

BRUNSWICK TOWN COUNCIL
Agenda
April 7, 2014
6:30 P.M. - Executive Session
7:00 P.M.
Council Chambers
Town Hall
85 Union Street

Executive Session: consultations with legal counsel regarding pending or contemplated litigation [1 M.R.S.A. §405(6)(E)]

Pledge of Allegiance

Roll Call

Public Comment:

Acknowledgment that meeting was properly noticed

Correspondence

Council Committee Updates

Adjustments to the Agenda

MANAGER'S REPORT:

- a) Permission to apply for MMA Safety Enhancement Grant to assist with the purchase of turnout gear for the Fire Department (*Action Required*)
- b) Permission to apply for MMA Safety Enhancement Grant to assist with the purchase of a chemical air purifier for Town Hall (*Action Required*)
- c) Report on MMA seeking nominations for their Executive Committee and Vice President
- d) Update on Route 24 re-signing

PUBLIC HEARING

- 39. The Town Council will hear public comments for amendments to the Chapter 11 "Marine Activities, Structures and Ways – Article III Shellfishing" relative to increasing the conservation credit points for commercial harvesters from 10 to 20 per year, to be enacted on an emergency and regular basis, and will take any appropriate action. (Councilor Walker and Councilor Wilson)

PUBLIC HEARING/ACTION

NEW BUSINESS

- 40. The Town Council will consider writing a letter to the Federal Rail Administration (FRA) supporting the Brunswick West Neighborhood Coalition’s request that the FRA conduct an Environmental Impact Statement (EIS) of NNEPRA’s proposal to build a maintenance and layover facility at the Brunswick West site, and will take any appropriate action. (Councilor Perreault and Councilor Millett)

ACTION

- 41. The Town Council will consider setting a public hearing for April 28, 2014, on a CDBG grant application for Greater Brunswick Housing Corporation, and will take any appropriate action. (Manager)

ACTION

- 42. The Town Council will consider selecting a firm to undertake the Town Manager search, and will take any appropriate action. (Chair Pols, Councilor Richardson, and Councilor Millett)

ACTION

- 43. The Town Council will consider requesting the Planning Board review section 604.7 of the Zoning Ordinance relative to eliminating the sixty day restriction for political signs, and will take any appropriate action. (Chair Pols)

ACTION

- 44. The Town Council will consider appointments to the Town’s Boards and Committees, and will take any appropriate action. (Appointments Committee)

ACTION

CONSENT AGENDA

- a) Approval of the Minutes of March 17, 2014
- b) Approval of the Minutes of March 24, 2014
- c) Approval of quit claim deeds for property depicted as Map U37, Lot 029, Sub 000 Typ 000 and a mobile home located depicted on Map U051, Lot 001, Sub 000 Typ 353

**INDIVIDUALS NEEDING AUXILIARY AIDS FOR EFFECTIVE
COMMUNICATION SHOULD CONTACT
THE TOWN MANAGER’S OFFICE AT 725-6659 (TDD 725-5521)**

Brunswick Town Council
Agenda
April 7, 2014
Council Notes and Suggested Motions

Executive Session: consultations with legal counsel regarding pending or contemplated litigation [1 M.R.S.A. §405(6)(E)]

Suggested motion:

Motion to go into executive session for consultations with legal counsel regarding pending or contemplated litigation per 1 M.R.S.A. §405(6)(E).

COUNCIL COMMITTEE UPDATES

Councilors with information on the Committees they are involved with will share information with the Council and public.

MANAGER'S REPORT:

- a) Permission to apply for MMA Safety Enhancement Grant to assist with the purchase of turnout gear for the Fire Department (Action Required): This item is to apply for a grant to assist with the purchase of two sets of firefighting turnout gear. The Fire Department has money already in the budget, and, if awarded, this would provide a savings. Deputy Chief Koslosky will be at your meeting to answer any questions. A copy of his memo is included in your packet.

Suggested motion:

Motion to apply for, and if received, expend a MMA Safety Enhancement Grant to assist with the purchase of two sets of turnout gear for the Fire Department in an amount up to \$3,592.

- b) Permission to apply for MMA Safety Enhancement Grant to assist with the purchase of a chemical air purifier for Town Hall (Action Required): This item is to apply for this grant to assist with the purchase of a chemical air purifier for the new Town Hall. This equipment will help those affected by chemical sensitivities caused by new carpeting or fresh paint. The Town's match would be up to \$300 which is available within existing funds. A copy of a memo from Jessica Factor, along with grant information, will be included in your packet.

Suggested motion:

Motion to apply for, and if received, expend a MMA Safety Enhancement Grant to assist with the purchase of a chemical air purifier for the new Town Hall in the amount \$600.

- c) Report on MMA seeking nominations for their Executive Committee and Vice President: MMA has provided information seeking nominations for their Executive Committee and Vice President. If any Councilor is interested in being considered for either position, this would be an opportunity for the Council to nominate you. The Town is not required to provide names to be considered.

Suggested motion:

If you wish, the Council can provide nominations either at this meeting, or we can bring it back to the April 28th meeting if additional time is needed.

- d) Update on Route 24 re-signing: This item is to hear an update on the public meeting MPIC held on March 17th at the Council's request regarding the re-signing of Route 24 in Topsham and Brunswick, and the establishment of a Business Route 24. Anna Breinich and Margo Knight will be at the meeting to answer any questions. Copies of Ms. Breinich's memo, along with materials provided to the Council at your January 21st meeting, are included in your packet.

Suggested motion: No motion required.

PUBLIC HEARING

39. This item is the required public hearing for amendments to the Chapter 11 "Marine Activities, Structures and Ways – Article III Shellfishing" relative to increasing the conservation credit points for commercial harvesters from 10 to 20 points per year, to be enacted on an emergency and regular basis. The reason for the emergency provision is to ensure it is in place prior to the license season that begins on April 25th. The points are earned throughout the 2014-15 license year and must be earned as part of requirements to be allowed to be licensed for 2015-16. At a special meeting, the Brunswick Marine Resource Committee unanimously voted to support strengthening the required commercial shellfish harvester conservation efforts, and adding American Oysters, European Oysters, and Razor Clams to *Section 11-71 Definitions*. Copies of a memo from Marine Resource Committee and the draft language are included in your packet.

Suggested motion:

Motion to adopt amendments to the Chapter 11 "Marine Activities, Structures and Ways – Article III Shellfishing" relative to increasing the conservation credit points for commercial harvesters from 10 to 20 per year, along with changes adding definitions for American Oysters, European Oysters, and Razor Clams, to be enacted on an emergency and regular basis.

NEW BUSINESS

40. This item, sponsored by Councilor Perreault and Councilor Millett, is to consider writing a letter to the Federal Rail Administration (FRA) supporting the Brunswick West Neighborhood Coalition's request that the FRA conduct an Environmental Impact Statement (EIS) of NNEPRA's proposal to build a maintenance and layover facility at the Brunswick West location. Copies of a draft letter, a letter from the Town Attorney regarding this issue, and a petition requesting the EIS are included in your packet. A bound report from Charles Wallace will be provided separately from the packet.

Suggested motion:

Motion to write a letter to the Federal Rail Administration (FRA) supporting the Brunswick West Neighborhood Coalition's (BWNC) request that the FRA conduct an Environmental Impact Statement (EIS) of NNEPRA's proposal to build a maintenance and layover facility at the Brunswick West site.

41. This item is to consider the Greater Brunswick Housing Corporation's (GBHC) request for the Town of Brunswick to set a public hearing on April 28, 2014, for their request to the Department of Economic and Community Development's Office of Community Development for \$500,000 from the Community Development Block Housing Assistance Grant program to provide funding for the GBHC's purchase of existing multi-family residential properties in order to make substantial rehabilitation to existing apartments. A list of the properties that may in full or in part be included in the rehabilitation efforts is included in your packet, along with a memo and a letter of intent.

Suggested motion:

Motion to set a public hearing for April 28, 2014, on a CDBG grant application for Greater Brunswick Housing Corporation.

42. This item, sponsored by Chair Pols, Councilor Millett, and Councilor Richardson, is to consider selecting a firm or firms to undertake the Town Manager search. The Committee met and will report to the full Council on their discussions. Copies of an email from Jessica Factor and materials from Strategic Talent Management are included in your packet.

Suggested motion 1:

The Town of Brunswick will engage the services of _____ to provide services in support of its search, recruitment, and contract negotiations for a new Town Manager.

Suggested motion 2:

The Town Council will engage the services of _____ to provide assessment services to the Town of Brunswick in connection with its search and recruitment of a new Town Manager. These assessment services shall be limited to final candidates at a cost of \$650 per candidate.

43. This item, sponsored by Chair Pols, is to consider requesting that the Planning Board review section 604.7 of the Zoning Ordinance relative to eliminating the sixty day restriction for political signs being allowed, in light of a recent court case. The case indicated that restricting the timeframe for political signs was unconstitutional. The Town Attorney will provide a legal opinion to the Planning Board to use in their consideration of this change. A copy of the current ordinance language is included in your packet.

Suggested motion:

Motion to request the Planning Board review section 604.7 of the Zoning Ordinance relative to eliminating the sixty day restriction for political signs being allowed in light of a recent court case.

44. At this time the Appointments Committee will make nominations to fill vacancies on Town Boards and Committees. The committee will be recommending moving William Guindon from an alternate member to a vacant full-time position on the Personnel Board. A copy of his application is included in your packet.

Suggested Motion:

Nominations will be made, with no seconds required, and the Council will then vote on the nominations.

CONSENT AGENDA

- a) Approval of the Minutes of March 17, 2014: A copy of the minutes is included in your packet.
- b) Approval of the Minutes of March 24, 2014: A copy of the minutes is included in your packet.
- c) Approval of quit claim deeds for property depicted as Map U37, Lot 029, Sub 000 Typ 000 and a mobile home located depicted on Map U051, Lot 001, Sub 000 Typ 353: This item is to deed back property to the owners who have paid owed taxes. Copies of the deeds are included in your packet.

Suggested motion:

Motion to approve the Consent Agenda.

Suggested motion:

Motion to adjourn the meeting.

MANAGER REPORT A BACK UP MATERIALS

Town of Brunswick, Maine

Incorporated 1739

Brunswick Fire Department



"Working Today for a Safer Tomorrow"



KEN BRILLANT, CHIEF
JEFF EMERSON, DEPUTY CHIEF
DONALD KOSLOSKY, DEPUTY CHIEF

21 TOWN HALL PLACE
BRUNSWICK, ME 04011
TELEPHONE 207-725-5541
FAX # 207-725-6638
WWW.BRUNSWICKME.ORG

To: John Eldridge, Interim Town Manager

From: Don Koslosky, Deputy Chief

Ref: MMA Grant request

Date: March 18, 2014

The Fire Department is looking for permission to apply for a grant through Maine Municipal Association Safety Enhancement Grant for the amount of \$3,592.00. This grant is 2/3 matching, with up to \$2,000.00 reimbursement through MMA.

Brunswick Fire Department would like to purchase two sets of firefighting turnout gear for use during emergent and non-emergent responses. The gear is used daily by our department on fire responses and car accidents for extrication. Once awarded the grant we have one year to expend the funds. The money for the gear is already budgeted, as we replace 5 to 6 sets a year.

These two sets of turnout gear will help reduce injuries by providing turnout gear that meets NFPA standards. It will also provide more protection at trainings and emergency scenes. Also these two sets will have the new (DRD) Drag Rescue Device that is required in the turnout gear for aiding in the removal of a downed firefighter.

MANAGER'S REPORT - B BACK UP MATERIALS



Town of Brunswick, Maine

Incorporated 1739

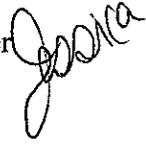
HUMAN RESOURCES DEPARTMENT

JESSICA B. FACTOR, HUMAN RESOURCES MANAGER

28 FEDERAL STREET
BRUNSWICK, ME 04011
TELEPHONE 207-725-6653
FAX # 207-721-8317

MEMORANDUM

To: Town Council

From: Jessica Factor, Human Resources Manager 

Date: April 1, 2014

RE: **Maine Municipal Association Safety Grant**

“The Maine Municipal Association Safety Enhancement Grant Program provides financial incentives to members of the MMA Workers Compensation Fund to purchase safety equipment or services that assist in reducing the frequency and severity of workplace injuries. The program will match an investment on a 2:1 ratio basis. Interested municipal members must submit an application form with the description and intended purpose of the safety equipment or service. The deadlines for the Safety Enhancement Grants are April 30 and September 30 of each year.”

The information above is derived from the Maine Municipal Association website and provides an overview of MMA's bi-annual safety grant process. The attached will provide information describing one of the two possible grants which the Town's Safety Committee wishes to submit with your approval. This request would be submitted to meet the April 30th deadline.

This grant application is towards the purchase of a chemical air purifier. (I have attached sample information for your review). While general air purifiers (such as Oreck, etc.) help to clear the air in a home or office, these models do not help those affected by chemical sensitivities caused by new carpeting or fresh paint. A model such as the attached (HealthPro Plus) would be of considerable benefit to employees, as it includes what is noted as a V-5 component, which targets chemicals in the air. In the Town Clerk's office, there are those with substantial sensitivities to chemicals. In the past, such smells in the air have proven to cause those affected to become physically ill. This grant will assist in maintaining employee health in the new space and continue to do so going forward for those in the area.

I would also add that from a Workers' Compensation perspective, there are few opportunities for accommodations to pursue with sensitivities as noted. While fresh air could be of aid, the windows in the new Town Hall facility are unable to be opened, as this would affect the internal systems (HVAC, etc.)

If granted, the Town's cost would be approximately \$300-\$400, based on the final model purchased. Present funds are available for this item. The total cost of the model would be from \$800-\$900.

We appreciate your review of this potential grant, which would allow us to purchase the HealthPro Plus air purifier; considerably aiding those who are affected by chemical sensitivities.

Thank you for your consideration of this grant request.

Attachments



**Maine Municipal Association
Risk Management Services
Safety Enhancement Grant Application**

Name: Jessica Factor Title: H.R. Manager
 Entity (City/Town etc.): Town of Brunswick Department: Human Resources
 Address: 28 Federal Street City: Brunswick ME Zip: 04011
 Phone: 207-725-6653 Cell Phone:

STOP If you have not read all of the instructions, please do so now!

Please describe the safety equipment/services you are considering purchasing. Include the intended purchase, installation or completion date for your project.

We hope to purchase an air purifier, which targets chemicals (w. general models).
If approved, we would purchase immediately.

Why is this safety equipment/service needed? (You are welcome to attach additional sheets).

To assist those with extreme sensitivities to chemical smells/such as new paint
or carpet). Past situations have caused those affected to become physically ill.

How will this safety equipment/service help to reduce workplace injuries and provide your entity with a safer work environment?

To provide a healthy work environment and lessen the potential for sick time
and/or potential WC claims.

Cost (or quote) of equipment/service. (Attach to application). Total cost of purchase: \$800-\$900

Have you committed funds for your portion of this activity? Yes No

Have you applied for or received grants or funding from other sources for this endeavor? Yes No

If Yes, from whom: _____ Amount (\$): _____

Jessica Factor _____
Applicant Signature Date

Key Official Signature Date
(City/Town Mgr., Selectperson, Director)

Jessica Factor
Print Name

Print Name

H. R. Manager
Title

Title

For further information regarding this program, please contact our
Loss Control Technician at 1-800-590-5583

Please mail or fax the completed application and supporting documents. (Keep a copy for your records)
To:
Maine Municipal Association
Risk Management Services
Attn: Loss Control Dept.
60 Community Drive
PO Box 9109
Augusta, ME 04332-9109
Fax: 207-624-0127

(We will accept applications by Fax, but illegible or incomplete applications will not be considered.)

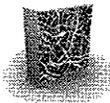
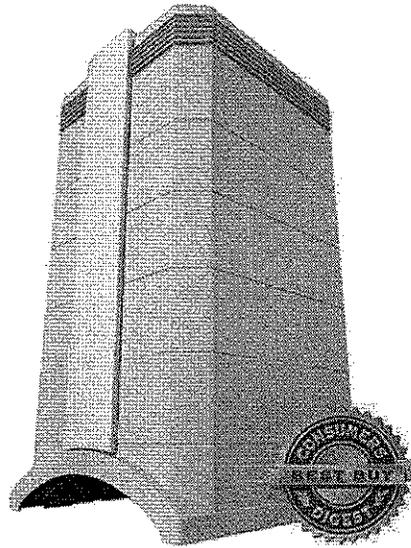


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This goes beyond ordinary HEPA.

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Certified performance

Guaranteed performance.

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Up to 38% longer filter life

The most advanced filter-pleating pattern ever.

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5-Year warranty

Clean air you can count on for years to come.

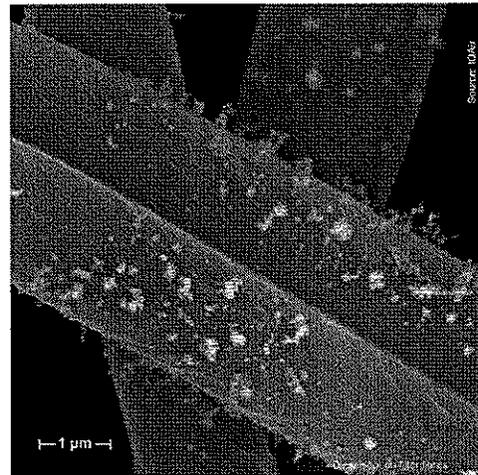
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Proven performance against ultrafine particles



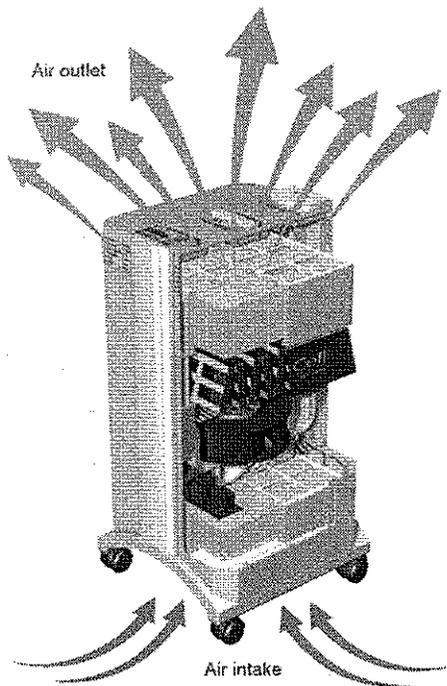
Ultrafine particles are smaller than 0.1 microns. By sheer number, about 90% of all airborne particles are this size. The primary source of ultrafine particles is combustion from motor vehicles, refineries, industrial plants and even cooking. Viruses are also ultrafine particles. The small size of ultrafine particles enables them to be easily inhaled, deposited into the lungs and absorbed into the blood. They have been linked to heart attacks, strokes, asthma and even cancer.

Manufacturers of ordinary air filtration systems claim only that their systems filter particles larger than 0.3 microns. IQAir is different. IQAir's HyperHEPA filtration is proven and certified to filter up to 99.97% of all particles down to 0.003 microns – the smallest particles that exist. Independent testing by laboratories and government agencies verifies the effectiveness of IQAir technology against ultrafine particles. When it comes to protection against ultrafine particulates, IQAir is the proven choice.



Fine and ultrafine particles on IQAir filter fibers.

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Up to 25% more clean air



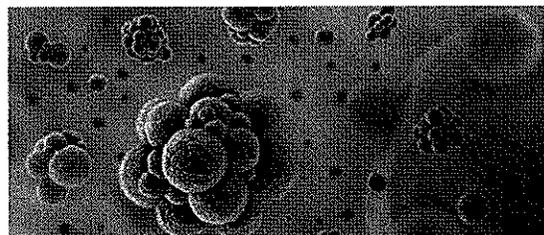
The New Edition features the most powerful fan ever used in a residential room air purifier. That power translates into even better air cleaning results. The new three-dimensionally optimized design now uses state-of-the-art aerodynamics to convert energy into more air and less noise. By improving further on the HyperHEPA® filter pleating design, we were able to increase loading capacity up to 38%. This translates into higher airflow while increasing filter life. This higher efficiency also saves you money by lowering filter replacement costs.

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Up to 100X more filtration than ordinary HEPA



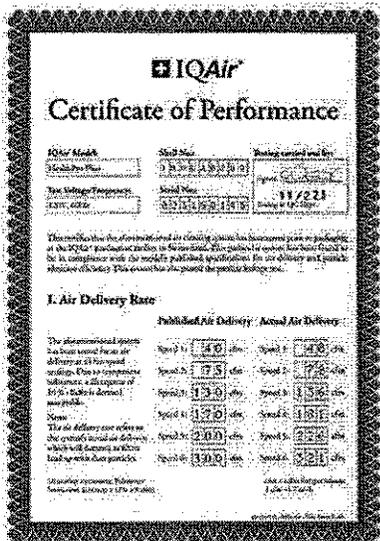
Unlike other air purifiers, IQAir's HyperHEPA filtration system is proven to stop the smallest, most harmful particles in the air, all the way down to 0.003 microns – the smallest particles that exist. That includes viruses, pet dander, dust



mites, air pollution and even cigarette smoke. IQAir uses nanofiber technology and innovative design to stop particles 100 times smaller than what other air purifiers claim. We don't just claim it, we prove it in rigorous independent testing.



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Certified performance



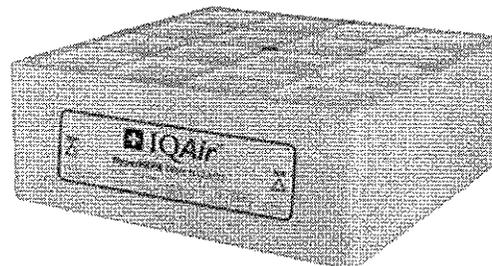
IQAir individually tests each and every HealthPro Series air purifier at the factory to ensure that its performance meets our strict specifications. We use an electronic laser particle counter to verify that your HyperHEPA filtration is meeting our exacting standards in reality, not just theory. We test total system efficiency – the actual air coming out of the outlet. If the system is not delivering 99.97% cleaner air or better, we don't ship it. Period. The results of the tests are detailed in a hand-signed Certificate of Performance, which is shipped in the box with every HealthPro system.

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Up to 38% longer filter life

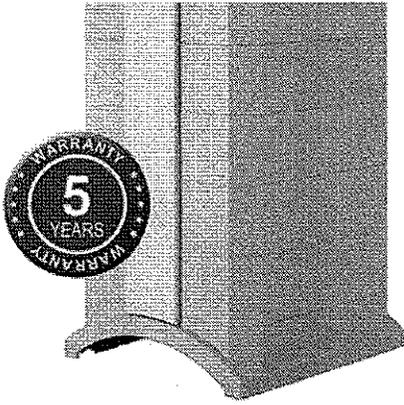


IQAir's New Edition air purifiers feature the most advanced filter-pleating pattern ever designed for a residential system. This technology not only increases airflow, but also increases particulate loading capacity by 20% on the PreMax™ pre-filter and 38% on the main HyperHEPA filter. This saves you money and reduces the frequency of filter replacements.



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5-Year warranty

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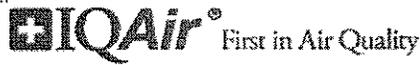
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Find a local dealer and own an IQAir air purifier today!



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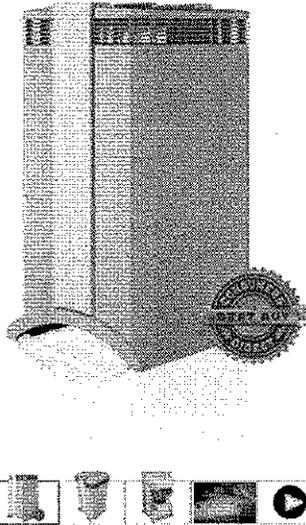


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IQAir's best selling room air purifier. It combines four advanced filtration technologies to effectively remove a large variety of particulate and molecular air pollutants.

[Learn more](#)

Free shipping on orders over \$250

120V model – not suitable for use with 220-240V mains voltage.



0% Financing options available



Replacement Filters

For Questions Call 866-488-1918

New Edition HealthPro®

Features the same advanced micro- and nano-particle filter technologies as the HealthPro Plus, however without the gas and odor filter (V5-Cell™).

(Upgradable to include V5-Cell)

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\$ 849

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Replacement Filters

120V model – not suitable for use with 220-240V mains voltage.

New Edition HealthPro® Compact

Features the same advanced micro- and nano-particle filter technologies as the HealthPro and HealthPro Plus, but in a smaller housing.

(Not upgradable to include V5-Cell)

[Learn more](#)

\$ 799

[Add to cart](#)



Replacement Filters

120V model – not suitable for use with 220-240V mains voltage.

Accessories

InFlow™ W125

Direct the inflow through a wall or from the outside.

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OutFlow™ W125

Saves space, cuts noise.

[Learn more ▶](#)



PF40™ Kit

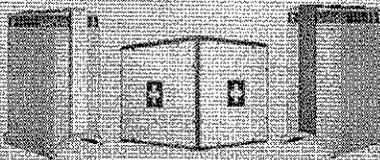
Coarse-dust killer.

[Learn more ▶](#)



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MANAGER'S REPORT - C BACK UP MATERIALS

NOTICE

Seeking Nominations for MMA Executive Committee

Nominations

Nominations are being accepted for three seats on the MMA Executive Committee. The Vice President position is also open to municipal officials who have served at least 12 consecutive months on the MMA Executive Committee during the past five years. The Nominating Committee will interview Vice President candidates and selected candidates for the Executive Committee positions during their meeting in May.

What Is Involved?

The Executive Committee is the Maine Municipal Association's corporate board, consisting of twelve elected and appointed municipal officials representing the interests of member municipalities throughout the state. The Committee has overall governance and fiduciary responsibility for the Association, its annual operating budget, and the development of policy and priority initiatives. The Executive Committee meets 10-12 times per year and has a required attendance policy in place. The Association reimburses municipal officials or their municipality for travel related expenses incurred for attending meetings or authorized activities to represent the Association's interests.

Who Should Apply?

- Town and/or city managers or chief appointed administrative officials in an active member municipality; or
- "Municipal officers" (*mayor and aldermen or councilors of a city, the selectmen or councilors of a town, and the assessors of a plantation*)

What are the Qualifications?

- The ability to serve a three year-term;
- Basic knowledge and/or interest in the corporate operations of the Maine Municipal Association;
- Although not necessary, it would be helpful to have prior experience on other governing boards/committees and/or involvement in the Maine Municipal Association.

Timetable

March 20, 2014	Appointment of MMA Nominating Committee (2 MMA Past Presidents; 2 Elected Municipal Officials & 1 President of Affiliate Group or Town/City Manager or Chief Appointed Administrative Official)
March 26, 2014	1st Meeting/Conference Call of Nominating Committee
April 2014	Notice in monthly magazine, MMA Townsman, and electronic newsletter, MMA This Month
April 2014	1st Electronic Mailing to Key Municipal Officials — Seeking Interested Candidates
May 5, 2014	Deadline for Receipt of Statement of Interest Forms & Support Letters of Recommendation. The Nominating Committee will hold its 2nd Conference Call to review all Statements of Interest submitted and select candidates to be interviewed in at their next meeting.
Friday, May 9, 2014	3rd Meeting of Nominating Committee — Interviews for Vice President position & selected candidates for Executive Committee positions; put forth Proposed Slate of Nominees
May 14, 2014	2nd Mailing to Key Municipal Officials — Proposed Slate of Nominees
July 7, 2014 — 4:30 p.m.	Deadline for Receipt of Nominees by Petition
July 16, 2014	3rd Mailing to Key Municipal Officials — Voting Ballots
August 15, 2014 — 12:00 noon	Deadline for Receipt of Official Voting Ballots
August 15, 2014	MMA Election Day — Counting of Voting Ballots by Municipal Clerk

For Further Information:

Please visit the MMA Website at www.memun.org for additional information on the MMA Nominating Committee process, timetable, overview of Executive Committee responsibilities and access to the Statement of Interest Forms for the MMA Executive Committee and Vice President positions. Please contact Theresa Chavarie at 1-800-452-8786 ext. 2211 or by e-mail at tchavarie@memun.org if you have any questions. (Please see *Statement of Interest Form for the MMA Executive Committee* on back side of this Notice.)

Maine Municipal Association
STATEMENT OF INTEREST FORM
SERVICE ON THE MMA EXECUTIVE COMMITTEE

Deadline for Receipt — 12:00 p.m. on Monday, May 5, 2014

**Please answer each question completely & submit letter(s) of recommendation.
Attach additional sheets if necessary.**

Name of Candidate: _____

Municipal Position: _____ Years in Position: _____

Municipality: _____ County: _____

Preferred Mailing Address: _____

Work or Office Phone _____ Home Phone: _____

Mobile/Cell Phone _____ E-Mail: _____

Professional and Municipal Experience — Please include work experience, appointments to municipal/agency/organizational boards, and volunteerism (provide position title and year(s) of service):

Previous Involvement With the Maine Municipal Association — Please provide info on your past involvement on MMA Legislative Policy Committee, Governance Boards, Ad Hoc Committees, Municipal Leadership Program, Convention Planning, etc., (provide dates of service, if available):

Other Information — Occupation, education, other activities of interest, awards, etc.

What Attributes Do You Believe You (or Your Candidate) Will Bring To The Maine Municipal Association?

Please provide a Municipal Reference that we may contact:

Name	Municipal Position	Telephone #
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For an understanding of the attendance policy, please see the MMA Executive Committee job description which is located on the MMA website. Based on this, do you believe that the time commitment meets your availability?

Yes No

If you are making this recommendation on behalf of someone other than yourself, please complete the following information so that we may contact you if more information is needed.

Name: _____ Daytime Tel #: _____ Email: _____
Municipal Position: _____ Municipality: _____
Address: _____

Maine Municipal Association

Executive Committee

Responsibilities and Protocols

The Maine Municipal Association (MMA) is a non-profit organization providing an array of professional services and insurance related programs to its members. The Executive Committee (Committee) is the Association's corporate board of directors, and has overall governance and fiduciary responsibility for MMA, including its annual operating budget and custody of its assets.

About The Executive Committee

- The Committee is created by the By-laws of the Maine Municipal Association to serve as the corporate governing body;
- Elections of officers and members of the Committee are held on an annual basis and voted upon by the full Municipal membership;
- The Committee is composed of twelve elected or appointed municipal officials including a President, Vice President, Immediate Past President and nine Executive Committee members; and
- Officers serve one-year terms and members are elected to three-year staggered terms, unless filling a vacant seat on the Committee.

Qualifications

- Must be a town or city manager or chief appointed administrative official of an active member municipality; or
- A "municipal officer" as defined by state law, of an active member municipality. This means the mayor and aldermen or councilors of a city, the selectmen or councilors of a town, and the assessors of a plantation; and
- The ability to serve a three year-term; and
- Basic knowledge and/or interest in the corporate operations of the MMA; and
- Although not necessary, prior experience on other governing boards and/or involvement in the MMA.

Time Commitment

Service on the MMA Executive Committee requires a substantial time commitment. There is an attendance policy in the MMA By-laws that states:

"If any member or member-elect of the Executive Committee is absent from more than three meetings of the Executive Committee ... within a calendar year, the position of that member shall be deemed to be vacant, unless declared otherwise by a majority vote of the full membership of the Executive Committee, excepting that member, and the vacancy filled in accordance with this section."

Committee members are expected to participate in the following:

- Regular monthly meetings, which are typically held in Augusta on Thursdays, beginning at 9:00 a.m.

- A 2-day fall strategic planning meeting that is most often held in the municipality of the current MMA President;
- The MMA Annual Convention held in the fall; and
- Any additional subcommittee and/or ad hoc committee meetings as identified by management staff and approved by the Committee. Service on subcommittees (such as the MMA Strategic & Finance Committee) may entail additional meetings during a calendar year.

Responsibilities

The major responsibilities of the MMA Executive Committee include:

- Establishing the mission and setting the direction for MMA;
- Planning for the future of MMA, including setting short and long-term goals;
- Representing MMA to external parties;
- Serving as an ambassador to MMA's members and representing the interests of all municipalities;
- Hiring the MMA Executive Director;
- Evaluating the performance of the MMA Executive Director;
- Providing overall governance of MMA;
- Providing financial oversight of MMA, including adoption of the budget, and retaining the auditor;
- Developing and amending MMA policies;
- Establishing and maintaining a system for building consensus among the members;
- Attending the MMA Annual Convention;
- Serving as Board of Trustees of the MMA Workers' Compensation Fund;
- Serving as Trustees of the MMA Unemployment Compensation Fund; and
- Serving as the nucleus of the governing Board of Directors for the MMA Property & Casualty Pool Program.

Protocols

To enable the MMA Executive Committee to conduct its business professionally and efficiently, the Committee adheres to the MMA Code of Ethics & Conduct Policy as adopted and to the following protocols:

1. Written Materials – Whenever possible, the Committee requests that written materials be provided in advance and be made a part of the agenda and packet materials on issues to come before the Committee for consideration.
2. Requests From Outside Organizations – Organizations or individuals seeking consideration by the MMA Executive Committee should contact the MMA Executive Director. If the Executive Director, in consultation with the MMA President, determines that the request should appropriately come before the Committee, the organization/individual will be asked to submit the request in writing, with appropriate support materials. As a general practice, the Committee does not receive in-person presentations from outside organizations/individuals.

For more information on the commitment, responsibilities and protocols for the MMA Executive Committee, please contact Theresa Chavarie, MMA Manager of Member Relations & Executive Office at 1-800-452-8786 or locally at 623-8428 ext. 2211 or by e-mail at tchavarie@memun.org.

MANAGER'S REPORT - D BACK UP MATERIALS



TOWN OF BRUNSWICK, MAINE

INCORPORATED 1739

DEPARTMENT OF PLANNING AND DEVELOPMENT
28 FEDERAL STREET
BRUNSWICK, ME 04011

ANNA M. BREINICH, AICP
DIRECTOR OF PLANNING & DEVELOPMENT

PHONE: 207-725-6660
FAX: 207-725-6663

March 31, 2014

To: Brunswick Town Council
John Eldridge, Interim Town Manager
From: Anna Breinich, AICP
Subject: MaineDOT Rerouting of Route 24 and Establishing Business Route 24

At Council's request of January 21st, the Downtown Brunswick and Outer Pleasant Street Corridor Master Plan Implementation Committee (MPIC) held a public meeting on March 17th regarding the rerouting of Route 24 in Topsham and Brunswick and the establishment of a Business Route 24 designation. Peter Coughlan, P.E., MaineDOT Community Services Division Director, presented the process MaineDOT will be following to make the change to the existing Route 24 corridor beginning at its intersection with Route 196 in Topsham and ending at its intersection with Gurnet Road. A map illustrating the rerouting is attached. As background, this MaineDOT project was one of five regional objectives included in the Route 24 Corridor Management Plan, endorsed by Town Council on July 15, 2013. More detail was previously provided to Town Council under a separate memo dated January 15th, attached.

In addition to the MPIC public meeting being posted on the Town's website calendar, the meeting was advertised through the Brunswick Downtown Association electronic e-letter, Brunswick Blast, and had additional press coverage. Seven individuals in the audience spoke favorably regarding the proposal or asked questions of Mr. Coughlan during the public meeting. No negative comments were received. MPIC then took action at their March 27th business meeting endorsing the proposed route changes to Town Council.

I will be in attendance at your meeting to answer any questions.

Attachments



TOWN OF BRUNSWICK, MAINE

INCORPORATED 1739

DEPARTMENT OF PLANNING AND DEVELOPMENT
28 FEDERAL STREET
BRUNSWICK, ME 04011

ANNA M. BREINICH, AICP
DIRECTOR OF PLANNING & DEVELOPMENT

PHONE: 207-725-6660
FAX: 207-725-6663

January 15, 2014

To: Brunswick Town Council
Gary Brown, Town Manager
From: Anna Breinich, AICP
Subject: MaineDOT Route 24 Corridor Study Implementation Presentation: Rerouting of Route 24 and Establishing Business Route 24.

At staff's request, Peter Coughlan, P.E., MaineDOT Community Services Division Director, will present the process MaineDOT will be using to reroute Route 24 in Topsham and Brunswick and establish a new Business Route 24 to follow the existing Route 24 corridor beginning at the intersection with Route 196 in Topsham and ending at the intersection with Gurnet Road. A map illustrating the rerouting is attached.

As background, the Route 24 Corridor was previously identified by MaineDOT as one of 38 Corridors of Regional Economic Significance for Transportation (CREST) and included as such in the 2008-2030 long-range transportation plan, *Connecting Maine*. MaineDOT requested each regional council to convene an advisory committee to develop a Corridor Plan to include "a prioritized list of transportation and other strategies that will meet the regional objectives of each Corridor of Regional Economic Significance."

In the fall of 2012, MCOG organized the Route 24 Corridor Plan Advisory Committee comprised of municipal and private sector representatives for the study area from Harpswell to Richmond (see map of study area, Figure 1). Councilor Vice-Chair Margo Knight and I served as the municipal representatives for Brunswick. Other Brunswick residents on the committee included Richard Cromwell and William Wilkoff (Brunswick Bike and Pedestrian Advisory Committee Co-Chairs). Since its inception the plan advisory committee met several times and held two advertised public meetings to identify Route 24 issues and concerns, establish objectives for the corridor, develop strategies, and approve a regional plan for the corridor to submit to MaineDOT.

At your July 15, 2013 meeting, Town Council endorsed the plan, including the following list of recommended corridor improvements or strategies by municipality for the following five regional objectives.

1. Ensure safe travel for all corridor users, including vehicle drivers, pedestrians and bicyclists;
2. Maintain the capacity of the corridor;
3. Provide coordinated signage and marketing;
4. Address storm surge and future inundation, particularly with regard to emergency routes; and
5. **Re-route Route 24 out of the downtowns of Brunswick and Topsham to remedy high traffic impacts, with consideration for Business 24 designation of the existing route in those towns.**

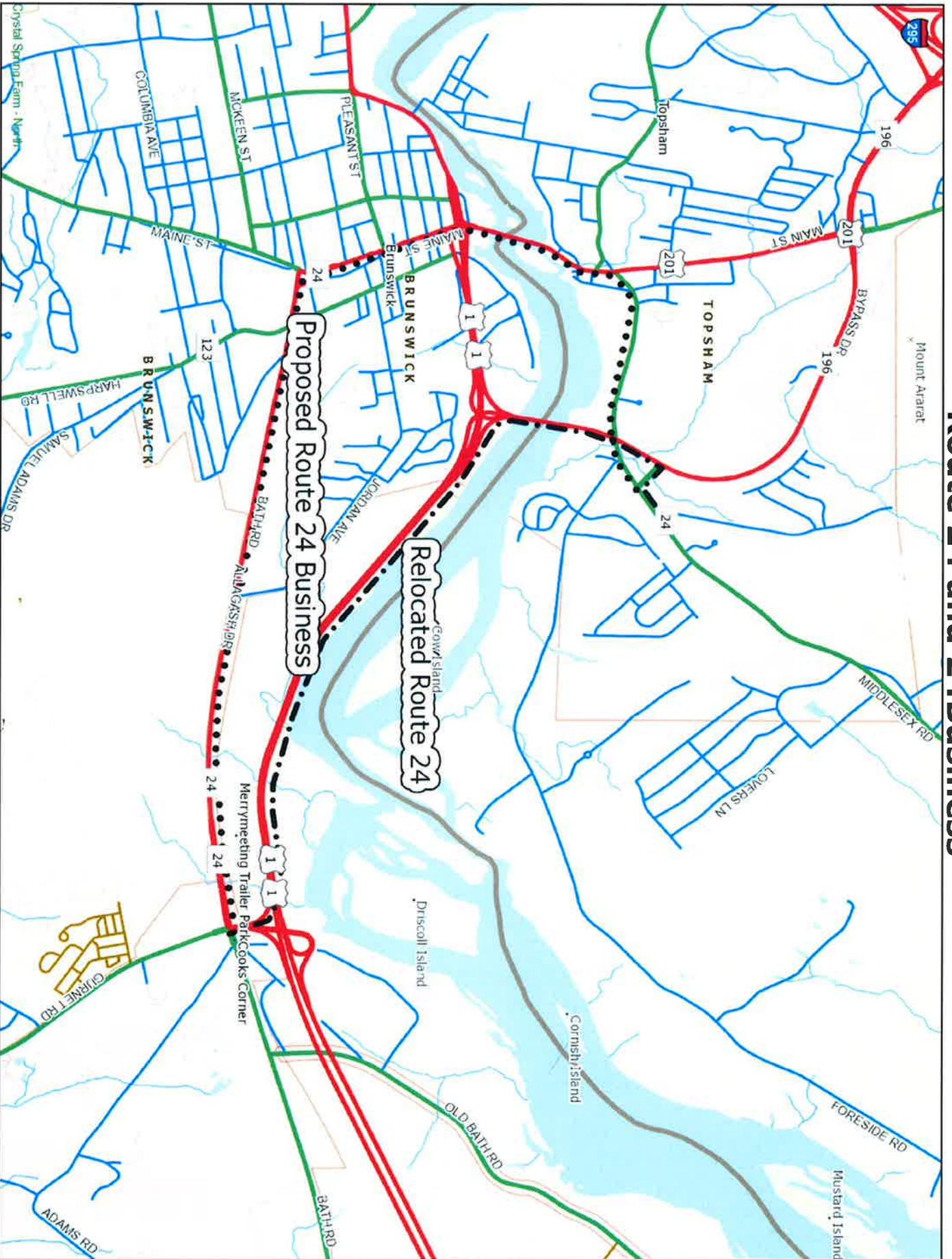
Those specific to Brunswick are related to Objective 5, working with MaineDOT and the Town of Topsham to re-route Route 24 from Maine Street and Bath Road with consideration given to establishing

a Business Route 24 designation in its place. It is further recommended that such changes should include a public process and the “filling-in” of any bicycle and pedestrian gaps created by the re-routing. MaineDOT is now implementing the recommended rerouting,

I will be in attendance at your meeting to answer any questions.

Attachment

Route 24 and 24Business



Map Generated on Friday, December 27, 2013 11:15:06 AM

The Maine Department of Transportation provides this publication for information only. Reliance upon this information is at user risk. It is subject to revision and may be incomplete depending upon changing conditions. The Department assumes no liability if injuries or damages result from this information. This map is not intended to support emergency dispatch. Road names used on this map may not match official road names.

Map Scale 1:28446

ITEM 39

BACK UP MATERIALS



Town of Brunswick, Maine

INCORPORATED 1739

MARINE RESOURCES & HARBOR MANAGEMENT

85 PLEASANT STREET

BRUNSWICK, MAINE 04011

TELEPHONE 207-725-5521 FAX 207-725-6663

Email – ddevereaux@brunswickpd.org



Daniel R. Devereaux

Marine Resource Officer

Harbormaster

MEMO

TO: John Eldridge Town Manager
FROM: Mark Latti Marine Resources Chair & Daniel R. Devereaux MRO/HM
CC: Fran Smith, Town Clerk; Brunswick Town Council
DATE: March 19, 2014

RE: *Request a Public Hearing to Amend Chapter 11 Marine Activities, Structures and Ways Article III Shellfishing Sections 11-71 11-133 License Qualifications (b) Conservation time and*

Mr. Eldridge,

At a specially scheduled meeting the Brunswick Marine Resources unanimously voted to support strengthening the required commercial shellfish harvester conservation efforts, as outlined and in the **Town of Brunswick Municipal Code of Ordinances Chapter 11 Marine Activities, Structures, and Ways Article III Shellfishing Section (b) Conservation Time** and adding American Oysters, European Oysters, and Razor Clams to *Section 11-71 Definitions*. The Brunswick Marine Resources Committee offers the attached amendments for consideration by the Brunswick Town Council (Attachment 1 of 1).

The local and state shellfishing resources have come under stress in the recent 2 years; the stress has been related to several factors including invasive green crab predation and ocean acidification. Local shellfish productivity has drastically reduced and is expected to get worse without any type of resource intervention. In anticipation of increased efforts to mitigate damage of acidification and predation the Brunswick Marine Resource Committee has deemed it appropriate to increase the amount of effort needed by our commercial harvesters. Also in an attempt to add harvester diversity the BMRC would like to reintroduce to; and work toward, developing methods to propagate/conserves Oysters and Razor Clams. Many other municipalities are now including these intertidal shellfish species in the local ordinances as softshell clam resources are on the decline.

The Marine Resources Committee has had several discussions with many of the local fisherman over the last several BMRC meetings and the consensus has been to increase conservation efforts to help alleviate resource damage and future license decreases. In doing so local commercial shellfish harvesters will become more involved in shellfish propagation activities, as well as, predation control efforts deployed by the Town of Brunswick Marine Resource Staff. It is very clear that without increased conservation efforts the shellfishing industry will decline even further.

These efforts are time sensitive as the new licensing year begin at the end of April and the BMRC feels appropriate that any license requirements be in effect prior to the beginning of the 2014-15 shellfishing season. If you have any question please feel free to contact us.

Respectfully Submitted

Amendments Offered

Chapter 11

MARINE ACTIVITIES, STRUCTURES AND WAYS*

* **Cross References:** Conservation commission, § 2-76 et seq.; buildings and building regulations, Ch. 5; fire prevention and protection, Ch. 7; housing, Ch. 8; solid waste, Ch. 13; streets, sidewalks and other public places, Ch. 14; discharge of sewerage into surface waters prohibited, § 16-26; zoning and subdivision of land, App. A; marine construction, App. A, § 407.

State Law References: Waters and navigation, 38 M.R.S.A. § 1 et seq.

Art. I. Harbor, Coastal, Tidal and Navigable Fresh Waters, §§ 11-1--11-25

Art. II. Reserved, §§ 11-26--11-70

Art. III. Shellfishing, §§ 11-71--11-167

Div. 1. Generally, §§ 11-71--11-95

Div. 2. Marine Resource Committee, §§ 11-96--11-110

Div. 3. Shellfish Regional Advisory Commission, §§ 11-111--11-130

Div. 4. License, §§ 11-131--11-160

Div. 5. Regulations, §§ 11-161--11-167

ARTICLE III SHELLFISHING

Sec. 11-71. Definitions

Shellfish shall mean softshell clams (*Mya arenaria*), and quahogs (*Mercenaria mercenaria*), Razor Clams (*Ensis ditectces*), American Oysters (*Crussostrea virginica*), and European Oysters (*Ostrea edulis*).

Sec. 11-133. Qualification of licensee

(b) *Conservation time.* A licensed commercial shellfish harvester must obtain a total of ten (10) (20) conservation credit points between May 1 and February 15 in order to remain eligible to obtain a license for the next licensing year.

- (1) *Conservation credit activities.* Participation in any of the following activities results in the granting of conservation credit as specified:

Participation in any one (1) of the following activities shall deem a harvester eligible to receive two (2) conservation credit points per event attended:

- a. Documented attendance at a Brunswick Marine Resource Committee meeting or Brunswick Marine Resource Committee public hearing.
- b. Documented attendance at a regional or state shellfish committee meeting.

c. Documented attendance at a shellfish conference (i.e. Fisherman's Forum).

Participation in any one (1) of the following activities shall deem a harvester eligible to receive five (5) conservation credit points per event attended:

a. Participation in a Brunswick Marine Resource Committee sponsored shellfish reseeding project.

b. Participation in a Brunswick Marine Resource Committee sponsored experimental shellfish enhancement project.

c. Participation in Town of Brunswick annual shellfish surveys.

d. Participation in Town of Brunswick water quality monitoring event.

e. Participation in an organized coastal or environmental cleanup along within the Town of Brunswick.

f. Participation in non-point pollution identification or remediation project within the Town of Brunswick.

g. Participation in a Town of Brunswick Shellfish predation control project or habitat restoration effort.

A minimum of two (2) conservation projects shall be scheduled prior to the May meeting of the Brunswick Marine Resources Committee.

Dates of the two (2) conservation projects scheduled by the Marine Resources Committee will be posted in Town Hall.

A currently licensed harvester who does not complete the required conservation time credit will not receive a license for the next license year.

The accumulation of conservation credit must be completed by February 15 of the current license year.

- (2) *Documentation of conservation credit.* Participation in any of the conservation credit activities specified in this section must be documented. Documentation shall be in the form of a signature on an event sign in sheet, name appearing as an attendee in official meeting minutes, receipt of conference registration, or records maintained by the Brunswick Marine Warden, in order for conservation credit points to be awarded.

All records and conservation credit logs will be maintained by the shellfish warden and will be held in the shellfish warden's office.

- (3) *Determination of conservation credit completion.* By the second Monday in March the shellfish warden shall compile documented conservation time of each individual harvester and forward a list of those harvesters determined to have satisfied the conservation credit requirement to the town clerk.

Harvesters included on the list submitted by the shellfish warden shall be eligible for a commercial license for the upcoming license year if a notice of intent has been filed by the deadline.

A compilation of harvester conservation credits earned up to December 31 will be posted on the marine resources board in the Brunswick Town Hall by first Monday in January of each year.

- (4) *Approved absence from conservation credit requirement.* Harvesters who have not completed a full ~~ten~~ (10) twenty (20) points of conservation credit in a given license year are only eligible for a license if their absence from participation in conservation credit activities are approved by the marine resource

committee.

Approved absences may include an extended and documented illness, or an extended illness of an immediate family member that is under the immediate care of the harvester.

Requests for a determination of approved absence must be made in writing to the shellfish warden and must be submitted to the Marine Resource Committee no later than February 10th. The request shall include evidence to support an approval of absence determination. The Marine Resource Committee will rule on the absence at its March meeting.

If the absence is approved, the harvester will be required to make up the remaining conservation credit points during the next license year.

ITEM 41

BACK UP MATERIALS



Town of Brunswick, Maine

INCORPORATED 1739

ECONOMIC AND COMMUNITY
DEVELOPMENT

28 FEDERAL STREET

BRUNSWICK, MAINE 04011-1583

TELEPHONE 207-721-0292

FAX 207-725-6663

TO: Brunswick Town Council Members

FROM: Linda Smith, Business Development Manager

SUBJECT: Greater Brunswick Housing Corporation (GBHC) Request to Brunswick Town Council to set Public Hearing

DATE: March 31, 2014

The Greater Brunswick Housing Corporation (GBHC) is requesting the Town of Brunswick to set a Public Hearing on April 28, 2014 for their request to the Department of Economic and Community Development's (DECD) Office of Community Development (OCD) for \$500,000 from the Community Development Block Housing Assistance Grant program to provide funding for the GBHC's purchase of existing multi-family residential properties in order to make substantial rehabilitation to existing apartments. A list of the properties that may in full or in part be included in the rehabilitation efforts is attached.

On March 10, 2014, the Town Council approved a Letter of Intent (LOI) to DECD OCD for this purpose. On March 18, 2014, DECD OCD invited the Town to apply for these funds.

The mission of the GBHC is to provide decent, safe and affordable housing to low and moderate income households. The proposed properties currently provide rental units at market rate. The funds provided for by this grant will allow the GBHC to create affordable units and make improvements so as to furnish residents with quality housing at an affordable rent level.

Staff from the Greater Brunswick Housing Corporation (GBHC) will be available at the April 7, 2014 Town Council meeting to answer any questions.

Greater Brunswick Housing Corporation - Properties Under Review for CDBG Housing Application

Address	1BR	2BR	3BR	Total Units	Heat	Price	Price/unit	Agent/Owner
65 Harpswell Road		1	1	2	<i>The Alva Luce estate property</i> oil	275,000	137,500	Pastor DiVietro
28-30 High St 15 Swett Street	1	1		2	natural gas	220,000	73,333	Rob Whisenant
		1		1	oil/electric hot water			
				<u>3</u>	<i>One bldg turning the corner of High & Swett</i>			
27 Spring Street Garage	4		1	5	electric	330,000	55,000	Don Spann
	1			1	electric			
Total				<u>6</u>	Corner of Weymouth and Spring St.			
51 Cushing Street	4			4	propane electric hot water	230,000	57,500	Jack
67 Cumberland		2		2	electric	???		Jack
67.5 Cumberland		1		1	electric	???		Jack
69 Cumberland		2		2	electric	???		Jack
				<u>5</u>				



State of Maine
 Community Development Block Grant Program
 2014 Housing Assistance Program
Letter of Intent

(Due at DECD on or before March 14, 2014, 4:00 p.m.)
 Letters of Intent may be submitted via email to: ocd.loi@maine.gov
 Please enter "HA LOI" in the subject line.

All communities wishing to apply for a 2014 Housing Assistance Grant must use this Letter of Intent to document compliance with requirements established by Title I of the Housing and Community Development Act of 1974, as amended and the State of Maine CDBG program. Applicants who submit a completed and approved Letter of Intent will be notified by OCD that they are eligible to submit a final application. Eligibility to submit a final application does not imply final project approval or funding. Funds will not be available until after July 1, 2014.

A. APPLICANT ELIGIBILITY

1. Legal Applicant:

Applicant:	Town of Brunswick	Phone:	207-725-6659
Address:	28 Federal Street	Fax:	207-725-6663
City, ZIP:	Brunswick, 04011	E-Mail:	jeldridge@brunswickme.org
Chief Official:	John Eldridge, Interim Town Manager		
Grant Year of Last CDBG Housing Assistance Award: (This includes any multi-jurisdictional awards that the community benefitted from)	2008		
	OCD Consultation (name & date): Deb Johnson March 5, 2014		
DUNS #: (Use municipal DUNS#, not the fire dept., police dept.): 077466274			
(visit www.nea.gov/grants/apply/DUNS.html to obtain a number)			
If this is a multi-jurisdictional application, list the participating municipalities and its population:			
Town/City:	Population:		
Town/City:	Population:		
Town/City:	Population:		

2. Applying on Behalf of Sub-Grantee (if applicable): (e.g.: Non-Profit Housing Developer)

Sub-Grantee:	Greater Brunswick Housing Corp.	Phone:	207-725-8711
Address:	PO Box A	Fax:	207-729-0246
City, ZIP:	Brunswick, 04011	E-Mail:	john@brunswickhousing.org
Agency Rep:	John Hodge	Title	Secretary/Treasurer

3. Engineer/Architect consulted for project & providing cost estimates (if applicable):

Name:	N/A	Phone:	
Firm:		Fax:	
Address:		E-Mail:	
City, ZIP:			

B. CATEGORY

Place an "X" to the left of the HA category for which this Intent to Apply is being made:

X	1. Housing Rehabilitation
	2. Other Housing Activity

C. PROJECT INFORMATION

Provide a clear, concise description of the proposed project using the space below. The scope of work should be very specific in identifying how the CDBG money will be used in meeting a National Objective of benefiting low-to-moderate income people.

The Sub Grantee intends to purchase existing multi-family residential properties and make substantial rehabilitation to the existing apartments. The mission of the GBHC is to provide decent, safe and affordable housing to low and moderate income households. The proposed properties, located at 57 Pleasant Street or other site location, currently provide rental units at a market rate. The funds provided for by this grant will allow the GBHC to create affordable units and make improvements so as to furnish residents with quality housing at an affordable rent level.

D. COST ESTIMATES & PROJECT FUNDING

Provide the estimated project cost, amount of CDBG funds to be requested and sources, amounts and dates secured for all anticipated cash matching funds. All applicable construction estimates should be prepared by the Engineer/Architect (from section A-3). Take into account the inflation rate in relation to the anticipated starting date of the project and applicable DAVIS/BACON wage rates as they apply to construction costs for projects over 7 units.

Total Estimated Project Cost:	\$922,490	CDBG Request:	\$500,000
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Funding Source	Amount	Date Secured
CDBG Housing Grant	\$500,000	TBD
Conventional Financing	\$492,490	TBD
TOTAL:	922,490	

E. CDBG CERTIFIED ADMINISTRATORS

Name of Certified Administrator:	Linda Smith			
Date Certified:	TBD			
Municipal Employee?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If not a municipal employee describe the procurement process used for selection:				

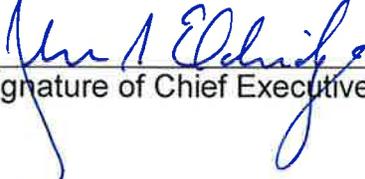
Name of Qualified Rehab Tech:	Leo Hill	(For Housing Rehabilitation Applicants Only)		
Organization	Greater Brunswick Housing Corp			
Municipal Employee?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Applicant Certifications

a. To the best of my knowledge and belief, the information in this Letter of Intent and all attached documentation is true and correct;

b. This pre-application complies with all applicable State and federal laws and regulations; and

c. Approval of this Letter of Intent by OCD to submit a final application does not imply final project approval or funding.

	Town of Brunswick	March 11, 2014
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Signature of Chief Executive Officer

Name of Community

Date: mm/dd/year

ITEM 42

BACK UP MATERIALS

From: Jessica Factor
Sent: Monday, March 31, 2014 3:56 PM
To: Benet Pols; Jane Millett; John Richardson; joy@joyprescott.org
Subject: Subcommittee Meeting Follow-Up
Importance: High

Good Afternoon Everyone ~

In follow-up from the Consultant Subcommittee Meeting last week; please find the responses below from each respective Consultant:

MMA:

- 1) MMA would conduct a public input session inside the current fee.
- 2) MMA would consider a combined process with other Consultants. It would depend on what others would do for services, but they would consider this.
- 3) MMA does not provide testing for final candidates. They would outsource this step.

Eaton Peabody Consulting Group:

- 1) Mr. Gerrish has noted that they (Eaton Peabody Consulting) “would be willing to work with another consultant on the search. It would be necessary to clearly define each consultants role and responsibility for the process but I believe that that could be accomplished.”
- 2) EP does not offer/provide testing for the final candidates. We would outsource/contract to another entity for this service.

Strategic Talent Management:

I have attached additional information (in PDF form) from Art Boulay. These are:

The first page (letter) will clarify the option if he were to test final candidates. He notes his charge would be \$650 per candidate assessment. Three finalists would yield a cost of \$1950.

Next, you will find a sample document which compares each candidate (Competency Profile XYZ Advertising). This will show a candidate comparisons, noting the rating system for Resume/Experience; industry knowledge and pre-interview. Assessment note: Culture/Fit; Talent; Energy; Behavior; Job and Overall.

Lastly, there is a sample assessment package:

- The raw assessment (Sarah Taylor Manager Supervisor Talent Index)
- Art’s customized summary report about the candidate (Sarah Taylor HIRING REPORT)

Please let me know of any follow-up questions you may have .. Thank you!

Jessica Factor
Human Resources Manager
Town of Brunswick



Jessica Factor
Town of Brunswick

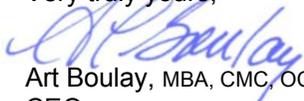
March 30, 2014

To clarify the “third” option that I posed during the Town Council presentation March 17, 2014:

ASSESS stage: We can assess the top or finalist candidates on behalf of the Town Council in order to validate or lend objectivity to the selection process. *I have attached a complete sample package from this process including the actual assessment, my summary report (Hiring Assessment) and a document that compares final candidates.*

INVESTMENT SUMMARY for this option: This would include a written report on each finalist (similar to the sample package), and time with the Town Council or their hiring subcommittee to review the results, answer their questions and discuss their concerns. This is done at a transaction level of \$650 per candidate assessed; therefore, a complete package on each of three finalists will be \$1,950.

Very truly yours,



Art Boulay, MBA, CMC, OCC
CEO



confidential
Candidate Comparisons at 12/1/2013
Managers

Color Code:

Excellent
Very Good
Mediocre/Average
Fair to Poor
Not Relevant

TOP CANDIDATES	Resume/ Experience	Industry Knowledge	Pre- Interview	Final Interview	ASSESSMENTS					OVERALL
					Culture/Fit	Talent	Energy	Behavior	Job	
Steven B	Green	Yellow	Green	Grey	Green	Green	Yellow	Green	Green	Green
Judith D	Green	Green	Green	Grey	Green	Red	Green	Green	Green	Yellow
Terri E	Yellow	Yellow	Yellow	Grey	Red	Red	Blue	Yellow	Red	Red
Evans M	Yellow	Green	Yellow	Grey	Red	Yellow	Red	Yellow	Green	Red
Ron G	Green	Green	Green	Grey	Green	Green	Green	Green	Green	Green
George H	Yellow	Yellow	Yellow	Grey	Red	Red	Red	Blue	Red	Red
Robert H	Yellow	Yellow	Green	Grey	Green	Yellow	Yellow	Yellow	Green	Yellow
Nick L	Green	Green	Yellow	Grey	Yellow	Yellow	Yellow	Green	Blue	Yellow
Stephanie Lewis	Yellow	Yellow	Green	Grey	Green	Yellow	Green	Blue	Yellow	Yellow
Robert L	Yellow	Yellow	Green	Grey	Green	Green	Green	Blue	Blue	Green
Robert X	Green	Yellow	Yellow	Grey	Yellow	Yellow	Green	Green	Red	Yellow
Dennis A	Yellow	Yellow	Green	Grey	Green	Yellow	Yellow	Yellow	Red	Yellow



prepared by: Art Boulay, MBA, CMC | CEO
 ABoulay@StrategicTalentManagement.com
 www.StrategicTalentManagement.com

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Sarah Taylor
Business Manager



These assessments should be used to conduct your next interview, and be one part of your final decision. This summary is written to the STM benchmark for this position, knowledge of your culture, team, management style and specific information you may have provided.

Overall Sarah will likely be a Mediocre (Average or Modest) performer in the position of Business Manager. There is a MEDIUM Risk that Sarah will fail to achieve full potential or fail to honor commitments.

CONCLUSION: Sarah is likely a very good “doer”, but there are questions about her relationship building skills and her motivation to lead and accept business responsibility that may affect her performance at your level of expectation. For this reason, I predict Average to Above Average overall performance with at least a Medium risk that she will fail to meet your expectations.

ASSESSMENT HIGHLIGHTS: People will perceive that Sarah is a people person who enjoys interacting with them, is focused on their needs and collaborative. They will also notice that she has a “serious” side, and is interested in completing projects accurately and well. This is ideal for a support or “doer” role.

Sarah is strongly motivated to Help Others, which reinforces the message that she cares about people and wants to support them. Aesthetic and Knowledge & Discovery motivators are tied for second place. Not only is Sarah motivated to work in a creative environment, but she has a strong systems mind and can pick up new systems quickly and easily. She probably exhibits this in her abilities using key software, English language skills, writing, mathematics and so on. This is a great complement to her motivation to learn all she can about various topics that interest her—Sarah enjoys both formal and informal opportunities to stay on the cutting edge and learn new things. Put this altogether, and it suggests that Sarah is a natural teacher and is particularly concerned about doing “good” work to current standards. In the two areas that do not motivate her, we can learn still more. She is neither motivated to lead (be in charge or in control), nor is she motivated by the bottom line or “business” side of the ledger. This reinforces the idea that she is suited to support roles—she may not be particularly interested in a management role especially if it has bottom line responsibility.

Sarah’s Talent is that of an “expedient operator”. She is highly focused on solving the problem and organizing efficient workflows with clear priorities to get the job done well. She is a strategic thinker; good at planning and enforcing the rules & procedures. She loves these aspects of the work—and is probably very good at them. She is less focused on relationships, and may be blind-sided by people from time to time, as she does not always “read” people well. This sounds contradictory to the above information, and may reflect that recent jobs were more “back office” involving less people contact. This would not be unusual for technical positions like Social Media or IT. In other words, perhaps she is simply “out of the habit” of building relationships. This is not to imply she cannot get along with people—in fact, she excels at *maintaining* relationships. Her interpersonal skills are outstanding. The caution would be that it may take time and focused effort to restore her relationship building/people reading skillset.

Sarah is supremely self-confident and resilient. Obstacles in her path do not slow her down and she should be able to accept feedback about areas for improvement without becoming defensive. At the same time, she





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sees her management role clearly—but sees problems or conflicts with the role. My guess is that in her immediately previous or current position, she is either not being managed well herself or her style is causing her difficulty. Finally, she is not clear about the future or where she is headed, but she has a high level of ambition to achieve the future. Similar to the observation about personal obstacles, she has few fears about the future or of a management role.

INTERVIEW STRATEGY: Core areas I recommend you explore:

1) Does Sarah have the relationship skills and Energy/Drive for the current position? If you have not done so already, seek to understand why Sarah is in the job market. What did she enjoy/dislike about her current and/or prior positions? Be sensitive to issues that imply she had difficulty building relationships, or “not understanding” clients/colleagues/direct reports. Dig more deeply into problem areas that she identifies by having her explain more of the circumstances and challenges. This would include things like working for a difficult boss. Maintain a degree of skepticism: was the difficulty with the other person(s) due to their style or her own style? Directly or indirectly, you are seeking to understand is Sarah running away from a problem that will follow her to MT, or is she capable of creating a different future?

On the Energy/Drive equation—seek to understand what, exactly she sees in her future. Where does she want to be and what does she see herself doing? One question is, “Is this consistent with what you are offering or with what you need in the future?” You are also seeking to understand if she has a clear picture of the future in mind. Particularly as a manager, she will need to communicate a clear future picture to her clients and direct reports.

2) Can Sarah be groomed for a department management position? I recently debriefed a man who was not motivated for leadership; he told me “leadership felt foreign to him.” This may be Sarah’s attitude about management/supervision. She is a process person and likely very strong “doing” the work and doing it well—but may feel uncomfortable in a management role. If her current role includes people/business management, perhaps this is the root of her role discontent today. Keep in mind that she is not motivated by the bottom line, which your culture extolls, and that she may have challenges building relationships. At this time, she can manage projects very well, and may effectively lead others by example of her hard (and good) work. She is not ready for a full business management position. Knowing that you are not putting her in this position right away, I would explore her feelings and understanding about management and supervision. Does she talk about it as a future goal? Does she acknowledge areas of weakness? Provide common management scenarios to measure her understanding of the role—including people, finance and goal achievement.

2) The relationship between Sarah and Christina. The two of you have a similar world-view, though your style is more consistent with leadership in that you are relationship/rules focused and a good delegator. Nevertheless, you will likely appreciate Sarah’s focus on details and “doing”.

DEVELOPMENT STRATEGY: In the short-term, track Sarah’s first few projects or first 90 days or so of employment carefully. Go into a potential employment agreement with your expectations spelled out in writing, and use these for regular feedback and discussion points. The idea is to be sure small problems do not





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become large problems. In addition, it will give you an opportunity to track concerns raised in this report.

Longer term, have her work on written goals and plans to achieve results in her department and for her professional development. While I believe she could grow into a management/supervisor position, this will force her to come up with a clear vision of the future to communicate to future team members and clients. This exercise will boost her Energy and Drive.

Contact me to discuss this report or any aspect of the hiring, promotion or succession process.

- 1) Do not give the candidates this report --it is written for your eyes only.**
- 2) We highly recommend an interview based on the findings of this report, please request our booklets on Hiring and Interviewing for more information**
- 3) We highly recommend a debriefing session for your new hire to fully understand their assessments, and have a unique introduction to their new team mates, your culture and management style.**

Sincerely yours,

A handwritten signature in blue ink that reads 'Art Boulay'.

Art Boulay, MBA, CMC | CEO





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 Business Manager



Section 2A: Sarah MAY be a strong performer and is a MEDIUM risk.

Manager-Supervisor World View	Reliability: 0.88	Scores:
1. Manager-Supervisor Judgment		8.0
2. Emotional Control and Composure		7.5
3. Interpersonal Relations:		6.6
-100 4. Interpersonal Harmony:		Under-Valued
5. Interpersonal Conflict:		Under-Valued
6. Team-Task Cohesion:		9.0
100 7. Attitude toward Team Achievement:		Over-Valued
8. Attitude toward Team Problems:		Under-Valued
9. Organizational Policies and Procedures:		8.4
10. Attitude toward Compliance:		Over-Valued
11. Attitude toward Defiance:		Neutral

World View Clarity Pattern: E>S>I
 Expedient/Operator

Manager-Supervisor Self View	Reliability: 0.92	Scores:
12. Self-judgment		8.1
13. Self-control		8.6
14. Intuitive Awareness of Self-worth:		9.0
-100 15. Attitude toward Personal Potential:		Under-Valued
100 16. Attitude toward Personal Problems:		Over-Valued
17. Management Role Engagement:		8.0
-100 18. Attitude toward Peak Performance:		Under-Valued
-67 19. Attitude toward Performance Problems:		Under-Valued
20. Management Identity and Self Direction:		7.4
100 21. Attitude toward Personal Growth:		Over-Valued
-67 22. Attitude toward Personal Setbacks:		Under-Valued

Self View Clarity Pattern: I>E>S
 Seeker/Potential Anchored

SCORES: Low = 0 - 5.5 (negative & low scores in red), Moderate = 5.6 - 6.9, High = 7 - 10





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Combined Attributes	Score
23. Accountability for Others:	6.5
24. Concentration:	8.0
25. Conceptual Thinking:	6.9
26. Conflict Management:	6.4
27. Continuous Learning:	7.1
28. Customer Focus:	7.4
29. Decision Making Ability:	8.1
30. Developing Others:	8.0
31. Diplomacy and Tact:	7.2
32. Empathy toward Others:	6.3
33. Flexibility:	5.8
34. Goal Achievement:	8.6
35. Influencing Others:	6.5
36. Interpersonal Skills:	7.5
37. Intuition:	8.4
38. Leading Others:	7.6
39. Objective Listening:	6.4
40. Personal Accountability:	8.7
41. Planning and Organizing:	6.9
42. Practical Problem Solving Ability:	9.2
43. Resiliency:	8.1
44. Results Orientation:	8.9
45. Self-management:	7.7
46. Self-starting Ability:	8.1
47. Teamwork:	7.8
48. Stress Tension Indicator:	MODERATE INTERNAL
49. Stress Resistance:	HIGH
50.	

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Prepared by: Art Boulay, MBA, CMC | CEO
Strategic Talent Management



Sarah Taylor
Business Manager



World View Clarity Pattern

Lifestyle Eleven: Expedient – Operator E > S > I

Description: The External perspective is the primary focus for “expedient” types, which includes all of practical and social reality: the world of tangible things and processes, features and functions, practices and performance. She has a clear understanding of social norms, that is, how people look and dress, what role they play in society, their social status, etc. She also understands and enjoys dealing hands-on with practical processes, putting various things together to make or produce something. She is very good at making comparisons and judging what is best in terms of the big picture or plan. She tends to be very resourceful and conscious of the time it will take her to do something – assignments, chores, any activity or project. She is very much a “doer” who focuses on the task at hand, and she pays very good attention to all the details, which helps her to avoid mistakes. She has the tendency to ignore problems or interruptions to stay focused on what she is doing, and she will stick with the task or assignment until she gets it done. She also looks at people and systems in the practical sense, judging whether people are performing their roles or functions well, and whether systems or plans and ideas are practical enough to work out in reality. Her secondary focus is on systems, rules and policies, or getting things done by the book, or according to the plan. This indicates she can get along well with authority figures and are generally good at following directives. Because of her strong focus on “doing the right thing according to plan,” she puts less emphasis on personal relationships. She can get along well with others socially and professionally, and she does enjoy being with other people who share her interests and chosen activities, but she doesn’t want other people to interfere with getting things done according to the plan or system.

Strongest links to reality (talents): Her greatest strength is her capacity to focus all of her attention on the activity or task at hand, and to get the job done. It is easy for her to learn a new process – what to do and how to do it up to specific standards, or according to a set of instructions. This also means she is good at seeing the details in the context of the big picture. She can work well under supervision, as long as the authority figure in the situation (parent, teacher or boss) is not constantly looking over her shoulder or interrupting her workflow.

Weakest links to reality (opportunities for growth): Her focus on detail is so strong, and she puts so much of her energy into “doing” or “performing”, that she doesn’t always pay enough attention to other people and their feelings, or to building close, personal relationships. Others may perceive her as emotionally distant, because she doesn’t listen to them as well as she should, especially if they are interrupting something she is focused on doing. This could lead to problems or misunderstandings in personal relationships.





Sarah Taylor
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Best suited for: She can learn just about any technical or practical process, whether it is production work that relates to building or running machines, installation of systems (electronics), carpentry, crafts, any kind of practice that requires mastering the detail of how certain things work. She could also do very well at jobs like engineering, landscape designer, general contracting, political or military jobs, finance, or accounting, as long as she enjoys the process involved in these careers. She could work well in any organizational context where it is important to do things according to the established systems, plans and policies, and follow the rules.

Motivated by: She wants to be known as resourceful and good at your job or profession. She is motivated by recognition, as well as material and financial security. Since she likes to feel competent, she is also motivated by opportunities for training and education that would increase her knowledge and improve her performance.

Development opportunities: She could benefit from developing more awareness of people as unique individuals, by working toward a better balance between doing and feeling. She can do this by asking others more open-ended questions (those that require more than a simple yes or no answer), and listening carefully to their response – not only for what they say, but for how they feel as well. Then, clarify what she heard before responding herself. This will make her come across as more sensitive and caring, help her to build better and closer relationships with others, and help to avoid potential misunderstandings.

Best performance climate: She will learn and work best in an atmosphere that is practical or production-oriented, with the end-point of each job segment or project task clearly defined. She follows directions well, and as long as she knows what is expected of her, she will perform up to or above standard. She can work with others as part of a group or team, but prefers to focus on carrying out her own specific responsibilities.





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Self View Clarity Pattern

Self Style Eight: Seeker / Potential Anchored I > E > S

Description: Her greatest self-appreciation perspective and her strongest emphasis is on “who” she is, as a unique individual. She is authentic, sincere, and truly enjoys being herself. As a “seeker”, she tends to emphasize and focus on her own intrinsic value and potential, with a secondary focus on her involvement in various roles and projects, while the structural components of her life, like organizing, thinking and planning are of least importance. She is well aware of her strengths and weaknesses, and she lives with a clear understanding of who she is. She also feels good about herself, and consequently, she may not have a strong desire for further self-improvement. She tends to be very inquisitive, and enjoys being a “seeker,” who explores many alternatives without settling on any specific one. You enjoy trying out new things and exploring different roles, and this may make it difficult to achieve lasting satisfaction and fulfillment in any given professional role, and to establish a clear sense of self-direction for her future. She tends to think the future will take care of itself, and tends to anticipate the future as her dreams come true, rather than carefully planning ahead. That’s why this perspective is also called “potential-anchored.” She may feel that a certain job, role, or career is restricting her, or not allowing her to fully utilize and further develop her talents. If she feels this way, she will look for new jobs or activities that promise to be more personally enjoyable and fulfilling. She tends to adapt very well to change, and she is generally open to new ideas, because she is a “seeker.”

She may feel a strong spiritual connection to religion or to a higher power, that provides a lot of inner value, and she may see herself as “blessed” in a certain way. She feels comfortable with herself, and her deep sense of inner harmony results in very high self-esteem and faith, giving her the inner strength to persevere in difficult situations. She will rarely, if ever be depressed, and because She loves herself, she also finds it easy to love others and to develop and maintain solid, close relationships. She is very intuitive, and she bases her own worth on loving and being loved. She lives according to a strong sense of who she is, and she remains true to herself, and the values and beliefs that she embraces. She enjoys doing anything that uses her talents, and that gives her a strong feeling of personal fulfillment.

Strongest links to reality (talents): She has a very clear understanding of who she is, and her inner sense of self-worth is strong. She has also achieved a high level of emotional and psychological self-fulfillment. This indicates that her greatest strength is her capacity to have faith in and rely on herself, and to be strong and persevere in the face of problems or adversity. She has faith that her future will work out well, and she shows her integrity through her trustworthiness. Others know they can count on her, because she is authentic: what they see is what they get. She doesn’t try to put on any masks, she simply enjoys being her own, unique self.





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Weakest links to reality (opportunities for growth): Her weakest links to reality are her role clarity and satisfaction, and her sense of self-direction. She is already happy with who she is, so she puts less emphasis on her various roles – what she does in life, and on organizing and planning her future. This could result in a lack of motivation, drive and ambition, because she is relatively content with herself. She may not have a job that she identifies with, in the sense of a long-term career, and she is also less certain about what direction to take, or what goals to set for her own future – where she wants to go and who she wants to become. She may change her mind or her opinion often, because it is difficult for her to settle on definite decisions that would organize and structure her life in a way that she would find personally fulfilling and satisfying.

Motivated by: She is motivated by the “seeking process” itself, and she wants to maintain a reflective, open attitude. She strives to be the best she can be by challenging her creativity, and living according to her convictions. She is most motivated by relationships, activities and ideas that use her talents properly, and that makes her feel good about herself. Hope, faith, and personal commitment are also important motivators for her. She can adapt well to change, due to her tendency to “go with the flow”, and she would most enjoy any role or activity that gives her a strong sense of personal satisfaction and fulfillment.

Development Opportunities: She is more of a feeler than a doer or thinker, which means she could most benefit from clarifying and developing future goals that she really wants to work toward. She needs to find the type of job that really utilizes and helps her further develop her natural talents. If she feels there is a good fit between her talents and her job/personal responsibilities, she will find it much easier to be fully present to each of her roles. Identifying with her roles tends to clarify her journey in life, and makes doing her daily work as enjoyable as reaching the end goal. She could also benefit from clarifying her vision of the future and the mental image of herself that ties together the past with the future. We all have an inner guidance system that is built-in, to guide our behavior and our thoughts, and to set the stage for greater success. Her intuition works very well, and gives her good feelings about herself. Practice putting this together with clear visualization and she will have a solid foundation to build on for greater success in her life. Then, she can listen to her inner voice and count on what it is telling her. Create a mental picture of what she wants to become, do, and have, as if it had already happened. Remember that she will always move in the direction of what she thinks about the most. She can program her life for total success, and transform her life into her “ideal” self. Practice feeding her mind positive messages for improving the total quality of her life, and in a short time, she will be, do and have all or much more of what she dreamed possible for herself. Having a clear destination and plan for all of her roles and activities will not only help her stay better organized, it will also help her establish a more positive and meaningful connection between her daily routines and her anticipations for the future.





Sarah Taylor
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Section 1: Sarah MAY be motivated for success in this position.

TOP 4 BEHAVIOR Attributes

1. Interacting With People 8.5
2. Focused On People's Needs 8.5
3. Collaborative Team Player 8.1
4. Project Completion 5.8

AXCES BEHAVIORS/ATTRIBUTES

Behaviors	Natural Work Change		
Dominance	2.8	2.8	0.0 Equal
Influence	7.0	5.7	1.3 Down
Steadiness	6.9	5.4	1.5 Down
Compliance	3.2	6.1	2.9 Up

Attributes

Attributes	Natural Work Change		
Collab. Team Player	8.1	6.5	1.6 Down
Competitive	4.5	4.5	0.0 Equal
Detailed Analysis	3.0	6.8	3.8 Up
Flexibility	5.5	5.0	0.5 Down
Focus People Needs	8.5	7.3	1.2 Down
Interact w/People	8.5	7.5	1.0 Down
Multi-tasking	4.3	3.3	1.0 Down
Organized Space	2.6	6.5	3.9 Up
Project Completion	5.8	5.1	0.7 Down
Sense of Urgency	1.5	2.0	0.5 Up
Time Management	5.1	8.5	3.4 Up

Natural Behavior Style...

Patient, nonchalant, lackadaisical, methodical, resigned Projects well, self-assured, self-confident Obliging, concise, accommodating Contact ability, good mixer, gregarious and sociable Persistent, persevering

...and Work Style (current position)

Adaptable, dependable, soft-spoken Patient, nonchalant, lackadaisical, methodical, resigned Precise, accurate, perfectionist, careful with details, stickler for quality, system and order Obliging, concise, accommodating Contact ability, good mixer, gregarious and sociable Alert and sensitive to: Problems, controls, dangers, mistakes, errors, rules, regulations, procedures, and disciplines.





Sarah Taylor
Business Manager



TOP 4 MOTIVATORS

1. Helping Others 8
2. Aesthetics 6.4
3. Knowledge and Discovery 6.1
4. Peace and Harmony 5.4

MOTIVATORS and PERSONAL VALUATIONS

<u>Motivators</u>	<u>Score</u>	<u>Seq</u>	<u>Intensity</u>
<u>Aesthetics</u>	6.4	2	MODERATE

I value the aesthetics and beauty in the world (art, music, nature, people) most

<u>Guiding Principles</u>	4.5	5	MODERATE
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I value principles of ethics, integrity and obeying laws most

<u>Helping Others</u>	8.0	1	HIGH
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I value helping many people through large causes most

<u>Knowledge & Discovery</u>	6.1	3	MODERATE
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I value general knowledge in many different areas most

<u>Leadership</u>	2.0	7	LOW
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I value leading a group of people for the good of the group most

<u>Peace & Harmony</u>	5.4	4	MODERATE
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I value having or creating peace and harmony within myself most

<u>Return on Investment</u>	2.6	6	LOW
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I value having, making or saving money and I value getting a good return on my investment of time or energy

End of Report





The Manager Supervisor Talent Index™

Sarah Taylor

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Transforming your Business into a High Profit Organization



Welcome to your Manager-Supervisor Report

You are a unique individual and many aspects make up your “personality”. The foundation of YOU is made up of your values of yourself and the world around you. In this manager-supervisor report we look specifically at your understanding and feelings about the world around you (Manager World View) and yourself (Manager Self View) as they pertain to your management role. Next we look at your behavioral styles both on and off the job. Finally we will look at what motivates you in life. Together this will show you insights into WHY you do the things you do as a manager, HOW you go about doing them and WHAT you can do when you are fully engaged in your management position.

Your report is divided into 3 sections:

Section 1: Your Behavioral Index- This measures your behavioral styles when you are at work and away from work.

Section 2: Your Motivators Index- This measures your top drivers or motivators.

Section 3: Your Manager-Supervisor Index- This measures your value of People, Tasks and Systems as a manager, as well as your personal success factors, or soft skills & emotions.

Your Behavioral Report

You are a unique individual and part of what makes up your personality is your behavioral style. There is no right or wrong style. This is simply how you tend to behave and communicate with others.

Most misunderstandings between people are due to different behavioral styles not understanding HOW to communicate with each other. Learning how to recognize the style of others, and adapt your method of communication and interaction, will make you a better communicator.



Before you can understand how to interact with other people better, you first must understand your own behaviors. In your behavioral style report you will do just that.

You may be wondering why there were 2 sets of questions for this assessment. This is because you may behave differently naturally (when you are at home or in a safe relaxed environment where you let your guard down) than you do at work. So we measure Natural and Work behaviors and then look at the difference to see where you tend to adapt (change) your behavior.

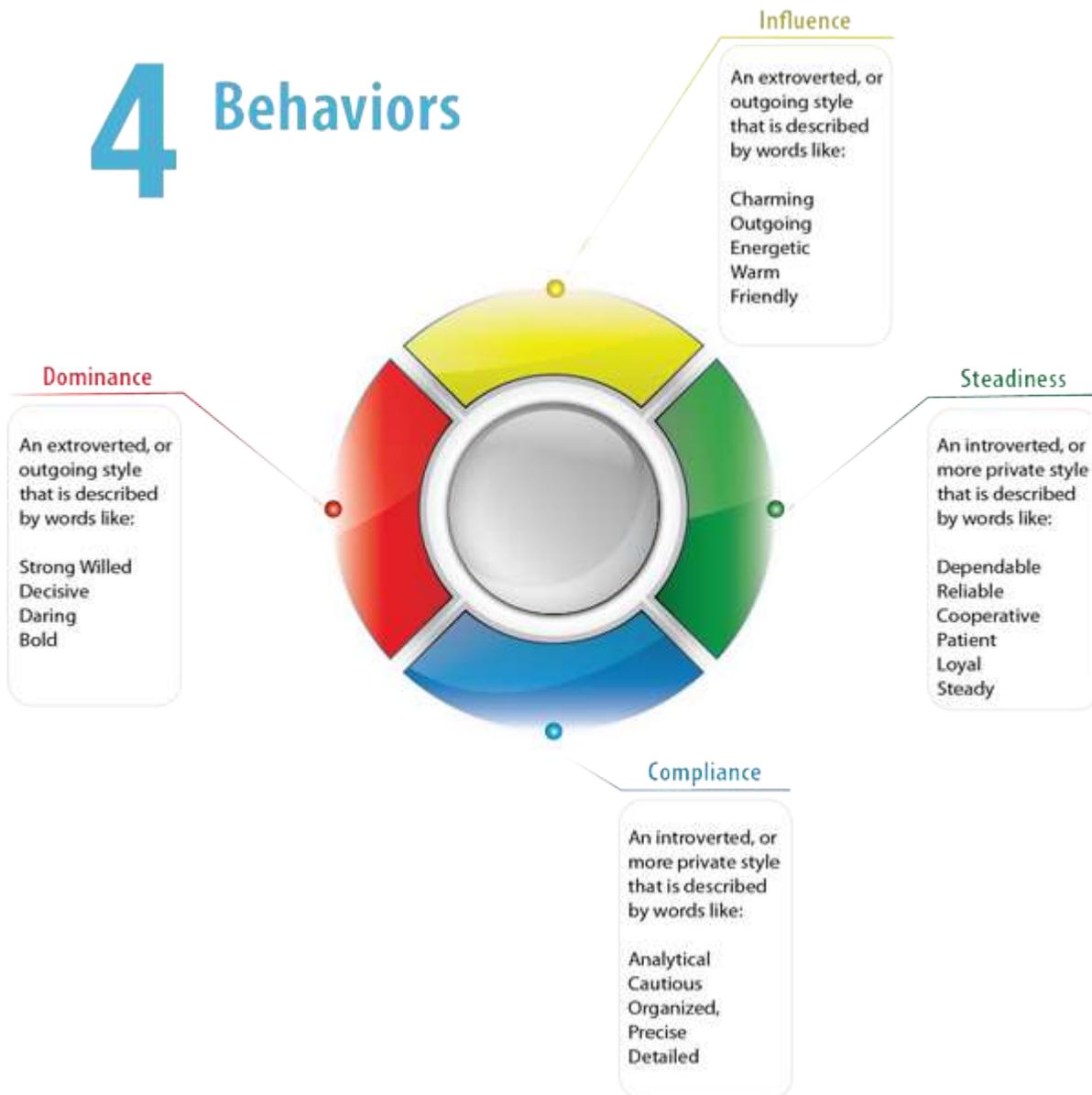
Any big shifts from your natural behavior that are required by your job may cause you stress. However, many people know what is required by their job and can successfully adapt without stress. The ability to handle adapting your behavior depends on you. Understanding yourself is the key to managing the change with as little stress as possible, or finding a job that fits you better and complements your natural preferences.



Four Core Styles

Behaviors are divided into four core styles, each having a distinct difference. Rest assured that we are not saying there are only four types of people. Your style is made up of a combination of the four styles, and your report is based on your specific combination to give an interpretation for your unique behavioral style.

4 Behaviors



Your report is divided into 3 sections

YOUR STYLES COMPARED: Your Natural Style compared to your Work Style which allows you to see where you are adapting, and the amount of that shift.

YOUR NATURAL STYLE: Detailed information about your Natural Style.

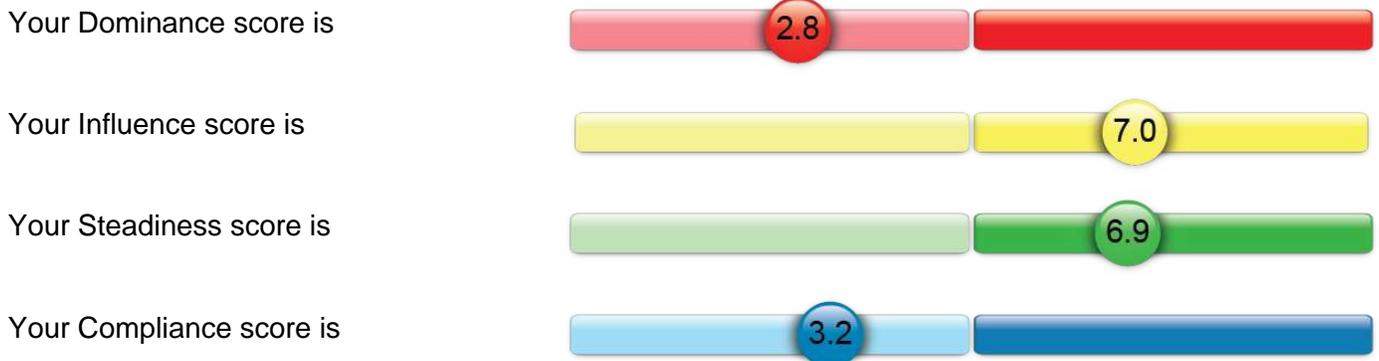
YOUR WORK STYLE: Detailed information about your Work Style.



Your Styles Compared

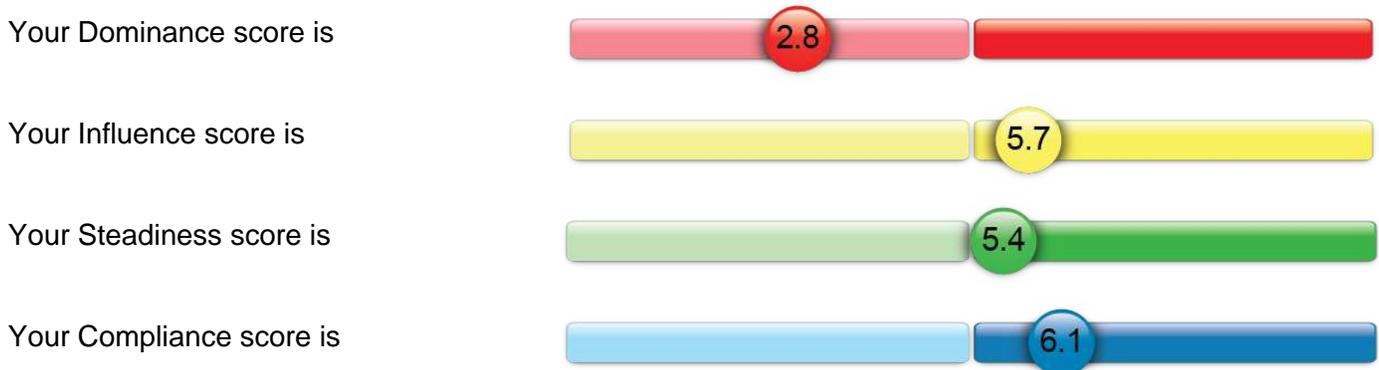
Your Natural Style

This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends). That does not mean that you do not experience stress and react to it, it means this is how you normally behave when not required to act a different way (by your boss, because of rules....).



Your Work Style

This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you, or your job may require you to behave in a much different way (focus on tasks or project completion, be organized, talk a lot with people in an enthusiastic manner) and this may, or may not, cause you stress as you adapt to this style of behavior.





This page provides you with the degree of your behavioral adaptation Up or Down from your Natural style to your Work style. Adapting either UP or Down in order to achieve expected results takes energy and focus.

CORE Behavioral Attribute	Natural	Work	Adaptation
Compliance	3.2	6.1	2.9 UP
Steadiness	6.9	5.4	1.5 DOWN
Influence	7.0	5.7	1.3 DOWN
Dominance	2.8	2.8	0.0 NONE

Behavioral Attribute	Natural	Work	Adaptation
Organized Space:	2.6	6.5	3.9 UP
Detailed Analysis:	3.0	6.8	3.8 UP
Time Management:	5.1	8.5	3.4 UP
Collaborative Team Player:	8.1	6.5	1.6 DOWN
Focused on People's Needs:	8.5	7.3	1.2 DOWN
Interacting with People:	8.5	7.5	1.0 DOWN
Multitasking:	4.3	3.3	1.0 DOWN
Project Completion:	5.8	5.1	0.7 DOWN
Flexibility:	5.5	5.0	0.5 DOWN
Sense of Urgency:	1.5	2.0	0.5 UP
Competitive:	4.5	4.5	0.0 NONE



Your Natural Style

This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends).



Natural Style

These are your natural style characteristics based on your blend of each of the 4 behaviors.

- You enjoy interacting with others socially, but know when to keep focused and stay on task.
- You focus on the personal and emotional connection with people you are talking to rather than all of the details and specifics of the conversation.
- You tend to be a supportive team player.
- You do not have a great sense of urgency, but would rather follow your own process and time frame to get things done.
- You like to get feedback or opinions of others when solving problems.
- You tend to be trusting of others.
- You do not like constantly changing goals and objectives, you prefer to start a task or project and complete it before moving on to something else.
- You communicate well with others and do not tend to argue or feel the need to compete against them.
- At times you may be seen by others as inflexible or slow to change.
- You tend to be warm and friendly towards others.
- You may be seen as having a set way of doing things.



Your Style Strengths

What are some success key words that best describe your style?

- Enthusiastic
- Consistent
- Trusting
- A good listener
- Persuasive
- Optimistic
- Friendly
- Supportive
- Project focused

Potential Pitfalls of Overextension

A strength can become a weakness if overused. Here are some areas that you should be aware of.

- You tend to be a peacekeeper and avoid conflict situations. When conflict does arise, you may seek to dissipate it with humor, or you may become very quiet in the hope that it will go away. If the conflict is serious and reoccurring, then you may need to seek the help of someone else with the authority to resolve it.
- You tend to be very loyal and supportive, which is a highly prized virtue. However, make sure you are not being taken advantage of. Occasionally there may be those who see this as an opportunity to shift their work on to you or put you in situations where you are forced to choose between being loyal to them or to another. Make sure others have earned your loyalty and respect.



Potential Fears

What are some things that can cause you concern?

- Being disliked
- Having your methods or work pace criticized
- Losing influence over others
- Constant change

Your Preferred Environment

What type of environment(s) would suit your behavioral style best?

- Where being a reliable team member is rewarded
- Where there is respect and cooperation
- Where the focus is more on people than results
- Where everyone is treated fairly
- Where people are warm and friendly
- Where there is a focus on relationships
- Where patience is valued
- Where there is open communication and trust

Behavioral Motivators

What are some things based on your behavioral style that you enjoy?

- Being given recognition by peers
- The opportunity to network
- Being heard and valued as a team member
- The opportunity to interact with other people frequently
- Having realistic/consistent pace and performance requirements set



How You Would Like Others to Communicate with You

How do you respond best when interacting with others?

- Allow time in a conversation, or meeting, for socializing or off-topic discussions
- Listen mindfully when you are talking
- Give you time to think about what they are saying and ask clarifying questions
- Ask personal questions and take the time to get to know you
- Ask you specific questions so that you can give specific answers
- Talk in a friendly tone
- Put any directives or goals in writing so you can refer to them for thoughtful response
- Focus on people, not just the tasks at hand
- Allow you plenty of time to talk and express your feelings and opinions
- Make sure you are ready for the conversation and not in the middle of an activity or task

How Others Should NOT Communicate with You

These are ways that you do not appreciate being interacted with.

- Do not talk to you in a threatening or hostile manner
- Do not be demanding or insisting that you drop everything and start something else
- Do not be abrupt or rude to you
- Do not make you decide something on the spot
- Do not make promises that they cannot keep
- Do not turn away or ignore you when they are done with a conversation
- Do not talk down to you or with an air of superiority
- Do not ignore your opinions
- Do not just focus on the task to be done, while ignoring you as a person
- Do not cut you off while you are talking, or talk over you



Under Stress You May Appear to Others as

Even though it may not be your intention, under stress or pressure you may be perceived by others this way.

- Putting up roadblocks
- Uncaring
- Overly talkative and loud
- Running around trying to do a multitude of things at once
- Overly focused
- Resistant
- Too reliant or dependent on others
- Detached
- Unemotional
- Slow to react

What You Can Do to Improve Your Interactions with Others by Adapting to Their Style

By adapting to others when communicating you can have more success.

- (High D) Paraphrase what they are asking to ensure you're both on the same page
- (High C) Make sure you are organized and check your facts.
- (High C) Ask them to put things in writing so you can get the most detailed information
- (High C) Respect their personal space
- (High S) Do not interrupt them or talk over them. Listen to what they have to say
- (High D) Stick to the business at hand and do not get too personal or go off on tangents
- (High I) Be a good listener and allow them time to talk about social things as well



Core Natural Behaviors

In this section you can read the details of what your Core natural behavioral scores mean in detail.

Dominance

Are you strong-willed, confident, demanding or even aggressive?

Your Dominance score is



Dominance contributes confidence and drive to behavior. It is an extroverted style that can add the determination to win to your character.

A low score indicates you do not exhibit dominance in your behavioral style. You do not come across as demanding or assertive. In situations that require you to be forceful or outspoken you may feel stress.

Influence

Are you optimistic, out-going and able to inspire others?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic and fun-loving.

A high-moderate score indicates you exhibit some degree of warmth, optimism and energy in your natural behavior. At times you enjoy talking with others, expressing yourself verbally and are focusing on people. Your influencing behavior may be masked by other behavioral traits like dominance, steadiness or compliance.



Steadiness

Do you like to follow an established routine?

Your Steadiness score is



This measures your preference toward being consistent in how you do things, being reluctant to change without “good” cause, and wanting to finish what you started before starting something else.

A high-moderate score indicates your behavior will at times show a preference to perform tasks in a consistent way. You may like to have a process to follow and you will not want to deviate from it because you feel that can lead to errors or loss of productivity. You tend to be loyal, patient and dependable and may choose to be the peacekeeper on a team or in a group.

Compliance

Do you like to focus on the facts and follow the rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing tasks so you do them correctly and safely.

A moderate-low score indicates that you are not typically focused on details, do not want to read a lot of facts and data, and do not mind going with your gut when making decisions. You may be focused on getting things done now rather than taking extra time to look for possible errors or gather more data. You may be seen by others as being disorganized or a rule bender.



Behavioral Attributes Related to Your Natural Style

In this section you can read the details for your behavioral attributes as they relate to your natural style.

Collaborative Team Player:

Are you focused on being a supportive team member?



This measures your preference toward working within a team as a dependable, supportive team player. As well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A high score indicates you enjoy working as a team member and being able to work and support the team in all aspects. You are seen as a great team player due to keeping an even temper, and balancing out possible dominant or aggressive team members who may be vying for leadership roles or arguing their positions on the team. You may be seen by aggressive team members as being too quiet or supportive and they may want you to take their side over others.

Competitive:

Are you driven to win?



This measures your need to compete in life. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A moderate score indicates you like to be competitive at times, but it does not drive your life. You can just as easily let others win, or just have a good time without feeling that you have to compete. It may take something to motivate you to get in the competitive mode, like winning money, or beating a rival, but often you do things for other reasons than winning.



Detailed Analysis:

Do you enjoy looking at the data and facts before making decisions?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions.

A low score indicates you do not analyze data and facts in detail. You skim over it or ask someone else to just give you the highlights, then you make your decision. You are not detail focused and may rely on others to crunch the numbers, or you may go with your “gut” on things. You may be seen by others as not focusing enough on the details, your judgment or decisions may be called into question, and you may not have sufficient information and facts to support them.

Flexibility:

Are you able to adapt quickly to the demands in life while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your life requires. When new tasks or projects arise can you drop what you are doing and switch gears while keeping a positive attitude.

A moderate score indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

Focused on People's Needs:

Are you focused on the needs of others?



This measures your ability to focus on what other people want or need. This may be family, friends or other people you meet in your life outside of work.

A high score indicates you are very supportive of other people. You listen to their wants and needs, communicate well with them, and support them in a warm and friendly manner. You are able to build great relationships with them and they enjoy asking you for help when they need it.



Interacting with People:

Do you prefer to talk and engage actively with others frequently?



This measures your preference toward frequent communication and interaction with others. On the phone, in person, text messaging or through email.

A high score indicates you prefer to interact and communicate with others often. Your conversations or interactions tend to be long and you may at times go off on many different tangents as you enjoy the person you are interacting with.

Multitasking:

Do you enjoy taking on many tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be wearing a lot of different hats in life (roles), or may be required to change what you are working to work on a more pressing or urgent task.

A moderate score indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".



Organized Space:

Do you tend to keep your home and living spaces clean and organized?



This measures your preference towards keeping your home and other living spaces (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A low score indicates you do not tend to keep your living space organized (home, car, yard). You may feel that you have too much to do to spend the time on cleaning, and you may feel that if you put something away you are just going to have to get it out again when you need it. You probably tell others that you can find anything you need in your seemingly random piles of stuff, but they will just see clutter and chaos.

Project Completion:

Do you like to finish projects before you start new ones?



This measures your preference for working on a project from start to finish.

A moderate score indicates you like to complete projects before you start new ones, but also understand that as priorities shift, you will need to be able to adapt as well and work on something else. You are able to do this as the need arises.

Sense of Urgency:

Are you driven to get things done quickly?



This measures your ability to focus on what needs to be done and get it done fast.

A low score indicates you do not feel a sense of urgency. You may feel that you should take time to look at all of the facts, opinions and possible outcomes before making any decisions or acting “too” rapidly. You may be concerned with making the “wrong” decision or taking the “wrong” action, so you move slow.



Time Management:

Do you focus on managing your time?



This measures your natural ability to manage your time.

A moderate score indicates you like to be on time and use your time effectively, but that does not always happen. There are times when it just gets away from you or when you do not mind spending a little time doing something you enjoy.



Your Work Style



This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you. If your natural style and work style are very different, it may cause you stress on the job.

Work Style

These are your work style characteristics based on your blend of each of the 4 behaviors.

- You like to get feedback or opinions of others when solving problems.
- You are very diplomatic with other people and tend to maintain your composure under pressure stress and conflict.
- You usually take more time to make a decision because you focus on all of the possible outcomes and then decide on the best one.
- You enjoy influencing and helping others.
- You would rather follow your own process and time frame to get things done than be pressured by an urgent need to get things done fast.
- You may get sidetracked in conversations, but are able to get back on task quickly when needed.
- You tend to be compliant, adhering to established systems, rules and laws.
- You follow established procedures and protocols well, while working at your own pace.
- You do not like constantly changing goals and objectives, you want to start a task or project and complete it before moving on to something else.
- You enjoy working with others on a team and are warm and supportive.
- You tend to trust others but want to verify what they are saying is true.
- You communicate well with others and do not tend to argue or feel the need to compete against them.
- You like your information to be detailed and accurate.



Core Work Behaviors

In this section you can read the details of what your Core work behavioral scores mean in detail.

Dominance

Are you strong-willed and confident on the job?

Your Dominance score is



Dominance contributes confidence and drive to your work behavior. It is an extroverted style that can add the determination to win to your character. It can also help you in driving others to achieve desired goals.

A low score indicates you do not exhibit dominance in your behavioral style on the job. You are not forceful or assertive and you may be slower at making decisions or changes (wanting others' opinions, wanting more facts first or questioning the need for change). When faced with conflict, demanding people or the need to be aggressive, you may feel a lot of stress.

Influence

Are you optimistic and out-going at work?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic, social and persuasive on the job. They can change directions quickly and can inspire a team.

A high-moderate score indicates you exhibit some degree of warmth, optimism and energy in your work behavior. At times you enjoy talking with others, expressing yourself verbally and are focusing on people. Your influencing behavior may be masked by other behavioral traits like dominance, steadiness or compliance.



Steadiness

Do you like to follow established routines at work?

Your Steadiness score is



This measures your preference toward being consistent in how you do things at work, being reluctant to change without “good” cause, and wanting to finish what you started before moving on to something else.

A high-moderate score indicates your behavior will, at times, show a preference to perform your work in a consistent way. You may like to have a process to follow and may not want to deviate from it because you feel that can lead to errors or loss of productivity. You tend to be loyal, patient, dependable and may choose to be the peacekeeper on a team.

Compliance

Do you like to focus on the facts and follow the work rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing work tasks so you do them correctly.

A high-moderate score indicates you, at times, exhibit a degree of precision and organization in your work behavior. You usually back up your decisions or arguments with facts and data, and you typically take your time answering if you are not certain you are correct. You can be neat and orderly, but do not always take the time to do so. You also may feel it is better to be right than wrong and it is better to obey the rules than face the consequences of not.



Behavioral Attributes Related to Your Work Style

In this section you can read the details for your behavioral attributes as they relate to your work style.

Collaborative Team Player:

Do you like to work as a supportive member of a team at work?



This measures your preference toward working within a team as a dependable, supportive team player, as well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A moderate score indicates you can be a collaborative and supportive member of a team, but may also want to take sides at times, take the leadership role, or be more aggressive depending on the situation.

Competitive:

Are you a competitive person on the job?



This measures your need to compete at work. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A moderate score indicates you like to be competitive at times, but it does not drive your work life. You can easily let others win, and have a good time without feeling you have to compete. It may take something to motivate you to get in the competitive mode, like earning bonus money, or beating a competitor, but often you do things for other reasons than winning.



Detailed Analysis:

Do you enjoy looking at data and facts before making decisions or to increase your knowledge?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions on the job.

A moderate score indicates you have the ability to conduct detailed analysis when needed, but also feel that when a quick decision is required you can skip some of the analysis and make a decision quicker.

Flexibility:

Are you able to adapt quickly to the changing demands of your job while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your job requires. When given new tasks or projects can you drop what you are doing and switch gears while keeping a positive attitude?

A moderate score indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

Focused on Customer's Needs:

Are you focused on your customer's needs and actively listening to them?



This measures your ability to focus on the customer. This may be an internal customer (other departments or co-workers you support) or your external customers.

A high score indicates you are very supportive of your customers. You listen to their needs, communicate well with them, and support them in a warm and friendly manner. You are able to build great relationships with them and they enjoy asking directly for you when in need of help.



Interacting with People:

Do you prefer to talk and communicate with co-workers and customers frequently?



This measures your preference toward frequent communication with co-workers and customers. On the phone, in person, text messaging or through email.

A high score indicates you prefer to interact and communicate with co-workers and customers often. Your conversations or communications tend to be long and you may, at times, go off on topics other than work as you enjoy the person you are interacting with.

Multitasking:

Do you enjoy taking on many work tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be required to wear many different hats, or to change what you are working on to focus on a more pressing or urgent task.

A moderate score indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".



Organized Work Space:

Do you tend to keep your work space clean and organized?



This measures your preference towards keeping your work area (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A moderate score indicates you feel there are times for sorting through things, but you may find it hard to find the time when you are busy. You may let things pile up or get disorganized and then periodically go through and clean and put things away. Others will notice when you have got through a cleaning mode, and when you are really busy and have not reached your threshold for clutter yet.

Project Completion:

Do you like to start a project and see it through to completion before starting a new one?



This measures your preference for working on a project from start to finish.

A moderate score indicates you like to complete projects before you start new ones, but also understand that as priorities shift, you will need to be able to shift as well and work on something else. You are able to do this as the need arises.

Sense of Urgency:

Are you driven to get things done quickly on the job?



This measures your ability to focus on what work needs to be done and get it done fast.

A low score indicates you do not normally feel a sense of urgency on the job. You may feel you should take time to look at all of the facts, opinions and possible outcomes before making any decisions or acting “too” rapidly. You may be concerned with making the “wrong” decision or taking the “wrong” action, so you move slow.



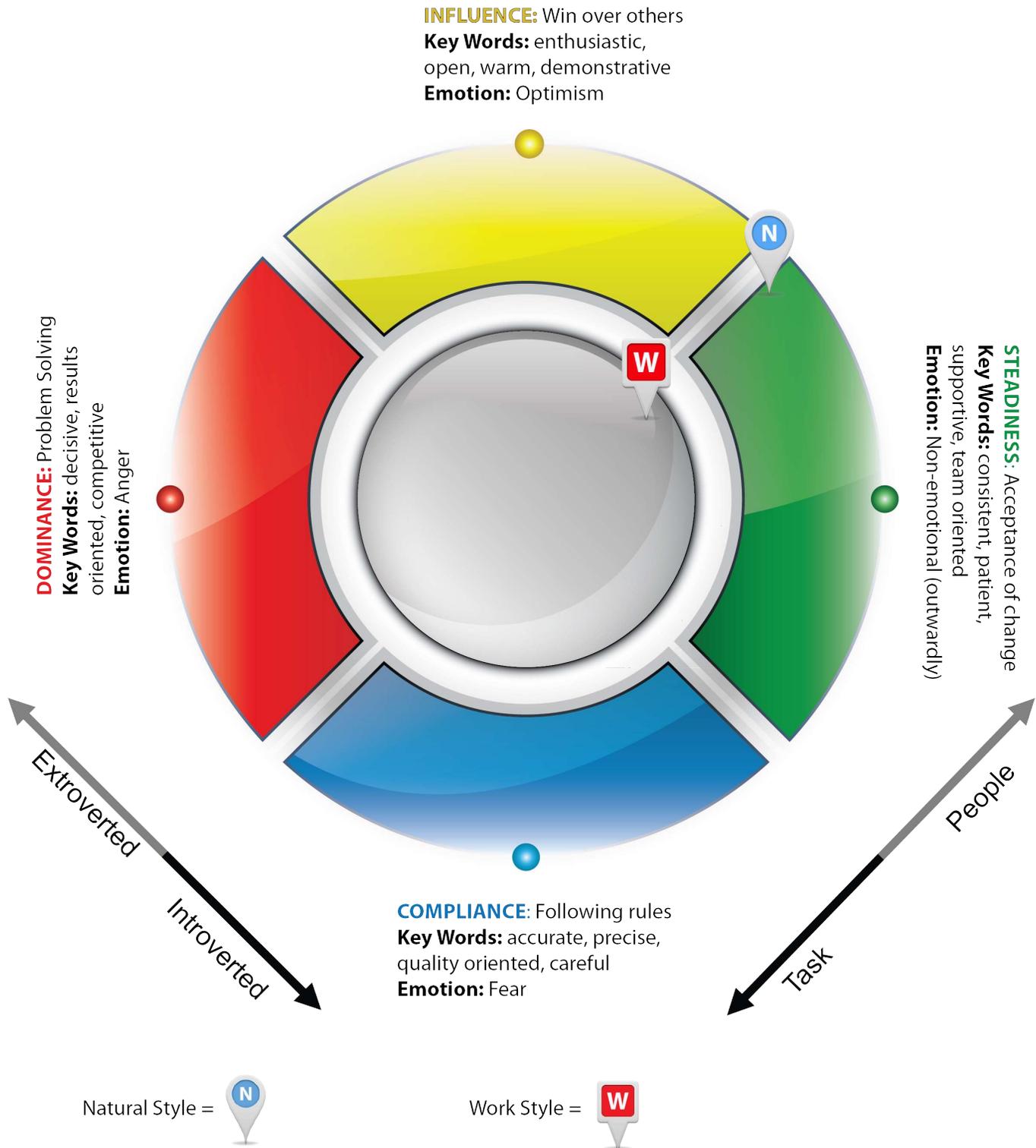
Time Management:

Do you focus on managing your time at work?



This measures your ability to manage your time at work.

A high score indicates you are very focused on time management on the job. You like to be on time for meetings/deadlines and you are very efficient in allocating and using your time. You do not like when others are late for appointments, completing their work, or "waste" your time.





Your Motivators Report

You are motivated in life by key preferred values (motivating factors) that make you a unique individual. Much of the time you do the things you do in life to satisfy these values. You may find that these values are met through the things you do outside of work, or you may find satisfaction through your job directly. Often when you are not happy doing something it is because your motivators are not being met.

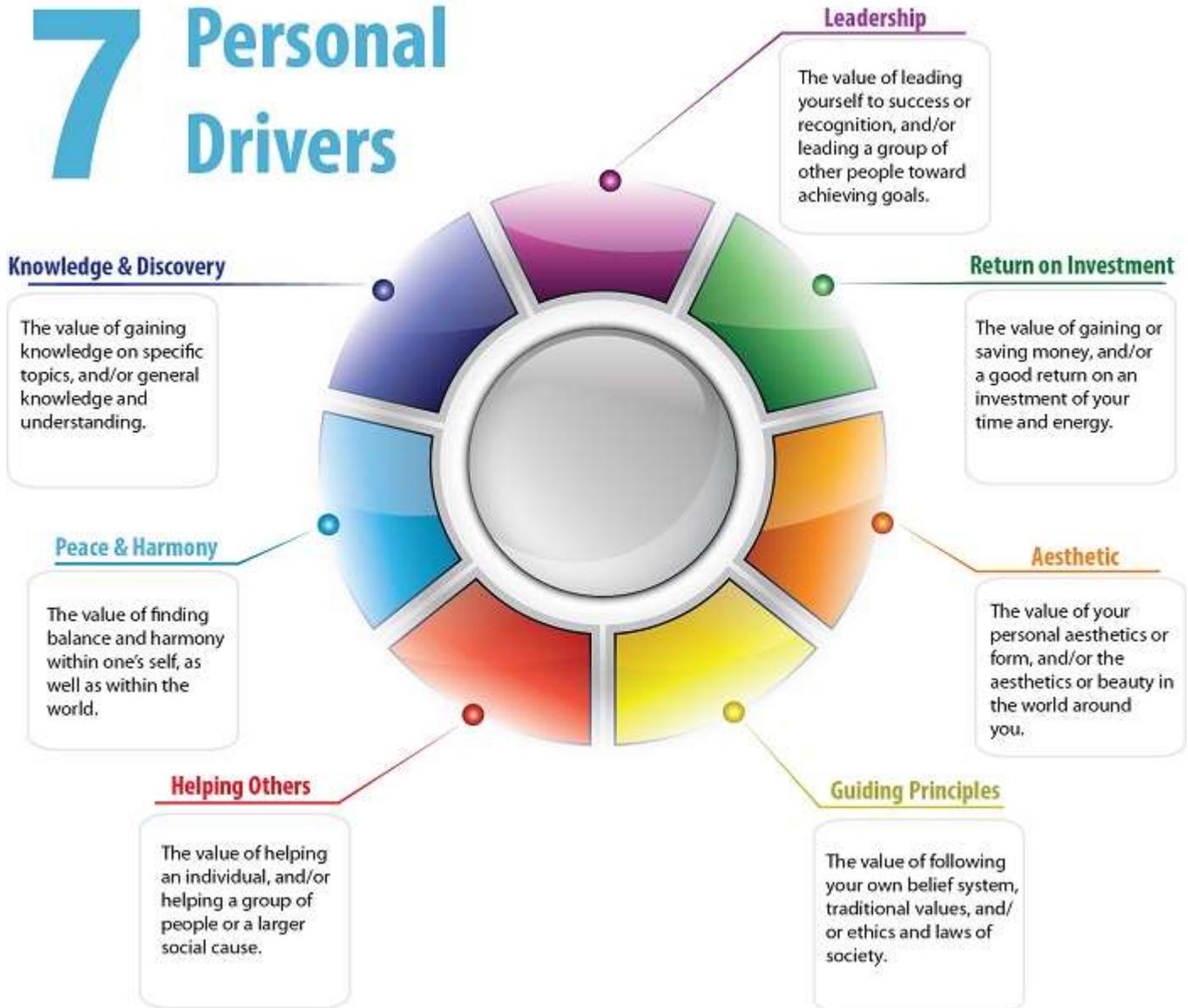
Understanding what motivates others in your life is also important, as it may help you get along with them better. You will find that when there are problems/challenges in a relationship, whether it is personal or professional, it is usually a result of a mismatch in motivators or values.



There are seven distinctly different preferred values (also known as motivators or drivers). Your top two or three motivators will tend to be those that most influence your life choices, decisions and actions.



7 Personal Drivers



Your report is divided into 2 sections:

Section 1: Shows your value of all seven preferred values (motivating factors) graphically.

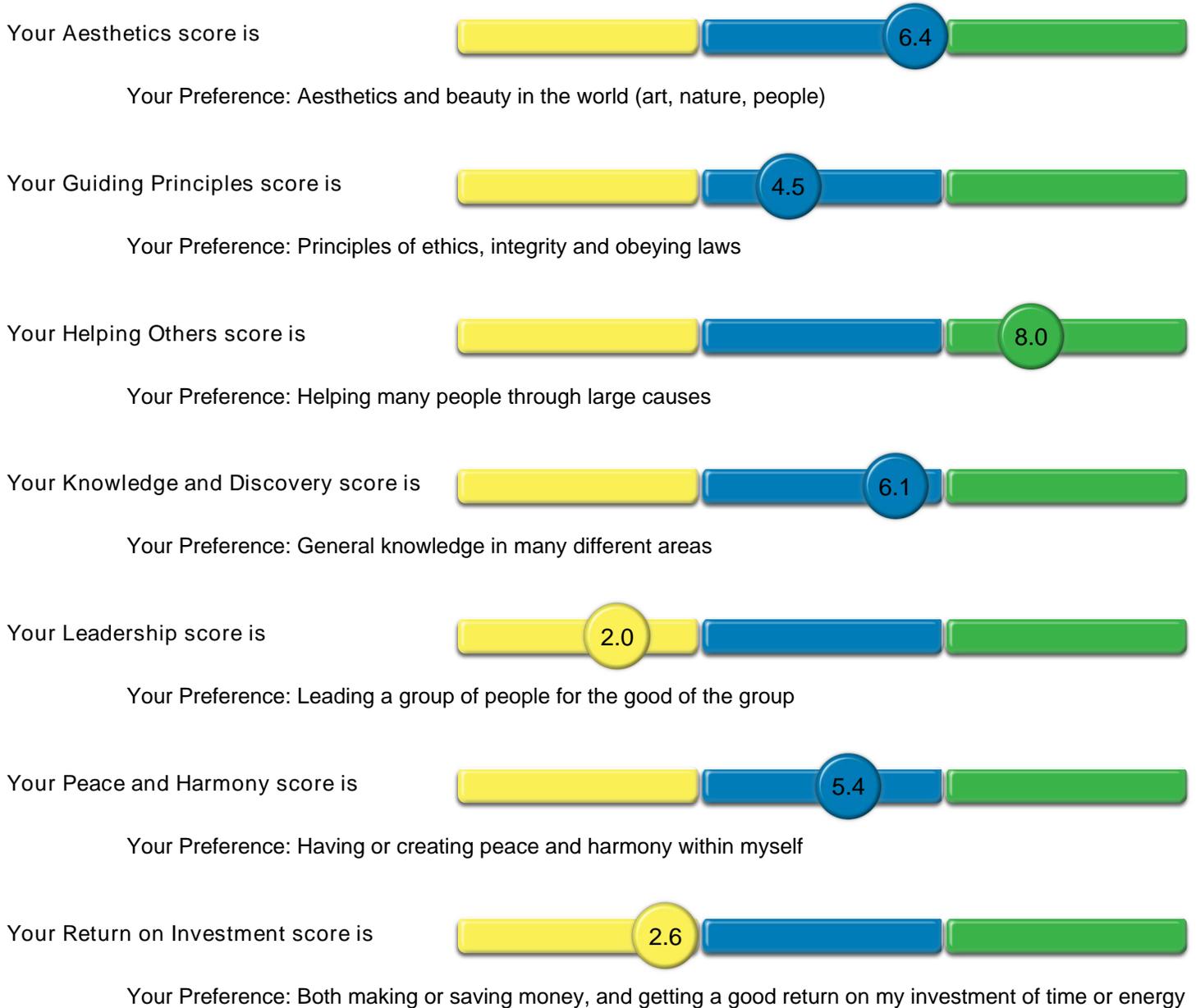
Section 2: Gives you specific information about how you value each of the seven motivators.



Your Motivators Compared

Motivating Factors

The following is a list comparing your motivating factors. Look for your highest 2 or 3 scores. These are your top drivers and have the most influence on your actions. You will strive to find things in your life that will satisfy your desires and needs in these areas. These may be met by your job, or you may seek to satisfy them in some other aspect of your life.





Guiding Principles:

Do you follow a system of living which includes ethical principles and beliefs?



Guiding principles can come from a strong personal belief system which could be founded in spiritual or philosophical beliefs, and/or a strong set of principles such as ethics, integrity, and obeying the laws of society.

You have a moderate score on guiding principles. This primarily comes from your belief in being ethical, having integrity and obeying the laws of society. You believe in doing what is “right” and standing up your principles. You may have a difficult time with those you feel have no principles, or who are breaking the law. This may not be your highest motivators, but it is important to your life.

Helping Others:

Do you like to take up a cause and make a difference by helping other people?



Helping others can come from your desire to help individuals in need on a personal basis and/or groups through a larger social cause. You may choose to do this through financial means, direct actions, or assisting a larger organization’s efforts.

You have a high score on helping others. This primarily comes from your desire to help larger groups of people, like feeding the hungry, helping the homeless, helping abused women, or other forms of caring. You may help through donating money, your time, or your knowledge and insight into the situation and possible solutions.



Knowledge and Discovery:

Are you driven to learn and understand the world around you or specific areas that interest you?



Knowledge and discovery can come from the desire to understand the world in general and how it works and/or to learn and understand specific topics you enjoy. You may read the newspaper, watch the news, or search the Internet to grasp in general what is going on in the world or you may spend hours researching the latest information in an area you are most passionate about.

You have a moderate score on knowledge and discovery. This indicates you enjoy learning and understanding about the world around you. You may not focus on any specific area as you like knowledge in general. You may enjoy having a little knowledge about everything rather than needing to be a master of any one area. This may not be your main focus or motivator, but learning and understanding are still very important to your life.

Leadership:

Do you want to lead others or yourself to success?



Leadership can come from a desire to be in control, have personal success, and/or to lead a group to success for the good of the group. When combined with your other top values, it means you want to be the best in that area. You may want to be a top business leader, a knowledge leader, or a guru.

You have a low score on leadership. This indicates that you are not driven to lead a group of people, or lead yourself through a focus solely on success. You do not have to be in control, the main person, or even the expert. Your motivation comes from one of your other drivers.



Peace and Harmony:

Are you motivated to maintain or find peace and harmony in yourself and/or the world around you?



Peace and harmony can come from either a desire to find inner peace and/or peace and harmony in the outside world. You may do this through self-reflection, meditation, projecting a positive attitude, or direct interaction and communications.

You have a moderate score on peace and harmony. This primarily comes from your drive to find or maintain peace and harmony within yourself. You may practice meditation, yoga, mantras or other methods to help you find on inner peace and balance in your life. This may not be your main focus or motivator, but it does have importance in your life.

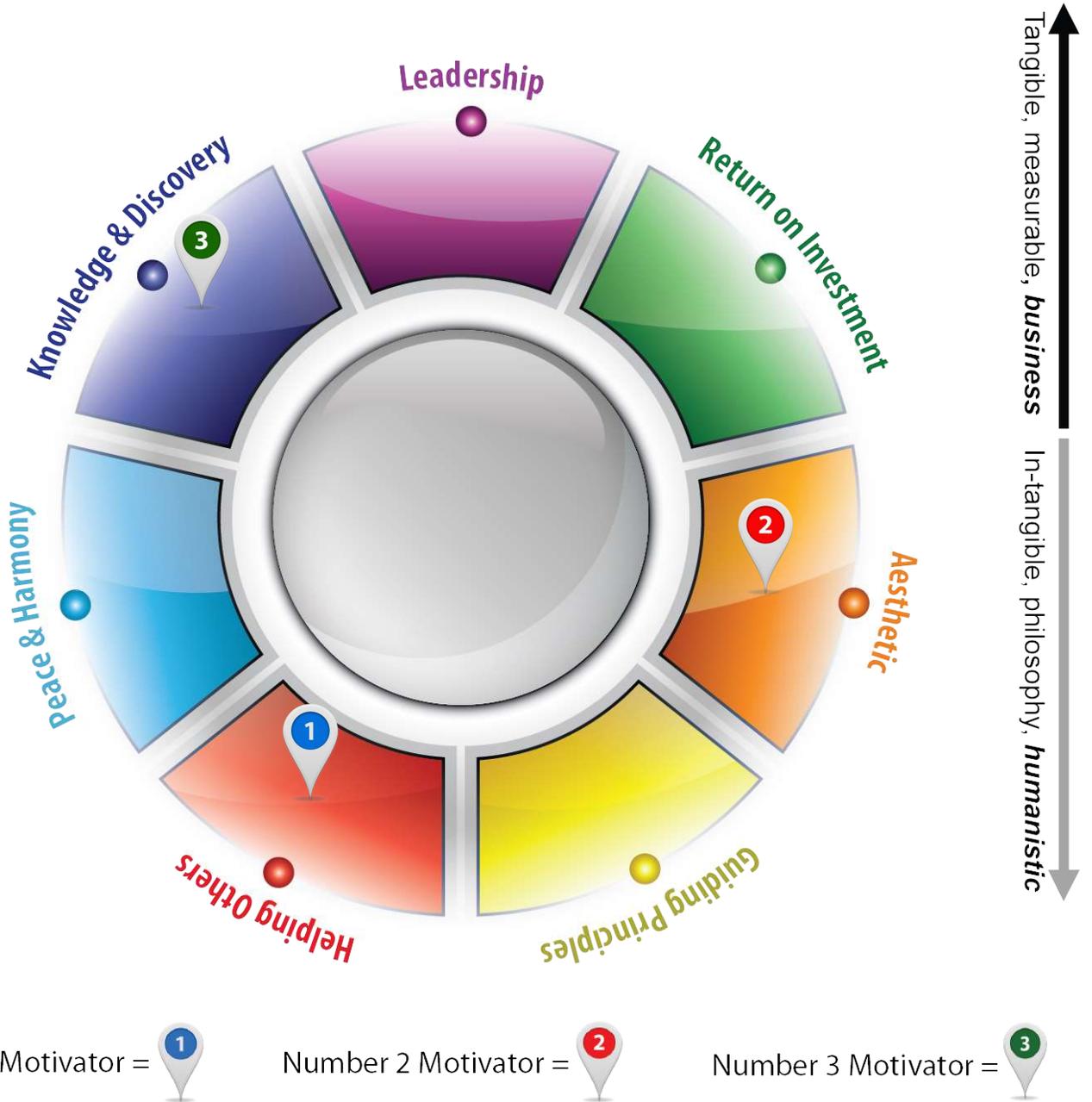
Return on Investment:

Are you motivated to gain a return on your investment of time or efforts or are you driven by financial returns?



Return on investment can come from the desire to make/save money and/ or it can be the desire to receive your interpretation of a “good” return on the investment of your time and efforts.

You have a low score in return on investment. This indicates you are not driven by financial gains or a need to see a return on investment of your time and energy spent with people or on tasks. You are motivated by other things such as helping others, a belief in doing the right thing, or one of your other motivators.





Your Manager-Supervisor Index is made up of two worlds:

MANAGER WORLD VIEW:

This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

MANAGER SELF VIEW:

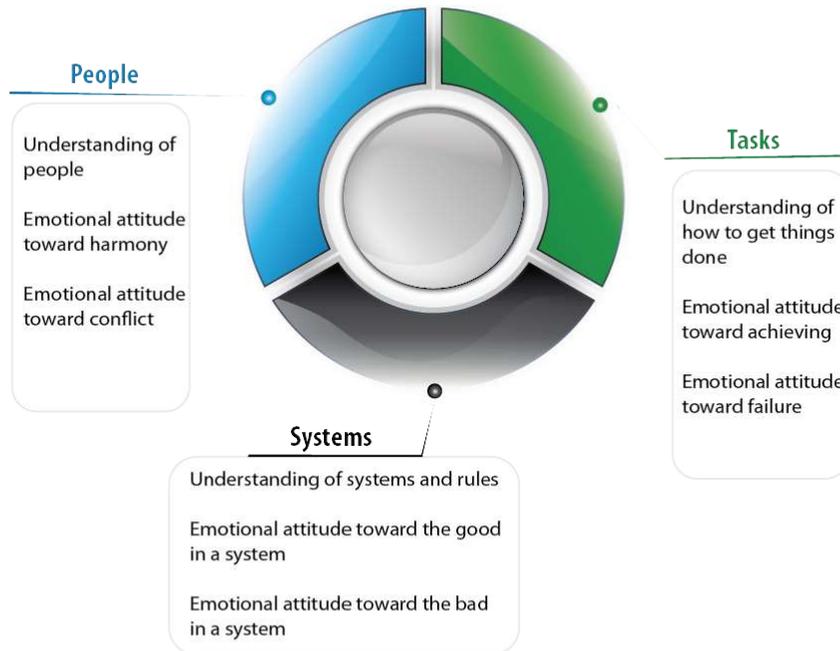
This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your job role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

COMBINED WORK LIFE ATTRIBUTES:

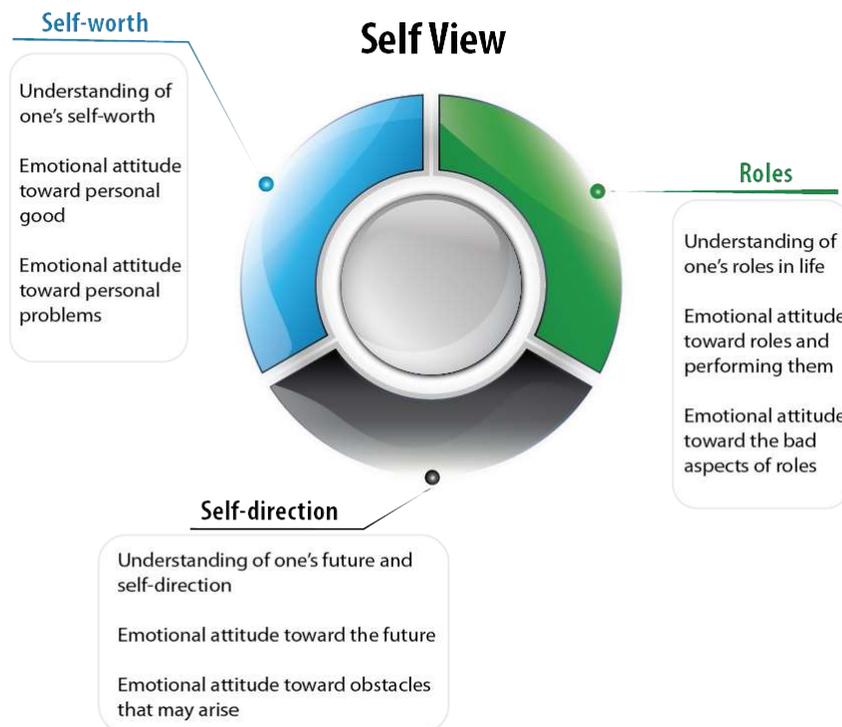
These attributes are measured by combining your Manager World View and Manager Self View to get a complete picture of YOU on the job.

6 Cognitive Dimensions 12 Emotional Intelligence Factors

World View



Self View





Attribute		Reliability : 0.882 : 0.92	Score
Manager World View			
	1. Manager-Supervisor Judgment:		8.0
	2. Emotional Control and Composure:		7.5
People	3. Interpersonal Relations:		6.6
	4. Interpersonal Harmony:		Under-Valued
	5. Interpersonal Conflict:		Under-Valued
Tasks	6. Team-Task Cohesion:		9.0
	7. Attitude toward Team Achievement:		Over-Valued
	8. Attitude toward Team Problems:		Under-Valued
Systems	9. Organizational Policies and Procedures:		8.4
	10. Attitude toward Compliance:		Over-Valued
	11. Attitude toward Defiance:		Neutral

Manager Self View			
	12. Self-judgment:		8.1
	13. Self-control:		8.6
My Self	14. Intuitive Awareness of Self-worth:		9.0
	15. Attitude toward Personal Potential:		Under-Valued
	16. Attitude toward Personal Problems:		Over-Valued
My Roles	17. Management Role Engagement:		8.0
	18. Attitude toward Peak Performance:		Under-Valued
	19. Attitude toward Performance Problems:		Under-Valued
My Future	20. Management Identity and Self-direction:		7.4
	21. Attitude toward Personal Growth:		Over-Valued
	22. Attitude toward Personal Setbacks:		Under-Valued



Attribute	<i>Reliability : 0.882 : 0.92</i>	Score
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COMBINED

23. Accountability for Others:		6.5
24. Concentration:		8.0
25. Conceptual Thinking:		6.9
26. Conflict Management:		6.4
27. Continuous Learning:		7.1
28. Customer Focus:		7.4
29. Decision Making Ability:		8.1
30. Developing Others:		8.0
31. Diplomacy and Tact:		7.2
32. Empathy toward Others:		6.3
33. Flexibility:		5.8
34. Goal Achievement:		8.6
35. Influencing Others:		6.5
36. Interpersonal Skills:		7.5
37. Intuition:		8.4
38. Leading Others:		7.6
39. Objective Listening:		6.4
40. Personal Accountability:		8.7
41. Planning and Organizing:		6.9
42. Practical Problem Solving Ability:		9.2
43. Resiliency:		8.1
44. Results Orientation:		8.9
45. Self-management:		7.7
46. Self-starting Ability:		8.1
47. Teamwork:		7.8
48. Stress -Tension Indicator	MODERATE INTERNAL	



Attribute	<i>Reliability : 0.882 : 0.92</i>	Score
49. Stress -Resistance		HIGH



Attribute	Reliability : 0.882 : 0.92	Score
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ATTRIBUTE SCORES FROM HIGHEST TO LOWEST

Practical Problem Solving Ability:	9.2
Intuitive Awareness of Self-worth:	9.0
Team-Task Cohesion:	9.0
Results Orientation:	8.9
Personal Accountability:	8.7
Goal Achievement:	8.6
Self-control:	8.6
Intuition:	8.4
Organizational Policies and Procedures:	8.4
Decision Making Ability:	8.1
Resiliency:	8.1
Self-judgment:	8.1
Self-starting Ability:	8.1
Concentration:	8.0
Developing Others:	8.0
Management Role Engagement:	8.0
Manager-Supervisor Judgment:	8.0
Teamwork:	7.8
Self-management:	7.7
Leading Others:	7.6
Emotional Control and Composure:	7.5
Interpersonal Skills:	7.5
Customer Focus:	7.4
Management Identity and Self-direction:	7.4
Diplomacy and Tact:	7.2
Continuous Learning:	7.1
Conceptual Thinking:	6.9
Planning and Organizing:	6.9
Interpersonal Relations:	6.6
Accountability for Others:	6.5
Influencing Others:	6.5



Attribute	Reliability : 0.882 : 0.92	Score
Conflict Management:		6.4
Objective Listening:		6.4
Empathy toward Others:		6.3
Flexibility:		5.8



Manager World View



This measures how much you understand and how you feel about the external world around you from a manager-supervisor perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a manager and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your manager-supervisor role?

1. Manager-Supervisor Judgment:

How well do you understand the demands of guiding, managing, and developing others?

Your score is: **High**



This is a general measure of your ability to identify and judge relative value in the context of your manager role. This summarizes your clarity about the three primary dimensions of external management value:

1. Interpersonal Relations
2. Team-Task Cohesion
3. Organizational Knowledge, Vision, and Purpose (including regulatory laws, rules, plans, innovation, and expertise)

A high score indicates a clear understanding of management, and how to best adapt to organizational demands and changing situations. You are knowledgeable about people, teams, tasks and systems.

2. Emotional Control and Composure:

How well do you maintain emotional control under situational stress?

Your score is: **High**



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A high score indicates a balanced attitude and the tendency to cope well and stay calm, cool and collected, even when faced with stressful situations. This indicates you generally do not show



frustration or allow your personal feelings to unduly influence you when resisted or blocked, and are not knocked off balance by the unexpected. As your score approaches high levels, you have likely developed the tendency to repress some of your feelings, and do not vent or express them consistently.

3. Interpersonal Relations:

How important are interpersonal relationships to you?



This score measures your understanding of others, as well as your mental clarity regarding the importance of other people and relationships in your management sphere. It measures how you generally esteem and appreciate other people on the job. Your clarity score expresses your judgment about how high or how low you place “relationship” values within the full spectrum of management values.

A moderate score reflects that you have developed a relatively good understanding of others, and demonstrate that co-workers and subordinates are usually a top priority to you. However, there may be times when you do not manage your interpersonal relationships well, and demonstrate a stronger focus on other dimensions of management, like operations or results.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

4. Interpersonal Harmony:

How well do you generally get along with co-workers and others?



This score is a measure of your attitude toward effective, harmonious relations with others, and includes the emotional satisfaction and fulfillment you gain from your personal interactions. It shows your attitude and feelings toward the positive aspects of interacting with others and the benefit others can bring into your life and to work projects.

An under-valued attitude indicates varying degrees of emotional distance from others on the personal level, a potential lack of community or team spirit with co-workers, manipulators. and in some cases, caution, reluctance or fear of being close to, or working closely with other people.

Combined with a high clarity score in Interpersonal Relations, an under-valued



attitude here is much less significant, and may be due to your overarching focus on results or operational efficiencies, when working under great duress or demand. Some managers with this attitude may feel it is more important to focus on delegation and team-task cohesion, or organizational policies and procedures versus focusing on interpersonal harmony.

Combined with a low clarity score in Interpersonal Relations, this may mean that the good in others is under-valued and made less important, as well as, a devaluation of other people's strengths, abilities, and contribution potential. You may have weak listening skills and be passive or unwilling to engage with others on the personal level, or you may have been hurt by someone close to you and fear taking the risk again. However, many professionals choose to take an emotional distance from co-workers and colleagues purposely, to better maintain objectivity and control.

5. Interpersonal Conflict:

How well do you handle disputes or mistakes made when interacting with co-workers and subordinates?

UNDER-VALUED



This measures your attitude toward interpersonal conflict and discord with others. It shows your attitude toward the negative aspects of interacting with co-workers and subordinates, and the potential harm others can and often do.

An under-valued attitude indicates that you think it is appropriate to critique others and hold them accountable, especially if there is good reason.

Combined with a high clarity score in Interpersonal Relations, an under-valued attitude here is less significant, and likely means that you are a manager who not only recognizes others' strengths and talents, but their deficiencies and faults as well. You are not in the habit of ignoring others' shortcomings, but directly address them, because you tend to be more concerned with getting the project or the work done efficiently or according to plan versus sparing others' feelings.

Combined with an over-valued attitude in Interpersonal Harmony, you tend to be very clear and supportive of others' strengths as well as trying to help them overcome their weaknesses.

Combined with a low clarity score in Interpersonal Relations, you may not even be aware that others have problems or personal deficiencies. You may think it is okay or routine to blame, criticize, or point the finger at people (even if this is counter-productive and may put relationships in jeopardy) or you may be passive and refuse to listen and communicate with others on a personal level. You may not be aware that interpersonal relationships within the organization, or with customers, are being damaged. This is due to being too concerned with getting the work done efficiently or



according to plan. You may also be working in an environment where blaming, criticizing, and lack of communication, between management and subordinates, is accepted as “normal” or routine.

6. Team-Task Cohesion:

How well do you understand team cohesion, effective procedures, and the processes involved in managing others?

Your score is: **High**



This dimension reveals your mental grasp of tangible, observable management realities (actions, causal relations between efforts and results, social and professional responsibility, project flow routines) and how they all fit together in actual management situations. This score measures your capacity to understand tangible things, and events, and how they relate to each other comparatively (with particular focus on creating and maintaining proactive/competent work teams, and managing team dynamics and operations efficiently).

A high score indicates you know what to do and when to do it in any given management or supervisory situation. You understand how to separate and combine tasks into efficient workflow and prioritize processes and strategies to achieve goals and objectives.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

7. Attitude toward Team Achievement:

Do you thrive in your professional management setting?

OVER-VALUED



This score reflects your attitude toward the benefits of practical management actions, adaptability and project completion successes. It measures your level of engagement in routine supervisory procedures used in project management and control, and the degree of familiarity and involvement with diagnostics and project guidance. This score indicates how you relate to the good, constructive aspects of project management and team leadership.

An over-valued attitude shows sensitivity to and reliance on practical efficiency, and reflects your attitude toward team success. You are professionally adept, highly value your interactions with co-workers and subordinates, and you are a good communicator who enjoys networking and building competent work teams. You do your best to establish and maintain strong professional relationships, and to manage team dynamics in a way that results in efficiency and successful project



completion. You tend to get fully and actively involved in your management position, and may overemphasize meeting or exceeding success standards. You are a proactive manager who is also a good role model, and you try to ensure that your co-workers and subordinates are motivated and productive. You do your best to keep your work team focused and on track.

8. Attitude toward Team Problems:

What is your response when work processes or procedures do not go as you would like?

UNDER-VALUED -100



This score reflects your attitude toward conflicts and problems often encountered in the course of team supervision and project management. It shows how you relate to the negative, destructive, and disruptive aspects that often emerge during active team processes.

An under-valued attitude shows you judge “bad” aspects of work performance as less bad than they really are, indicating an acceptance of conflicts and problems; in your mind, sloppy procedures, mistakes and omissions are all part of daily management practice and are to be accepted as such.

Combined with a high score in Team-Task Cohesion, this could mean you prefer to avoid conflict situations, and if your score is over-valued on Attitude toward Team Achievement, and under-valued here, this is a strong indication you have an optimistic versus a pessimistic attitude. You focus on leading and managing the project or the team with enthusiasm and optimism as opposed to a “mistake or problem-avoidance” focus.

Combined with a low score in Team-Task Cohesion, you may find it difficult to fully engage yourself in your management role, or you may be in the habit of letting others get away with making errors and omissions, or tolerate counter-productive efforts or performance that is below standard without directly addressing the situation.

9. Organizational Policies and Procedures:

How well do you follow and enforce established policies and procedures down-line when managing others?

Your score is: **High**



This dimension is about “what’s what” in the world of management in terms of the organization’s established policies and procedures, clear and precise communication down-line, strategic planning, and how organizational management is structured through established policies, regulations, rules and the use of directives and authority. It involves goals, standards, principles, planning, and all elements establishing definition, structure, and order in the organization and



within a work team.

A high score indicates conscientiousness and devotion to clear understanding of rules, standards, policies, planning, expectations and goals. You are a manager with the capacity to clarify and share the company's vision and goals, with both co-workers and the work-teams you supervise. High scores also reflect that you tend to have productive relations with other managers who are authority figures, including financial officers, administrative regulators, and others who may be in a peer or higher- level position than you are.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

10. Attitude toward Compliance:

How well do you accept, follow and enforce established policies and authority in systems and organizations?

OVER-VALUED



This score measures your attitude toward the benefits of effective management (including your own) as governed by structure and effective, established regulatory systems and standards of the organization. This score is about management knowledge and experience learned by coping with systems organization through compliance and enforcing policies and procedures down-line.

An over-valued attitude shows an overvaluation of the “good” or beneficial aspects of organizational systems and order, making them even better than they really are. You are dedicated to and seek to promote compliance with authority. You understand the importance of loyalty and cooperation toward established systems and compliance with organizational and regulatory requirements. You also tend to be a dedicated manager of work teams who promotes common goals and aspirations, and who diligently strives to meet or exceed company goals and expectations.

Combined with a low score in Organizational Policies and Procedures, you may be heavily reliant on established systems and rules to manage your work team. Although you may not fully understand the rationale behind the rules and systems in place, you may have blind faith in those regulatory systems and do not question them; you may not take initiative toward a new direction or think outside the box, because you feel more comfortable doing things according to the book or company way.

11. Attitude toward Defiance:

To what extent do you accept or reject going against the system?



NEUTRAL

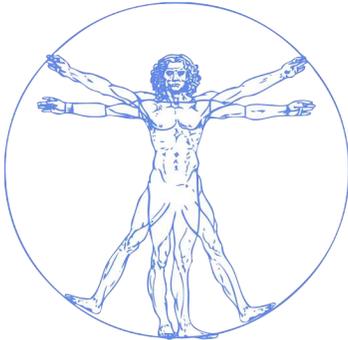


This score measures your attitude toward disorganization and deficiencies in management systems and defiance against authority.

A neutral attitude toward “defiance” or the “bad” or deficient aspects of systems indicates realism and objectivity concerning mistakes, misunderstandings, inefficient delegation, diagnostic errors, breaking rules, and lack of proper planning or misinformation; you understand these things will happen on occasion, but you know this can lead to inappropriate actions or adverse consequences. You generally handle these problems as soon as you become aware of them, and through preventive maintenance, you try to ensure they do not happen again. You are a manager who wants to avoid giving or getting misleading information, and you do your best to follow up on responsibilities you have delegated to others regularly, to ensure effectiveness and efficiency.

Combined with a high clarity score in Organizational Policies and Procedures, you understand why rules and directives need to be followed, but may bend the rules in some situations. You understand that errors can, and will, happen, and you apply forgiveness or discipline as deemed appropriate for the situation.

Manager Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your manager-supervisor role and where you are going in your management career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you manage others?

12. Self-judgment:

How clearly do you understand the linkage between being, doing and thinking as a manager?

Your score is: **High**



This is a summary score of your clarity regarding the three primary dimensions of management self-understanding:

1. Intuitive Awareness of Self-worth
2. Manager Role Engagement
3. Manager Identity and Self-direction

A high score indicates a clear understanding of your unique individuality, your manager-supervisor role, and future anticipations, reflecting healthy self-esteem.

13. Self-control:

How well do you handle and respond to situational stresses that directly affect you?

Your score is: **High**



This is a measure of your ability to handling the challenges of everyday life in management. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A high score indicates you are able to maintain self-control when facing personal problems or issues in your manager-supervisor role. You do not tend to show frustration or irritability even when you are not happy with the situation.



14. Intuitive Awareness of Self-worth:

How well do you understand the value you bring to management - as a unique individual?

Your score is: **High**



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve.

A high score indicates a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith and confidence in yourself and your management potential, and understand your strengths and weaknesses very well. You enjoy just being yourself and feel your life has definite purpose, which makes you excited about your life in general.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

15. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better through accessing and drawing out your potential?

UNDER-VALUED -100



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in management and bring it into reality. It is a measure of the quality of your internal motivation.

An under-valued attitude indicates you agree you have a lot of undeveloped potential within and you desire to make it real and actual. You are personally committed to and actively work toward continuous self-improvement.

Combined with a high score in Intuitive Awareness of Self-worth, this attitude is less significant, but it still implies that you have a high level of self-motivation and a strong desire for further improvement. You recognize that you have not yet developed all of your potential, and are open to feedback without becoming defensive.

Combined with a moderate or low score in Intuitive Awareness of Self-worth, this attitude indicates varying levels of dissatisfaction with yourself; you judge yourself as not being a “born” manager; you have to work hard at it, and you may feel varying



levels of discomfort in certain management situations. You may feel you don't communicate as well or as clearly as you could, and you may not feel very confident about your management skills; however, this tends to fuel your internal motivation to improve yourself and become a better manager and communicator. As you grow and improve, your faith and confidence in yourself will increase.

16. Attitude toward Personal Problems:

What is your attitude concerning personal problems?

OVER-VALUED



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in life.

An over-valued attitude indicates you feel that you currently have some personal problems (e.g. you may feel restricted from developing other areas of your life - aside from work; you may not be happy with who or where you are right now, you may feel you don't communicate well with others, you may feel overwhelmed or depressed by everything that is expected of you, or your life may lack purpose and discipline, etc.). However, you strongly desire to overcome these problems.

Combined with a high score in Intuitive Awareness of Self-worth, any obstacles or problems you may be facing are likely temporary or situational, and you should have no difficulty resolving them.

17. Management Role Engagement:

Do you feel your talents are being fully utilized within the demands of your management position?

Your score is: **High**



This score measures your ability to achieve and maintain the harmonious integration of your professional management and supervisory roles. It reflects the degree of your personal identification with your management position, and whether you are getting a strong sense of personal fulfillment and achievement from your work roles.

A high score indicates that you love what you do for a living and identify strongly with your professional management roles, and you are not experiencing any role conflict. You tend to fully engage yourself in your position and try to be fully present to your various role responsibilities; this indicates you are also highly success oriented.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score



above approaches a 10.

18. Attitude toward Peak Performance:

How well do you believe you can excel as a manager of others?

UNDER-VALUED -100



This score reflects your attitude toward professional role success, and the degree to which you enjoy your management role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

An under-valued attitude indicates varying degrees of personal or professional role dissatisfaction or conflict, and the lack of fulfillment from your current management role.

Combined with a high score in Management Role Engagement, an under-valued attitude here is less significant, and indicates that you may feel that your current management role does not offer many challenges or opportunities, or your innovative thinking may not be appreciated or utilized.

Combined with a low score in Management Role Engagement, you agree that you have some issues, such as not being able to fully apply your talents and develop your potential, which can produce an attitude of lower self-confidence and motivation. You may not be very success-oriented, and you may have a difficult time fulfilling the performance challenges of your management role or doing your best consistently. You may find professional preparation and engagement difficult or unfulfilling; or you may have issues with co-workers or other managers, which can actually cause you to take a distance from full professional involvement. Perhaps you are in a position that is simply not well-suited to your talents, or you may lack sufficient experience to make good decisions for yourself in this area.

19. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong?

UNDER-VALUED



This score reflects your attitude toward problems in your managerial role performance, work ethic, professional management preparedness and engaged participation.

An under-valued attitude indicates you do not see many, if any, problems or obstacles in managing others and you have achieved a high level of harmony in your roles. You are proud of your work, and you feel you have good work habits; you feel



you are doing the very best you can. Your workload may be overwhelming, but you always find a way to handle the demands of project or team control.

20. Management Identity and Self-direction:

How clear are you about your future – do you have definite goals?

Your score is: **High**



This score measures your self-identity in terms of where you are going in the future. This score is about the definition of your “comfort zone” in your management career, and your understanding of the mental planning and discipline necessary to best organize your life and prepare for the future.

A high score indicates you have a clear, strong and mature self concept in terms of what you do in life, as well as definite plans for your future. You understand productive work principles and you have clear performance goals, as well as the discipline to reach your targeted destination. You can be counted on to hold things together during tough times.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

21. Attitude toward Personal Growth:

What is the quality of your mental self-image and how do you project yourself into the future?

OVER-VALUED



This score reflects your attitude about your positive goals and aspirations, and your management career goals for the future.

An over-valued attitude indicates you have a high level of drive, ambition and discipline, and you continuously try to learn and achieve more.

Combined with a high clarity score in Management Identity and Self-direction, you are clear about your managerial goals, with definite future plans in mind. You also fulfill your responsibilities with energy and enthusiasm, and your consistent efforts to meet your professional goals, clear sense of self-direction, and strong self-discipline virtually guarantee you will achieve your future goals. It is your persistent drive together with your mental tenacity and resilience that results in your high level of accomplishment. You seldom give up before finishing, especially in the face of resistance or setbacks.

Combined with a low clarity score in Management Identity and Self-direction, you



work hard and although over-value working toward your managerial goals, you may not be very clear or certain about what those goals are or should be. The plans you have for your future may be very definite in your mind, but they may not be very realistic, objective or achievable in the workplace. You express a strong sense of optimism about your future in management, but it may not be sufficiently clear or well-defined. This could make you feel that although you are putting in a lot of effort, you are spinning your wheels without getting ahead. You could most benefit from clarifying and prioritizing your goals to ensure they are realistic. Then, you will be able to more effectively channel your energy, time, and knowledge on a definite and achievable target that will help you bring your desired future into reality.

22. Attitude toward Personal Setbacks:

How do you handle personal setbacks and potential failures?

UNDER-VALUED

-67

This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your management career.

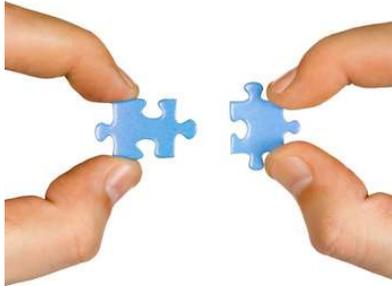
An under-valued attitude indicates you are not focused on potential issues and setbacks that may arise in your management role and have few fears about the future.

Combined with a high clarity score in Management Identity and Self-direction, you feel very clear about where you are going, and you certainly know where you don't want to be. You see very few, if any obstacles or barriers to your success in management. You think clearly and tend to be full speed ahead, with well-defined plans for your future. Your performance is consistent and disciplined, and you make very few mistakes. You have no fears about the future, manage your workload well, have realistic expectations and feel a strong sense of purpose in everything you do. This gives you a high level of optimism with respect to your self-direction.

Combined with a low clarity score in Management Identity and Self-direction, you don't fear what the future holds indicating a strong sense of optimism, but you may be somewhat unclear or confused about the actual details of your long-term future, or you may take it for granted. The same holds true for your expectations; you may believe they are realistic, but if they are vague or poorly defined, others may view them as unachievable or unrealistic, unless you clarify, define, and explain the rationale behind your expectations. There is no doubt you are working and trying hard, but you may feel like you are spinning your wheels at times, because your efforts are not being sufficiently recognized, or you may not be advancing as you expected. You could most benefit from clearly defining the future you want to bring about; then, when you work toward your clearly defined and prioritized goals and objectives, you will definitely make progress.



Combined View



These attributes are measured by combining your World View and Self View to get a complete picture of YOU from a Manager-Supervisor perspective.

23. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a manager/supervisor will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team.

A moderate score indicates you are willing to take responsibility for the actions of others on your team most of the time, but you may occasionally lay blame when you feel things are out of your control or when another manager is involved. You may also feel you are responsible for the outcome of too many people, tasks or projects to manage them all with the same degree of quality.

24. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A high score indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

25. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



Your score is: **Moderate**



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A moderate score indicates you are capable of envisioning a big picture, or long-range plans well in certain areas that you feel comfortable or competent in. However, in other areas of your work, you may require input from competent others to clearly envision and achieve desired future results. There are times when you may be more focused on the current details of what is happening in the present, versus planning for the future.

26. Conflict Management:

How well do you manage conflict as a manager/supervisor?

Your score is: **Moderate**



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A moderate score indicates that most of the time, you are capable of addressing conflict situations effectively. You generally are able to diffuse the tension of conflict, listen effectively to the issues, and reach a mutually beneficial agreement to work through the issues at hand, while maintaining a good professional working relationship. However, there are times and situations when this is more difficult for you than others. This may be especially true when the conflict centers around you or your vision, versus between other individuals on the team.

27. Continuous Learning:

How motivated are you to keep learning?

Your score is: **High**



This score measures the degree of a person's desire and motivation to consistently learn more.

A high score indicates you have a passion for knowledge in general, and you enjoy learning new



skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

28. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A high score indicates you are a manager-supervisor who is highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

29. Decision Making Ability:

How well do you make decisions as a manager/supervisor?



This score measures the ability to make consistently sound, accurate, and timely decisions in your manager/supervisor role.

A high score indicates that you are a manager/supervisor who can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to have a dynamic organization that can respond better to the needs of your customers, innovation and market changes.

30. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A high score indicates you have insight into what each member of your team needs for



improvement. You evaluate these needs relative to the norm of “better performance”, and do your best to initiate and facilitate each individual’s professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

31. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?

Your score is: **High**



This score measures a person’s sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A high score indicates you have developed a keen sense of what to do or say in difficult or delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

32. Empathy toward Others:

Do you understand and empathize with people?

Your score is: **Moderate**



This score measures a person’s capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A moderate score indicates you are able to understand and empathize with other people most of the time, with genuine sensitivity to their needs and desires. However, there may be times when you do not feel like you can relate to a person’s issues, or when you have to focus more on the organization’s needs, rules, or processes, than the individual’s.

33. Flexibility:

How adaptable are you as a manager/supervisor?

Your score is: **Moderate**



This score measures a person’s capacity to adapt easily to different types of people, new situations



and changing environments.

A moderate score indicates you have developed a relatively high level of versatility. This enables you to adapt well to change most of the time.

34. Goal Achievement:

How well do you focus on achieving your manager/supervisor goals?



This score measures the capacity to concentrate one's full attention on the task, project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A high score indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another's feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A moderate score indicates that you have a relatively high level of sensitivity when it comes to listening and understanding others' views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds, and opinions.

36. Interpersonal Skills:

Do you have the skills to effectively communicate with others?





This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A high score indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

37. Intuition:

How well can you “feel into the situation” and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A high score indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

38. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A high score indicates you are highly developed as a leader. You identify with the leadership aspects of your role, have self-confidence, and are able to project the organization's mission, purpose, and vision clearly to others. You have developed a genuine understanding for others, and enjoy guiding and influencing them toward common goals and organizational objectives.

39. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



Your score is: **Moderate**



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A moderate score indicates you have achieved a relatively good level of objective listening. You generally interpret what you are hearing accurately and objectively, and you pay attention not only to content, but to how the other person feels as well. You may occasionally be influenced by your own bias, personal situation, or other things going on around you. If you have a strong opinion on a subject or time constraints, you may not be fully engaged in listening, or you may become argumentative. This will have a negative impact on focusing your full attention on what someone else is saying.

40. Personal Accountability:

Do you take personal responsibility for your actions?

Your score is: **High**



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A high score indicates you will take personal responsibility for successes as well as failures, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

41. Planning and Organizing:

Are you able to envision the future and plan accordingly?

Your score is: **Moderate**



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A moderate score indicates you are relatively good at envisioning a better future, and understand how to develop plans and goals to make your future vision or goals a reality, although you may not



always stay on track or do things exactly according to plan. You are good at following or implementing plans and directives most of the time, and enjoy when you are given the power and authority to turn a good idea or plan into reality.

42. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A high score indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

43. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A high score indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

44. Results Orientation:

How focused on results are you as a manager/supervisor?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to



complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A high score indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, especially if you consider the results more important than the process or people necessary to achieve it.

45. Self-management:

Are you able to manage and organize yourself effectively?

Your score is: **High**



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A high score indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your manager-supervisor role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

46. Self-starting Ability:

Are you motivated to jump right in and get going?

Your score is: **High**



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation and drive necessary to get to work.

A high score indicates you feel compelled to "get started now" in working toward your immediate goal or, in general, toward your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you are the one who gets projects off the ground and keeps them going forward.



47. Teamwork:

Are you focused on all aspects of teamwork as a manager/supervisor?

Your score is: **High**



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A high score indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe "together, we can achieve more."

48. Stress –Tension Indicator:

Your Stress Tension is MODERATE

Do you experience a high stress level and are you accident or injury-prone?

This score is an indicator of the well-being which results from the harmony between your personal and professional life, as well as the level of maturity you have achieved due to the harmony between your value judgment about external world or work values and internal personal values.

Moderate Stress indicates you generally feel low or no stress, but you may be experiencing a degree of situational tension at this time, which could be personal (internal) or professional (external). You are likely to resolve your situational tension or pressure, especially if your stress resistance score is high.

49. Stress –Resistance

Your Stress Resistance is HIGH

Do you have what it takes to resist stress?

This score is a measure of your internal strength to cope with demanding events which may be experienced as pressure and strain.

High Stress Resistance reflects your capacity to realize when stress becomes too great; you know when to take time out for personal reflection, to analyze and weigh alternatives, rejoining the situation with renewed energy, a more balanced perspective, and a confident plan of action.

ITEM 43

BACK UP MATERIALS

Brunswick Zoning Ordinance:

604 Signs Not Subject To Permit

The following signs are permitted as indicated in each subsection, and require no permit.

604.7 Political Campaign Signs. Political Campaign Signs are temporary signs bearing messages relating to an election, primary or referendum. Political Campaign Signs are permitted on private property no sooner than 60 days before an election, primary or referendum and must be removed no later than 5 days after the same election, primary or referendum. Size shall be limited to 8 s.f. (Amended 12/1/97 R, 9/4/01 E)

ITEM 44

BACK UP MATERIALS

APPOINTMENTS COMMITTEE

To:

Brunswick Town Council

From:

Gerald Favreau
Chair Appointments Committee

Date:

March 31, 2014

Fellow Councilors,

On the evening of March 19, 2014, the Appointments Committee met to interview candidates/applicants for (1) Committee.

Personnel Board

The Appointments Committee is hereby (unanimously) recommending for appointment as follows:

To the Personnel Board:

William Guindon (New appointment- Full membership)
(Uncontested) Nominations from the floor are always allowed.

Town of Brunswick
Application for
Appointment to Board/ Committee/ Commission

For Office Use Only
2/19/2014 Date App. Received
Date App.
Entered
Appointed

Full Name: William F. Guindon Jr. Date 2/17/2014

Street Address: 88 Merrymeeting Road

Home Telephone #: 207-406-2784 E-mail Address: bguindon@live.com I live in Council District #: 5

I wish to be considered for appointment to the:

Personnel Board Full Membership Status

(NAME OF BOARD/COMMITTEE/COMMISSION)

Check one or both:

FULL MEMBERSHIP STATUS: X TERM BEGINS: 2/2014
and/or
ASSOCIATE MEMBERSHIP STATUS: _____ TERM EXPIRES: 2/2015

Do you currently serve on any Town Board/Committee/Commission? Yes If so, please state name of Board/Committee/Commission and the number of years of service:

Personnel Board Alternate Number of Years 1 1/2 Date term expires 2/2015

Occupation: Director of Maine Fire Service Institute

Employer: Southern Maine Community College Work Telephone #: 207-406-278

List any civic organizations to which you belong:

Pathway Vineyard Church (Brunswick) and Topsham Fire and Rescue Association

Note any prior experience knowledge, or abilities that you have which would contribute to the activities of the board/committee/commission:

I have developed and facilitated recruitment and screening processes for public sector positions.

Have you previously served on a Town board/committee/commission? Yes If so, please list the board/committee/commission and years of service:

1 1/2 years as an alternate member of the Personnel Board



SIGNATURE

PLEASE COMPLETE THE QUESTIONS ON THE BACK OF THIS APPLICATION.

Applicants may submit a cover letter and resume with the application form. Applications should be returned to the TOWN CLERK'S OFFICE, 28 Federal Street, Brunswick, Me 04011 - BY 4:30 P.M. on the date specified by the public notice.

You will be contacted to set up an interview with the Appointment Committee.

It is the intent of the Town to televise proceedings of Boards/Committees/Commissions

APPLICANT – PLEASE COMPLETE THE QUESTIONS BELOW

Board/Committee/Commission Applying For: Personnel Board Full Member

Term Length: 1 Year or longer

1. Do you have any questions about what the Board/Committee/Commission does or on its charge?

No

2. Do you have any practical experience or formal education that would be relevant to the Board/Committee/Commission?

I have over 30+ years in Public Sector service which includes management of human resources, civil service processes and recruitment and retention programs.

I have served on a number of interview panels and screening processes throughout my career.

3. Why would you like to be on the Board/Committee/Commission?

I enjoyed to opportunity this past 1 1/2 years to give back to my community.

I believe the Personnel Board is a great opportunity to provide contributions and support of the Town of Brunswick and the Brunswick Fire and Police Departments.

4. Are you aware of the time involved and would you be able to attend most of the meetings?

Yes

5. Do you have any conflict of interest that might involve either a direct financial gain or other gain?

None

6. Do you have anything you would like to add?

I would be privileged if appointed to serve.

**William F. Guindon Jr.
88 Merrymeeting Road
Brunswick, Maine 04011
207-809-9062
bguindon@live.com**

February 17, 2014

Ms. Jessica Factor, Human Resources Manager
Town of Brunswick
28 Federal St.
Brunswick, ME 04011

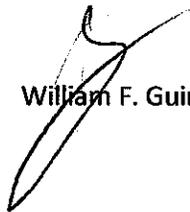
Dear Ms. Factor:

Please find enclosed an application and resume for consideration for appointment to the Town of Brunswick Personnel Board as a permanent member. I have served as an alternate member of the Personnel Board since 2012 and have enjoyed the opportunity to serve. I believe my experience serving in the public sector for over 36+ years particularly in Public Sector roles and a desire for giving back to the community would be a great fit for the Personnel Board.

My family and I moved to town of Brunswick in June of 2010. Since our arrival we have become very attached to the town and the people who live in it. We have been very fortunate to have the opportunity to observe and receive services that the town provides. I would be privileged to have the opportunity to contribute my time to the community as a member of the Personnel Board.

Please feel free to contact me if you have any questions.

Sincerely,



William F. Guindon Jr.

WILLIAM F. GUINDON JR.

88 Merrymeeting Road Brunswick, ME 04011

(207) 406-2784

bguindon@live.com

PROVEN LEADER AND ADMINISTRATOR

Operations Management ~ Human Resources Management (HRM) ~ Strategic Planning ~ Administrator

Results-driven management professional with demonstrated ability to analyze, troubleshoot, and develop systems to enhance organizational efficiency and productivity. Track record of delivering measurable improvements spanning diverse performance metrics.

Strategic Planning

Process Troubleshooting & Analysis

Training & Development

Program Management

Process Development

Emergency Management

Systems Development

Fundraising & Grant Writing

Event Planning

RECENT ACCOMPLISHMENTS

Reduced administrative work-hours by developing organizational plans and streamlining processes.
Decreased job-related injuries by instituting and managing training and safety programs and implementing safety and risk management audits and reporting.

Slashed HR-related work-hours by developing Human Resource Management System / Human Resource Information System (HRMS / HRIS).

Conducted departmental reorganization to increase efficiency and customer service

Increased agency's effectiveness by initiating inter-agency collaboration and networking.

Coordinated training curriculum development; developed job descriptions and employee performance appraisal systems.

Increased employee retention 50% by building / refining recruitment, orientation, and retention programs.

Facilitated Development and Implementation of Strategic Plans

Created Instructor selection and orientation program

PROFESSIONAL EXPERIENCE

SOUTHERN MAINE COMMUNITY COLLEGE South Portland, ME 2010-Present

Director of Maine Fire Service Institute (Brunswick, ME)

Provide oversight and management of statewide fire training and certification program

Facilitated development of strategic and market plan for organizations.

Reviewed and revised position and work flow description

Coordinated the collaboration the development of training program for fire chiefs

Facilitated the development of a customer service focused training and certification delivery system.

Initiated collaborative and networking efforts through meetings, personal visits and work groups.

Successfully performed troubleshooting of organizational operations.

TOPSHAM FIRE AND RESCUE (Topsham, ME) 2011- to present

Fire Fighter/Safety Officer/EMT-B

Responds to emergency incidents

Provide oversight of Fire and Rescue Safety Programs

Serves as part of Command Staff as Safety Officer at Incidents

CITY OF BURNS, Burns, OR 2007 - 2010

Fire Chief

Recruit, train, and manage high-performance team of 25, including all personnel management functions.

Provide oversight and management for all aspects of day-to-day operations involving city-wide fire and life safety, suppression, and emergency management programs.

Initiate and lead ongoing networking and inter-agency collaboration with other entities.

Launched Wildland Fire Structure Protection Plans.

Developed Human Resources (HR) systems including software, policies, and processes: position descriptions, new training & development program, handbook, recruitment and retention program.

Developed and oversee execution of procedural audit plans.

Enhanced community involvement and awareness and head successful grant-writing initiative.

Interim City Manager October 2008-February 2009

Reporting to City Council, served as Chief Executive Officer for Municipal Government.

Specifically tasked with analyzing and troubleshooting organizational and operational issues to improve efficiency. Held oversight and management for all daily operations of City Government.

Supervised four Department Heads and managed \$5 million budget.

Troubleshot diverse operational issues and recommended solutions to City Council.

Analyzed city imminent issues and reviewed purchases and programs.

CANON CITY AREA FIRE DISTRICT, Canon City, CO, 2005 – 2007

Fire Chief

Served as Chief Executive Officer (CEO) of Fire District and provided management oversight of 31 government employees and 25 firefighters.

Handled extensive public relations and community relations and oversaw all Emergency Management functions throughout Community.

Developed performance appraisal system, HR policy and procedures, financial policy and procedures, and position descriptions.

Coordinated Development of Strategic Plan for District.

Successfully networked with Community Partners and other emergency agencies.

SOUTH LANE COUNTY FIRE AND RESCUE, Cottage Grove, OR, 2002 – 2004

Deputy Chief

First outside candidate hired at this level in more than 40 years of department history.

Supervised 55 personnel and led response to emergency incidents as incident commander.

Tasked with development and oversight for delivery of training, professional development, and safety programs for career and volunteer personnel.

CUNNINGHAM FIRE PROTECTION DISTRICT Denver, CO 2000-2002

Training and Safety Officer

Responsible for management, development, delivery, and coordination of fire training and safety programs for District personnel.

METRO FIRE TRAINING CENTER Littleton, CO 1995-2000

Director

Responsible for management, development, coordination of fire training facility serving 600 career and 30 Volunteer Firefighters serving 4 fire department and districts.

FELLOWSHIP OF CHRISTIAN FIREFIGHTERS INTERNATIONAL Denver, CO 1989-1995

Fire Service Liaison

Provide daily oversight and management of International ministry to fire service.
Develop accountability programs and services to ministry leaders.

PAID AND VOLUNTEER POSITIONS IN FIRE AND VOCATIONAL MINISTRY
POSITIONS 1977 TO 1989

EDUCATION & TRAINING

Masters of Public Administration, (MPA) Graduate Student, Anna Maria College 2013-2014
Bachelor of Science (BS), Organizational Management, COLORADO CHRISTIAN UNIVERSITY 2002

Certificate in Human Resources, PENN FOSTER SCHOOLS, Scranton, PA 2009

Executive Development, NATIONAL FIRE ACADEMY, Emmittsburg, MD 2004

Two-Year Leadership Development Course, LEADERSHIP DEVELOPMENT INSTITUTE

CERTIFICATIONS/LICENSES:

NBPQ / NFPA: Fire Officer II, Fire Instructor II, Driver Course, Remembering When Instructor

NATIONAL FIRE ACADEMY: Health & Safety Officer, Response to Terrorism Basic Concepts, Training Program Management, Advanced Incident Safety & Operations Management, Executive Development

National Registry EMT-B

Maine State EMS EMT-B

NWCG: Wildland, ICS I-100 to I-400 Instructor, ICS I-100, I-200, I-700/800

FEMA: Emergency Management Professional Development Series Certificate

OREGON STATE: Fire Marshal Fire & Life Safety I & II

AFFILIATIONS

Member	North American Fire Training Directors Association
Member	International Association of Fire Chiefs
Member	New England Division of International Association of Fire Chiefs
Member	Maine Fire Protection Services Commission
Member	Maine Fire Chiefs Association
Member	Maine State Federation of Firefighters
Vice President	Topsham Fire and Rescue Association
Member (Alternate)	Town of Brunswick Personnel Board
Co-Chair	FEMA Region I TRADE
Member	FEMA Assistance to Fire Fighters Grant Criteria Review Panel
Regional Advocate	National Fallen Firefighters Foundation
Fire Service Liaison Emeritus	Fellowship of Christian Firefighters International
Member/Usher	Pathway Vineyard Church Brunswick, ME

CONSENT AGENDA - A BACK UP MATERIALS

Draft
BRUNSWICK TOWN COUNCIL
Special Meeting Minutes
March 17, 2014
6:30 p.m.
Town Council Chambers
85 Union Street

Councilors Present: Chair Benet Pols, W. David Watson, Stephen S. Walker, Suzan Wilson, John M. Perreault, Gerald E. Favreau, Jane F. Millett, Sarah E. Brayman and John Richardson, Jr.

Councilors Absent: None

Town Staff Present: Bryan Cobb, IT/Cable Manager and Jessica Factor, H.R. Manager

Chair Pols called the meeting to order and conducted the Roll Call.

New Business:

- 27. The Town Council will interview consultants to undertake the Town Manager's search process and will take any appropriate action. (Consultant Subcommittee)**

Presentations were made by MMA, Eaton Peabody and Strategic Talent Management. Each presentation was followed by questions by the Councilors, which received reply from each Consultant.

Mr. David Barrett, Director of Personnel Services and Labor Relations, spoke on behalf of Maine Municipal Association. He responded to questions received on behalf of each Councilor.

Mr. Don Gerrish spoke on behalf of Eaton Peabody Consulting Group. He then responded to questions received on behalf of each Councilor.

Mr. Art Boulay spoke on behalf of Strategic Talent Management. He then responded to questions received on behalf of each Councilor.

Chair Pols encouraged the public to provide their feedback to the Council. The Consultant Subcommittee will gather to meet prior to the next Council meeting. This item will be raised for discussion and potential decision at the Town Council meeting, scheduled for April 7, 2014.

Councilor Watson moved, Councilor Wilson second, to adjourn the meeting. The motion carried with nine (9) Yeas.

The meeting adjourned at 9:18 p.m.

**PLEASE NOTE: THESE MINUTES ARE ACTION MINUTES. THE ENTIRE MEETING
CAN BE VIEWED AT WWW.BRUNSWICKME.ORG.**

*Jessica Factor
Human Resources Manager
March 25, 2014*

**April 7, 2014
Date of Approval**

Council Chair

CONSENT AGENDA - B BACK UP MATERIALS

Draft
BRUNSWICK TOWN COUNCIL
Agenda
March 24, 2014
7:00 P.M.
Council Chambers
Town Hall
85 Union Street

Councilors Present: Chair Benet Pols, W. David Watson, Stephen S. Walker, Suzan Wilson, John M. Perreault, Gerald E. Favreau, Jane F. Millett, and Sarah E. Brayman, and John Richardson, Jr.

Councilors Absent: Councilor Wilson

Town Staff Present: John Eldridge, Finance Director/Interim Town Manager; Fran Smith, Town Clerk/Assistant to the Town Manager; Ken Brilliant, Fire Chief; Dan Devereaux, Marine Resources Officer; Peter Baecher, Parks and Recreation Facilities Manager; Linda Smith, Business Development Manager; Steve Langsdorf, Town Attorney; Donald Koslosky, Deputy Fire Chief; Mark Waltz, Police Captain; Terry Goan, Police Officer; and TV video crew.

Chair Pols called the meeting to order, led the Pledge of Allegiance, and asked the Clerk for Roll Call. He noted the meeting had been properly noticed.

Public Comment:

The following people spoke asking the Council to write a letter requesting an Environmental Impact Study for the layover facility:

In support of writing the letter:

Robert Morrison, 37 Bouchard Drive

Mary Heath, 10 Cedar Street

Dan Sullivan, 24 Bouchard Drive

Lindy Ost, 22 Riverview Drive

Richard Harrison, 6 Country Lane

Chris Casey, 27 Bouchard Drive, read the Governor's letter requesting an EIS

Opposed to writing the letter:

Jim Trusiani, 6 Pleasant Street

Jason Coombs, 16 Growling Bear Drive

Jeff Reynolds, 36 Redwood Lane

Kathy Wilson, 144 Pleasant Street

Correspondence:

Letter from Brunswick West Neighborhood Coalition (received 03/20/2014)
Email from Chris Casey, Brunswick West Neighborhood Coalition (received 03/19/2014)

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Chair Pols spoke regarding this item. This will be an agenda item next week.

(A copy of the letters will be attached to the official minutes.)

Councilor Brayman spoke regarding the occasional closure of the Dog Park and said it is now open. It was icy and needed to be closed.

Councilor Perreault spoke regarding posted roads and citizens being concerned about trucks going over them.

Councilor Favreau introduced two letters regarding the layover facility, one from Kathy Wilson and another from Alison Harris.

Council Committee Updates

Reports were given on the following committees:

Chair Pols appointed Councilor Watson, Councilor Brayman, and Councilor Millett to a Council Sidewalk Committee that will look at priorities for sidewalks and funding in the amount of \$120,000 from the balance of proceeds from various projects.

Councilor Richardson spoke about two items: alternatives to the landfill and solar options for municipal buildings. Regarding solar options, he provided a handout and explained about possible locations on municipal building rooftops. He, Councilor Wilson, and Alex Anesko of the Recycling and Sustainability Committee will provide more information at a future Council meeting.

Councilor Millett provided an update on the Master Plan Implementation Committee.

Councilor Favreau provided a list of vacancies on boards and committees.

Adjustments to the Agenda

None

MANAGER'S REPORT:

(a) Financial Update

Mr. Eldridge provided this update.

(b) Permission to apply for grant from Firehouse Subs for the Fire Department to purchase RAD 57 meters

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Don Koslosky, Deputy Fire Chief, spoke regarding this item. He responded to questions from Councilor Watson.

Councilor Perreault moved, Councilor Watson seconded, to give permission to apply for, and if received, expend, a grant in the amount of \$12,657.00 through Firehouse Subs to purchase RAD 57 meters. The motion carried with eight (8) yeas.

(A copy of a memo from the Fire Department will be included in your packet.)

(c) Permission to apply for MMA Safety Enhancement Grant to assist in the cost for an aerial lift for the Recreation Department (*Action required*)

Peter Baecher, Parks and Recreation Facilities Manager, spoke regarding this item.

Councilor Perreault asked questions, to which Mr. Baecher and Mr. Eldridge responded.

Chair Pols and Councilor Perreault asked questions, to which Mr. Farrell responded.

Councilor Millett, Chair Pols, and Councilor Brayman asked questions, to which Mr. Baecher responded.

Councilor Walker asked a question; staff needs to research the cost to move equipment from Harriet Beecher Stowe School to the Recreation Center and back.

Councilor Watson moved, Councilor Richardson seconded, to table this item. The motion carried with eight (8) yeas.

Councilor Watson asked a question; in response, Mr. Farrell discussed the uses at the new facility.

Councilor Brayman and Councilor Richardson spoke regarding this item.

(d) Authorizing the use of recreation impact fees to pay the Town's portion of the Maine Conservation Corps AmeriCorps Veteran Community Leader program's employee salary to assist with trail development at the Kate Furbish Preserve (*Action required*)

Mr. Farrell spoke regarding this item. Councilor Watson asked questions, to which Mr. Eldridge responded.

Councilor Perreault asked a question, to which Mr. Farrell responded.

Councilor Walker spoke regarding this item.

Councilor Watson moved, Councilor Walker seconded, to authorize the use of recreation impact fees in the amount of \$12,000.000 to pay the Town's portion of the Maine Conservation Corps program's employee to assist with trail development at the Kate Furbish Preserve. The motion carried with eight (8) yeas.

(Copies of a memo from Mr. Farrell, the 2014 project request form, and a trail overview are included in your packet.)

(e) Permission to accept boarding floats through a Replacement Float Grant from the Maine Department of Agriculture, Conservation, and Forestry (Action required)

Councilor Millett asked a question, to which Mr. Baecher responded.

Councilor Favreau asked a question, to which Mr. Farrell responded.

Councilor Perreault moved, Councilor Walker seconded, to accept seven boarding floats through a Replacement Float Grant from the Maine Department of Agriculture, Conservation, and Forestry. The motion carried with eight (8) yeas.

(Copies of a memo from Mr. Baecher and the letter of award from the State are included in your packet.)

(f) Report on the Emerson Fire Station HVAC Evaluation

Mr. Eldridge and Chief Brilliant spoke regarding this item.

Chief Brilliant responded to questions from Chair Pols, Councilor Walker, Councilor Richardson, and Councilor Perreault.

Councilor Millett spoke regarding this item.

(g) Review of Budget meeting schedule

Mr. Eldridge spoke regarding this item.

(h) Update on new Town Hall project

Mr. Eldridge spoke regarding this item.

PUBLIC HEARING

28. The Town Council will hear public comments on amendments to Chapter 11 "Marine Activities, Structures and Ways - Article 1 Harbor, Coastal Tidal and Navigable Fresh Waters" relative to the Harbormaster's authority and mooring requirements, and will take any appropriate action. (Councilor Walker and Councilor Wilson)

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Chair Pols opened the public hearing.

The following people spoke regarding this item:

Kate Debevoise, Yarmouth resident and property owner at 99 Central Ave., Brunswick

Judy Marsh, owner of Paul's Marina

Roger Howell, 14 Cushnoc Lane (*He provided a written statement for the record*)

Elizabeth Butler, 18 Phippany Way

Chair Pols closed the public hearing.

Councilor Walker moved, Councilor Perreault seconded, to have additional time before action is taken and to table the item until the April 7th meeting. (This motion was withdrawn.)

Councilor Walker, Chair Pols, and Councilor Richardson, spoke regarding this item.

Councilor Watson, Councilor Brayman, and Councilor Walker asked questions, to which Officer Devereaux responded.

Councilor Walker moved, Councilor Perreault seconded, to table this item until a future meeting to allow for time for additional information to be gathered. The motion carried with eight (8) yeas.

29. **The Town Council will hear public comments on applying for a CDBG grant for MRRA to assist with the "Make It In America" grant, and will take any appropriate action. (Manager)**

Chair Pols opened the public hearing; hearing no comments, he closed the public hearing

Steve Levesque, Executive Director of MRRA, spoke regarding this item.

Councilor Richardson, Councilor Millett, and Chair Pols spoke regarding this item.

Councilor Richardson moved, Councilor Favreau seconded, to adopt a "Council Resolution – Community Development Block Grant Economic Development Program" for Midcoast Regional Redevelopment Authority. The motion carried with eight (8) yeas.

(A copy of a memo from Linda Smith, the adopted resolution, and the draft CDBG grant application will be attached to the official minutes.)

NEW BUSINESS

30. **The Town Council will consider nominations for the MRRA Board, and will take any appropriate action. (Chair Pols)**

Chair Pols and Councilor Richardson spoke regarding this item.

Chair Pols moved, Councilor Favreau seconded, to nominate to the Governor's Office the following people for the MRRRA Board: William Bodwell, John Bouchard, Philip Dionne, Earle Harvey, Frank Hellar, William Morrell, Gilda Nardone, John Kilbourne, and Peggy Siegle. The motion carried with eight (8) yeas.

31. **The Town Council will consider setting a public hearing for April 7, 2014, for amendments to the Chapter 11 "Marine Activities, Structures and Ways – Article III Shellfishing" relative to increasing the conservation credit points for commercial harvesters from 10 to 20 per year, to be enacted on an emergency and regular basis, and will take any appropriate action. (Councilor Walker and Councilor Wilson)**

Mark Latti, Chair of Brunswick Marine Resource Committee, spoke regarding this item.

Councilor Walker and Ms. Smith spoke regarding this item.

Councilor Favreau moved, Councilor Brayman seconded, to set a public hearing for April 7, 2014, for amendments to the Chapter 11 "Marine Activities, Structures and Ways – Article III Shellfishing" relative to increasing the conservation credit points for commercial harvesters from 10 to 20 per year, along with definition changes to Section 11-71, to be enacted on an emergency and regular basis. The motion carried with eight (8) yeas.

32. **The Town Council will hear a report from the CIP Committee as they deliver the proposed CIP to the Council, and will take any appropriate action. (Councilor Brayman, Councilor Millett and Councilor Perreault)**

Councilor Brayman spoke regarding this item.

Jim Trusiani, 6 Pleasant Street, spoke regarding this item.

33. **The Town Council will consider extending the Cable TV Franchise Agreement, and will take any appropriate action. (Councilor Watson)**

Councilor Watson and Councilor Perreault spoke regarding this item.

Attorney Langsdorf spoke regarding this item.

Chair Pols moved, Councilor Watson seconded, to adopt "An Order Authorizing an Extension of the Cable Television Franchise Agreement." The motion carried with seven (7) yeas. Councilor Perreault was opposed.

(A copy of a memo from Mr. Eldridge and the adopted order will be attached to the official minutes.)

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- 34. The Town Council will consider a request for Sellers of Prepared Food on Public Ways for outdoor seating, and will take any appropriate action. (Manager)**
Little Saigon, 44 Maine Street
The Great Impasta, 42 Maine Street

Ms. Smith spoke regarding this item.

Councilor Walker and Councilor Watson spoke regarding this item.

Councilor Favreau moved, Councilor Millett seconded, to approve applications for Sellers of Prepared Food on Public Ways for outdoor seating for Little Saigon, 44 Maine Street, and The Great Impasta, 42 Maine Street. The motion carried with eight (8) yeas.

- 35. The Town Council will consider a request from Five Rivers Arts Alliance for use of the sidewalks when the ArtWalks occur, and will take any appropriate action. (Manager)**

Joan Carney, from Five River Arts Alliance, spoke regarding this item.

Councilor Brayman spoke regarding this item.

Councilor Brayman moved, Councilor Millett seconded, to approve the request from the Five Rivers Arts Alliance for sidewalk music in a variety of locations, as outlined in their letter, when ArtWalks occur, and to waive the \$500 fee. The motion carried eight (8) yeas.

(A copy of the letter will be attached to the official minutes.)

CONSENT AGENDA

- a) Approval of the Minutes of March 10, 2014**

Councilor Watson moved, Councilor Walker seconded, to approve the Consent Agenda. The motion carried with seven (7) yeas. Councilor Richardson was not present at the March 10th meeting.

Councilor Watson moved, Councilor Favreau seconded, to adjourn the meeting. The motion carried with eight (8) yeas.

The meeting adjourned at 10:08 p.m.

PLEASE NOTE: THESE MINUTES ARE ACTION MINUTES. THE ENTIRE MEETING CAN BE VIEWED AT WWW.BRUNSWICKME.ORG.

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Frances Smith
Town Clerk/Assistant to the Town Manager
March 27, 2014

April 7, 2014
Date of Approval

Council Chair

CONSENT AGENDA - C BACK UP MATERIALS

MUNICIPAL QUITCLAIM DEED

The Town of Brunswick, a body corporate, located at 85 Union Street, Brunswick, Maine, by and through its Treasurer duly authorized by its Town Council, on April 7, 2014 for consideration paid, release to **Marquis, Nancy L heirs of**, of Brunswick, ME any interest the Town of Brunswick may have acquired in real estate by virtue of Tax Lien Certificates filed in the Cumberland County Registry of Deeds as follows:

Book	Page	Date Recorded	For Tax Year
29866	50	August 24, 2012	2011
30957	48	August 23, 2013	2012

The real estate is located in the Town of Brunswick, County of Cumberland and State of Maine, and is described as follows:

A certain parcel of land with any buildings depicted as Map U37 Lot 029 Sub 000 Typ 000 as shown on the Tax Maps and further described in the records of the Tax Assessor of the Town of Brunswick, Maine. Said maps and records dated, April 1, 2011 and April 1, 2012.

The Town of Brunswick has caused this instrument to be signed in its corporate name by its duly authorized Treasurer this 7th day of **April 2014**.

Signed, Sealed and Delivered by John S. Eldridge, III, Treasurer of the Town of Brunswick.

TOWN OF BRUNSWICK

Witness

John S. Eldridge, III
Treasurer

STATE OF MAINE
Cumberland, ss.

April 7, 2014

Personally appeared the above named John S. Eldridge, III, Treasurer of the Town of Brunswick, and acknowledged the above instrument to be his free act and deed in his said capacity and the free act and deed of the Town of Brunswick.

Before me,

Frances M. Smith
Notary Public
Commission expires – January 23, 2015

MUNICIPAL QUITCLAIM DEED

The Town of Brunswick, a body corporate, located at 85 Union Street, Brunswick, Maine, by and through its Treasurer duly authorized by its Town Council, on April 7, 2014 for consideration paid, release to **Kimball, Rebecca Jo**, of Brunswick, ME any interest the Town of Brunswick may have acquired in real estate by virtue of Tax Lien Certificates filed in the Cumberland County Registry of Deeds as follows:

Book	Page	Date Recorded	For Tax Year
29866	58	August 24, 2012	2011
30957	71	August 23, 2013	2012

The real estate is located in the Town of Brunswick, County of Cumberland and State of Maine, and is described as follows:

A certain mobile home on land depicted as Map 051 Lot 001 Sub 000 Typ 353 as shown on the Tax Maps and further described in the records of the Tax Assessor of the Town of Brunswick, Maine. Said maps and records dated, April 1, 2011 and April 1, 2012.

The Town of Brunswick has caused this instrument to be signed in its corporate name by its duly authorized Treasurer this 7th day of **April 2014**.

Signed, Sealed and Delivered by John S. Eldridge, III, Treasurer of the Town of Brunswick.

TOWN OF BRUNSWICK

Witness

John S. Eldridge, III
Treasurer

STATE OF MAINE
Cumberland, ss.

April 7, 2014

Personally appeared the above named John S. Eldridge, III, Treasurer of the Town of Brunswick, and acknowledged the above instrument to be his free act and deed in his said capacity and the free act and deed of the Town of Brunswick.

Before me,

Frances M. Smith
Notary Public
Commission expires – January 23, 2015