

# TOWN OF CHINA



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## Select Board Meeting

Monday – 07/11/2016 – Town Office Meeting Room

7:00 P.M.

## Minutes

The Chair opened the meeting and welcomed all in attendance at 7:00 p.m. Board members present were Irene L. Belanger, Robert MacFarland, Neil Farrington, Ronald R. Breton, and Joann C. Austin. Others present were as noted in the attendance sheet attached to these minutes, Mary Grow and the Town Manager. All present recited the Pledge of Allegiance to the American Flag.

On a motion by Selectperson Irene L. Belanger and a second by Selectperson Ronald R. Breton, the Board voted 5-0 to accept the minutes of the 06/27/2016 Select Board meeting as presented.

On a motion by Selectperson Ronald R. Breton and a second by Irene L. Belanger, the Board voted 5-0 to accept China Payables Warrant #62 for \$26,958.18, China Payroll Warrant #1 for \$22,881.71, CBI and YCC Payroll Warrant #2 for \$3,152.80, and Town Payables Warrant #3 for \$430,840.80 as presented.

## Unfinished Business:

- **Transfer Station Co-Coordinators' Conversation – Transfer Station Committee Items and Palermo Summary Consideration:** Selectperson Neil Farrington reported on the recent meeting in Palermo at which the Palermo SB said they plan to make the switch to China on January 1, 2017. In the interim the plan is to prepare to provide two different size bags to Palermo residents. Palermo residents will pay a per-bag fee and an annual town contribution of \$18,000.
- **Committee/Organization Reports – Board Selected - Selectperson Belanger: RSU#18, KVCOG, Economic & Community Development, Mid-Maine Chamber and KRDA Updates – Selectperson Belanger:** Selectperson Irene L. Belanger reported the following: She noted that at a recent meeting of the Municipal Review Committee, the group sponsoring the proposed Fiberright trash disposal plant, rebutted the claims made by the PERC in recent articles in the newspaper, specifically relating to the PERC sustainability and how they adhere to the State's hierarchy in waste disposal. Announcements on other items will be made at a later time.
- **Free For Taking Building – Swap Shop – Portable Classrooms:** On a motion by Selectperson Ronald R. Breton and a second by Selectperson Neil Farrington, the Board voted 5-0 to table the placement of the FFT area to the next regularly scheduled SB meeting. The Transfer Station Committee proposed a new location for the "FFT offering; intended to simplify traffic flow and reduce congestion near the hopper area. Member Paul Lucas commented about the Committee recommendation, noting that the Committee studied the issues thoroughly and made the recommendation.
- **Community Policing Policy:** On a motion by Selectperson Joann C. Austin and a second by Selectperson Irene L. Belanger, the Board voted 5-0 to adopt and sign the Community Policing Policy as presented.

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- **Forest Management and Collaboration:** The Board will wait to hear from the three Committees dealing with forest related items in China. Selectperson Ronald R. Breton expressed that the respective committees should be before coming back to the Select Board with recommendations.

## New Business:

- **Public Comment:** A half dozen residents of the China Village section of China asked for additional awareness and enforcement of speed limits on Main Street, the Neck Road and the Causeway Road. The Town Manager noted that the State has jurisdiction on the Neck Road and Main Street and should be consulted and offered to invite a MDOT representative to the next SB meeting. The SB promised additional enforcement during the hours expressed to have the most traffic.
- **Policies and Procedures:** The Board will continually review policies and procedures with the intent of updating any and all that need attention.
- **Mr. Albert W. Althenn and Alewives Conversation:** Resident Albert W. Althenn asked the Select Board to be more aware of and involved in the alewives restoration initiative, the proposal to introduce sea-run herring into China Lake. Mr. Althenn personally feels it is a bad plan and could have detrimental effects to the lake. He went on to suggest that the State is pushing alewives onto the town and has not performed a risk-benefit analyses or proper research results. Al said that Nate Gray of the Department of Marine Resources is promoting alewives restoration and is acting in the interest of the Gulf of Maine fisheries and not China Lake. One fear that Mr. Althenn holds is that China Lake might be overstocked and the alewives will eat everything else in the lake. The Board listened to Mr. Althenn and asked a few questions though did not take any action.
- **Appointments - KVCOG Appointment and FirstPark Appointment, Other:** On a motion by Selectperson Irene L. Belanger and a second by Selectperson Joann C. Austin, the Board voted 5-0 to appoint David Crommett to the Recreation Committee. On a motion by Selectperson Robert MacFarland and a second by Selectperson Neil Farrington, the Board voted 4-0-1(Austin) to re-appoint Irene L. Belanger to the KVCOG Board of Directors and the FirstPark Board of Directors and appoint Joann C. Austin as the second representative of the FirstPark Board of Directors.

## Manager's Communications (Non-Action Items):

- **Committees – Meetings/Updates: Thurston Park II, Economic and Community Development Committee, Transfer Station Committee, Tuesday, July 19, 2016 at 8:30 A.M. in the Town Office Meeting Room, TIF Committee, Monday, July 18, 2016 at 6:30 P.M. in the town office Meeting Room, and the Emergency Preparedness Committee, Tuesday, July 19, 2016 in the Town Office Meeting Room.** The respective dates, times, and places of the meetings were announced.
- **TIF Information/Conversations:** The Board agreed to have this item on the agenda for continued conversation and clarification. The Town manager noted that the owner of a lot at the head of China Lake, across from the boat launch, will consider selling the property to the town though has not set a selling price for the property. The lot is a little over six acres, mostly under

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water in the wetlands. The proposed acquisition is based on a TIF Financing Committee plan to expand recreational facilities at the head of China Lake.

The following announcements were made by the Town Manager:  
Next Meeting Announcements

Transfer Station Committee Update - Transfer Station Ordinance, Solid Waste Flow Control Ordinance, PPT Proposal, Palermo Representation, Traffic Flow & FFT TIF Committee Update, Current Initiatives, Recommendation to the PB on Causeway Rd. PB - Sign Ordinance, Seasonal Conversions, and Shore Land Zoning Items

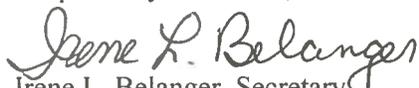
In other business:

On a motion by Selectperson Neil Farrington and a second by Selectperson Irene L. Belanger, the Board voted 5-0 to pay an amount up to \$1000 for legal expenses to acquire the copyright to the China Bicentennial History.

On a motion by Selectperson Robert MacFarland and a second by Selectperson Neil Farrington, the Board voted 5-0 to appoint Irene L. Belanger and Ronald R. Breton to the "Cost Share" Committee of RSU#18.

On a motion by Joann C. Austin and a second by Selectperson Ronald R. Breton, the Board voted 5-0 to adjourn at 9:48 p.m.

Respectfully submitted,

  
Irene L. Belanger, Secretary  
China Select Board

Assessors' Meeting  
Monday 07/11/2016

Agenda

The Chair of the Board of Assessors opened the meeting at 9:49 p.m. Board members present were Robert MacFarland, Neil Farrington, Joann C. Austin, Ronald R. Breton and Irene L. Belanger. Others present were Mary Grow and the Town Manager.

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- **Letter from Assessors' Agent William Van Tuinen:** On a motion by Robert MacFarland and a second by Selectperson Ronald R. Breton, the Board voted 4-0-1(Austin) to deny the request of Frederick Hayden for a Homestead Exemption as requested in his communications to the town and based on a recommendation by the Assessors' Agent.
- **Other Items:** Not any other items were reviewed or acted upon.
- **Adjourn:** On a motion by Selectperson Neil Farrington and a second by Selectperson Ronald R. Breton, the Board voted 5-0 to adjourn at 9:51 p.m.  
Respectfully submitted,

*Irene L. Belanger*

Irene L. Belanger, Secretary  
China Select Board/Board of Assessors

## COMMUNITY POLICING

### Town of China, Maine

Whereas the Town of China desires in law enforcement to embrace the community policing or community oriented policing model; one promoting organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime, the China Select Board consequently wishes to adopt the following as guiding definitions and philosophy for the policing services in the town of China.

**Community Policing or Community Oriented Policing:** The system of allocating police officers to particular areas so that they become familiar with the local inhabitants. It is a strategy of policing that focuses on proactive enforcement; developing community partnerships, engaging in problem solving, and implementing community policing organizational features. The Town of China has one part-time police position. Can one officer really transform a community? Under the community policing model, where officers are empowered to identify and solve problem proactively, the answer is certainly yes. The town believes that crime fighting is more proactive than reactive. The town's part-time police position is able to become familiar with the local inhabitants over time.

**Community Partnerships:** Community policing encourages interactive partnerships between law enforcement agencies, their officers, and the people they serve. By leveraging connections within the community, police are better positioned to solve public safety problems. Immediately below are some examples of opportunities for community partnerships, not particular to any municipality.

#### *Other Government Agencies*

Potential Partners: Probation and parole, health and human services, child support services, schools, and other neighboring law enforcement agencies.

Examples of Partnerships: Providing educational programs with local libraries or school systems that incorporate law enforcement personnel.

#### *Community Members and Groups*

Potential Partners: Individuals who live and work in the community.

Examples of Partnerships: Encouraging people to attend Neighborhood Watch meetings or citizen police academies where they will learn more about the department and keeping the community safe.

### *Nonprofits and Service Providers*

Potential Partners: Support groups, service clubs, issue and advocacy organizations, community development corporations, and faith-based community.

Examples of Partnerships: Meeting with specific groups such as churches to hear what they have to say and providing crime prevention and other resources targeted to that audience's needs.

### *Private Businesses*

Potential Partners: Small business community, large corporations, and local chamber of commerce and visitors' bureaus.

Examples of Partnerships: Shop with a cop programs during the holidays (this could be a multi-way collaboration between the business community and nonprofits and service providers).

### *Media*

Potential Partners: Newspapers, television outlets, radio stations, and bloggers.

Ways to Partner: Collaborating on message dissemination.

## **PROBLEM SOLVING**

Community policing emphasizes proactive problem solving in a routine fashion, encouraging officers to develop solutions to the immediate, underlying public safety problems. Problem solving must be incorporated into all police operations and guide decision-making efforts.

### *Scanning*

Scanning is used to identify a basic problem, determine the nature of the problem, determine the severity of the problem, and establish baseline measures. Problems can be a type of behavior, place, person(s), special event, or a combination of any of these factors. With input from the community, police should identify and prioritize concerns and issues.

### *Analysis*

Analysis is the heart of the problem-solving process. The objectives are to develop understanding of the problem, its likely causes, and possible effects or outcomes. It is important to find out as much as possible about each aspect of the crime triangle by asking who, what, where, how, why, and why not about the victim, offender, and crime location.

### *Response*

The response phase involves developing and implementing strategies to address an identified problem. The response should follow logically from what was learned in the analysis phase. The goals of response can range from totally eliminating the problem, substantially reducing the problem, reducing the amount of harm caused by the problem, to improving the quality of community cohesion.

### *Assessment*

Assessment determines if the response strategies were successful by assessing if the problem declined and if the response contributed to the decline. This information assists the current effort and also gathers data that build knowledge for the future.

### *Using the crime triangle to focus on immediate conditions*

It is often helpful to visual the links among the victim, offender, and location. These links are known as the crime triangle. Rather than focusing solely on the root causes of a problem, the crime triangle allows law enforcement to focus on factors that are within their scope to address. This includes such factors as limiting criminal access to victims, increasing guardianship, and associating risk with unwanted behavior.

## **ORGANIZATIONAL FEATURES**

The community policing philosophy is reflected in how departments are organized and managed, and also how the infrastructure of the department supports community policing efforts.

### *Agency Management*

Community policing asks law enforcement executives to incorporate community policing ideals into all areas of an agency. Areas include climate and culture, leadership, labor relations, decision-making, strategic planning, policies and procedures, organizational evaluations, and transparency.

### *Organizational Structure*

The organizational structure of a community policing-focused agency ensures that patrol officers have decision-making authority and are held accountable for their actions. Agencies can achieve this structure by allocating resources to problem-solving efforts and partnerships. Many agencies also shift toward long-term assignments for officers and the development of generalists who are able to handle multiple responsibilities and work as a team.

### *Personnel*

In a community policing-focused department, the ideals of community policing are incorporated throughout an entire agency. To do this, community policing is integrated into all parts of the personnel process including recruitment, hiring, and selection, as well as personnel evaluations, supervision, and training. This places a focus on service, creative thinking, proactive communication, and other skills through all levels of staff within an agency.

## *Information Systems and Technology*

Advanced technology and sophisticated information systems play a central role in helping to provide access to accurate community information. Accurate information makes community policing efforts more effective and ensures that officers are informed about their area's specific needs and conditions. Technology can also assist with improving two-way communication between citizens and police.

## **Skills and Abilities**

Community policing is an important aspect of a law enforcement career. Many agencies today hire in the spirit of service, not in the spirit of adventure. In other words, agencies are looking for individuals who are drawn to and exhibit characteristics in line with the service element of policing over the prospect of excitement and adventure. And rightly so -- analysis of calls for service shows the vast majority of calls to which officers respond are not crime related.

A U.S. Department of Justice-funded research project entitled *Hiring In The Spirit of Service* identified the following as **core competencies** for law enforcement officers:

- Ability to use good judgment and to problem solve
- Capacity for empathy and compassion
- Capacity for multi-tasking
- Ability to demonstrate courage and to take responsibility
- Ability to be resourceful and show initiative
- Demonstrate assertiveness
- Possess and demonstrate integrity
- Capacity for engaging in teamwork and ability to collaborate.

## **Philosophical Dimension**

- ***Citizen Input*** - Police agencies need extensive input from citizens on problems, priorities, policies, etc.
- ***Broad Function*** - Policing is a broad function - it is much more than just law enforcement.
- ***Personal Service*** - Policing works best when officers know citizens and deliver personalized service - the opposite of "stranger" policing.

## **Strategic Dimension**

- ***Re-Oriented Operations*** - Police look beyond traditional strategies of routine patrol, rapid response, and detective investigations and utilize proactive strategies and tactics.
- ***Prevention Emphasis*** - Whenever possible, police should emphasize preventing crime rather than simply reacting after the fact.
- ***Geographic Focus*** - Policing should be organized and deployed to maximize the extent of identification between specific officers and specific neighborhoods.

## **Tactical Dimension**

- **Positive Interaction** - Police should positively interact with all segments of the community - especially since the nature of police work guarantees that some negative interaction is inevitable.
- **Partnerships** - Police should partner with the community to deal with crime/problems, including collaborating with public and private agencies.
- **Problem Solving** - Police and citizens should take every opportunity to address the conditions that cause incidents and crimes.

#### **Organizational Dimension**

- **Structure** - Police agencies should re-examine their structures to assure that they support and facilitate community policing.
- **Management** - Police agencies should re-examine the way people are supervised and managed to assure consistency with community policing.
- **Information** - Police agencies should re-examine their information systems to make sure they support and facilitate community policing.

#### **Variations in Community Policing**

- Community policing varies from one community to the next.
- Community policing in a large, metropolitan city may be different than community policing in a small, rural area.
- Community policing is dynamic and it changes with the community, crime rates, mobilization of citizens, region of the country, and other social and environmental factors.

For China, it might be again emphasized here that:

- **Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships.**
- **The community policing model balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime and disorder.**
- **Community policing requires police and citizens to join together as partners.**

#### **Problem-Oriented Policing and Community-Oriented Policing**

As an aid in considering the comparisons between problem-oriented policing and community policing, policies the following is offered:

#### **Selected Comparisons Between Problem-Oriented Policing and Community Policing Principles**

<b>Principle</b>	<b>Problem-Oriented Policing</b>	<b>Community-Oriented Policing</b>
<b>Primary emphasis</b>	Substantive social problems within police mandate	Engaging the community in the policing process
<b>When police and community collaborate</b>	Determined on a problem by problem basis	Always or nearly always
<b>Emphasis on problem analysis</b>	Highest priority given to thorough analysis	Encouraged, but less important than community collaboration
<b>Preference for responses</b>	Strong preference that alternatives to criminal law enforcement be explored	Preference for collaborative responses with community
<b>Role for police in organizing and mobilizing community</b>	Advocated only if warranted within the context of the specific problem being addressed	Emphasizes strong role for police
<b>Importance of geographic decentralization of police and continuity of officer assignment to community</b>	Preferred, but not essential	Essential
<b>Degree to which police share decision-making authority with community</b>	Strongly encourages input from community while preserving ultimate decision-making authority to police	Emphasizes sharing decision-making authority with community
<b>Emphasis on officer skills</b>	Emphasizes intellectual and analytical skills	Emphasizes interpersonal skills
<b>View of the role or mandate of police</b>	Encourages broad, but not unlimited role for police, stresses limited capacities of police and guards against creating unrealistic expectations of police	Encourages expansive role for police to achieve ambitious social objectives

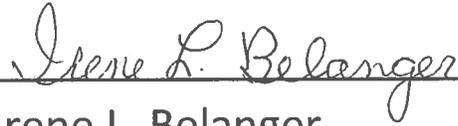
Select Board:



Robert A. MacFarland - Chairman



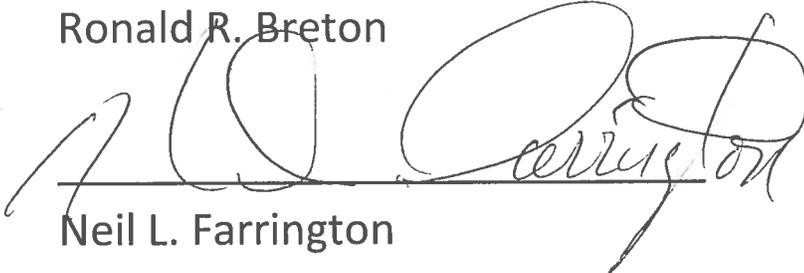
Joann C. Austin



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