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 procedure & application link
- Ambassador Program flyer
- Annual report
- ICMA CODE OF ETHICS
- MTCMA Board list
- MTCMA By Laws
- MTCMA CommUnity Information
- 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 207-623-8428 with any questions or concerns. I look forward to meeting you in the future.

Sincere Regards,

Andy Dorr
Chair, Membership Committee

Enclosures

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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 to 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 1st 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 *is not considered a requirement for the continuing employment of the chief administrative officer.*	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: • Leadership (16) • Finance/Budget (16) • Human Resources (16) • Ethics (6) • Elected Relations (4) • Legal (8).
Examples: 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.	Examples: 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).
What DOESN'T count: citizen advisory panels, city council/selectboard meetings, town or city or county government committee meetings, etc.	What DOESN'T count: 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.)
EACH ACTIVITY MUST BE TRACKED ON THE MTCMA CERTIFICATION TALLY SHEET	

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 or contact MMA's Affiliate Services at training@memun.org.

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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, Ambassador Chair

Retired Town Manager, Town of Union • 11 N. Union Road, Union, ME, 04862-0186
207-592-1092 • jayfeyler@gmail.com

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 recently retired and was the 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 28, 2024-2027



Jack J. Clukey, Town Manager

Town of Pittsfield • 112 Somerset Avenue, Pittsfield, ME 04967
207-487-3136 • jclukey@pittsfieldmaine.gov

Jack Clukey served as Town Manager for Dover-Foxcroft since 2004 and served as Town Manager for Baileyville, Maine from 1994 - 2004. He is currently the Town Manager in Pittsfield. 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, 2026-2029

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Meet the MTCMA Ambassadors



Margaret (Peggy) N. Daigle

43 Spring Street, East Millinocket, ME 04430
(Home): 207-746-5116 • (Mobile): 207-299-8822 • mndaigle@myfairpoint.net

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: July 17, 2025-2028



Melissa Doane, Town Manager

Town of Bradley • PO Box 517, Bradley, ME 04411-0517
207-827-7725 • mldoane@townofbradley.net

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.

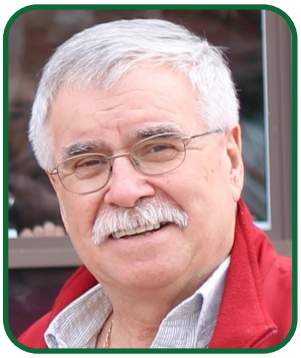
Melissa serves on the Maine Municipal Association Executive Committee and is slated to be President in 2025. She also is a member of the Maine Municipal Association Legislative Policy Committee, acting as the chair in 2024. Melissa is a certified manager through MTCMA, served on the Executive Committee 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 20, 2026-2029

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Meet the MTCMA Ambassadors



Perry Ellsworth

207-491-3330 • Chipmaker1972perry@gmail.com

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 served on the MTCMA Executive Board.

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

Term: November 30, 2026-2029



Betsy Fitzgerald, Retired County Manager

207-255-6621

Washington County • PO Box 297, Machias, ME 04654-0297

Betsy Fitzgerald returned to Washington County following a teaching career in central Maine. As Machias Town Manager, she worked to increase awareness of the historical importance of the Machias area and bring economic development to the downtown area.

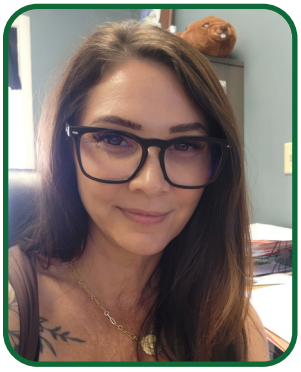
Since 2010, Fitzgerald has served as the County Manager. She has focused on economic development activities and social issues in the County. The use of TIF funds for economic development in the Unorganized Territories has spurred a number of new enterprises ranging from guiding services to trucking. The growing necessity for affordable housing, transitional housing, and the housing needs of the older generation are priorities as well. The establishment of the Washington County Historical and Genealogical Society will provide an entity to care for the extensive newspaper collection and the genealogical resources soon to become available to the public. With the opening of the Washington County Heritage Center, residents and visitors will be able to view items found in the attic of the Court House and contributions from people county-wide.

Fitzgerald graduated from Washington Academy and the University of Maine, Machias. She holds a MA from the Edmund S. Muskie School of Public Policy at USM. She serves as chair for the Washington County Development Authority, and Downeast Community Partners. Fitzgerald also represents Washington County on the Land Use Planning Commission as a Commissioner.

Term: August 12, 2025-2028

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Meet the MTCMA Ambassadors



Sandra L. Fournier, Town Manager

Town of Mapleton, Castle Hill, & Chapman • PO Box 176 Mapleton, ME 04757
207-764-3754 • townmanager@mapleton.me

Sandra Fournier has served as Town Manager for the Tri-Towns of Mapleton, Castle Hill, and Chapman since 2020, overseeing a combined $5.3 million budget that includes municipal, school, and county operations. Her municipal career spans more than 15 years, including service as Deputy County Administrator and Finance Director for Aroostook County and as Town Manager of Eagle Lake. She is a Certified Municipal Manager, Certified Code Enforcement Officer, and President of the Maine Town, City & County Management Association. Sandra is also Secretary of Maine Women Leading Government and a member of ICMA and MMA. She is deeply committed to advancing professional ethics, fiscal stewardship, and the development of future civic leaders in Maine.

Term: November 2025-2028



Andrew Hart, Town Manager

Town of Carmel • PO Box 114, Carmel, ME 04419
207-848-3361 • townmanager@townofcarmel.org

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: July 17, 2025-2028



Bert Kendall, Ambassador

26 Glenview Road, Cumberland, ME 04021 • 207-829-8184 • bmtkkendall@gmail.com

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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Meet the MTCMA Ambassadors



Christine M. Landes, Town Manager

Town of Chelsea • 22 W. Hill Ter., Gardiner, ME 04345

207-691-3132 • christine.marie.landes@gmail.com or chelseamanager@chelseamaine.org

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 four dogs. Collectively they have three grown children and six 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 13, 2024-2027



Durlin E. Lunt, Retired Town Manager

Town of Mount Desert • PO Box 143, Northeast Harbor, ME 04662-0143

207-246-6458 • durlinlunt@gmail.com

Durlin was the Manager for 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 task force 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 6, 2025-2028

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Meet the MTCMA Ambassadors



Stu Marckoon, Administrative Assistant to the Selectboard

Town of Lamoine • 606 Douglas Highway, Lamoine, ME 04605
207-667-2242 • town@lamoine-me.gov

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



Scott Morelli, City Manager

City of South Portland • 25 Cottage Road, South Portland, ME 04116
207-767-7606 • Smorelli@southportland.gov

Scott Morelli has 20 years of municipal government experience, including over 15 as a manager, serving communities ranging in size from 5,800 to 69,000 during his career. Since 2017 he has served as City Manager for South Portland, ME, and prior to that he spent seven years as City Manager in Gardiner, ME. Scott has also held municipal roles in Framingham, MA and Waterboro, ME. He currently co-teaches a graduate course titled "Managing Towns, Cities, and Counties" at the Muskie School at the University of Southern Maine. Scott is the 2024-25 President of the Maine Town, City and County Management Association and since 2012 has held Certified Municipal Manager status through that organization. In addition, he has held Credentialed Manager status from the International City/County Management Association since 2017. Scott received his Master of Public Administration degree from the Maxwell School at Syracuse University and his undergraduate degree in Public Management from the University of Maine.

Term: July 17, 2025-2028

Meet the MTCMA Ambassadors



Ryan Pelletier, City Administrator
City of Saco • 300 Main Street, Saco, ME 04072-1583
207-282-4191 • rpelletier@sacomaine.org

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 served over twenty five years in local and regional management including a combined 14 years in Town Manager positions in Wallagrass, St. Agatha and Madawaska. He currently serves as City Administrator of Saco. He also served nine years as the County Administrator of Aroostook County and 5 years as the Director of Economic & Workforce Development at the Northern Maine Development Commission serving Aroostook & Washington Counties. Ryan is a Past President of the Maine Municipal Association (2006) and the Maine Town City and County Management Association (2022-2023). Ryan and his wife Jennifer have four children and three grandchildren.

Term: March 20, 2025-2028



Kathryn Ruth, Community Development Manager
City of Lewiston • 27 Pine Street, Lewiston, ME 04240
207-513-3000 Ext: 3237 • kruth@lewistonmaine.gov

Kathryn started her municipal career as a teenager volunteering at the town office and attending town meetings. As part of the CETA program in the 1970's, Kathryn was hired to staff municipal offices. She was hooked. It was off to the University of Maine at Orono for a BA and MPA in Public Administration. Her first town manager's job in the early 1980's was in Bowdoinham for 5 years, followed by nearly 10 years in Hermon, 5 years in Topsham and over 22 years in Pittsfield. In 2023, Kathryn was honored to receive the MTCMA Distinguished Service Award. As part of the Town's transitional plan, a Grant Administrator position was created and she was closing out multi-year grants as well as applying for new grants to position the Town for future projects. Having literally grown up in town government, Kathryn is interested in looking for future municipal adventures. While in Pittsfield, Kathryn served on many boards including the Pittsfield Economic Expansion Corporation, Central Maine Egg Festival; KRDA First Park; Ken-Som Transition Team; KVCOG; MTCMA; Pittsfield Area Kiwanis; Pittsfield ARTS Club; Pittsfield Historical Society; Sebasticook Healthy Communities; local Chambers; and Somerset Economic Development Corporation.

Term: August 12, 2025-2028

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

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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.

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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.

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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.

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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.

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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,

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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.

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MTCMA

Maine Town, City and County Management Association

A State Affiliate of ICMA

July 1, 2025 – June 30, 2026

2026 Annual Report

1941– 2026

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

Maine Town, City and County Management Association
2026 ANNUAL BUSINESS MEETING
Wednesday, August 12, 2026
Sugarloaf Mountain Hotel

AGENDA

Refer to 2026 Annual Report

1. President's Report – Sandra Fournier
2. Secretary's Report – Suzie Paradis
3. Treasurer's Report – Suzie Paradis
4. Committee Reports:
    a. Ambassador/Senior Advisor -Jay Feyler
    b. Awards Committee – Sandra Fournier
    c. Communications/Website Committee – Vacant
    d. Ethics Committee – Phil Crowell
    e. Membership Committee – Courtney O'Donnell
    f. Nominating Committee – Laurie Smith
        i. i. Presentation and Approval of 2026-2027 Slate of Officers & Directors
        ii. Swearing in of Officers
    g. Professional Development Committee –Suzie Paradis
    h. Professional Management Advocacy Committee – Vacant
    i. Scholarship Committee – Amy Bernard
    j. Sponsorship Committee – Amy Bernard
5. Other Business
6. Adjournment of Business Meeting

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

Maine Town, City and County Management Association
2025 ANNUAL BUSINESS MEETING
Wednesday, August 13, 2025
Sunday River – The Jordan Hotel

Refer to 2025 Annual Report

1. President's Report – Scott Morelli called the meeting to order at 1:00p.m.

   Motion by Stu Marckoon, seconded by Stephen Fields to accept the 2025 Annual report. All Approved.

   Motion to approve the proposed slate of officers for 2025-2026 made by Stu Marckoon, seconded by Josh Reny, all approved. Motion carried.
2. Secretary's Report – Sandra Fournier
3. Treasurer's Report – Sandra Fournier
4. Committee Reports: Refer to Annual report
    a. Ambassador/Senior Advisor -Jay Feyler
    b. Awards Committee – Scott Morelli
    c. Communications/Website Committee – William Post
    d. Ethics Committee – Phil Crowell
    e. Membership Committee – Courtney O'Donnell
    f. Nominating Committee – Sandra Fournier
        i. i. Presentation and Approval of 2025-2026 Slate of Officers & Directors
    g. Professional Development Committee –Sandra Fournier
    h. Professional Management Advocacy Committee – Laurie Smith
    i. Scholarship Committee – Amy Bernard
    j. Sponsorship Committee – Suzie Paradis
5. Other Business
6. Adjournment of Business Meeting

   Motion made by Ryan Pelletier to adjourn the meeting at 1:09p.m, seconded by Jay Feyler, all approved. Motion carried.

MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION
Balance Sheet
December 31, 2025

ASSETS	
Current Assets	
Checking	66,462.49
Accounts Receivable	28,986.50
TOTAL CURRENT ASSETS	**95,448.99**
LIABILITIES & FUND BALANCE	
Fund Balances	
Return/Overpayment	24.50
Fund Balance	28,212.82
Designated Insurance Reserve	10,000.00
Scholarship	4,711.64
Net Income	52,500.03
TOTAL LIABILITIES AND FUND BALANCE	**95,448.99**
	52,500.03

MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION
Statement of Revenues and Expenses
For the Twelve Months Ended December 31, 2025

			ACTUAL				PRIOR YEAR ACTUAL	
		BUDGET 2025	MONTH	Y-T-D	% OF BUDGET REALIZED/ EXPENDED	BUDGET $ UNREALIZED/ UNEXPENDED	MONTH	Y-T-D
	REVENUES							
40101	INTEREST INCOME	75.00	6.20	95.06	127%	(20.06)	4.86	92.29
40201	MEMBER DUES	32,200.00	402.66	37,959.27	118%	(5,759.27)	100.00	29,271.65
40701	SEMINARS		-	-	0%	-	-	-
40702	SPRING INTERCHANGE - PROGRAM	10,000.00	-	8,379.00	84%	1,621.00	-	9,514.00
40703	SUMMER INSTITUTE - PROGRAM	41,776.25	-	37,188.50	89%	4,587.75	-	33,411.00
40704	WINTER INTERCHANGE - SPONSORSI	-	-	-	0%	-	-	-
40705	SPONSORSHIPS	55,000.00	8,500.00	112,000.00	204%	(57,000.00)	(34,000.00)	51,000.00
40706	SPONSORSHIPS		-	-	0%	-	-	-
40707	JOINT WORKSHOP/NH	-	-	-	0%	-	-	-
40708	WEB SITE ADVERTISEMENT		-	-	0%	-	-	-
40709	SENIOR ADVISOR	-	-	1,110.59	0%	(1,110.59)	-	-
40710	JOINT WORKSHOP - PROGRAM	4,000.00	400.00	5,445.00	136%	(1,445.00)	-	1,450.00
	TOTAL REVENUES	$ 143,051.25	$ 9,308.86	$ 202,177.42	141%	(59,126.17)	(33,895.14)	124,738.94
	EXPENDITURES							
50201	POSTAGE	650.00	-	804.30	124%	(154.30)	-	636.61
50202	PRINTING	350.00	-	132.94	38%	217.06	-	123.44
50203	PHOTOCOPIES	1,400.00	-	3,219.64	230%	(1,819.64)	-	1,827.74
50204	SUPPLIES	475.00	-	3,208.97	676%	(2,733.97)	-	208.52
50235	BANK FEES	1,000.00	-	35.00	4%	965.00	-	26.00
50238	BANK SERVICES-CRCD FEES		-	385.65	0%	(385.65)	-	137.64
50291	MISCELLANEOUS	600.00	-	1,797.29	300%	(1,197.29)	-	5,141.25
50301	SPEAKERS	6,700.00	-	2,846.60	42%	3,853.40	-	8,376.00
50302	PROGRAM	73,200.00	10,203.22	87,567.63	120%	(14,367.63)	1,900.00	73,705.87
50303	FOOD & LODGING	900.00	-	987.25	110%	(87.25)	-	1,062.45
50304	TRAVEL-MILEAGE	575.00	-	314.45	55%	260.55	-	473.02
50411	CONTRACT SERVICES - MMA	18,800.00	1,566.00	19,328.02	103%	(528.02)	1,497.00	21,068.12
50412	SOCIAL ACTIVITIES	3,000.00	-	3,930.00	131%	(930.00)	-	2,739.01
50414	LIABILITY INSURANCE	3,000.00	-	2,333.00	78%	667.00	-	2,201.00
50415	WEB PAGE DEVELOPMENT	3,200.00	-	-	0%	3,200.00	-	-
50417	PROFESSIONAL DEVELOPMENT	-	-	-	0%	-	-	-
50418	CONTRACT SERVICES PRIOR YEAR -	-	-	-	0%	-	-	-
50419	MEMBERSHIP	-	-	-	0%	-	-	-
50420	ENTERTAINMENT	-	-	3,677.02	0%	(3,677.02)	-	3,300.00
50499	OFFICERS EXPENSES	6,500.00	1,204.88	6,843.31	105%	(343.31)	2,634.19	8,421.23
50501	TRAVEL - OFFICERS		-	-	0%	-	-	-
50503	ETHICS PLAQUES		-	-	0%	-	-	-
50508	SENIOR ADVISOR	500.00	-	2,091.17	418%	(1,591.17)	-	-
50813	OTHER TRAINING	11,800.00	-	-	0%	11,800.00	-	-
56089	MEMBER SCHOLARSHIPS		-	-	0%	-	-	-
56090	SCHOLARSHIPS	3,500.00	-	4,000.00	114%	(500.00)	-	5,000.00
56091	ICMA EXPENSES	5,000.00	-	4,608.62	92%	391.38	-	6,236.96
56092	ICMA NE REGIONAL COVENTION		-	-	0%	-	-	-
56095	COMMUNICATION	500.00	-	731.53	146%	(231.53)	-	13.00
58000	REUNION		-	-	0%	-	-	-
58500	AMBASSADOR PROGRAM	1,000.00	-	835.00	84%	165.00	-	-
58501	WOMEN LEADING GOVERNMENT	-	-	-	0%	-	-	-
	TOTAL EXPENDITURES	$ 142,650.00	$ 12,974.10	$ 149,677.39	105%	$ (7,027.39)	$ 6,031.19	$ 140,697.86
	NET INCOME(LOSS)	**401.25**	**(3,665.24)**	**52,500.03**	**0%**	**(52,098.78)**	**(39,926.33)**	**(15,958.92)**

MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION
PROGRAM BALANCES
For the Twelve Months Ended December 31, 2025

	Month	Year-to-Date
Membership/Misc (620)		
Revenue	402.66	37,959.27
Investment Income	6.20	95.06
Sponsorship	8,500.00	112,000.00
Scholarship Donations	0.00	0.00
Web Advertising	0.00	0.00
Expenses		
Postage	0.00	(659.44)
Printing	0.00	0.00
Photocopies	0.00	(158.90)
Supplies	0.00	(36.15)
Misc	0.00	(1,674.05)
Bank Fees	0.00	(35.00)
Bank Services- CRCD Fees	0.00	(385.65)
Program/Facilities	0.00	0.00
Food & Lodging	0.00	(14.96)
Travel	0.00	(95.81)
Contract Services - MMA	(1,566.00)	(19,328.02)
Liability Insurance	0.00	(2,333.00)
Web Page Development	0.00	0.00
ICMA Expenses	0.00	(4,608.62)
ICMA NE Convention	0.00	0.00
Membership	0.00	0.00
Board Expenses	(1,204.88)	(6,843.31)
Mileage	0.00	0.00
Ethics Plaques	0.00	0.00
Scholarships	0.00	(4,000.00)
Communications	0.00	(731.53)
Reunion	0.00	0.00
Ambassador Program	0.00	(835.00)
Income (Loss)	**6,137.98**	**108,314.89**
Spring Interchange (621)		
Revenue	0.00	8,379.00
Sponsors	0.00	0.00
Expenses		
Postage	0.00	(11.73)
Printing	0.00	(64.36)
Photocopies	0.00	(949.35)

MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION
PROGRAM BALANCES
For the Twelve Months Ended December 31, 2025

	Month	Year-to-Date
Supplies	0.00	(388.27)
Misc	0.00	0.00
Speakers	0.00	0.00
Program / Facilities	0.00	(8,060.55)
Food & Lodging	0.00	(181.53)
Travel	0.00	(99.82)
Income(Loss)	**0.00**	**(1,376.61)**
Summer Institute (622)		
New Clerks Revenue	0.00	37,188.50
New Clerks Web Class Revenue	0.00	0.00
Expenses		
Postage	0.00	(124.85)
Printing	0.00	(68.58)
Photocopies	0.00	(2,110.07)
Supplies	0.00	(2,779.11)
Misc	0.00	(123.24)
Speakers	0.00	(2,846.60)
Program / Facilities	0.00	(69,303.86)
Food & Lodging	0.00	(790.76)
Travel	0.00	(118.82)
Golf	0.00	(3,930.00)
Entertainment	0.00	(3,677.02)
Income(Loss)	**0.00**	**(48,684.41)**
Senior Advisor (623)		
Revenue	0.00	1,110.59
Expenses		
Postage	0.00	0.00
Printing	0.00	0.00
Photocopies	0.00	0.00
Supplies	0.00	0.00
Misc	0.00	0.00
Speakers	0.00	0.00
Program / Facilities	0.00	0.00
Food & Lodging	0.00	0.00
Travel	0.00	0.00

MAINE TOWN CITY AND COUNTY MANGEMENT ASSOCIATION
PROGRAM BALANCES
For the Twelve Months Ended December 31, 2025

	Month	Year-to-Date
Senior Advisor	0.00	(2,091.17)
Income(Loss)	**0.00**	**(980.58)**
Spring Workshop (624)		
Revenue	0.00	0.00
Sponsors	0.00	0.00
Expenses		
Postage	0.00	0.00
Printing	0.00	0.00
Photocopies	0.00	0.00
Supplies	0.00	0.00
Misc	0.00	0.00
Speakers	0.00	0.00
Program / Facilities	0.00	0.00
Food & Lodging	0.00	0.00
Travel	0.00	0.00
Income(Loss)	**0.00**	**0.00**
Joint Workshop/NH (628)		
Revenue	400.00	5,445.00
Sponsors		
Expenses		
Postage	0.00	(8.28)
Printing	0.00	0.00
Photocopies	0.00	(1.32)
Supplies	0.00	(5.44)
Misc	0.00	0.00
Speakers	0.00	0.00
Program / Facilities	(10,203.22)	(10,203.22)
Food & Lodging	0.00	0.00
Travel	0.00	0.00
Income(Loss)	**(9,803.22)**	**(4,773.26)**

	MTCMA Budget		
	Budget Detail		
			2026
			Budget
	Revenues		
40101	Interest Income	$	75.00
40201	Member Dues	$	33,810.00
40702	Interchange	$	10,000.00
40703	Institute	$	30,625.00
	Winter Interchange - Sponsors	$	-
	Institute Sponsors	$	-
40705	Sponsorships	$	55,500.00
40710	Joint Workshop/NH	$	425.00
40709	Sr Advisor Reimbursement	$	-
	Total Revenues	**$**	**130,435.00**
Reference Code = 621			
	Spring Interchange		
	Revenue (Registration)	$	10,000.00
	Interchange Sponsor	$	-
50201	Postage	$	50.00
50202	Printing	$	75.00
50203	Photocopies	$	350.00
50204	Supplies	$	100.00
50301	Speakers	$	1,000.00
50302	Program	$	8,000.00
50303	Food & Lodging	$	200.00
50291	Miscellaneous	$	100.00
50304	Staff Travel	$	125.00
	Total Expense	**$**	**10,000.00**
	Program Variance	**$**	**-**
Reference Code = 622			
	Summer Institute		
	Revenue (Registration)	$	30,625.00
	Institute Sponsor	$	34,700.00
50201	Postage	$	75.00
50202	Printing	$	150.00
50203	Photocopies	$	750.00
50204	Supplies	$	200.00
50301	Speakers	$	5,000.00
50302	Program	$	50,000.00
50303	Food & Lodging	$	450.00
50291	Miscellaneous	$	450.00
50412	Social Activities	$	3,000.00
50304	Staff Travel	$	250.00
50420	Entertainment	$	5,000.00
	Total Expense	**$**	**65,325.00**
#REF!			
	Program Variance	**$**	**-**

2026 MTCMA BUDGET

Reference Code = 628			
	Joint Winter Workshop/NH		
	Revenue (Registration)	$	425.00
	Exchange Sponsor		
50201	Postage	$	25.00
50202	Printing	$	25.00
50203	Photocopies	$	150.00
50204	Supplies	$	25.00
50301	Speakers		
50302	Program		
50303	Food & Lodging	$	150.00
50291	Miscellaneous	$	50.00
50304	Staff Travel		
	Total Expense	**$**	**425.00**
	Program Variance	**$**	**-**
Reference Code = 620			
	Miscellaneous Expenses		
	Revenue (Dues/Interest Inc)	$	33,885.00
	Sponsor	$	20,800.00
50291	Miscellaneous	$	1,000.00
50201	Postage	$	500.00
50202	Printing	$	100.00
50203	Photocopies	$	150.00
50204	Supplies	$	150.00
50235	Bank Fees	$	1,000.00
50303	Food & Lodging	$	100.00
50304	Travel	$	100.00
50411	Contract Services - MMA	$	22,715.00
50414	Liability Insurance	$	3,000.00
50415	Web Page Development/Listserv	$	3,200.00
50499	Board/Officers/Committee Expenses	$	6,500.00
50508	Sr Advisor Program	$	1,000.00
58500	Ambassador Program	$	1,000.00
56090	Student & Intern Scholarships	$	3,500.00
56091	ICMA Expenses	$	5,000.00
56095	Communications (MailChimp, Advertising)	$	500.00
58501	Women Leading Government	$	-
various	Fund Balance - increase		
	Total Misc Expenses	**$**	**49,515.00**
	General Revenue/Expense Variance	**$**	**5,170.00**
	TOTAL EXPENSES	**$**	**125,265.00**
	TOTAL REVENUE	**$**	**130,435.00**
	Use of Fund Balance	**$**	**(5,170.00)**
	Net Income(Loss)	**$**	**-**

MTCMA President Report:

As I reflect on this past year as President of the Maine Town, City and County Management Association, I do so with tremendous gratitude. Serving this Association has been one of the greatest honors of my career. It has been a year filled with meaningful accomplishments, thoughtful conversations, difficult moments, and, above all, a renewed appreciation for the incredible professionals who dedicate themselves to serving Maine's municipalities every day.

Our profession continues to evolve. Communities are asking more of their local governments than ever before, while managers navigate increasing legislative complexity, workforce challenges, fiscal pressures, and heightened public expectations. Through it all, I have been inspired by the professionalism, resilience, and collaborative spirit demonstrated by our members. It is this commitment to public service that continues to make MTCMA a strong association.

This year, your Executive Board remained focused on strengthening the Association while ensuring we continue to provide meaningful value to our members. Together, we conducted a comprehensive review of our bylaws and administrative guide, developed strategic goals for the future of the Association, strengthened our governance through regional appointments and officer succession planning, renewed our administrative partnership with the Maine Municipal Association, and continued evaluating ways to improve member communications and engagement. We also began developing a formal fund balance policy, explored an accreditation process for MTCMA, supported the ICMA Regional Vice President nominating process, and continued advocating for professional local government management throughout Maine. These accomplishments reflect countless hours of volunteer service and thoughtful collaboration by Board members and committee volunteers.

None of this work happens without dedicated volunteers.

To each member of the Executive Board, thank you. Thank you for your willingness to serve this Association beyond your already demanding municipal responsibilities. Your thoughtful discussions, professionalism, and commitment to strengthening our organization have been remarkable. I am especially grateful for your willingness to serve on our committees. Whether working on membership, professional development, ethics, scholarships, awards, communications, advocacy, sponsorship, or mentoring future managers, your volunteer efforts continue to move MTCMA forward and ensure our members receive exceptional value from their Association.

I would also like to recognize Melissa White. Melissa, thank you for your unwavering support throughout this year. Your organization, attention to detail, and ability to quietly keep everything moving behind the scenes made my job infinitely easier. More than once, you gently reminded me what needed my attention, kept me on schedule, and ensured nothing slipped through the cracks. Every President is fortunate to have someone they can depend upon; I was incredibly fortunate to have you. Thank you for your patience with me and your professionalism.

While this year brought many successes, it also brought one of the most difficult moments in our Association's history.

Our dear friend and First Vice President, Bill Post, lost his courageous battle with ALS.

Bill never allowed his diagnosis to define him. Instead, he continued to define himself by his commitment to public service, to this profession, and to this Association. Even as ALS slowly took from him what so many of us take for granted, it never diminished his wisdom, his kindness, or his desire to continue serving. He remained engaged with the Executive Board, offered thoughtful counsel, participated in discussions whenever he could, and continued to provide the steady leadership we had all come to rely upon.

Bill was the type of leader whose words always carried weight. He never spoke simply to fill the silence. When Bill offered an opinion, people listened because it was thoughtful, measured, and rooted in experience. I was honored to serve alongside him and to learn from his quiet leadership.

Following Bill's passing, the Executive Board made the decision to leave the office of First Vice President vacant for the remainder of the year. It was a simple gesture, but one that reflected the profound respect we all shared for Bill.

I also want to express my sincere appreciation to Suzie Paradis. Suzie became an incredible partner in helping guide the Association through an emotional and challenging year. We leaned on one another as we navigated difficult decisions. Her willingness to step forward, provide leadership, and support both the Board and me personally demonstrated the very best qualities of our profession. Thank you, Suzie, for your friendship, your leadership, and your unwavering support.

As my term comes to a close, I leave with an overwhelming sense of optimism.

MTCMA continues to be a respected voice for professional local government management because of the remarkable individuals who make up this Association. Every committee volunteer, every Executive Board member, every mentor, every new manager entering the profession, and every member willing to share their knowledge contributes to something much larger than themselves.

Our Association is strong because our members believe in one another.

It has been a privilege to serve as your President during the 2025–2026 year. Thank you for your trust, your encouragement, and your friendship. I have learned something from each of you, and I am grateful for the opportunity to have served alongside such an extraordinary group of professionals.

I look forward to watching MTCMA continue to grow, support its members, and inspire the next generation of municipal leaders.

Respectfully submitted,

Sandra L. Fournier, President

MTCMA AMBASSADORS/ICMA SENIOR ADVISOR

ANNUAL REPORT

The Ambassador program is extremely strong in Maine and there is no other state that has put together such a group of talented and experienced managers. Currently we have a group of 12 Ambassadors covering the State, you can find a listing and their contact information on our MTCMA website.

This past year we welcomed Scott Morelli and Sandra Fournier to our ranks; Scott beefs up our Southern Maine area along with the transfer of Ryan Pelletier down in Southern Maine. Sandra is our newest County Ambassador and can be a great help to anyone needing assistance.

The past year our ambassadors have logged in an average of 2,000 hours of service to managers and municipalities across the State. Services such as assisting in FEMA paperwork, finances, HR, and just a good listening post to get out your frustrations.

At the August 2025 Institute the Ambassadors put on a hilarious presentation that incorporated some experienced managers talking about “Hot Topics” while attempting to eat some very hot covered chips.

This year we are cooling things off a bit and welcome you to attend the “cool” session that will be taking place.

As chair of the ambassadors, I also accept the duties as the Senior Advisor for ICMA. Many of you many not belong to ICMA but there is amble opportunity for you to benefit from some of the programs ICMA puts together. By going to the ICMA website you can find the non-member seminars and materials that are available to you.

I urge you to take advantage of the small-town membership opportunities and join ICMA and the discounted fees to attend the national convention. The convention offers you the opportunity to see hundreds of vendors, attend days of valuable seminars and network with municipal officials from all over the world.

Our MTCMA Ambassadors are here to assist you, send me a message or give me a call and I can find one of our ambassadors to assist you. Or simply contact your nearest ambassador and they will be glad to help you.

Jay Feyler

Ambassador Chair, ICMA Senior Advisor

MTCMA Awards Committee Report

As President of the Maine Town, City and County Management Association (MTCMA), I am honored to recognize the outstanding individuals who were selected as our 2025 award recipients. These awards celebrate the dedication, professionalism, and commitment of those who make a lasting impact in municipal management and public service.

Congratulations to our 2025 award recipients:

- Rookie of the Year Award: Luke Dyer, Town of Van Buren

- Leadership Award: Benjamin Breadmore, Town of Holden

- Distinguished Service Awards: James Bennett & Sue Lessard

- Linc Stackpole Award: Andrew Hart, Town of Carmel

On behalf of the Association, I extend my sincere appreciation to the members of the Awards Committee for the time, effort, and thoughtful consideration they devoted to reviewing each nomination. Their commitment ensures that every nominee receives careful and fair evaluation, and that these prestigious awards continue to reflect the excellence found throughout our profession.

I also encourage all MTCMA members to participate in the nomination process in the coming year. We are fortunate to work alongside exceptional colleagues whose leadership, innovation, and dedication deserve to be recognized. By taking the time to nominate a fellow municipal professional, you help celebrate their achievements and strengthen our profession by acknowledging those who make a meaningful difference in their communities.

Congratulations once again to our 2025 award recipients, and thank you to everyone who contributed to this year's awards process.

Sincerely,

Sandra L. Fournier, President

MTCMA Communications Committee Annual Report

The Communications Committee had another busy and productive year helping keep MTCMA members informed and connected. Our committee supports the Association's communication efforts by developing content for the website and newsletter, assisting with website updates, and finding new ways to keep members engaged.

This year, we published 44 articles covering a wide range of topics important to municipal management. We featured interviews with managers and other leaders from around the state, shared practical articles on ethics, leadership, communications, budgeting, artificial intelligence, digital accessibility, redevelopment, and other emerging issues, and highlighted professional development opportunities, Association events, legislative updates, and new member announcements. Our goal is to provide timely, useful content that helps members stay informed while showcasing the great work happening in communities across Maine.

The committee would like to thank Scott LaFlamme for his leadership as Communications Committee Chair this past year. We congratulate him on his new role as Executive Director of the Maine Redevelopment Land Bank Authority and wish him all the best in this exciting next chapter.

This year was also marked by the loss of our friend and former Communications Committee Chair, Bill Post. Bill played a tremendous role in building this committee and recruiting many of the members who continue to serve today. More importantly, he was a trusted colleague, mentor, and friend who always made time to encourage others and share his knowledge. His impact on MTCMA—and on so many of us personally—will not be forgotten. We are grateful for his leadership, his friendship, and the example he set for all of us.

Current members of the Communications Committee are Eric Dyer, Tim Curtis, Melissa Doane, Anthony Wilson, Josh Reny, Jessica Grondin, Brian Schuth, and Kara George.

We're always looking for new committee members. If you enjoy writing, communications, or simply want to help tell the stories of Maine's local government professionals, we'd love to have you join us. If you're interested in learning more, please reach out to any member of the Communications Committee.

Thank you to everyone who contributed articles, shared ideas, and helped keep MTCMA members informed throughout the year. We look forward to continuing that work in the year ahead.

Respectfully Submitted,

Kara George
MTCMA Communications Committee Member

Maine Town, City & County Management Association | **2026**

ETHICS COMMITTEE REPORT

The Ethics Committee continues to serve as a confidential resource for MTCMA members, supporting ethical leadership and integrity in municipal management. Our work remains guided by the ICMA Code of Ethics and its principles of confidentiality, impartiality, and support.

Committee Activity in 2026

This year, the committee received one inquiry concerning a potential violation of ICMA Tenet 7. The matter was reviewed collectively, and after the violation was brought to the member's attention, no further action was required. The committee's approach, as always, was constructive and principle-based, focusing on guidance rather than discipline.

Outreach and Education

In October, the committee authored an article for the MTCMA newsletter: "Navigating Ethical Challenges Together: A Look Inside the MTCMA Ethics Committee." This article offered members insight into our process, reaffirming our commitment to confidentiality, impartiality, and support. It encouraged members to reach out with ethical questions and highlighted the importance of ethical leadership in fostering public trust.

Members of the committee will participate in a panel discussion at the MMA Convention in October, providing an opportunity to engage with members and discuss current ethical challenges in municipal management.

Looking Ahead

The committee remains committed to supporting MTCMA members, fostering ethical leadership, and maintaining public trust. We look forward to continued engagement and education in the coming year.

My thanks to the committee for their commitment and dedicated work this year.

Respectfully,
Phil Crowell, Chair

Guiding Principles

Our work is grounded in:

- Confidentiality: All inquiries are handled discreetly.
- Impartiality: We focus on ethical principles, not personalities or politics.
- Support: Our aim is to help, not to discipline or criticize.

How to Submit a Question

Members facing ethical dilemmas or uncertainties are encouraged to contact the committee confidentially via email or directly through any committee member. We are here to help navigate complex situations with integrity and resilience.

COMMITTEE MEMBERS:

Stu Marckoon
Mark Robinson
Tom Hall
Stephen Fields
Shiloh LaFreniere
Ben Breadmore

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

Membership Committee Annual Report

2025 – 2026 Members

Courtney O'Donnell, Bangor (Chair)
Jay Feyler, Senior Ambassador
Tashia Pinkham, Standish
Marc Meyers, Bath
Justin Poirier, Monmouth
Andrew Dorr, Damariscotta
Laurie Smith, Kennebunkport

Membership

The Membership Committee met multiple times to review the membership list for accuracy. The Committee also reviewed and made recommendations for Life Membership.

The bylaws state that a Life member is chosen based on distinguished public service, is no longer eligible for Corporate membership and must have at least 10 years' experience in Public Administration. Individuals are proposed by a Corporate member (often a member of this Committee but not required) and requires an affirmative two-thirds vote by the Board.

The Committee recommended that Durlin Lunt and Vern Maxfield be made Life Members and the Board of Directors have formally approved. We offer our many thanks to both Vern and Durlin for their years of service and dedication to our profession. *Congratulations!*

By-Laws and Administrative Guide

The Membership Committee reviewed and made recommendations for the membership categories within the Bylaws, and related sections in the Administrative Guide. This was a lengthy process, as we worked with the Board of Directors and ICMA membership staff to ensure we were on the right path. Additionally, we carried forward last year's recommendations that failed to pass because there were insufficient votes required to meet the threshold from the membership.

The existing membership structure does not have a category for retired members, nor does it address Ambassadors or the Senior Advisor. We attempted to correct this with our proposed changes by updating the relevant sections in both documents, and created a summary table to clarify the membership categories. Additionally, the Committee reviewed the potential of adding a complimentary membership category specifically for the Executive Director of the Maine Municipal Association and the ICMA Northeast Regional Director.

Lastly, it is important to note that as part of the proposed changes, the Committee voted to recommend that no MTCMA member, regardless of category, may hold or run for elected office. There has been confusion about this in the past, and existing language listed certain categories as only having to follow certain tenets of the Code of Ethics. However, the Committee believes that it is important here in Maine to ensure clear separation between elected officials and our professional positions, particularly because members of the public are more likely to struggle to understand the nuance of the categories.

Respectfully Submitted by Courtney O'Donnell

MTCMA Corporate & New Members

Angel Aguirre	Town of Anson
Marc Amaral	Town of Winslow
Janet R Anderson	Town of Islesboro
Natalie Andrews	Town of Paris
Lauren T Asselin	Town of Gray
Christopher Backman	Town of Orrington
Diane Barnes	Town of North Yarmouth
Gina Batchelder	Town of Enfield
John Bellino	Town of Harrison
Sarah Bennett	Town of Lisbon
Karla Bergeron Wilcox	Town of Alfred
Amy L Bernard	Town of Mexico
Michelle Bernier	Town of Saint Agatha
Jutta Beyer	Town of Island Falls
Kathleen Billings	Town of Stonington
Rachel Bizarro	Town of Bristol
Christopher Bolduc	Town of Cumberland
Benjamin R K Breadmore	Town of Holden
Alsina Brenenstuhl	Town of Dover-Foxcroft
Nicole Briand	Town of Bowdoinham
Robert J Burns, JR.	Town of Windham
Carol E Buzzell	Town of Greene
Audra Caler	Town of Camden
Robert Canney	Town of Milo
Arthur Capello	Town of Berwick
Rebekah Carmichael-Austin	Town of North Haven
Carrie Castonguay	Town of Livermore Falls
James Chandler	Town of Richmond
Jeffrey Chute	Androscoggin County
Cheryl J Clark	Town of Easton
Nick Cloutier	City of Waterville
Jack J Clukey	Town of Pittsfield
Alicia Conn	Town of Dixfield
Garrett Corbin	Town of Carrabassett Valley
Michael Crooker	Hancock County
Phillip L Crowell, Jr	City of Auburn
Tim Curtis	Somerset County
David D Cyr	Town of Frenchville
David Daigle	Town of Madawaska
Kimberly Dalton	Town of Woolwich
Denis D'Auteuil	City of Auburn
Clinton Deschene	Town of Orono
Melissa L Doane	Town of Bradley
Andrew Dorr	Town of Damariscotta
Jerry Douglass	Town of Durham
Joy Downing	Town of West Paris
William P Doyle	Town of New Gloucester

MTCMA Corporate & New Members

Denise Ducharme	Town of Madison
Jesse Dunbar	Town of Tremont
Eric Dyer	Town of Readfield
Luke Dyer	Town of Van Buren
Marguerite Edson	Town of Falmouth
Kristi Eiane	Town of Harpswell
Jeffrey M Emerson	Town of Topsham
Sonja P Eyler	City of Presque Isle
Stephen Fields	Town of Hermon
Michelle C Fish	Town of Dedham
James H Fisher	Town of Deer Isle
Michelle M Flewelling	Town of Fairfield
Katie Flores	Town of Newburgh
Sandra L Fournier	Town of Mapleton
Patrick Fox	Town of Cape Elizabeth
Suzette Francis	Town of Lubec
Lindsay Gagne	Town of Lyman
James H Gailey	Cumberland County
Adam Garland	Town of Oxford
Kelly Garrison	Town of Mars Hill
Matthew Garside	Town of Poland
Terri-Lynn Gaudet	Town of Harpswell
Kara M C George	Town of Thomaston
Breana Gersen	Cumberland County
Denise Gibbs	Town of Winterport
Eric Glidden	City of Brewer
Derik Goodine	Town of Castine
Renee Gray	Washington County
Maria Greeley	Town of Wilton
Katie Haley	Town of Fryeburg
Thomas J Hall	Town of Scarborough
Rebecca Hapgood	Town of China
Andrew L Hart	Town of Carmel
Tara Henderson	Town of Patten
Julia Henze	Town of Brunswick
Erin Herbig	City of Belfast
Thomas Hill	City of Gardiner
Diane T Hines	Town of Ludlow
Cameron Hinkley	Town of Buckfield
Deborah Hodgins	Town of Clifton
Victor Hodgkins	Town of Mechanic Falls
Angela Holmes	City of Westbrook
Aaron Huotari	Town of Fort Fairfield
Sharon Jackson	Town of Bethel
Peter Jamieson	Town of Millinocket
Amber L Jones	Sagadahoc County
Lois Jones	Town of Bradford

MTCMA Corporate & New Members

Bryan Kaenrath	City of Lewiston
Donald Kasprzak	Town of Bridgton
Trampas King	Town of Dexter
David Kinney	Town of Lincolnville
James Kossuth	Town of Northport
Richard A LaBelle	Town of Norridgewock
Erica LaCroix	Town of Farmington
Shiloh A LaFreniere	Town of Jay
Hayley J Lancaster	Town of Saint Albans
Christine M Landes	Town of Chelsea
Julia E Latter	Town of Boothbay Harbor
Bryan Laverriere	Town of Kennebunk
Traci Lavoie	Town of Rangeley
Carollynn Lear	City of Bangor
Betty LeGoff	Town of Denmark
Emillie Lemire	Town of Corinna
Chief Mark Leonard	Town of Veazie
Amanda Lessard	Town of Windham
Tonya Lewis	Town of Woodstock
David Lloyd	Town of Howland
Danielle Loring	Town of Minot
Christopher K Loughlin	Town of Baileyville
Thomas Luttrell	City of Rockland
Samantha Mank	Town of Hope
Stuart E Marckoon	Town of Lamoine
William J Mayo	City of Old Town
Daniel L McClung	Town of Glenburn
Ross McLellan	City of Hallowell
Marc Meyers	City of Bath
Glenn Michalowski	Town of Raymond
Aaron C Miller	Town of Vassalboro
Juli Millett	City of Bath
Jared J Mills	City of Augusta
Scott Morelli	City of South Portland
Dwayne Morin	Town of North Berwick
Courtney O'Donnell	City of Bangor
Brian O'Malley	City of Lewiston
Suzie S Paradis	Town of Fort Kent
Ephrem Paraschak	Town of Gorham
Timothy E Pellerin	Town of South Berwick
Caroline Pelletier	Town of Freeport
Rodney R Pelletier	Town of New Canada
Ryan D Pelletier	City of Saco
Richard A Petrie	Town of Jackman
Tashia Pinkham	Town of Standish
Kelly Pinney-Michaud	Town of Oakland
Bradley A Plante	Town of New Gloucester

MTCMA Corporate & New Members

Edward S Pocock, III	Town of Limestone
Justin L Poirier	Town of Monmouth
Nathan A Poore	Town of Falmouth
Loretta L Powers	Town of Newry
Nicole M Pratt	Town of Poland
Karen Reddersen	Town of Southwest Harbor
Joshua J Reny	City of South Portland
E Joseph Roach	Town of Rangeley
Mark Robinson	Town of Fayette
Corrine M Routhier	Town of Portage Lake
Michael Roy	Town of Greenville
Stacie Rundlett	Town of New Portland
Jill S Rusby	Town of Bridgewater
Kurt E Schaub	Town of Turner
Brian Schuth	City of Eastport
Paula A Scott	Town of Hampden
James Smith	Town of Bar Harbor
Laurie Smith	Town of Kennebunkport
Todd Souza	Town of Union
Jacob Spinney	Town of Corinth
Cheyenne Stevens	Town of Madison
Mitchell Stone	Town of Orono
Matthew E Sturgis	Town of Cumberland
Kevin L Sutherland	Town of Newcastle
Daniel Swain	Town of Clinton
Leanna R Targett	Town of Kingfield
Rebecca Taylor-Chase	Town of Pownal
Penny Thompson	City of Caribou
Lana Voisine	Town of Wallagrass
Mark M Waltz	Town of Topsham
Anthony Ward	Town of Casco
Tyler Washburn	Town of Georgetown
Anthony Wilson	Town of Winthrop
Sophia Wilson	Town of Freeport
Viktoria Wood	Town of Chebeague Island
Dwayne A Young	Town of Weston

MTCMA Life Members:

Mr Butch Asselin	Town of Hebron
Mr Edward A Barrett	
Mr Richard Bates	
James A Bennett	Town of Lisbon
Mitchell A Berkowitz	
Mr Carl Betterley	
Mr William Bridgeo	City of Augusta
Mr John D Bubier	
Ms Deborah S Cabana	Town of Gray
Mr Jonathan Carter	MMA MMEHT Brd
Mr Larry D Cilley	Seguin Consulting Company
Mr Gerald Clark	
Mr David O Cole	Town of Gorham
Mr David A Cole	
Peter J Crichton	City of Auburn
Ms Ruth Cushman	
Margaret N Daigle	Town of East Millinocket
Mr Richard P Davis	Town of Farmington
Lynette R Eastman	Town of Pittston
Mr Stephen Eldridge	
Mr Perry Ellsworth	Town of Wilton
Mr John M Falla	
Jay Feyler	Town of Union
Ms Patricia Finnigan	
Mr Edward A Gagnon	
Mr Donald H Gerrish	Town of Casco

MTCMA Life Members:

William D Giroux	Town of Bowdoinham
Mr Thomas P Goulette	
Mr Michael Heavener	
Ms Pamela A Hile	
Mr David Holt	
Ms Rhonda L Irish	Town of Wilton
Bert N Kendall	
Cornell Knight	City of Biddeford
Gary Lamb	City of Hallowell
Susan M Lessard	
Christopher G Lockwood	Maine Municipal Association
Durlin Lunt	Town of Mount Desert
Mr Matt Lutkus	
Vern H Maxfield	Town of Woodstock
Mr Philip O McCarthy	
Mr Michael K McGovern	Town of Cape Elizabeth
Mr Larry Mead	Town of Old Orchard Beach
Mr Charles Noonan	
Phillip Pitula	Town of Winterport
Mr Larry Post	Town of Saint Albans
Mr Dana J Reed	
Mr Richard Roedner	
Mr Michael J Roy	
Ms Kathryn Ruth	City of Lewiston
Joseph J Slocum	
Mr Terrence St Peter	
Marjorie E Stratton	Town of Vinalhaven
Barry Tibbetts	
Nathaniel J Tupper	Town of Yarmouth

MTCMA Academic Members:

Mr. Griffin Bourassa

MTCMA Associate Members:

John P Bohenko	City of Saco
Adam Causey	Town of Falmouth
Aaron Chrostowsky	Town of Wiscasset
Angela Cilley	Town of Searsmont
Mr Eric Cousens	City of Auburn
Haley Gauvin	City of Augusta
Ms Jessica Grondin	City of Portland
Ms Melissa Hutchins	City of South Portland
Amanda Methot-Vigue	Town of Falmouth
Phyllis Moss	Town of Windham
Yanina Nickless	Town of Kennebunkport
Anthony T Plante	Greater Portland Council of Governments
Travis F Roy	City of Old Town
Draven Walker	City of South Portland

MTCMA Complimentary Members:

Catherine Conlow	Maine Municipal Association
Kate Fitzpatrick	ICMA

Nominating Committee Annual Report

Submitted by: Laurie Smith, Chair MTCMA Nominating Committee

Date: July 13, 2026

As Chair of the MTCMA Nominating Committee, I am pleased to present this year's report on the committee's work and recommendations.

The Nominating Committee convened on October 25, 2025 due to an opening in the Region 1 seat. The committee was pleased to receive two strong applications for the seat and recommended Luke Dyer, who was appointed at the November 5, 2025 Board Meeting.

The Committee met again on June 4, 2026 for the annual review of nominations for the First Vice President (due to the resignation of Bill Post), the Second Vice-President, and at-large positions. After careful review and thoughtful discussion, the Nominating Committee respectfully recommended the following appointments:

- Laurie Smith, Town Manager for the Town of Kennebunkport – *First Vice President*
- Amy Benard, Town Manager for the Town of Mexico – *Second Vice President/Treasurer*
- Jared Mills, City Manager for the City of Augusta – *At Large*

The Nominating Committee believes this slate reflects strong leadership and a continued commitment to advancing the mission of the Association. The MTCMA Board voted upon their nomination at their meeting on June 30, 2026 and they will be presented to the full membership at the annual business meeting at the institute in August.

As always, the committee's work would not be as smooth and seamless without the continued support of Melissa White. Melissa is invaluable to all committees and the work of the Executive Board and we appreciate her organization and follow through.

I also thank the members of the Nominating Committee: Andy Hart, Michelle Bernier, Jerry Douglass, Jay Feyler, and Benjamin Breadmore.

Respectfully Submitted

Laurie Smith
Chair, MTCMA Nominating Committee

2026 – 2027 Slate of Officers and Board Members

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

President – Suzie Paradis – Fort Kent

1st VP – Laurie Smith - Kennebunkport

2nd VP – Amy Bernard - Mexico

2027 Term

Courtney O'Donnell - Bangor (At-large)

Luke Dyer – Van Buren (Region 1, Elected)

2028 Term

Benjamin R.K. Breadmore - Holden (At-Large)

Tashia Pinkham - Standish (Region 3, Elected)

Vacant (At-Large, Amy Bernard)

2029 Term

Justin Poirier - Monmouth (Region 2 Elected)

Erica LaCriox – Farmington (Region 4 Elected)

Jared Mills - Augusta (At-Large)

MTCMA Professional Development Committee Report

This past year has been one of both accomplishments and reflection for the MTCMA Professional Development Committee. While we are proud of the professional development opportunities we have provided to our members, this year was also marked by the tremendous loss of our friend and colleague, **William "Bill" Post**, who passed away on July 9, 2026.

Bill served as MTCMA's First Vice President and Chair of the Professional Development Committee with dedication, professionalism, and an unwavering commitment to supporting municipal leaders across Maine. His passion for lifelong learning, thoughtful leadership, and genuine care for others left a lasting impact on our Association. Although Bill was unable to complete his term, his vision helped guide the Committee's work throughout the year. We are grateful for his service, and his contributions will not be forgotten.

Following Bill's illness and passing, we have transitioned, the commitment and support of the Committee members made it possible for us to continue moving forward without losing sight of our mission.

I would like to extend my sincere appreciation to our dedicated committee members: **Andrew Hart, Anthony Ward, Kevin Sutherland, Arthur Capello, Jerry Douglass, Luke Dyer, Matthew Sturgis, Stephen Fields, Todd Souza, Tim Curtis, Erica LaCroix, and Bill Post**. Their commitment to planning conference sessions and contributing innovative ideas has played a vital role in the success of our professional development programs and the continued growth of our Association.

A very special thank you goes to **Sandra Fournier**, whose guidance, organization, and behind-the-scenes support were invaluable during this transitional year. Sandra's professionalism ensured that our planning remained on track, our events ran smoothly, and the transition in leadership was seamless. Her commitment to the success of MTCMA is deeply appreciated.

I would also like to thank the members of MTCMA for taking the time to provide valuable feedback on session topics, emerging issues, and educational priorities. Your input continues to shape the programs we develop and ensures they remain timely, relevant, and beneficial to municipal professionals throughout the state.

Over the past year, the Professional Development Committee met regularly to plan and coordinate programming for MTCMA's cornerstone professional development events:

- **MTCMA Interchange**
- **New England Management Institute**

Our goal has remained consistent—to provide practical, high-quality educational opportunities that address the evolving challenges facing municipal government while fostering collaboration, leadership, and professional growth among our members.

As we look ahead, the Committee remains committed to building on the strong foundation established by those who came before us, honoring Bill's legacy through continued excellence in professional development, and delivering programs that support and strengthen municipal leadership across Maine.

On behalf of the Professional Development Committee, thank you to the MTCMA Board, our presenters, sponsors, volunteers, and especially our members for your continued engagement and support. We look forward to another year of learning, collaboration, and service.

Kindest Regards,

Suzie S. Paradis
Co-Chair MTCMA Professional Development Committee
2nd/1st VP/Treasurer MTCMA Executive Board

Maine Town and City Management Association
Scholarship Committee Annual Report

During 2025-26, the Scholarship Committee reviewed applications for the Dow Scholarship and the Maine Town and City Managers Association's municipal internship program.

The Committee received two applications for the Dow Scholarship and awarded scholarships to both applicants:

- Dawson Nevells
- Isabelle Morelli

The Committee also received two applications for internship funding and approved both requests:

- Town of Northport
- Town of Wayne

The Committee is pleased to support these scholarship recipients and municipal internship opportunities. These programs help encourage professional development and introduce individuals to careers in municipal government.

The Committee extends its appreciation to everyone who supports these important programs and congratulates this year's scholarship and internship award recipients.

Sincerely,

Amy Bernard

Mexico Town Manager

Maine Town and City Managers Association Sponsorship Committee Annual Report

The Sponsorship Committee had an outstanding year, exceeding our sponsorship goals and building on last year's success. Thanks to the dedication and hard work of our committee members, we secured more than **$65,000** in sponsorship contributions, surpassing the previous year's total.

In addition to increasing overall sponsorship revenue, we welcomed several new sponsor partners this year. These new relationships strengthen the Association and provide a solid foundation for continued growth in future years.

This level of success would not have been possible without the continued generosity of our returning sponsors and the support of our new partners. Their contributions help make MTMCA programs, educational opportunities, conferences, and professional development initiatives possible.

I would like to extend my sincere appreciation to the members of the Sponsorship Committee: Andrew Hart, Arthur Capello, Clint Deschene, Jerry Douglass, Karen Reddersen, Luke Dyer, Todd Souza, and Tashia Pinkham. Their dedication, enthusiasm, and willingness to reach out to sponsors made this outstanding year possible. Their collective efforts were instrumental in achieving record sponsorship support for the Association.

On behalf of the Sponsorship Committee, thank you to all of our sponsors for your continued investment in the Maine Town & City Management Association. We look forward to building on this momentum and strengthening these partnerships in the year ahead.

Sincerely,

Amy Bernard

Mexico Town Manager

Linc Stackpole
Manager-of-the-Year

2025……..Andrew Hart, Carmel
2024 ..... Jay Feyler, Union
2023 ..... Stu Marckoon, Lamoine
2022 ..... Durlin Lunt, Mount Desert
2021 .....Laurie Smith, Kennebunkport
2020 .....Peter Crichton, Auburn (retired)
2019 ..... Cathy Conlow, Bangor
2018 .....Richard Davis, Farmington
2017 ..... Steven Buck, Sanford
2016..... Tony Plante, Windham
2015 ..... Nathan Poore, Falmouth
2014 .....James Gailey, South Portland
2013 ..... Nathaniel Tupper, Yarmouth
2012 ..... Cornell Knight, Topsham
2011 .....Barry Tibbetts, Kennebunk
2010 ..... John Bubier, Biddeford
2009.....Mark Green, Sanford
2008 .....Ruth Cushman, Jay
2007..... William Bridgeo, Augusta
2006..... Jonathan Carter, Kittery
2005 ..... Richard Michaud, Saco
2004 ..... Dana Lee, Mechanic Falls
2003 .....James Bennett, Lewiston
2002 ..... Mike Roy, Oakland
2001 .....Tom Stevens, Presque Isle
2000 .....Doug Harris, Falmouth
1999 ..... David Holt, Norway
1998 ..... Philip McCarthy, Kittery
1997 .....Ed Barrett, Bangor
1996 ..... Madeleine Henley, Bethel
1995 .....David Cole, Gorham
1994 .....Larry Cilley, Topsham
1993 ..... Michael McGovern, Cape Elizabeth
1992 ..... Harold Parks, Brewer
1991 ..... Carl Betterley, Scarborough
1990 .....Terrence St. Peter, Caribou
1989 .....Edward Gagnon, Winslow
1988 ..... Lucien Gosselin, Lewiston
1987 ..... Donald Gerrish, Gorham
1986 ..... Claude Dumond, Ft. Kent/New Canada
1985 ..... No Nominee
1984 .....John E. Henchey, Cape Elizabeth
1983 .....Osmond C. Bonsey, Yarmouth
1982 .....Roger Foster, Bucksport
1981 .....Kenneth R. Knowles, Hodgdon/Linneus
1980 ..... John P. Bibber, Brunswick
1979 .....Darrell Elsemore, Calais
1978 .....John Bird, Corinna
1977 ..... Earle Stevens, Brewer

MTCMA Past Presidents

1941-42	Fred Farnsworth, Bangor
1942-43	Fred Farnsworth, Bangor
1943-44	Percy R. Keller, Camden
1944-45	Percy R. Keller, Camden
1945-46	Herbert A. Thomas, Mt. Desert
1946-47	Woodbury Brackett, Houlton
1947-48	Harrie Eckler, Brewer
1948-49	Charles A. Haynes, Ellsworth
1949-50	Bernal B. Allen, Auburn
1950-51	L. Everett Gerrish, Bar Harbor
1951-52	L. Everett Gerrish, Bar Harbor
1952-53	Elden Shute, Freeport
1953-54	Leigh Webber, Oakland
1954-55	Norman MacDonald, Presque Isle
1955-56	Merle Goff, Brunswick
1956-57	J. Maynard Austin, Houlton (resigned)
1956-57	Millard Quimby, Farmington (Vice Pres)
1957-58	Millard Quimby, Farmington
1958-59	Julian Orr, Portland
1959-60	Milford Blackstone, Washburn
1960-61	Vance Dearborn, Dexter
1961-62	Leo Morency, Rumford
1962-63	Clarence Robinson, Wells
1963-64	John Bibber, Brunswick
1964-65	H. Dayton Benway, Bridgton
1965-66	Osmond Bonsey, Falmouth
1966-67	Earle D. Stevens, Brewer
1967-68	John Henchey, Presque Isle
1968-69	Allen Marks, Cape Elizabeth
1969-70	Archie Stevens, Skowhegan
1970-71	Paul Devine, Yarmouth
1970-72	James Hannigan, Pittsfield
1972-73	Harold Bean, Farmington
1973-74	John Menario, Portland
1974-75	Eben Marsh, Gorham
1975-76	William Ayoob, Winslow
1976-77	John Taylor, Thomaston
1977-78	Frederick Olson, Howland & Bradford
1978-79	Darrell Elsemore, Calais
1979-80	Carl Betterley, Scarborough
1980-81	Kenneth R. Knowles, Hodgdon/Linneus
1981-82	Bruce E. Benway, Freeport (resigned)
1981-82	Edward Gagnon, Winslow (Vice Pres)
1982-83	Edward Gagnon, Winslow
1983-84	Donald H. Gerrish, Gorham
1984-85	David O. Cole, Old Town
1985-86	Alphonse R. Paul Weston, Camden
1986-87	Dixon, Fort Fairfield
1987-88	Terrence St. Peter, Caribou
1988-89	Harold Parks, Brewer
1989-90	Cathy Smith-Sleeper, Rockland John
1990-91	Bubier, Greater Portland COG Michael
1991-92	McGovern, Cape Elizabeth
1992-93	Paul Bird, Gray
1993-94	Richard Michaud, Madison
1994-95	Thomas Stevens, Presque Isle
1995-96	Jane Drummond Fiori, Norridgewock (resigned)
1995-97	David Holt, Norway
1997-98	Philip McCarthy, Kittery
1998-99	James Bennett, Westbrook
1999-00	Jonathan Thomas, Surry
2000-01	Larry Post, St. Albans
2001-02	Cornell Knight, Winthrop
2002-03	Mark Green, York
2003-04	Laurie Smith, Auburn
2004-05	Ruth Marden, Jay
2005-06	Nathan Poore, Kennebunkport
2006-07	Ruth Marden, Jay
2007-08	Nathaniel Tupper, Yarmouth
2008-09	John Anderson, Boothbay
2010	Catherine Conlow, Orono
2011	Terry York, Kennebec County
2011-12	Barry Tibbetts, Kennebunk
2012-13	Michelle Beal, Ellsworth
2013-14	Martin Puckett, Presque Isle
2014-15	Betsy Fitzgerald, Washington County
2015-16	Thomas Goulette, Guilford
2016-17	Peter Crichton, Auburn
2017-18	Larry Mead, Old Orchard Beach
2018-19	Perry Ellsworth, South Berwick
2019-20	Andrew Hart, Knox County
2020-21	Rhonda Irish, Wilton
2021-22	Jay Feyler, Union
2022-23	Christine Landes, Chelsea
2023-24	Ryan Pelletier, Aroostook County
2024-25	Scott Morelli, South Portland
2025-26	Sandra L. Fournier, Mapleton, Chapman, Castle Hill

Rising Star Award Winners

2025	Luke Dyer, Van Buren
2024	Christopher Backman, Orrington
2023	Suzie Paradis, Fort Kent
2022	Erica LaCroix, Winslow
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

Leadership Award Winners

2025 Benjamin R. K. Breadmore, Holden

2024 Dennis Simmons, Wiscasset

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

2025	James Bennett (Retired)
2025	Sue Lessard (Retired)
2024	Nathaniel Tupper, Yarmouth
2024	William Shane, Cumberland
2024	Kevin Howell, Carmel (posthumously)
2023	Kathryn Ruth, Pittsfield
2022	William Bridgeo, Augusta
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
2025-2026 BOARD OF DIRECTORS

PRESIDENT

Term Expires: 9/1/2026
Sandra Fournier
Town Manager
Towns of Mapleton/Chapman/Castle Hill
PO Box 500, Mapleton, ME 04757-0500
Tel: 764-3754
Email: townmanager@mapleton.me

1st VICE PRESIDENT

Term Expires: 9/1/2026
William Post
Assistant City Manager
City of Augusta
16 Cony Street, Augusta, ME 04330
Tel: 626-2600
Email: William.post@augustamaine.gov

2nd VICE PRESIDENT/TREASURER

Term Expires: 9/1/2026
Suzie Paradis
Town Manager
Town of Fort Kent
416 West main St. Fort Kent, ME 04073
Tel: 834-3090
Email: sparadis@fortkent.org

DIRECTORS

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

2026

Scott LaFlamme (*At-Large Nominated Director*)
Town Manager
Town of Yarmouth
200 Main St, Yarmouth, ME 04096
Tel: 846-2401
Email: slaflamme@yarmouth.me.us

2026

Phil Crowell *(Region 2, Elected Director)*
City Manager
City of Auburn
60 Court St. Auburn, ME 04210
Tel: 333-6601
Email: pcrowell@auburnmaine.gov

2027
Courtney O'Donnell *(At-large Director)*
Assistant City Manager
City of Bangor
73 Harlow St. Bangor, ME 04401
Tel: 992-4202
Email: courtney.odonnell@bangormaine.gov

2027
Luke Dyer *(Region 1, Elected Director)*
Town Manager
Town of Van Buren
320 Main St. Ste 101, Van Buren, ME 04785
Tel: 868-2886
Email: luke.dyer@vanburenmaine.com

2028
Amy Bernard *(At-Large Nominated Director)*
County Administrator
Franklin County
140 Main St., Farmington, ME 04938
Tel: 778-6614
Email: abernard@franklincountymaine.gov

2028
Tashia Pinkham *(Region 3, Elected Director)*
Town Manager
Town of Standish
175 Northeast Rd, Standish, ME 04084
Tel: 642-3461
Email: tpinkham@standish.org

2028
Ben R.K. Breadmore *(At-Large Nominated Director)*
Town Manager
Town of Holden
570 Main Rd. Holden, ME 04429
Tel: 843-5151
Email: manager@holdenmaine.gov

Immediate Past President
Term Expires: 9/1/2026
Vacant

Ambassador/Senior Advisor Representative
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Joshua Reny
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60 Court St. Auburn, ME 04210

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Term Expires: 8/31/26
Mark Robinson, Region 2
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Term Expires: 8/31/27
Stu Marckoon, Region 4
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Term Expires: 8/31/27
Shiloh Lafreniere, Region 4
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Vacant, Vice Chair

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Town of Standish
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MTCMA AMBASSADOR COMMITTEE

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Retired Town Manager
Town of Union
PO Box 186, Union, ME 04862-0186
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Email: jayfeyler@gmail.com

Andrew Hart
Town Manager
Town of Carmel
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Ryan Pelletier
County Administrator
Aroostook County
144 Sweden St., Suite 1, Caribou, ME 04736
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Christine Landes
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Town of Chelsea
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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
Amended August 12, 2026

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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 Manager/Administrator 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 Manager/Administrator 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, Academic, Retired, Honorary and Life members. Non-Corporate Members shall not be allowed to hold or run for elected office or serve on the Board of Directors, shall not have access to the Managers CommUnity 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. Objections to membership type will first be reviewed and determined by majority vote of the Membership Committee. The Membership Committee's decision may be appealed to the Board of Directors for final determination.

   a. **Associate Member.** 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. Associate members MUST adhere to the ICMA and MTCMA Codes of Ethics.

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 can include former Corporate Members who no longer meet the standards or qualifications required for Full Corporate membership and are no longer serving in the capacity of public administration. A full Corporate Member who has resigned or has been removed from his/her position within a municipality or county shall be moved to Partner 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. This Partner membership requires a two-thirds (2/3) vote of the Board of Directors. These members must adhere to Tenets 1 and 3 of the ICMA Code of Ethics.

c. **Academic Member.** An Academic Member shall either be a student enrolled in a secondary or post-secondary education program related to Public Administration, or a full-time professor at an accredited secondary or post-secondary institute of higher education This membership requires an affirmative majority vote of the Membership Committee and will be reviewed annually by the Membership Committee. These members must adhere to Tenets 1 and 3 of the ICMA Code of Ethics.

d. Retired Member. A Retired Member shall be a former professional who are at least 55 years of age and who are retired from full-time employment. These individuals would've either held Full-Corporate membership or otherwise would've qualified prior to retirement. This category may include members serving as Senior Advisors and/or Ambassadors, if not qualified to for Full-Corporate Membership, in which case they must adhere to the full Code of Ethics while acting in this capacity. Part-time and consulting work are okay within this membership category. These members, except as otherwise noted, must adhere to Tenets 1 and 3 of the ICMA Code of Ethics.

e. **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. These members must adhere to Tenets 1 and 3 of the ICMA Code of Ethics.

f. **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. These members must adhere to Tenets 1 and 3 of the ICMA Code of Ethics.

g. Complimentary Member. Individuals actively serving as the Executive Director of the Maine Municipal Association and the ICMA Northeast Regional Director shall receive complimentary membership. These members shall have access to the Manager's Listserv and must adhere to the full ICMA Code of Ethics.

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. The application is reviewed by the membership committee for ten days to ensure eligibility, determine appropriate type of membership, and accuracy of application prior to being sent to full membership. Objections by the membership committee must be filed within the review period and may be reviewed by the Board of Directors, as noted in subsection 2, below. Should the BOD find in favor of the applicant, the process will move forward. Thereafter, published notice with applicant's name and town is placed on the CommUnity listserv and website. Fourteen days after the publication with no written objective, 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. Other reasons for denial include failure to properly disclose all information required on application, false information provided on application, enforcement of Membership Deferment per the Administrative guide, Section T., and/or failure to meet membership requirements. MTCMA members are encouraged to disclose a known violation to the Membership Ethics Committee during the applicant's listing period.

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 1st to August 31st.

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 moves outside the region from which they were elected, they may retain their seat for the remainder of their term without the requirement to seek immediate re-election or appointment within their new region. This allowance is granted provided they continue to fulfill the responsibilities and duties of their role. The Director may seek re-election within their original region at the term's end or apply for a position as an at-large or appointed Director if otherwise eligible.

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 31st. 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.

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, 1st Vice President, 2nd 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.

F. 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.

G. 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.

H. 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.

I. 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).

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 six (6) 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 an Associate Degree with five (5) years' experience, three (3) of which have been in one community; or have a Bachelor's Degree in a non-public management related field from a recognized institution of higher learning with four (4) years' experience in a local government jurisdiction, two (2) years of which shall have been in one community; or have a Bachelor's Degree in public management 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 non public 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 a Master's Degree in public management from a recognized institution of higher learning with two (2) years' experience in a local government jurisdiction, all of which shall 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. 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. 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.

   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.

a. 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
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

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Helpful Hints for Public Managers

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.

~ 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

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.

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.

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.

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.

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.



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

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.



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.

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.



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.

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.

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.



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.

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.



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.

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.



NOTES

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@mmaaffl.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

CommUnity Discussion board

CommUnity is a modern communication platform designed for member connection and collaboration. CommUnity offers both topic-focused and general discussion boards and functions much like popular social media platforms, making it easy and intuitive to use.

Let's Get You Started

Login: MTCMA Members may access the MTCMA CommUnity platform HERE or by navigating to community.memun.org.

When accessing **MTCMA** CommUnity platform for the first time, you will be prompted to enter a username and password. Please enter the credentials that you currently use to register for training sessions or access member-restricted content on MMA's website.

If you do not already have an MMA web account, you can request access here **or by navigating to www.memun.org/registration**. Please allow a full business day for your account request to be reviewed and approved.

MMA Community Guidelines & Listserv Policy. When initially accessing CommUnity, you will be asked to review and accept the terms of use. Simply read the policy, confirm your understanding, and then explore the platform.

Getting Started. For assistance in navigating the platform, go to the "Help" tab located on the blue ribbon on the top of the page. There you will find:

- A video, *Using MMA CommUnity*, that provides tips on how to navigate the platform and use its features.

- Four FAQs covering a variety of topics (e.g., posting and replying to topics, subscription and notification processes, updating account privacy settings, editing member profiles, etc.).

Customize Notification Settings. It is important that you set privacy and notification settings. To do so, hit the down arrow located near your name on the right side of the blue ribbon and select "Account Settings." There you will be able to:

- Control how others can connect with you.
- Choose when and how you receive notifications.

- Manage your subscriptions (e.g., general discussions, announcements, and resources) and notification frequency (e.g., instantly, daily, weekly, or none).

Questions. Questions about the CommUnity platform and its functions, should be directed to CommUnity@memun.org.