimed at eliminating the council-manager form of government from a municipality, or help support measures to switch a community to the council-manager form of government.

**Article VII – Recognition of Eligible Positions**

Corporate membership shall be determined upon the basis of the applicant being employed in a position as defined below:

**A. Manager Position**

A municipality operating under a manager or administrator form of local or county government, and having established a manager or administrator position in accordance with the following criteria:

1. **Appointment:** The manager or administrator shall be appointed by a majority of the elected officials for an indefinite term unless otherwise provided for by written agreement, and removable only for cause.
2. **Policy recommendation:** The position shall have direct responsibility for policy recommendation.
3. **Budget:** The manager or administrator shall be designated by legislation as having responsibility for preparation of the budget, presentation to the elected officials, and direct responsibility for the administration of the approved budget.
4. **Appointing authority:** The manager or administrator shall be delegated by legislation the full authority for the appointment with or without confirmation and sole removal of at least most of the heads of the principal departments and

functions of the municipal government.

5. **Organizational relationships:** Those department heads that the manager or administrator appoints shall be designated by legislation as administratively responsible to the manager.
6. **External responsibilities:** Responsibilities of the position shall include extensive external relationships involving overall municipal operations.
7. **Qualifications required for position:** The qualifications for the position shall be based on the educational and administrative background of candidates.

**B. General Management Position**

A municipality which does not operate under a manager or administrator form of local or county government but which provides for overall general management responsibility in a designated position in accordance with the following criteria:

1. **Appointment.** The position shall be filled by appointment made by an elected representative and/or representatives and shall be responsible to an elected representative and/or representatives.
2. **Policy Recommendations.** (Same as under A).
3. **Budget.** The position shall have major responsibility for preparation and administration of the approved budget.
4. **Appointing Authority.** The position shall exercise significant influence in the appointment of key administrative personnel.
5. **Organizational Relationships.** The position shall have continuing direct relationships with operating department heads on the implementation and administration of programs.
6. **External Responsibilities.** (Same as under A).
7. **Qualifications Required For Position.** (Same as under A).

**C. County Manager**

A county operating under a manager or administrator form of county government, and having established a manager or administrator position in accordance with the following criteria:

1. **Appointment:** The manager or administrator shall be appointed by a majority of



the commissioners for an indefinite term unless otherwise provided for by written agreement, and removable only for cause.

2. **Policy recommendation:** The position shall have direct responsibility for policy recommendation.
3. **Budget:** The manager or administrator shall be designated by legislation as having responsibility for preparation of the budget, presentation to the commissioners, and direct responsibility for the administration of the approved budget.
4. **Appointing authority:** The manager or administrator shall be delegated by legislation the full authority for the appointment with or without confirmation and sole removal of at least most of the heads of the principal departments and functions of the county government.
5. **Organizational relationships:** Those department heads that the manager or administrator appoints shall be designated by legislation as administratively responsible to the manager.
6. **External responsibilities:** Responsibilities of the position shall include extensive external relationships involving overall county operations.
7. **Qualifications required for position:** The qualifications for the position shall be based on the educational and administrative background of candidates.

**D. Other Manager Municipalities (Savings Clause)**

A municipality or county having been recognized by the Maine Town, City and County Management Association, Inc. as operating under a manager or administrator form of local or county government and where the individual holding the position of "manager" or "administrator" continues to hold said position, shall retain its eligibility for Corporate membership.

## **Article VIII – Withdrawal of Recognition**

### **A. Continuing Review**

The Board of Directors shall conduct a continuing review of all positions recognized under the terms of Article VII. The Board shall compile and maintain records documenting the positions so recognized. Members of the Association shall submit to the Board up-to-date copies of legislation and other documents relating to the establishment and operation of the position. Within one year subsequent to the adoption of this Article, the Board of Directors shall render a report on the status of all municipalities and counties recognized as operating under the provision of Article VII at the time to the membership.

### **B. Notice**

If at any time, the Board determines that a recognized position does not meet the criteria established in Article VII, it shall then inform the manager and council or board of selectmen or county commissioners involved of the areas in which the criteria are not being fulfilled. If no notice of any intent to take corrective action by a date certain is received by the Board within three (3) months thereafter, a second notification will be issued to the manager and council, selectmen or county commissioners involved indicating that the Board will be forced to withdraw recognition of the position unless corrective action is reported within one (1) year of this second notification. If no such corrective action is reported, the Board shall withdraw recognition of the position and shall so notify the municipality and the Executive Director of the International City/County Management Association. Recognition may be withdrawn by the Board for any position that has remained vacant for more than one (1) year.

### **C. Corrective Action**

In those instances where the local legislative body appears to be acting in a manner considered by reasonable people to be an affront to human and professional dignity, the Board shall inform said legislative body of its concerns, requesting information upon which to make a determination; such information to be submitted within one month. If upon review of the information submitted and such other data as the Board may wish to

secure, it is determined the action was unwarranted, the Board shall notify said legislative body by certified mail advising that if corrective action is not completed within one (1) month the community will be immediately withdrawn from the list of recognized manager municipalities and that the ICMA is being so informed.

## **Article IX – Dues**

### **A. Fiscal Year**

The fiscal year for the Association is January 1 to December 31.

### **B. Dues Amount**

Membership dues for each year shall be established by the Board of Directors on an annual basis.

### **C. Due Date**

Membership dues must be received before August 1 of each year. Any person not paying dues by sixty (60) days after the membership invoice date shall no longer be a member of the Association and all privileges will be suspended until such dues are paid. Reinstatement to membership is automatic upon receipt of full payment of dues, provided that membership has not lapsed more than six months and that no ethical violations have occurred.

## **Article X – Professional Certification**

### **A. Purpose**

The purpose of professional certification as described below will be to provide Managers or Administrators with recognition that she/he has demonstrated an ability to conduct the affairs of a municipal or county governmental jurisdiction as the Chief Administrative Officer, that she/he has completed prerequisite criteria demonstrating a potential for achievement in local or county government management, that she/he has attempted to improve his/her ability as a public manager, and that she/he has not received a public censure for violation of the Code of Ethics within the previous five years, nor a private censure within the previous three years.

**B. Requirements**

Municipal or County Managers or Administrators who apply for membership after January 1, 1977, may apply to be granted the status of Certified Municipal/County Manager by the Board of Directors upon completion of the following criteria. The applicant shall have:

1. Corporate Membership status in this Association.
2. At least five (5) years' experience as a Chief Administrative Officer in a municipal or county governmental jurisdiction with at least three (3) years' experience in one community; or have a Bachelor's Degree in a management related field from a recognized institution of higher learning with three (3) years' experience in a local government jurisdiction, two (2) years of which shall have been in one community; or have a Master's Degree in a management related field from a recognized institution of higher learning with two (2) years' experience, all of which shall have been in one community; or have an Associate Degree in a management related field with four (4) years' experience, two of which have been in one community.
3. Participated in activities designed to improve or enhance his/her managerial skills in accordance with two of the following:
  - a. Active involvement in the activities of this Association through attendance at regularly scheduled events, or by involvement in another recognized Professional Association for Public Managers.
  - b. Participation in educational programs related to local or county government management to include technical courses on functional duties, general management courses, and personal development courses.
  - c. Development and dissemination of a program prepared for a local or county jurisdiction that has a general application to other jurisdiction of a similar size and character.
  - d. Intergovernmental Service.
4. Become certified in any duties ascribed to one's current managerial position where such duties require certification either by statute or professional

organization.

**C. Recertification**

Any Manager or Administrator having the status of Certified Municipal/County Manager shall be subject to review for recertification every three years.

1. After completing MTCMA certification, a member may renew MTCMA certification by indicating ICMA credentialed manager status. The MTCMA member will still need to demonstrate participation in the community continuing education credits as prescribed under the current MTCMA certification guidelines. Should ICMA credentialed manager status be released, the participating member would follow the MTCMA recertification process. Any fees associated with the MTCMA certification would not be waived.
2. Certified Managers or Administrators with 25 years of experience with the Maine Town and City /County Management Association shall be granted "Lifetime Certification" until their retirement date or until 3 years after their retirement if given "Lifetime Membership Rights" to MTCMA so long as they do not commit a violation of the MTCMA Ethics Policy.

**D. Role of Professional Development Committee**

The Chairs of the Professional Development Committee shall meet as necessary to review any applicants for professional certification under these By-laws. Upon completion of their review, the Professional Development Committee Chairs will have printed the names of those applicants who have been granted the status of Certified Municipal/County Manager, said printing to occur in sequence with the annual meeting of this Association. The Professional Development Committee will establish standards for professional certification and recertification and will be responsible for determining what activities will be allowed towards credits in accordance with Article X-B.

**E. Appeal**

If applicants for professional certification are not granted the status of Certified Municipal/County Manager by the Professional Development Committee Chairs, she/he may appeal the decision to the Board of Directors. The Board of Directors will conduct an appellate review of the decision of the Chairs in which the Board of Directors will

review the record created by the Chairs and decide whether the record supports the original decision and whether the original decision is consistent with the certification and/or recertification standards.

## **Article XI – Budget**

An annual operating budget shall be submitted by the 2nd Vice President and adopted by the Board of the Association prior to January 1 of the ensuing budget year.

## **Article XII – Ethics**

### **A. ICMA Code of Ethics**

The professional conduct of all members shall be governed by the latest edition of the ICMA “Code of Ethics” and the ICMA “Code of Ethics with Guidelines.”

### **B. Complaint Process**

The Board of Directors shall establish procedures for the handling of complaints against members, for the investigation and determination thereof, and for the process of reinstatement after discipline, which procedure shall be known as the “MTCMA Rules of Procedure for Ethics Enforcement,” and be modeled upon the ICMA “Code of Ethics: Rules of Procedure for Enforcement.”

### **C. Disciplinary Action**

Violation of the Code of Ethics or Guidelines is grounds for appropriate disciplinary action.

1. In accordance with the “MTCMA Rules of Procedure for Ethics Enforcement,” the Ethics Committee may impose a private censure, public censure, expulsion and/or membership bar.
2. The Board of Directors shall hear any appeals from disciplinary action taken by the Ethics Committee and the Ethics Committee Chair shall not vote in the proceeding.

### **D. Confidentiality**

To the extent allowed under State law, matters relating to the professional conduct of individual members shall be treated as confidential personnel matters.

1. Complaints, testimony, correspondence, e-mails, reports and other such records shall be treated as confidential.
2. A public censure, expulsion and/or membership bar shall be treated as the final notice of a disciplinary action and, thus, subject to public disclosure.
3. In the event of a private censure, a general description of the type of violation and the circumstances involved, but omitting the member's name, may be released to the membership and/or public for educational purposes.

### **Article XIII – Interpretation of Bylaws; Emergency Powers**

#### **A. Interpretation of Bylaws**

The President shall be empowered with interpreting these bylaws, if necessary, should there be conflicting provisions and/or a lack of clarity. This interpretation shall not be used to defeat the meaning or spirit of these bylaws or to undermine the authority of the Board. The President's interpretation may be overturned by the Board with a two-thirds (2/3) vote.

#### **B. Emergency Powers**

During a declared "State of Emergency" by the Maine Governor and/or "State of National Emergency" by the United States President, the MTCMA President and/or Board may temporarily waive or modify certain provisions of these bylaws if doing so is in the demonstrable best interest of the health and safety of MTCMA Members as it relates to the state(s) of emergency. A description of each waiver must be provided to full Corporate Members via the Listserv (or other means if more practical) within seven days of when each decision was made. Such waivers and/or modifications shall be deemed invalid upon the Governor and/or U.S. President rescinding their state(s) of emergency.

## **Article XIV – Amendments**

### **A. How Proposed**

Amendments to these bylaws may be proposed via two methods: 1) By majority vote of the Board of Directors, or 2) Via petition to the Board of Directors from a full Corporate Member, with said petition containing the support of at least 20% of current full Corporate Members, as verified by the Membership Committee Chair and Executive Secretary/Contracted Coordinator.

### **B. Ballots and Voting**

1. If the amendments are proposed by majority vote of the Board, the Executive Secretary/Contracted Coordinator or MTCMA President shall create a ballot containing the proposed amendment(s) to be sent to all full Corporate Members at a time to be determined by the Board, but no later than one hundred twenty (120) days after said vote occurs.
2. If the amendments are proposed by petition, the petition must be validated by the Membership Committee Chair and Executive Secretary/Contracted Coordinator within four (14) days of receipt. A valid petition clearly shows the proposed text to be added, modified, and/or deleted in the bylaws; contains the name, job title, and email address of the full Corporate Member who is petitioning for the amendments (signature not required); and contains the names, job titles, and email addresses of the other full Corporate Members who are joining in the petition (signatures not required). Before they can declare a petition valid, the Membership chair and Executive Secretary/Contracted Coordinator must verify that the names of those on the petition are: 1) current full Corporate Members in good standing with MTCMA, 2) are supportive of the proposed amendments being brought forward for a vote, and 3) equal twenty percent (20%) or more of current full Corporate Members.
  - a. If the petition is deemed invalid, the Membership Committee Chair and/or Executive Secretary/Contracted Coordinator shall immediately notify the petitioner as to the defect(s) that prevented validation. Petitioner may correct the defect(s) and resubmit the petition within thirty (30) days of



notification, at which time the Membership Chair and Executive Secretary/Contracted Coordinator shall review for validation within fourteen (14) days. If deemed valid, the process outlined in subsection b below shall be followed. If deemed invalid, the petitioner shall be immediately notified and may not resubmit the same or substantially same petition for a period of six (6) months from the date of this denial.

- b. If the petition is deemed valid, within fourteen (14) days of validation the Executive Secretary/Contracted Coordinator or MTCMA President shall create a ballot containing the proposed amendment(s) to be sent to all full Corporate Members.
3. Ballots may be sent either via electronic mail as an attachment, as text within the body of the message, or containing a link to a fillable ballot (e.g., Google Forms) and/or via USPS mail as a paper copy. Responses shall be due back to the Executive Secretary/Contracted Coordinator or MTCMA President not later than twenty-one (21) days after the ballots were distributed. Late ballots shall not be counted. During this twenty-one (21) day period, any member may make comments for or against the proposed amendment(s) via the Managers Listserv or other forums provided by the MTCMA Board.

**C. Ratification Requirements**

All amendments must receive a two-thirds (2/3s) vote in favor in order to pass, provided a minimum of thirty-four percent (34%) of those who were sent a ballot have cast their vote. If less than thirty-four percent (34%) of those who were sent a ballot cast their vote, the question(s) fail. The Board may choose to allow in-person voting at one of MTCMA's scheduled events so long as: 1) such voting falls within the above timeline, 2) that members unable to attend are allowed to cast a ballot, 3) those voting in-person have not also cast a ballot, and 4) that the sum of ballots cast and in-person votes is greater than or equal to thirty-four percent (34%) of those eligible to vote.

**D. Effective Date**

Unless specified otherwise, all amendments shall become effective immediately upon passage.

**E. “Cooling Off” Period**

Any proposed amendments, whether initiated by petition or Board vote, that fail to pass shall not be eligible for reconsideration in the same or substantially the same format for a period of one (1) year following the vote at which the amendments failed. The Board of Directors shall determine what constitutes “substantially the same” as necessary.

*[end of bylaws]*

## ***MTCMA Listserv Information***

- The listserv address is: [MTCMA@LIST.MTCMA.ORG](mailto:MTCMA@LIST.MTCMA.ORG)
- This platform is all cloud based and will no longer be hosted on the MMA server. That means that this is now a paid service, with not only annual operating fees, but per message fees. This is very important to bear in mind when sending your messages to the list – every email you send will cost the association money, so please beware of sending congratulatory emails, well wishes, thanks, etc. to the full list. Instead, email a member directly for this purpose whenever possible. *(Please note: there is no cost to members to use the listserv. The annual hosting and per message fees involved with this platform will be paid for by the Maine Town, City & County Management Association; those fees will not be passed down to the membership.)*
- To help cut down on potential overuse of the listserv, the list has been configured as follows:
  - Hitting “Reply” will reply to only the original sender of the message
  - Hitting “Reply All” will reply **to the list address**, as well as the original sender of the message
- Please be sure to always include your name and email address (at least) in the signature of your email.
- After making a request/asking a question to the list, try to collect data from individuals first and then publish it to the group.
- This platform features a message archiving service. Once a message has been distributed, it should be visible in the mailing lists archives at:  
<http://list.mtcma.org/scripts/wa-MTCMA.exe?A0=MTCMA>, which is searchable by subject, topic, etc.
  - In order to access the archives, you will need to setup a password which will be linked to your email address. To create a password, visit:  
<http://list.mtcma.org/scripts/wa-MTCMA.exe?GETPW1>
  - Once you have created a password, you can log in and view or change your subscription settings at: <http://list.mtcma.org/scripts/wa-MTCMA.exe?SUBED1=MTCMA>
  - DISCLAIMER: when setting up your password, you will receive a message stating that an email will be sent to you for password activation. If you do not receive it within a timely manner, the message may be caught in your spam filter (your tech support might have to create an exception in your spam filter in order to push it through). The confirmation/activation email should come from [listserv@list.mtcma.org](mailto:listserv@list.mtcma.org). You may need to preemptively whitelist this address in order for it to come through.

- **You DO NOT have to setup a password in order to use the listserv.** You only need a password to view and search the archives. Simply email [MTCMA@LIST.MTCMA.ORG](mailto:MTCMA@LIST.MTCMA.ORG) to initiate a conversation with other members.
- Please do ask your global questions to the entire group, if applicable.
- Do include your e-mail address so that replies come directly to the person asking the question and share to those who would like to know also.
- Do celebrate achievements and ask for help anytime.

If you have any questions or concerns, please contact MTCMA 2<sup>nd</sup> Vice President, Jay Feyler, at [townmanager@union.maine.gov](mailto:townmanager@union.maine.gov).



**MTCMA**  
**Maine Town, City and County**  
**Management Association**  
A State Affiliate of **ICMA**

Local Government Center • 60 Community Drive  
Augusta, Maine 04330-9486  
1-800-452-8786 (In Maine)  
207-623-8428  
Fax: 207-626-5947

TO: New Local Government Professionals

Subject: Starting Networking Tips from the Senior Advisors

Congratulations on your new local government job in Maine as a town, city or county manager, administrator, assistant or interim manager. You have chosen to work in, and been selected for a position, in a great state. There is a large network of colleagues in the Maine Town, City and County Management Association (MTCMA) that can assist you with information requests, problem solving and act as a friendly listener during stressful times that come with the job.

Here are a few tips to get you started:

1. Meet your colleagues in surrounding towns in your county. Many are active in county or regional associations. They know the officials and area legislators/regulators and interact with the same people.
2. Join MTCMA that offers excellent workshops, the annual New England Managers Institute in August, many professional and social opportunities and hosts the annual interchange usually held in February or March. All offer training in current topics of concern and chances to interface with colleagues. The MTCMA list serve is a great contact and referral service.
3. MTCMA is the state affiliate of ICMA, the International City/County Management Association, and the ability to join ICMA and participate in the many ICMA programs and conferences, including the annual conference each fall, can bring many continuing professional benefits.
4. Almost all Maine cities and towns belong to MMA, the Maine Municipal Association in Augusta, and they offer many excellent seminars and training programs including the annual MMA Conference each October.
5. Attached are lists of current MTCMA officers and board members, and a list of senior advisors and Ambassadors for your use. Senior advisors are retired managers still interested in the profession with many years of practical experience. MTCMA Ambassadors are appointed by the Board to be resources for their outstanding careers and experience in local government, and can be retired or still working. Please contact us by email or by phone.

Good luck as you navigate through city management. Don't be a stranger!

Jay Feyler  
Chair  
MTCMA Senior Advisor Committee



# MTCMA

## Maine Town, City and County Management Association

A State Affiliate of **ICMA**

## Helpful Hints for Public Managers

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## Message from MTCMA

On March 1, 2012, the Maine Town, City and County Management Association hosted its 33rd Annual Statewide Manager Interchange – an educational seminar designed to enhance the professional development of public managers in Maine.

At this event, the attendees completed an interactive working session regarding the top issues faced by public managers. The result of this effort is this guide.

MTCMA hopes that you will find this guide beneficial and will use it as a living document. The association also encourages its members to share useful information to keep this guide relevant and helpful to all members. To share information, please contact the current president of the MTCMA.

A print copy of this booklet was distributed to all members in 2012 and new members will receive a copy moving forward in the MTCMA new member packet. An electronic version is available on the MTCMA website at [www.mtcma.org](http://www.mtcma.org).

*~ This guide is dedicated to all past, present and future public administrators who heed the call to public service and work tirelessly for their citizens. ~*

## Mission

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

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**Who To Contact**

**To contact the MTCMA Staff for assistance:**

**1-800-452-8786**

**Augusta Area: 207-623-8428**



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## About the Maine Town, City and County Management Association

MTCMA is the association for Maine's Municipal and County Managers and Administrators. Formed in 1945, it was one of the first associations in the United States devoted to the professional development needs of municipal and county management. Today, MTCMA has over 200 members that represent Maine communities of various populations. Many members have decades of experience; others are new to the profession. All take pride in their community and eagerly share ideas, experiences and resources.

MTCMA is pleased to be an affiliate of the International City/County Management Association. ICMA advances professional local government worldwide. Their mission is to create excellence in local governance by developing and fostering professional management to build sustainable communities that improve people's lives. ICMA provides member support, publications, data, and results-oriented assistance and training to thousands of municipal and county officials and staff.

The MTCMA is governed by a Board of Directors who are selected at the MTCMA Annual Meeting. The Board meets periodically throughout the year to discuss the Association's goals, events, professional development needs and member needs. The MTCMA has several committees and is always seeking members to become involved in the Association. The committees are:

*Communications/Website Committee*

*Ethics Committee*

*Professional Development Committee*

*Senior Advisor Committee*

*Awards/Scholarship Committee*

*Nominating Committee*

*Membership Committee*

*Ambassadors Committee*

*Sponsorship Committee*

The MTCMA offers a **Member Certification Program** for municipal and county managers in recognition of corporate members who have completed relevant courses of study and public service.

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## About the Maine Town, City and County Management Association

MTCMA's **website** is an information resource for all managers and provides numerous resources, links and **listserv** archives of various subjects related to municipal and county management. Visit us at [www.mtcma.org](http://www.mtcma.org).

The **Ambassador and Senior Advisors Program** is a beneficial mentoring program that utilizes the substantial knowledge of experienced and retired municipal and county managers and administrators. Ambassadors and Senior Advisors are available to provide experience and discuss issues with members.

The MTCMA follows a **Code of Ethics** that mirrors those of the ICMA and governs with a set of established Association By-Laws. In addition, members can participate in an active email group for information sharing. Maine has nearly 500 municipalities and 16 counties of many sizes. Each has its own form of government, and for many, that government is run by a Manager, Administrator or Administrative Assistant to Select Board. The management role is diverse and that's where the Maine Town, City and County Management Association can help.

### Goals of the MTCMA

- **Preserve the Vitality of Our Profession and Association:** MTCMA works to ensure the long-term strength of professional municipal and county management and of MTCMA.
- **Name Recognition & Respect:** MTCMA and its members will be recognized and respected leaders on municipal/county issues.
- **A Resource for Members:** MTCMA will be the leading provider of personal & professional development for its members.
- **Networking & Building Relationships:** MTCMA will build strong relationships among our members, with elected officials & others interested in local government.
- **Maintain High Ethical Standards:** MTCMA will follow the adopted ICMA Code of Ethics. It will include and advocate for the Code of Ethics in all MTCMA activities.

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## Budgeting

In the always challenging public service profession, budgeting and the need to “do more with less” is an on-going challenge that will not disappear anytime soon. Two primary ongoing challenges identified at the 2012 Interchange were:

- ✱ The tax demand of the education budgets on the mil rate.
- ✱ A lack of understanding on the part of many about budget pressures, including:
  - ◇ state cuts, state cost shifts, lost revenues, shrinking excise taxes, a lack of return on investments, loss of tax base, increased calls for service, and infrastructure decay.

As a working group, the attendees offered the following suggestions:

- ✓ Hold a pre-meeting with stakeholders, and discuss the issues. Determine priorities with an understanding of the pressures of each issue.
- ✓ Pre-determine an acceptable level of tax impact. A good comparison is the annual Consumer Price Index (inflation).
- ✓ Identify important issues in an opening budget policy/impact statement.
- ✓ Show year-to-year percentage changes in both revenues and appropriations.
- ✓ Budgets should include short, clear, simple, concise explanations of how appropriations are to be spent and the needs it addresses. List out funding recommendations, issues, and priorities by department.
- ✓ Develop consistent line item names and account numbers across all divisions and departments.
- ✓ Review all revenues and fees annually to determine if they are adequate for the amount of service provided. User fees should be progressive and general taxation regressive.
- ✓ Always break out municipal budgets into Operational and Capital budgets. Capital Investment or Improvement Programs address rather expensive, long-lasting asset improvement or acquisition (roads, trucks, buildings, downtown project funds, etc.) Auditors appreciate a separate system that tracks adding, removing and improving capital assets and can help change the budget into an Operations budget and a Capital budget.

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## Budgeting

- ✓ Discuss with the auditor the value of using reserve accounts for future Capital investment needs.
- ✓ Discuss utilizing a Gross Budgeting system rather than a net budgeting system, as gross budgeting is a much more transparent process.
- ✓ If the community receives any grant money, create separate revenue and expense accounts for the grant and keep a record of all transactions as well as electronic copies. Today, many audits are done remotely, so having the documents electronically will assist with this process. This is also good preparation for the annual audit, not just a grant-agency audit.
- ✓ With regard to handling compensation issues, have the elected officials set a base increase. Consider using a base (COLA) as well as a merit pay system. Union compensations are often tied to the November Consumer Price Index (CPI). This can serve as a cap such as 1-3% (min – max). Make sure to have a discussion with department heads as they must understand and be able to explain the compensation system.
- ✓ Discuss the merits of converting your calendar budget year to a Fiscal Year (July 1- June 30). Also, discuss collecting taxes in multiple payments, i.e., half due in May, half due in November.



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## Purchasing Options, Bidding & Outsourcing

Along the same topic as budgeting, public administrators always need to keep focused on how to get products and services for the community at the best price. Identified challenges were:

- \* Bad planning leading to hidden, unexpected costs
- \* Lack of planning

The working group offered the following suggestions:

- ✓ When considering outsourcing vs. in-house costs, make sure to include all of the associated costs of employees, equipment and materials.
- ✓ It is recommended with many bidding processes to hold a pre-bid meeting with potential bidders. This ensures that all bidders have a clear understanding of the proposed project. It also provides the opportunity for contractors to ask questions pertaining to the project and the bid documents.
- ✓ Have bids returned with qualifications, proof of insurance and numerous references.
- ✓ Communities should have a procurement policy that includes the process for bidding purchases.
- ✓ At times, leasing equipment may be a better option than purchasing.
- ✓ There are several money saving options for cooperative purchasing. Examples include:
  - ◇ Trading work and/or equipment with other communities
  - ◇ Interlocal Agreements / Shared Services
  - ◇ State Bids, Regional (COGs) Bids, and Multi-Town Bids
  - ◇ Joint purchasing of consumables and other products
- ✓ Consider using coupons; there are some that can really save money with the go-to vendor. Some communities structure the community credit card so that they receive points for travel and

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## Purchasing Options, Bidding & Outsourcing

then use them when sending staff to training. Pay them off fully monthly and it's a win.

- ✓ If debt is callable, the community may save interest on loans by pre-paying or refinancing debt. Use local prison work-release participants to paint, clean, and do park maintenance.



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## Using Technologies

Utilizing technology to increase efficiencies, reduce expenses and improve customer service is paramount. However, municipalities face many choices and challenges with regard to ever-emerging technologies and the potential for an over dependency. While person-to-person is always preferable, all managers will need to embrace technological ways of sharing information and manipulating data. Some important challenges are:

- \* Technology is growing at such a rapid pace that it becomes necessary to consider the financial impact to the maintenance and upgrade of the technology as well as the training costs necessary to assist staff with the ability to get the most out of improved technology. As a result, policies must be monitored and adapted on an ongoing basis.
- \* Technology can produce instant communication and can lead to a perception of 24-hour staff accessibility and availability. Set boundaries and remember that it is okay to “turn it off.”
- \* While most want the accessibility of accurate information, there is also a growing wariness and resistance to data collection, privacy violation and the possibility of too much transparency with the availability of public records on the Internet.
- \* There are still locations in Maine that do not have high speed Internet access. Technology can grow faster than citizen technical capabilities, so remember to keep it simple when offering online services to the public.
- \* Large-scale technology can negatively impact local economic development as local retailers and vendors compete against online marketplaces.

A few suggestions and things to consider:

- ✓ It is important to update budget procedures and policies to allocate appropriate funding and depreciation costs for additional hardware and software.
- ✓ As technology becomes a bigger part of the process, it is important to manage the perception and expectation of 24-hour accessibility and availability. It is perfectly appropriate to set boundaries and maintain them.
- ✓ Technology policies – online data, Internet usage, e-mail, etc.

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## Using Technologies

should be in place and reviewed frequently to ensure that they are effective and followed.

- ✓ Minimum density requirements – check with the local cable, Internet and phone vendor and look into coordinating a regional cost-sharing program with nearby communities to save on cost.
- ✓ Increasingly, communities are and should collaborate with each other regarding hardware and software purchases and even IT support contracts.
- ✓ Reevaluate processes, policies and procedures and use technology to streamline. If technology does not streamline efforts or assist in providing a desired standard of citizen support, reevaluate options.





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## Economic Development

As funds dwindle, there are always challenges to finding financial resources to increase economic development in a community. The issues raised by the working group were:

- ✱ Shrinking opportunities and amounts of grant funds available. These dwindling grant opportunities increasingly require more and more local “match” and the grants are highly competitive requiring grant writing and grant management skills.
- ✱ A lack of vision of what is wanted and reasonable for economic development.
- ✱ Access to broadband data is very important as it allows even rural communities to compete with more “developed” communities.
- ✱ Transportation system in Maine is in sharp decline (local and state road programs lack funding).
- ✱ There can be a lack of State-provided tools and resources for municipalities to utilize for promoting economic development and job growth. Increasingly, business owners note a lack of specific skills in the workforce.
- ✱ Maine is hampered by high energy costs and many regulatory road blocks.
- ✱ Lack of recognition of the connection between economic development and the property tax base.

Considerations offered by the working group:

- ✓ Review census information to create an assessment of the region’s population increases or decreases, age, skills sets, and shifts in industries.
- ✓ Define the community’s vision. Connect with residents and local business owners in creating that vision and a prioritized economic development strategy. Define the type of economic development that is desired and fits in the community. Take into consideration the likelihood that the choice of business will come to the community.
- ✓ Investigate available grants not only through the State but also through philanthropic organizations.
- ✓ Investigate the use of Tax Increment Financing districts and public-private partnerships.
- ✓ For cost savings, seek to renovate or reuse existing infrastructure.

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## Economic Development

- ✓ While attracting new business, do not forget about existing small businesses. Most new job growth will occur with the expansion of this demographic. Be aware of the needs of current local businesses and be prepared to help them thrive.
- ✓ Emphasize the positive aspects of the community. For example, quality of place and workforce.
- ✓ Contact local educational institutions to discuss workforce needs and different ways the municipal and school leaders can find solutions to the problems.
- ✓ Avoid a sense of community instability in terms of its commitment to economic growth by building community support. Issues of geographic isolation, competition among towns, big-box stores, shrinking local revenues and a high level of anxiety among the population leads to a difficult environment in which to grow the community. Help the community understand the economic development planning process by being transparent and offering as much information as possible. Utilize the Department of Community and Economic Development for assistance, advocacy and grant training. Investigate the available “incentive” tools for municipalities to use to attract businesses in start up, relocation or expansion.
- ✓ Be an active participant in all local, regional and state roadway planning.
- ✓ Maine can and should emphasize “quality of place” and having some of the most productive workers in America, but advanced and specialized job skills training must be available to our workers. Maine’s community college system is moving toward linking their offerings with emerging job skill needs, but more collaboration between business and education needs to occur. When these opportunities arise, be sure to participate and ensure that the local voice is heard.
- ✓ Inventory locations that have the infrastructure and local zoning to support economic development. Be aware that in some cases, land conservation, tree growth lands, etc. are limiting to the number of appropriate economic development land parcels that may be available.
- ✓ Collaborate with neighboring communities for joint development activities (e.g. Lewiston-Auburn, tax-shared Business Parks, etc.) Partnerships can be a very effective economic development tool, including public-private-non-profit partnerships and medical/university partnerships.

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## Economic Development

- ✓ Carefully consider if there are business-friendly approval processes and consistent, smart regulations.
- ✓ Don't be afraid to "market" the community, including the existing state programs such as tax increment financing (TIF districts), rural development loans, "Pine Tree Zones" and other tax sheltering incentives.
- ✓ Do some research on what business development support, expertise and programs are available (Chambers of Commerce, Counties, SCORE, COGs, State agencies, federal agencies, CDBG, etc.). Consultants or staff from nearby communities may know of these resources and how to use them effectively.
- ✓ Pay attention to the news, websites and media for opportunities.
- ✓ Use available website space and social media options to promote the community and its development process.



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## Personnel Issues

Managing personnel can be very rewarding – and also frustrating – and always a challenge. It can be time consuming as well, but managing staff is one of the public administrator’s most important tasks. Some of the issues raised by the Interchange working group were:

- ✱ As a leader, management of a multitude of personnel issues such as toxic attitudes, insubordinate behavior, apathy and lack of maturity is par for the course and can sometimes be continuous and overwhelming.
- ✱ Some communities are small and well-connected and, as a result, the administrator may have to battle the local “rumor mill.”
- ✱ Some communities can face difficulties between union and non-union staff regarding issues of fairness, benefits and compensation.
- ✱ New administrators could inherit issues from previous administrators and may need to spend a significant amount of time adjusting the office culture.
- ✱ When trying to establish acceptable and desirable employee behaviors, it may be necessary to spend time in getting employees to accept the new expectations. It may require dismissing some staff that will not comply.

Here are some helpful suggestions from the work group:

- ✓ As always, ensure that all personnel and training policies are up-to-date. It is important to make sure that all policies are modern, legal and comprehensive. They should be reviewed often to meet changing law requirements.
- ✓ Try to use education-based discipline versus purely punitive-based discipline. Offer clear, constructive direction of how to improve and to meet acceptable levels of employee effort and behavior. Emphasize the importance of every staff member and how each staff member can positively impact the team and community.
- ✓ If changing the work environment significantly, consider bringing in a mediator or communications consultant.
- ✓ Use all available support and resources. Some of these are: Professional peers and colleagues, the Maine Municipal Association’s Personnel and Labor Relations Department and Legal Services Department, professional associations like the MTCMA and ICMA and the community’s attorney.

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## Personnel Issues

- ✓ Take the time to address issues as they arrive. If ignored, the issue can get much worse.
- ✓ Remember to respect the integrity and emotions of the employee and focus on the behavior and not the person. There is a litany of resources available on the Internet as well as the MMA's Resource Center.
- ✓ Show effective leadership to create the desired team. The team is led by example. If the new administration desires well-trained, professional and customer-focused staff, then the leadership needs to be well-trained and support training, maintain professional standards and hold all staff accountable on the same level. The leadership needs to provide excellent customer service not just to the community (external customers), but also understand and embrace the idea that all staff are customers, too, and should be treated accordingly. In understanding the internal customer concept (the staff), many issues will work out simply by fostering a service-friendly environment.
- ✓ Create incentive programs for retaining appointed and volunteer staff.



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## Community Relations

It is desirable to have a positive relationship and reputation between the public staff and the community. Unfortunately, some citizens do have a negative perception toward government and some even spread this negative perception to other citizens. There can be a very high level of apathy, cynicism and disillusionment for many reasons. Constant media reporting, negative publicity or even just past errors not forgotten can all lead to a certain level of mistrust with the public.

The working group discussed these challenges as well as the following:

- ✱ Continued restricted budgets make it even more difficult to communicate with the community as effectively as possible. Not just in the potential financial requirements of sending communications, but also in finding the time to do so on an ongoing basis.
- ✱ As staff positions are cut and consolidated, less staff is taking on more work which makes it more difficult to find the time to prepare communications unless mandated or due to crisis.

Public administrators may find use in the following suggestions:

- ✓ Seek to have community forums where open dialogue is encouraged about community plans, challenges and visions.
- ✓ Be transparent and honest – share both the good news and the bad news.
- ✓ Use technology to support ongoing communication. Social media sites, websites or even monthly newsletters sent via email are all free or extremely inexpensive ways to communicate with the community at large.
- ✓ Develop a trusting and transparent relationship with the local media.
- ✓ If not doing so already, look into using part of the local cable franchise fees to fund the community website and Public Access Channels. In addition, provide advertising space to local businesses to help defray the cost of this technology.
- ✓ Community Relations is an integral part of running a successful local community. It should be a part of the overall vision of the community, part of the goal-setting process and should be a priority in the evaluation process. Talk with the elected officials and work with them to have one voice – the community voice. Train the appointed staff to support and execute the community-oriented message.

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## Community Relations

- ✓ Consider that some citizens may have valid reasons for their negative perception of local government. These citizens may have had a negative customer service experience or another experience that may have left them feeling that they don't matter. Find ways to reconnect with these citizens and try to make it right moving forward.
- ✓ In order to keep the citizens trusting of the local government administration, create a comprehensive customer service policy that all officials, appointed and elected, and all staff follow. When a promise is made, keep it. Follow up to ensure satisfaction.









# MTCMA

Maine Town, City and County  
Management Association

A State Affiliate of ICMA

## **Additional resources for public administrators:**

**MTCMA Website:** <http://www.mtcma.org>

**MTCMA Website Resource Area:** <http://www.mtcma.org/resources>

**MTCMA Member Area:** <http://www.mtcma.org/members/>

**MTCMA Website Resource Library:**

<http://www.mtcma.org/category/mtcma-resource-library>

*(user id and password required)*

**MTCMA Chat Group:**

[MTCMA-members@mmaaaffl.org](mailto:MTCMA-members@mmaaaffl.org)

*(must be subscribed to list and a member of MTCMA)*

**MMA and Affiliate Associations Training Opportunities:**

<http://www.memun.org/TrainingResources/WorkshopTraining.aspx>

**MMA Member Center:**

<https://www.memun.org/MemberCenter.aspx>

**Information Packets & Guides:**

<https://www.memun.org/MemberCenter/InfoPacketsGuides.aspx>

**MMA Municipal Officers Manual:**

<https://www.memun.org/MemberCenter/ManualCollection/>

[MunicipalOfficers.aspx](#)

**Legal Note Archives:**

<https://www.memun.org/MemberCenter/LegalNotes.aspx>

# **Helpful Hints for Public Managers**