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Conservation Newsletter, March 1976

Maine Department of Conservation

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conservation newsletter

NUMBER TWO
MARCH 1976

Reorganization- How and Why?

by Temp Bowen

One of the critical questions that continually confronts any organization is whether or not its organizational structure is suitable, efficient and effective in terms of accomplishing its goals. The Department of Conservation, recently created by an act of the Legislature, is no different.

One of my specific duties as Deputy Commissioner is to undertake this review of our Department. As many of you know, I am a firm believer in participative management, and for that reason we are going to attempt to give as many of you as possible a chance to tell us how you feel. In order to do this, you must know what we are doing and how we are proceeding.

First, we have defined our current organization, drawn up a chart and distributed that along with a proposed organization based on theoretical grounds. These were distributed in order to get the discussions going, and I understand it worked.

Secondly, we plan to get to each spring training meeting to discuss our situation, how it is meeting your needs and how it may be modified to serve us all better.

Generally, we have developed a "laundry list" of objectives which we feel organization should meet. They are as follows:

1. opportunity for personal expression and advancement;
2. flexibility for changing conditions and demands;

3. efficiency in resource utilization, both the Department's and the State's;
4. clear lines of authority and responsibility;
5. effective delegation of authority which encourages decentralization;
6. close coordination of field operations;
7. opportunity for the development of managerial skills;
8. opportunities for creativity and allowances for the optimum use of technological improvements;
9. separate line and staff functions;
10. grouping of similar tasks;
11. acceptable spans of control;
12. preservation or maintenance of functional identity where important;
13. opportunity for citizen input.

In addition, we have developed a procedure which we feel will encourage participation, and result in sound decisions. This procedure, subject to modification, appears below:

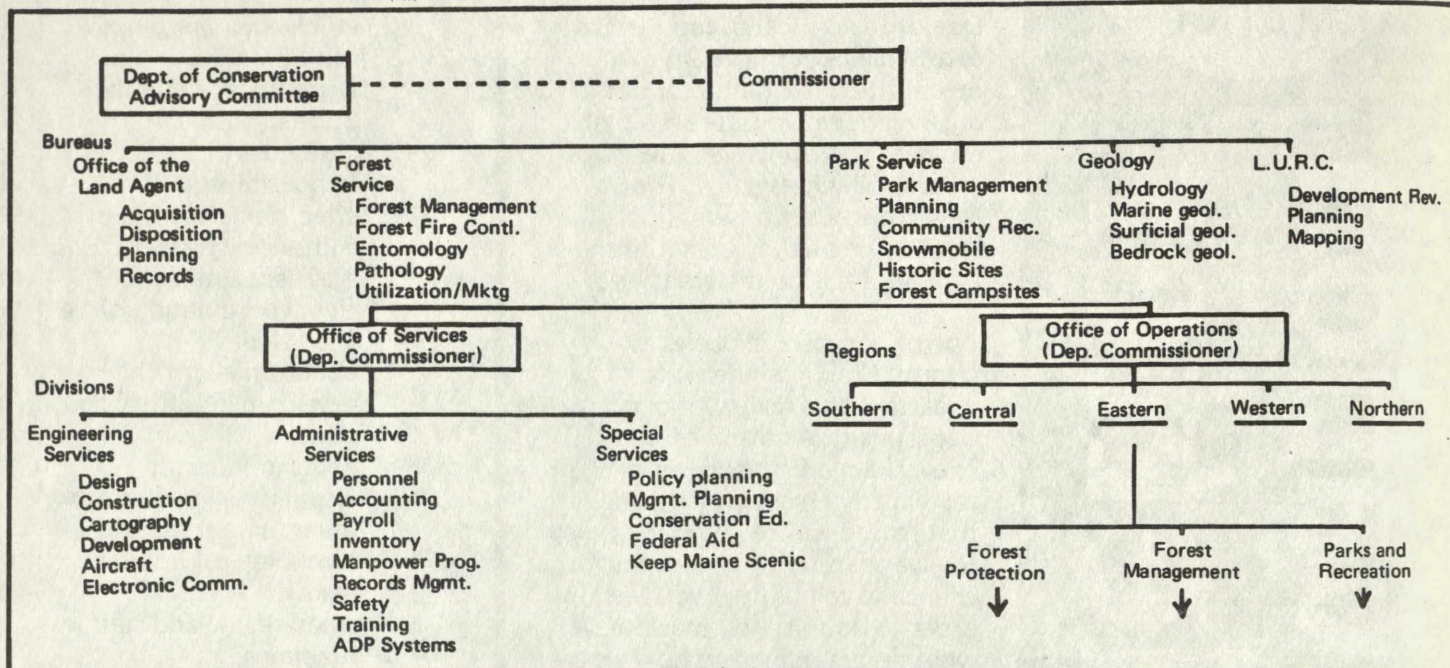
1. develop and distribute charts showing our existing organization;
2. inform all employees of our intent to evaluate our present organization and, if desirable, modify same;
3. hold a series of meetings at field locations and in Augusta to explain our

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Reorganization- How and Why? (continued)

Proposed Organization Chart



- objectives, point out a few conceptual thoughts on the organization of governmental enterprises, and solicit input from those who are interested (either during the group session or in private at a later date);
4. develop a list of tasks that are being done by each Bureau;
 5. organize the tasks into logical units based on functions;
 6. assign these units to Departmental sub-agencies based on function, geography, line vs. staff or other category;
 7. prepare a proposal for distribution and review by all employees;
 8. develop associated management systems, directives, policies, etc.,

- that must complement a major reorganization;
9. prepare an audio-visual presentation explaining the reorganized structure, how it works, the advantages for those involved, etc.;
 10. implement the reorganization in phases so as to take advantage of attrition, promotions, legislative changes, etc., so as to minimize adverse reaction; maximize the assignment of suitable personnel to appropriate positions; minimize physical moves (where undesired); minimize disruption of current services and maximize the opportunity for personal adjustments to the new structure.

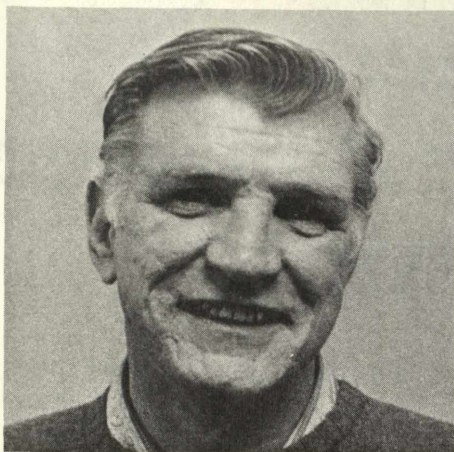
We have done steps 1 and 2 and will

be doing step 3 as soon as our Spring training sessions are being held.

You will all be asked to help your supervisors and Bureau Directors to conduct step 4 and 5 during the next few weeks. We are hoping to hire a Management Analyst in the near future and his efforts will be largely directed towards helping you develop the requirements of step 8.

We plan, by mid-June of July, to be able to make a recommendation that will be distributed throughout the Department for review and comment.

We are most interested in hearing your ideas and hope you will all participate to the fullest extent possible. More in our next newsletter on this important issue.



Bob Doyle Reappointed

Robert G. Doyle of Pittston has been reappointed State Geologist and Director of the Bureau of Geology.

Bob is a native of Rockland. He earned a Bachelor of Science degree from Harvard University in 1952. He did graduate study at the University of Kansas and Harvard University, receiving a Master of Science degree from the latter institution in 1954. Doyle has had extensive experience as an economic geologist, working in South America in the oil and mining industries and in Missouri in the lead and zinc industries.

In 1960 he returned to Maine to accept the post of State Geologist. He served in that position under the Department of Economic Development and under the Department of Forestry. He became Director of the Bureau of Geology in 1973, when it was formed within the Department of Conservation.

Bob is married and has three children. He is a member of numerous professional societies including the Geological Society of America, the Society of Economic Geologists, a member of the Board of Directors of the Maine Geological Society, Senior Advisor to the Eastern Margin Group of the International Geological Correlation Program, and Board member of the American Association of State Geologists.

Department Announces Stand on Budworm

Commissioner Barringer formally presented a new plan for dealing with the problem of the spruce budworm in Maine on February 26th.

Speaking at a Legislative Appropriations Committee hearing, he offered an amendment to the traditional spruce budworm spray bill that would encourage the utilization of the most cost effective methods or control of the insect pest.

The proposed amendment, if passed, will implement a 6-year plan recently prepared by the Department. With the support of John McGuire, Chief of the U.S. Forest Service, the plan will allocate the non-Federal share of spraying costs among the public and private sectors on the basis of direct measurable benefits received from spraying in any year. It also provides financial incentives to landowners to manage their land to reduce susceptibility to future spruce budworm attacks.

The overall objective of the plan is to minimize and fairly distribute the burden of losses attributable to budworm. It also will provide relief and assistance to affected small landowners.

New emphasis will be placed on research, not only on methods of budworm control, but, research to open up and explore new markets and methods of utilizing budworm damaged trees. Also encouraged are salvage operations which exploit these new markets.

The Commissioner told the committee, "The budworm control

program which this administration presents today for your consideration is designed to meet these objectives. Its purpose is to neutralize the state's position with respect to these budworm control alternatives; and to offer positive incentives to the landowner and land manager to select that method of budworm control best suited to their resource and their opportunities for its use. The choice will be theirs.

"The burden of the non-federal share of the cost of this program will, as we believe it should, be borne by the landowners whose trees are directly threatened by the infestation. We advocate this approach in the belief that a landowner faced with a just portion of the burden of protecting his own crop will be most judicious in how he protects it. Landowners will then have enough incentive to decide what control method will be used, what will be salvaged, what will be lost, and what doesn't matter. We are convinced that, in the long run, the costs will be least to everyone involved.

"Our program strives to be fair in its treatment of the various landowners of Maine, recognizing that they come in all sizes and financial capabilities; to be efficient in terms of delivering the maximum amount of budworm control for every dollar spent; and to be effective in terms of providing a long-term policy solution to this costly problem for both the private and public sectors."

Personnel Changes in Forestry

The Maine Forest Service has gone through some significant personnel changes during the last nine months which probably accounts for any lost memos in the voluminous paperwork shuffle.

During May 1975 Bob Nash, head of the Entomology-Pathology Division retired. Then, in November, Temp Bowen left Forestry to become Deputy Commissioner, and at the same time Walt Gooley, formerly Director, I & E, Administrative Services, became Staff Forester in Forestry. In the change over Secretary Brenda Gilbert went with Temp Bowen and Joyce Parent and Mary Shepherd returned to Forestry.

In January, John Chadwick, formerly assistant to Bob Nash, became Director of that Division. Also, Also, in January, Management secretary Norma Brackett passed away after nine years of service in that capacity. Joyce Parent is the new Management secretary.

In February, Forestry Director Fred E. Holt retired from state service and about two weeks later John Walker, Director of Land Management in Public Lands was appointed Director. Also during February Bob Dineen resigned his post as Director, Forest Management, having served in that post since 1950. Walt Gooley has been appointed Acting Director of Forest Management.

Late in February, Clark Granger, Entomology Lab Director became Assistant Director under Chadwick. Doug Stark, Forestry's Spruce Budworm Specialist became Lab Director and Entomologist Henry Trial of the Eastern Region became the new budworm specialist.

-continued page 6 column 3-

Unorganized Territories Assisted with Planning

Fred Todd and Jim Connors, of the Land Use Regulation Commission staff, have been meeting and working with citizens of townships and plantations within LURC jurisdiction, assisting them in formulating their own Community Planning, the first step towards becoming an organized town.

In working with citizens of Somerville Plantation and Carrabassett Valley, which is annexed with Sugarloaf Township, Jim has assisted them through various phases of planning which have resulted in the first complete drafts of Comprehensive Plans, Zoning Standards and Maps for review by the LURC Staff from any of the interested townships and plantations. These drafts will go through staff evaluation for presentation to the Commission with a staff recommendation as to whether to accept or reject the proposed planning and zoning as presented, or to revise portions of the drafts prior to complete acceptance.

Fred, who is covering the northern portion of LURC jurisdiction, has talked with groups representing Mount Chase, Allagash and Hamlin Plantations in an effort to guide them through the planning process. Fred has also met with representatives of Wallagrass Plantation to explain how they can become involved in LURC's planning process without actually becoming a town.

"A Manual for Land Use Planning" prepared by a joint committee of the staff from LURC and the Cooperative Extension Service, University of Maine at Orono, is

being distributed to townships and plantations interested in their own Community Planning. The manual was prepared as a guide for citizens involved in the planning of their area and explains how to participate in the LURC planning process.

Community planning requires citizens to take stock of their community and state, decide whether they want to become an organized town, and consider ways of reaching common goals with as many citizens as possible taking part in this process. The strength of planning relies on how many citizens agree on what they want for their community and how they will go about getting there.

Fred and Jim are available to all areas of LURC jurisdiction to talk with citizens and guide them through the planning process. All a township or plantation has to do to receive assistance from the Land Use Regulation Commission is to ask, and be willing to form local planning committees to make recommendations and lead the community in discussing problems, suggesting policies and action which will evolve into the planning process.

Canteen Opens

A long awaited, and most welcome addition to our "new home" is the opening of the Canteen which is located in a colorful corner of the basement, just outside of Geology.

Sponsored by the Bureau of Rehabilitation, Division of Eye

-continued page 7 column 3-

Stratton New LURC Director

Kenneth G. Stratton is settling into his position as Director of the Land Use Regulation Commission following his appointment in late December. Ken was well known to some of the LURC staff prior to his appointment, as he had worked closely with them in his role as a soil scientist with the Soil and Water Conservation Commission.

Co-chairman of the Board of Certification for Geologists and Soil Scientists, Ken received his Bachelor and Masters degrees from the University of Maine at Orono where he concentrated his studies in the fields of soils, forestry and geology. Formerly affiliated with the U.S. Forest Service in Washington State, Ken has served on the faculty of the University of Maine at Orono and Delaware Valley College, Doylestown, Pa.

Ken views his new position as a real challenge, and looks forward to working with, and meeting that challenge, which he feels stems from the uniqueness of the Land Use Regulation Commission Statute, which gives the bureau an opportunity to carry out a program never before attempted; the size and character of the area of LURC jurisdiction, and the great importance of the resources within this jurisdiction to the people of the state.

In addition to existing programs of planning, zoning and regulations, which he is hopeful of streamlining, Ken would like to develop a new image through information and education; offer assistance and direction to all people within LURC jurisdiction, and change the attitude of people in the jurisdiction about LURC's presence and the role people can play in the land use planning process.

What is Groundwater- And Who Cares?

Ground water is what we dip or pump from wells and springs. It's cool and delicious, and vital to Maine people. So vital, in fact, that the Bureau of Geology has established a Division of Hydrogeology for the purpose of investigating ground water conditions throughout the State. This Division is headed by Brad Caswell, who has a doctorate in hydrogeology, and his assistant is Melanie Lanctot, who holds a B.A. in environmental science. In addition to this full-time staff, seasonal personnel are employed to assist with field studies.

One current project of the Division is the mapping of ground water resources throughout Maine. During the last four years, in cooperation with the State Planning Office, they have completed ground water resource maps of the Maine coast. More than 30 different maps are now available, and should be of use and interest to D.O.C. employees living in the coastal counties.

A more detailed research project is being conducted to determine the potential for salt-water contamination of fresh-water aquifers along the coast where many closely spaced wells are being drilled in communities and "second-home" developments.

"Such projects are intended to give Maine people the technical information needed to both locate adequate ground water supplies, and to protect those supplies from pollution and overpumping," Caswell said. "I receive many letters and calls from people looking for water, or with water that has a problem. I'm delighted to put our

accumulated information and experience together and help where and when possible."

The Division of Hydrogeology has no magic formula or device for finding water or curing its ills, but its staff does have technical know-how that will at least put you on the right track. Anybody need help?

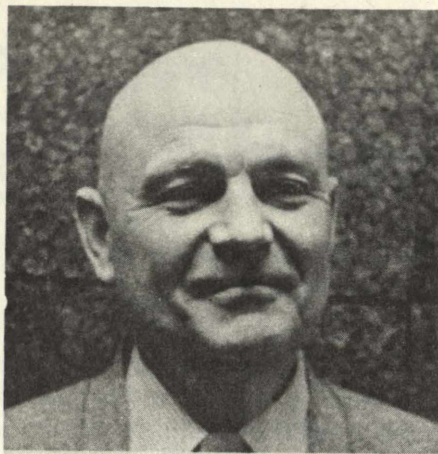
We, too, Can Help

Soon after our "Big Move" we were invited to attend an indoctrination at A.M.H.I. At this time we learned many things about their "residents."

One of the things that we learned was that some of the residents have little, if any, personal spending money. The Bureau of Parks and Recreation took on raising money for the Resident Fund administered by AMHI's Volunteer Services as a project. We have been very successful. Each person in the Bureau has been donating 25¢ per week and collections have been running between \$7 and \$10.

Collection jars were placed on the top two floors and a memo describing their purpose was sent out a couple of weeks ago. To date those jars have been almost dry.

It would be too bad to think that the only generous people in the department are in Parks.



New MFS Head Veteran Forester

John S. Walker of East Livermore assumed duties as the Director of the Bureau of Forestry on February 17.

John has been a resident of Maine since 1945. He attended North Carolina State College and was graduated from the University of Maine, Orono, with a Bachelor of Science degree in Forestry in 1950.

He served with the United States Marine Corps during World War II and was commissioned in the United States Army Reserve in 1948. He retired in 1971 as Commander of State Headquarters and Headquarters Detachment of the Maine National Guard.

John has twenty-eight years experience in the principal branches of forestry including Forest Protection, Silviculture, Forest Management and Forest Policy. He worked as a timber cruiser for the Dead River Company from 1948 to 1949 and as a forest engineer for the International Paper Company from 1949 through 1952.

In 1952, he joined the Maine Forest Service, where he served in fire control, forestry and land management capacities until 1974. At that time he was appointed Director of Land Management in the Bureau of Public Lands with responsibility for the management

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Island Resources Studied

Numerous state agencies, citizens groups and individual landowners have recognized the need to study the coast of Maine as a unique natural resource. The Land Use Regulation Commission, acknowledging the present lack of information about coastal islands in its jurisdiction, decided to initiate an inventory of those islands to collect data on the existing natural resources and land uses which will serve as a basis for LURC's land use planning process.

There are over 100 islands along the coast of Maine which fall into LURC jurisdiction. For the most part, these islands are small and do not support year round residents. There is however, significant demand to use these islands for recreational and seasonal development purposes.

To gather further information, LURC organized field trips to the islands, and to insure validity of the data generated by these field trips, LURC organized field teams using both its own staff and specialists from other state agencies representing a variety of disciplines. Information generated by these field trips is being analyzed and incorporated into the coastal islands report.

The field trip to Hog Island in East Penobscot Bay serves as a good example of the field work process. LURC hired a local lobsterman to take the field work team out to the island where, upon landing, the team split into two groups to study the island in the relatively short period of time allotted. Each specialist took notes relevant to his or her area of expertise and made general comments about other observations made. Before leaving the island, the entire group got together and exchanged ideas and notes.

Glacial striations, marine environments, vegetation, forest environment and signs of wildlife on the island were noted. Current land uses, consisting of one seasonal residence with accessory buildings, a tennis court, a pier and a small orchard, were mapped in the field. An indian shell heap was found, indicating that indians once used this island. The site's location and size were noted.

The goal of LURC's coastal island study is to present, in resume form, an information sheet for each island. Due to budgetary constraints, LURC decided to concentrate its inventory on forty islands in detail, while a file will be kept on each of LURC's other islands. In addition, information gathered will be presented in map form whenever possible.

Information on the individual islands will be included in the coastal islands report. The report will also include a regional perspective and a general discussion of some of the natural processes that occur on the islands. This information will be completed by May of 1976 and will be available to the public at that time.

Personnel Changes in Forestry (continued)

A wealth of knowledge has walked out the Forestry door never to return. The departed personnel were, in every sense of the word, dedicated people who fully believed in what they were doing for the State of Maine. They were public servants and resource managers first, and gave their fullest to the toughest of jobs. Theirs will be difficult shoes to fill. Meanwhile, in Augusta, the paper work shuffle goes on.

Editorial

New quarters . . . new faces . . . new policies . . . new directions . . . These ideas have created a certain uneasiness among many of the people in the Department. Positive changes are occurring regularly. An improved organizational structure has been proposed. Yet complaints are still heard. People are still reacting as if all change were of necessity bad.

We are struck and even dismayed by the negative attitude expressed by some of our co-workers.

There is not one of us who has not, at least once, thought about how our operation could be improved by certain changes. We have all chafed when these changes were dismissed. We ourselves are now guilty of the same "it-won't-work" attitude.

With new leadership formulating new policies, now is a time we should welcome. Now, working together with positive attitudes, we can forge this Department into an agency which will provide the greatest possible benefit to our constituents, the citizens and taxpayers of Maine, at the highest efficiency and lowest cost.

—JWG

New MFS Head (continued)

of Maine's 400,000 acres of public reserved lands, all of the submerged lands, all of the State's unconveyed inland and coastal islands, and all State owned lands not assigned to other agencies.

John is married and has two daughters. He is a member of the Androscoggin Valley Soil and Water Conservation District and the American Forest Association. He is a registered surveyor and a member of the Maine Tree Farm System.

Commenting on his new appointment, Walker said, "I look forward to this great challenge. It is good to be back in Forestry with the people I have known and worked with for years."

Pay Bills Debated

There are six different pay bills before the current Special Session of the 107th Legislature that would effect the classified state employee. There is also a bill to provide cost of Living Wage Supplements (L.D. 1965, sponsored by Rep. Bustin of Augusta).

Following is a brief summary of each bill.

L.D. 1967, sponsor — Rep. Hinds of South Portland. Provides for \$8 or 10% whichever is greater to Range 11, step Y; 7.5% for Range 12, step A to Range 22, step Y; 5% all others; effective date April 1976.

L.D. 1980, sponsor — Rep. Farnham of Hampden. Provides for 12% increase, no less than \$16 nor more than \$35 to the nearest 10¢; effective date January 1976.

L.D. 2010, sponsor — Rep. Bustin of Augusta. Provides for \$0.75 per hour; effective date January 1976.

L.D. 2015, co. sponsors — Rep. Smith of Dover-Foxcroft and Rep. Palmer of Nobleboro. Provides for Ranges 1 & 2—\$10; 3 & 4—9.50; 5 & 6—9.00; 7 & 8—8.50; 9 & 10—8.00; down 50¢ every two ranges through range 26. Effective date July 1976.

L.D. 2120, sponsor — Rep. Davies of Orono. Provides for Ranges 1, 2 & 3—\$17; 4, 5 & 6—\$16; 7, 8 & 9—\$15; 10, 11 & 12—\$14; 13, 14 & 15—\$13; 16, 17 & 18—\$12; 19, 20 & 21—\$11; 22, 23 & 24—\$10; 25, 26 & 27—\$9; 28, 29 & 30—\$8; 31, 32 & 33—\$7; 34, 35 & 36—\$6; 37, 38 & 39—\$5; 40, 41 & 42—\$4.

L.D. 2225, sponsor — Sen. Huber of Cumberland. Provides for implementing Hay Study salary plan at the same relative step (A to A, etc.) "... provided that no

employee shall be assigned to any step in the recommended range above the A step if such assignment results in an increase in salary in excess of 10% . . . " Effective date July 1976.

The following bills include increases in the maximum annual salary for unclassified (Commissioner and Bureau Directors) employees.

L.D. 1981, sponsor — Rep. Farnham of Hampden.

L.D. 2225, sponsor — Sen. Huber of Cumberland.

Canteen Opens (continued)

Care, Department of Human Services, the Canteen is another in a statewide chain which is operated by persons who are visually impaired.

Bob Nadeau, manager, has arranged to offer an inviting variety of hot sandwiches, soups, steamed franks, coffee, cold drinks, fruit juices, assorted pastries and doughnuts, candy bars, cigarettes, etc. The Canteen will be open from 7 a.m. until 4 p.m. daily.

MCTP Ends

The Maine Conservation Training Program, an emergency employment program which has operated under the joint auspices of the Department of Conservation and the Office of Manpower Training to provide Conservation trainees with work experience and training to increase their future employability has concluded their program and is closing down their office located in the Ray Building, and their field offices in Caribou, Wilton, Whitneyville and Lewiston. Bruce Hazard has served as Director of the program since May 5, 1975.

LURC Staffers Reassigned

Recent changes in responsibilities of personnel within the Land Use Regulation Commission were announced by Kenneth Stratton, Director. Michael E. Barrett will act as Assistant Director of LURC and will become responsible for some routine administrative duties. Lewis P. Allen will become Acting Supervisor of Development Review and take over all responsibilities for the Development Review Division.

CONSERVATION NEWS

State of Maine
Department of Conservation

James B. Longley, Governor

Richard E. Barringer, Commissioner

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Snowmobile Division Develops New Scenic Trails

The Snowmobile Division within the Bureau of Parks and Recreation announces that 4 new trail systems have been established. The trails are as follows: 1—The Mt. Blue-Rangeley Trail, a 76 mile round trip from Mt. Blue State Park to Rangeley Lake State Park. This trail affords views of the many mountains, streams and rivers in the area. 2—The Evans Notch Trail is a 24 mile round trip trail in the beautiful and spacious White Mountain National Forest. 3—The Squaw Mountain Trail is a 40 mile trail leaving the Bunk House Area of the Squaw Mountain Ski development, encircling Big Squaw and Trout Mountains, with outstanding views of ponds, lakes and mountains. 4—The Island Falls Trail is a 45 mile one way trail which passes Bible Point, a site frequently visited by Teddy Roosevelt. Another segment of the trail, to make it a complete hop, may be constructed sometime in the future.

The Snowmobile division has purchased 2 new pieces of trail grooming equipment: one a "Thiokol," one a "Bombi." The Thiokol is used on the Mt. Blue-Rangeley and the Evans Notch Trail. The "Bombi" is used on the Squaw Mountain Trail. Maintenance of the Islands Falls Trail has been contracted to a private individual.

Seven Municipal Grants have been awarded this winter for construction and/or grooming of a municipal trail system. These grants were awarded to Augusta, Winthrop, Jackman, Rangeley, Norway, Stetson, Newport, Etna and Lincoln which comprises approximately 350 miles of trail.

All trail systems have had extensive use. As for instance, there has been nearly 100 vehicles in the parking lot at Mt. Blue State Park at one time.

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