



# MTCMA

Maine Town, City and County  
Management Association

A State Affiliate of ICMA

**MISSION:** To broaden the knowledge and promote values necessary for Maine's local and county government Administrators to better serve their communities.

A publication of the Maine Town, City and County Management Association

[www.mtcma.org](http://www.mtcma.org)

**JULY 2015**

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## 70<sup>th</sup> New England Management Institute on Wednesday, August 12 – Friday, August 14, 2015

It's our biggest networking event of the year – the fun and exciting Institute!

The official program and registration form for this year's MTCMA Institute is available by clicking on

[http://www.memun.org/Documents.aspx?Command=Core\\_Download&EntryId=8644](http://www.memun.org/Documents.aspx?Command=Core_Download&EntryId=8644)

Scholarships are available this year to help defray costs, click [http://www.memun.org/Documents.aspx?Command=Core\\_Download&EntryId=8643](http://www.memun.org/Documents.aspx?Command=Core_Download&EntryId=8643)

The deadline for confirmed reservations at Sunday River is Sunday, July 12, 2015. Please refer to the Registration package for details on how to register for the MTCMA room block.

Make sure that you register for the Institute before July 24 in order to enjoy the lower registration costs!

*cont'd on pg 2*

## Welcome to the fourth issue of the New MTCMA Newsletter

The MTCMA Communications Committee is pleased to present the fourth issue of the MTCMA Newsletter. The plan is simple - publish the newsletter twice a year with lots of helpful information and ideas to assist our profession to grow and prosper. The first year worked quite well. In the second year, we have been focusing on enhancing the newsletter offerings.

The themes of this newsletter are communication and technology so there are lots of tips and interesting

*cont'd on pg 2*

## MTCMA GOALS:

- 1. Association Vitality** – MTCMA will ensure the long-term strength and vitality of MTCMA.
- 2. Name Recognition & Respect** – MTCMA and its members will be recognized and respected leaders on municipal issues.
- 3. A Resource for Members** – MTCMA will be the leading provider of personal & professional development for its members.
- 4. Networking & Building Relationships** – MTCMA will build strong relationships among our members & with others interested in local government.
- 5. Maintain High Ethical Standards** – MTCMA will follow the ICMA Code of Ethics and include it in MTCMA activities.

## Institute (cont'd)

**Some important items to remember before heading out for the Institute:**

**Community Showcase:** Join our 4<sup>th</sup> Annual Community Showcase by bringing a product from a local business in your community to raffle off during the conference. Make sure to sign up.

**Food Co-op for Charity:** Make sure to bring some non-perishable food for charity and you will receive 1 extra ticket for the grand prize for each non-perishable food item donated. Attendees will submit names of local food pantries and the winning charity will be drawn at random. Just turn in your donation to the conference registration desk and you will receive 1 ticket per unit of food. The grand prize will be drawn on Friday – you must be present to win.

**Great Mystery Activity:** Calling all guests for the 2<sup>nd</sup> annual Mystery Activity. That's all to tell right now because let's face it – it's a mystery! See the activity registration page to sign up!

## Welcome (cont'd)

reading for these two areas. We know managers are exceptionally busy in these interesting times and with this nice weather you don't want to be spending all your time inside, so most material is bulleted for quick review and reference.

The newsletters are timed to assist in the promotion of our two main events – the Interchange and the New England Management Institute. Our next newsletter will be issued in March 2016.

## SAVE THE DATE!

### MTCMA Institute

Wednesday, August 12, 2015 – Friday, August 14, 2015, Jordan Grand Resort Hotel at Sunday River

### MMA Convention

Wednesday, October 7, 2015 – Thursday, October 8, 2015, Augusta Civic Center, Augusta

### Joint training with NHMMA

TBD

## We Are Looking For Your Ideas And Thoughts

### WHAT WOULD YOU LIKE TO SEE IN UPCOMING NEWSLETTERS?

More articles? An ICMA Corner? Tips on subjects of interest?

Mentoring and Coaching Ideas? Town, City & County News clips on programs and projects? Helpful resources identified?

Great Ideas Contest?

Town Manager Brain twisters?

THANKS so much for the great submittals and contributions for this newsletter from Communication Committee Vice-Chair Austin Bless; Communications Committee Member Dana K. Lee; Senior Advisor Bert Kendall; and Rick Dacri, Dacri & Associates LLC

**The next MTCMA Newsletter will be published in March 2016. Submissions will be due Friday, January 22, 2016**

To suggest a story idea, offer to write an article or submit materials for upcoming newsletters or the list serve publication of shared services, please contact Kathryn Ruth, Communications Committee Chair at [townmanager@pittsfield.org](mailto:townmanager@pittsfield.org)

## MTCMA Committee Chairs and Vice-Chairs

Questions or ideas for MTCMA? Feel free to place a call or e-mail any of the below MTCMA Committee Chairs and Vice-Chairs. Contact information is on the first page.

**Professional Development Committee:** Tom Goulette, Chair; Peter Crichton, Vice-Chair

**Sponsorship Committee:** Jim Chaousis, Chair; Austin Bless, Vice-Chair

**Communications Committee:** Kathryn Ruth, Chair; Austin Bless, Vice-Chair

**Awards/Scholarship Committee:** Andrew Hart, Chair; Scott Morelli, Vice-Chair

**Nominating Committee:** Jim Chaousis, Chair

**Membership Committee:** Perry Ellsworth, Chair; Kathryn Ruth, Vice Chair

**Senior Advisor/Ambassador:** Bert Kendall, Chair

# Regional Manager Association Meetings Are Important For Networking And Learning:

There are many regional associations being utilized around the State. Joining or reaching out to the group in your area will provide an opportunity for fellowship and advice. If your area does not have a regional association, think about starting one. It can be as easy as reaching out to the managers in your region and then brainstorming at a local restaurant or meeting location to put together your informal group's yearly schedule of meetings and activities/networking.



Tremont, Trenton, and Acadia National Park  
Officers: Durlin Lunt, Chair; Carol Robbins, Secretary; Stu Marckoon, Treasurer  
Contact: Durlin Lunt, Mt. Desert

## WASHINGTON COUNTY MANAGERS

Covers: Washington County  
Officers: None, informal  
Contact: Betsy Fitzgerald, Washington County  
Events: Quarterly meetings for lunch and conversation

## WESTERN MAINE MANAGERS ASSOCIATION

Covers: Androscoggin, Oxford and Franklin Counties  
Officers: None, informal  
Contact: Rhonda Irish, Wilton  
Events: 2 hour luncheon with a speaker generally every two months – quarterly

## YORK COUNTY MANAGERS ASSOCIATION

Covers: York County  
Officers: None, informal  
Events: Lunch and a meeting 6-8 times per year in member communities

## AROOSTOOK MUNICIPAL ASSOCIATION

Covers: Aroostook County  
Officers: Jim Bennett, President; Jon Frederick, Vice-President; and Ralph Dwyer, Secretary

## GREATER WATERVILLE MANAGERS

Covers: Belgrade, China, Clinton, Fairfield, Norridgewock, Oakland, Vassalboro, Waterville and Winslow  
Officers: None, informal  
Events: Every 2 months or so on the selected date at 8:00 am for coffee and donuts

## MDI LEAGUE OF TOWNS

Covers: Bar Harbor, Cranberry Isles, Ellsworth, Lamoine, Mt. Desert, Southwest Harbor, Swan's Island,

*Group not listed above? Have there been changes in leadership? Consider submitting your group's information or updates today!*

## Certified Municipal/County Manager Applications Are Due July 15, 2015

**REMINDER...REMINDER....REMINDER.** Just a few days left. Do not miss out in being considered for certification or re-certification as part of this year's Management Institute. This is an important program for self-development and professional development. The materials are available on the website at <http://www.mtcma.org/wp-content/uploads/about/certification/Certified-Application.pdf>

## MMA's Job Bank And Classifieds

MMA provides a wonderful service with the free posting of available positions. Not only are available Town Manager positions posted – towns can also post any of their department head or support positions absolutely free. Often forgotten are the RFPs being issued for service and the sale of surplus municipal equipment. Please use this service to get the word out about available services and items. This program is very easy to use. Go to [www.memun.org/TrainingResources/JobBankClassifieds.aspx](http://www.memun.org/TrainingResources/JobBankClassifieds.aspx)

## Upcoming 2015 MTCMA Board of Directors Meetings

**Tuesday, August 11, 2015**  
Regular Board Meeting – 12:00 pm – Sunday River

**October, 2015 TBD**  
Planning Meeting

# MTCMA Mission Statement with Goals For Use in 2015

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

MTCMA has adopted five (5) Goals  
The goals are for a three (3) year period.  
The Committees are working on Action Items (Committee goals)  
for specifics to be adopted and implemented.

If you have any implementation ideas, please feel free to contact  
any member of the Executive Board.

**Goal #1: Association Vitality**  
*MTCMA will ensure the long-term strength and vitality of MTCMA.*

**Goal #2: Name Recognition & Respect**  
*MTCMA and its members will be recognized and respected leaders on municipal issues.*

**Goal #3: A Resource for Members**  
*MTCMA will be the leading provider of personal & professional development for its members.*

**Goal #4: Networking & Building Relationships**  
*MTCMA will build strong relationships among our members & with others interested in local government.*

**Goal #5: Maintain High Ethical Standards**  
*MTCMA will follow the adopted ICMA Code of Ethics and will seek to include the Code of Ethics in MTCMA activities.*

## NEED ADVICE OR HELP? THE MTCMA AMBASSADORS ARE READY AND WILLING TO HELP!

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Our Senior Advisors are Bert Kendall, Chair and Skip Day.

Bert covers Cumberland and Oxford Counties [bmtkkendall@gmail.com](mailto:bmtkkendall@gmail.com)

Skip covers Knox, Lincoln and Waldo Counties [daya@tidewater.net](mailto:daya@tidewater.net)

### **MTCMA AMBASSADORS ARE:**

Mitch Berkowitz – Cumberland & Androscoggin	<a href="mailto:mgt4u2@gmail.com">mgt4u2@gmail.com</a>
William Bridgeo – Kennebec	<a href="mailto:william.bridgeo@augustamaine.gov">william.bridgeo@augustamaine.gov</a>
John Bubier – York	<a href="mailto:jbubier@biddefordmaine.org">jbubier@biddefordmaine.org</a>
Ruth Cushman – Androscoggin, Franklin & Oxford	<a href="mailto:Rec12350@yahoo.com">Rec12350@yahoo.com</a>
Perry Ellsworth – Franklin & York	<a href="mailto:pellsworth@sbmaine.us">pellsworth@sbmaine.us</a>
Richard Michaud - York	<a href="mailto:RRmichaud2011@gmail.com">RRmichaud2011@gmail.com</a>
Kathryn Ruth – Penobscot & Somerset	<a href="mailto:townmanager@pittsfield.org">townmanager@pittsfield.org</a>
Nat Tupper – Cumberland	<a href="mailto:ntupper@yarmouth.me.us">ntupper@yarmouth.me.us</a>

Regardless of their assigned areas that are near their homes/offices, our Ambassadors and Senior Advisors will assist anyone who calls from around the State. Please feel free to contact anyone on this list for advice, ideas or assistance.

### **Learn more at:**

<http://www.mtcma.org/wp-content/uploads/about/ambassador-program/Ambassadors-Brochure-2015.pdf>

# Let's All Do Our Part to Upgrade The MTCMA Website Resources Library

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Dana K. Lee, Town Manager, Eliot

Part of the MTCMA's Board of Directors' charge to the Communications Committee is a goal *to enhance the usefulness and visits to our MTCMA webpage.*

I have used the Resource Library at the site many times, but it is / has become stagnant. It needs to become THE meaningful repository of our collective work on policies, ordinances, contracts, management systems, etc.

I know that we all have many current, important documents that other managers may want to "borrow." Let's start actively sharing these documents!

**PLEASE DO YOUR PART** – and commit to sending / uploading **at least 5** of your most useful, modern "documents" during the next twelve months that you feel other managers may well be able to use or re-purpose.

Send / upload said documents, including classifying the documents according to the 5 guidelines below, to the following: [mnoel@memun.org](mailto:mnoel@memun.org)

## MTCMA Website "Resource Center" Enrichment Plan Guidelines for submission of policies, ordinances, forms and other useful documents

1. Choose the CLASSIFICATION for your submission
  - A. Governance Documents
  - B. Personnel Based Documents
  - C. Safety Policies
  - D. Public Safety Documents (Fire, Rescue, Police, ACO)
  - E. Land Use / Development Documents
  - F. Financial Documents
  - G. Waterfront Based Documents
  - H. Other
2. Choose the TYPE of document you are submitting
  - A. Ordinance
  - B. Policy
  - C. Form
  - D. Contract
  - E. Resolves
  - F. Interlocal Agreement
  - G. Other
3. Submit your document in either RTF (Rich Text Format) or DOC (MS Word); do not use PDF nor other formats
4. Note if the document has had LEGAL REVIEW or NO LEGAL REVIEW
5. Note the APPROXIMATE DATE of the document's creation / adoption

The submittal form for your documents is available at <http://www.mtcma.org/wp-content/uploads/news/2015/MTCMA-Resource-Center-Website-2015.pdf>

Check out the Resource Library at <http://www.mtcma.org/category/mtcma-resource-library/>

# 11 Tips to Dampen the Flames in a Crisis

Rick Dacri, Dacri & Associates, LLC

If it can go wrong, it will. While some municipal managers may prefer to take the tact that a crisis will never occur on their watch, the more seasoned professionals understand that unfortunately, Murphy's Law trumps. It is never IF a crisis occurs, but more likely, WHEN will the crisis happen. Readiness must include anticipation, preparation, mitigation and communication. Not having a crisis intervention plan is like driving 80MPH in the dark without headlights and not knowing there's a hairpin curve up ahead. The likelihood of a safe arrival is quickly diminishing.

So what should you do to prepare? Here are 11 tips:

1. Accept the fact that a crisis will occur sometime: Playing ostrich is not crisis planning. Prepare for what could go wrong.
2. Anticipate what could happen: Plant closings, major fire, drug bust, or economic calamity. All require a response. While you can never anticipate everything (think Zumba), know how you would respond in a crisis and develop contingencies.
3. Decide who will speak: Whether it's the town manager or the mayor, or the police or fire chief, know who will be the face and voice of the community. Remember, the first rule of crisis management is knowing who is in charge. Have a spokesperson ready.
4. Know your audience: Understand that you have many stakeholders who want to know what is going on and they want answers fast. Your stakeholders include residents, employees, elected officials, media, regulators and more. Ignore them at your peril.
5. Understand your strategy and message: Know what has to be said and say it. Don't wing it. Gather the facts. Get your message out quickly and be honest and transparent. At the same time, there will be times when circumstances will prevent you from telling all.
6. Prepare for the media; Understand they have a job to do and they are not your enemy—or your friend. Be straight with them. Have a clearly identified spokesperson ready. Get your message out before they formulate another one. Put out a clearly written statement. Obviously, if you have created a positive relationship with the media before the crisis, your job now will be a bit easier.
7. Utilize social media: People get their information, good and bad, through social media. Residents, the press and employees quickly turn to twitter, Facebook and your website for instant information. Educate your stakeholders in advance that this is how you get immediate and reliable communication.
8. Talk to your employees: be clear about your message. Remember, residents and the press will likely seek

out employees to get the “inside scoop.” Make sure employees know what to say.

9. Don't ignore emotion: You're not a robot. Depending on the issue, empathy, sympathy, remorse and even anger is appropriate. If the town made a mistake, apologize. If the community was harmed, a smile will not be the best expression to show.
10. Have a presence: Show that you're in charge; that you're on top of the situation. Be truthful and in control. If you don't have an answer to a question, let them know you'll get it for them. And then do it quickly. Never be wishy-washy or reticent.
11. Communicate well: Frequent, timely and with clarity—that's how you must communicate. In a crisis, people demand information. Without it they'll fill in the blanks, often with misinformation. Remain out front.

Crises will always occur. How you handle them will either dampen or fan the flames. Preparation will minimize the potential chaos and will often generate good will during a difficult period.

*Rick Dacri is a workforce expert, management consultant, and author of the book “Uncomplicating Management: Focus On Your Stars & Your Company Will Soar.” Since 1995 his firm, Dacri & Associates has helped municipalities achieve dramatic improvements in individual and organizational performance. He can be reached at [rick@dacri.com](mailto:rick@dacri.com) and <http://www.dacri.com>*

## MTCMA Tee-shirts and Long Sleeve T-Shirts – LIMITED TIME ONLY!

Order forms were included in the MTCMA 70<sup>th</sup> New England Management Institute brochure. All directions and size charts are included.

Orders will be accepted until Friday, July 17, 2015 at 5:00 pm. Payment must be included.

Ultra Cotton 100% Cotton T-Shirt 2000 are \$10 or \$13 for 2X-4X per shirt and

Ultra Cotton 100% Cotton Long Sleeve T-Shirt G2400 are \$15 or \$18 for 2X-4X per shirt.

These are limited edition MTCMA t-shirts – Don't miss out ordering this special tee shirt. Orders will be distributed at the Institute. If you are not attending, it will be shipped to you after the Conference.

Check out the details on the last two pages of the Institute brochure at <http://www.memun.org/Documents.aspx?Command=CoreDownload&EntryId=8644>

# Four Tips to Stay Out of Communications Quicksand

Bert Kendall, Senior Advisor, Cumberland

1. Don't be a slave of your smartphone/iPhone/texting - All of us have a friend or colleague who pulls out their phone at every break, between courses in a restaurant or driving across town. How did they ever survive without a smartphone and all those applications? Even in church during the sermon there are fewer bibles out and more bible apps. It is easier for an old timer like me, still with a dumb phone and retired, but I honestly see no benefit from so much instant communication. Certainly you should respond to your family (pick up Jimmie at the ballgame), your bosses (emergency meeting needed on the budget) or true emergencies (large fire burning on Rt. 9), but do you need to confirm tomorrow's restaurant reservation, have your next week dentist's appointment confirmed, or hear a complaint about road conditions when you are out of the office? You still have your important work to do as a town manager, like presenting the budget, negotiating the police contract or purchasing that new snow plow, and you can't put those things off for endless, and in my view, often unnecessary texts and instant phone messages. Go back to the old method of managing your own time rather than circumstances leading you around by the nose.

2. Be careful of what you post on the internet - Remember that almost all the work you do, and emails you send, are official government business and can be obtained. Think 100% even if it is only 99%. Think two or three times before jumping into some internet controversy, or using your smartphone hooked up to your computer system, since you may soon read about it on the front page of the newspaper. And don't get suckered in by a resident, reporter or gadfly that emails you to raise a stink or smoke out an alleged problem. Talking to that person by phone or in the hall before the next select board meeting might be much wiser.

3. Private phone conversations may still be the best way to communicate safely and effectively - Use the phone to talk confidentially to elected officials, the manager in the next town with a crisis, or a staffer with a big problem to unload on you. It is often difficult to pick up the tone of a conversation from an email, and you can hear what is really going on over the phone or in person. They have now rediscovered the benefits of private offices v. large open work areas, and I always saved the bad news for private. It is difficult enough to navigate through the swamps in local government, so why not save your private thoughts and strategy until that big meeting.

4. Discuss what type of communication your elected officials want and expect - Most of us have either 3, 5, or 7 elected officials on their councils or select boards. What makes them the most comfortable? For example, you might have a tradesman busy in his shop, or a teacher in her classroom, and there are only certain times and certain types of information that they want to hear. They don't want to be bothered with trivia, since that is why they hired you, but they certainly want to know about important events and emergencies. Perhaps you have worked out a special relationship with the chairman, where one or both of you notify the rest. But don't get caught not giving the same information to all, and don't play favorites with good and bad news. After some trial and error over the years and several manager jobs, I found that phone calls could be infrequent but a weekly written summary was a must. Now in the era of instant messaging and emails make sure you don't become a slave to one or two computer gurus while ignoring the rest. And if you follow the procedures for communicating with the elected officials that they themselves chose, the complaints won't be about you but the busybodies on the council.



## MTCMA

Maine Town, City and County  
Management Association

A State Affiliate of ICMA

## Welcome New Members

### Who Have Joined Since Our Last Newsletter Was Issued In March 2015

Janet Anderson, Isleboro

Serena Bemis-Goodall, Corinna

Stephen H. Burns, York

Lucas M. Butler, Monson

David D. Cyr, Mars Hill

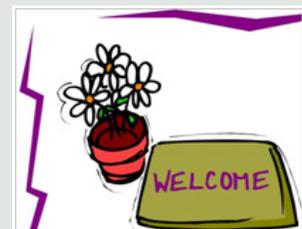
Paul R. First, New Gloucester

Tammy Mote, Ellsworth

Fred Ventresco, Limestone

Kenneth Woodbury, Sangerville

**When you see one of the  
individuals listed above,  
welcome him/her to the  
MTCMA!**



# The 2015 Municipal Technology Conference was actually quite interesting!

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**Kathryn Ruth, Town Manager, Pittsfield; Ambassador**

Certainly technology is often an overlooked and under budgeted component of municipal budgets. This is especially true now with municipal budgets under so much strain and conflicting funding needs. There simply are not enough funds to take care of everything that would assist your town. Technology often comes last on the list if it even makes the list in smaller communities.

Without any specific technology funding line in the municipal budget and just taking care of items as we needed them from the individual department budgets, I decided it was time that my community did some strategic planning for our technology needs. All department heads were otherwise committed on the date of the Technology Conference so I headed off for what I thought was going to be a very boring day. Being somewhat technology challenged, I thought I would make it through the conference and bring home lots of good information for the department heads who would then figure all of this out at our next Department Head Meeting.

To my surprise, the 2015 Municipal Technology Conference on May 7<sup>th</sup> at the Cross Insurance Center in Bangor was one of the best events I ever attended. It was very interesting, quite relevant and there was a ton of helpful information available. I wanted to learn more and have it last longer!

The day's agenda included concurrent sessions on:

1. Five Key Principles in IT Budgeting
2. Municipal Broadband: Gathering Needed Information
3. Critical Importance of Cyber Security
4. Using LiDAR Data to Create 3D Building Footprints
5. Asset Management and GIS
6. Using Your Website to Improve Your Reach
7. Municipal Broadband: What Might Work for Your Community
8. Call for Action: ED Elevation Opportunities for State, Local Governments
9. Community & Regional Benefits (Think \$) from Geospatial Data
10. The Importance of Social Media
11. Municipal Broadband: New England Success Stories
12. Key Environmental Data at Your Fingertips
13. Streamline Workflow by Web-Enabling Spatial and Non-Spatial Data
14. Social Media: Municipal Dos and Don'ts

15. Municipal Broadband: FirstNet and What It Means for Municipalities
16. StreamStats for Maine
17. MaineDOT's Online MapViewer
18. Municipal Broadband: Nuts and Bolts to Ensure Your Development Project Succeeds
19. GovOffice User Group

The day opened with a Keynote address by Dr. Scott Sheperd on the subject of Dealing with Stress? It Starts with You. Now who has stress in municipal government land?

It was highly entertaining and started the day off on a high note. The Luncheon Address was by Stu Rich from PenBay Solutions who described how organizations were realizing new value from their GIS investments for space planning, maintenance operations, environmental health and safety and public safety. Basically this meant we can leverage GIS to manage facilities.

While it was all quite interesting and equally important, there was a lot of valuable information on Municipal Broadband Systems, how to gather the information necessary, and examples from other states of successful municipal systems. Most areas of the state do not have broadband throughout their communities. Since high speed internet service is needed for most everything nowadays and having it is necessary for economic development, these sessions were a crucial part of the Conference.

I was able to attend a session on IT Budgeting / Planning for Municipalities which actually discussed strategic planning for technology as well as sessions on How to Improve Your Website's reach with Keys to Maximizing Your website and Social Media tips. I expect all the sessions that I could not attend were equally as interesting.

Please explore the handouts that have been received from the presenters at the Technology Conference at <http://www.memun.org/2015TechnologyConference/2015TechnologyConferencePresentations.aspx>.

There are lots of good tips in the handouts available on the MMA website noted above.

It is recommended for those who have not attended one of these conferences before to plan to attend the 2016 Technology Conference. You will be very surprised at how much can be covered in just one day. Congratulations to all who worked to make this day a great learning experience!

# Things People Should Know About P@s\$w0rdS

## How to Make a Hacker's Life Miserable

by Jerry Irvine

Introduction of a previously published article by ICMA Austin Bleess, City Manager, Caribou

With all the publicity about hacking, viruses, and malware that can lead to identity theft; it is mind-boggling that people continue to use passwords like "password" or "123456." Almost 80 percent of all mobile device users don't use a personal identification number (PIN). People use easy passwords simply because passwords are difficult to remember and typing complex passwords is time-consuming and inconvenient.

In truth, user IDs and passwords are just a nuisance to a skilled hacker. There are hundreds of free brute-force password crackers, password-cracking dictionaries, and password hash decoders available on the Internet to help a hacker (or the curious high school student) break, guess, or decrypt passwords. Still, when creating a password, the longer and more complex it is the harder it is to crack.

### COMPLEX IS GOOD

Passwords should be complex in design with 12 to 14 characters in upper and lower case letters, numbers, and special characters. As already emphasized, the longer they are, the harder they are to crack. Unfortunately, the longer and more complex passwords are, the more difficult they are to remember.

As a result, a person does have the option of using an encrypted password management application. There are multiple applications available for smartphones, tablets, and PCs. A password manager allows you to store all your personal information such as user IDs, passwords, and even credit card information in an encrypted file.

When you are logging onto a computer or website and need to know your password, you can simply open the app and read your password. By using a password management application, a user only needs to remember one password, the one for the password management application, while all the others are stored for you.

Changing passwords frequently is necessary to protect yourself in case someone does get your password. Customers whose information was compromised in the Target and eBay breaches were told to change their passwords immediately in case a hacker attempted to break into their accounts.

Changing passwords once or twice a year leaves a lot of opportunities for someone who has your password to use it. It is suggested that you change your password at least every 30 to 45 days; however, changing your password to a previous password or simply adding a sequential number to the end really isn't changing your password.

### MULTIFORM FACTOR AUTHENTICATION

Hackers can look at a password like Password2 and figure out that Password3 is probably going to be your next password. Also, because most hacking today is done using scripts or programs, if a hacker does have your password, he or she can simply put it into the script and attempt to use it forever. Once you have rotated through your password list and reused an old one, the hacker has your identity.

In order to increase the security of systems and data, you should use a multiform factor authentication process. Multiform factor authentication provides a higher level of protection because it requires more than just a password. There are generally three form factors for authentication:

- Something you know: User ID and password.
- Something you are: Biometric, fingerprint, retina scan.
- Something you have: Smart card, security fob, mobile device.

By requiring a user to have at least two of the three items above, it becomes more difficult for a hacker to break into a user's systems or accounts.

### MORE IS BETTER

No single form of authentication provides a high level of security. Using biometrics alone is no more secure than using a password alone. In fact, it took only minutes after the iPhone 5 cellphone came out for a hacker to publish that he was able to hack the biometric fingerprint reader to gain access to the phone. The best means of security is to require multiple form factors.

Adding a second or even third form factor for authentication can be easy and inexpensive to add to computers, tablets, and smartphones. Some devices have smart card readers or biometric devices built right into them. There are peripherals that can be purchased and connected via USB or even Bluetooth.

Secondary authentication form factors also can be implemented using such separate devices that do not connect to your device as security fobs, which provide a security code to be entered into the device, or such applications as banking, credit card, and social media sites already mentioned.

The bottom line: In order to increase security, users should maintain unique user IDs as well as unique complex passwords for each account, along with at least one other form of authentication.

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# You Can Negotiate Anything

## 13 Negotiating Techniques Taught At The Wharton School Of Business

by Steven Blum

Introduction Of A Previously Published Article By ICMA Austin Bless, City Manager, Caribou

Life is a series of negotiations. While we may realize this in theory, we probably don't realize how often it applies in practice. Our work schedule, our pay and benefits, prices in big box stores, cellphone contracts, daycare arrangements—you name it, it's negotiable. The notion that we just have to fall in line and accept the options we're given is an extremely limiting one.

Everyone knows we can negotiate car or real estate prices, but the idea that *everything* is negotiable is foreign to most of us. Sharpen your negotiating skills and you'll unlock options and opportunities that you may have assumed were closed to you. This can truly change your life.

Before you can successfully negotiate anything, you should know how to start the dialogue and how to ask the right questions. Here are tips to consider:

**Know what you don't want, what you do want, and what's even better.** One of the most important things a negotiator can do is figure out what he or she is trying to gain or achieve. When you know exactly what you want, you can be purposeful in keeping the process moving toward your goals and avoiding measures that might throw you off course.

Don't make agreements based on the idea of winning if you don't get what you really want. Don't worry about whether the other side is getting too much. That does not matter as long as you reach all your goals. And once a good agreement comes into view, see if you can improve it before you close the deal.

**Harness the power of BATNA.** In negotiation, power comes from alternatives. You must identify your Best Alternative To a Negotiated Agreement (BATNA). Doing so lays the foundation for increasing negotiating strength, which presents the potential for greater control, influence, and authority. You will *never* accept a deal unless it is better than your BATNA. It forms a minimum acceptable level for you.

Here's one example: Sam and Sara both decide to approach their boss and ask for a 10 percent raise. Sam's strategy is to make a list of everything he does for the



company. Surely, he thinks, if he documents all he accomplishes, the boss will realize how valuable he is to the company. Sara, on the other hand, writes letters and makes calls, and ends up getting an offer from a competing employer. The offer comes with a salary that's 4 percent above her current pay level.

Initially, the boss tells both employees that a raise isn't possible at this time. Having failed to strengthen his BATNA,

Sam has little leverage. He simply thanks the boss for his consideration and goes back to his cubicle. But Sara's story doesn't end here. She tells the boss she's received an offer from a competitor and must decide whether to accept it. Not wanting to lose Sara, her boss asks how much salary she has been offered. She replies, "While they demanded confidentiality, I can tell you it is more than I am currently making."

In the Sam and boss situation, Sam has a problem he doesn't know how to solve. In the Sara and boss situation, the boss has a problem. Sara gets her 10 percent raise.

**Aim for higher than just win-win.** As you begin to hone your negotiating skills, you may be tempted to seek out win-win solutions. Doing so might seem like a great way to keep your relationship with your negotiating partner positive, but the approach can actually backfire, causing you both to settle for the first plausible solution that improves everyone's position.

Randy, for example, is a realtor who was trying to get her client (the buyer) and the other side (seller) to agree on a price. The buyer was moving from a low-tax town to one whose wealthy school district could better serve her special needs child. The two sides were only \$600 apart. So Randy teamed with the other side's agent and said, "Sign this deal right now, and we'll cut our commissions by \$150. We want each of you to compromise your price demand by \$150 each. That will total the entire \$600 in dispute, and everyone will share the burden of compromise equally." The deal closed and the two agents toasted each other for the "win-win" solution.

But Randy had failed to notice the value that was being left on the table. The client was going to need a real estate agent to sell the family's old property. Randy might have worked that into the bargain by aiming higher than merely a win-win.

*cont'd on pg 11*

# You Can Negotiate Anything *(cont'd)*

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**See that your interests come first, but make sure others' interests are served, too.** Good negotiators pay a great deal of attention to underlying interests. They seek a deal that meets their own interests well, satisfies the interests of other parties sufficiently, and adequately addresses those of all important players who are not part of the actual negotiation.

If the agreement does not meet the needs of the other negotiation parties, they will not agree to enter into the deal. If they are somehow tricked into signing a contract that does not really work for them, they will seek ways to sabotage, escape, or otherwise not comply. That is not good for anyone.

Keep in mind that what you view as being a good outcome might not be that good if it leaves the other negotiating party feeling worse off or victimized. Chances are you'll need to negotiate with certain people on more than one occasion, and you don't want to burn those bridges by leaving them feeling you'll take advantage of them the first chance you get.

**Don't get distracted from your real goal.** Some people pride themselves on a competitive tenacity that leaves nothing on the table. If possible, they take the table as well. But research has shown that many of these winners end up regretting their victories.

Competition is a natural and necessary motivator, yet it does not always bring a happy ending. The desire to win represents a dangerous shift in focus: Besting the competition becomes the primary goal, and the outcome itself becomes secondary. Paradoxically, the resulting strategies and behaviors are usually self-damaging. Avoid hurting your own efforts by keeping your eyes firmly fixed on where you really are trying to go.

**Insist on both a fair process and a fair outcome.** Good negotiators refuse to be part of a process or outcome that is anything less than fair. Leading negotiation professors urge us to look to such authoritative standards and norms as market value, precedent, and equal treatment, to help delineate fairness. Just as a skilled negotiator will never agree to a deal that does not do a good job of meeting his or her interests or that is not better than his or her best alternative, so, too, the negotiator should decline one that is observably unfair.

**Pay attention to power dynamics. Don't accept a power imbalance that leaves you at a disadvantage.** When the power dynamic in place is neither a necessary consequence of larger roles and relationships such as deferring to a government official, nor a good one for advancing your negotiating interests, work to change it to your own advantage. Don't be rude or inappropriate, of course, but also don't

be afraid to question anything that seems unfair or detrimental. Always own your power and politely decline any part of the negotiation process that makes you feel uncomfortable, disadvantaged, or manipulated.

**Don't trust imprudently.** The mere fact that you have insisted on forthrightness, and unwaveringly offered it, does not mean you should entirely trust the other parties. The best advice is to always act in a trustworthy manner but do not assume that others will do the same. Be extremely cautious about placing too much trust in others. Better to allow your confidence to build slowly as it is earned. And never trust anyone whose incentives and interests suggest strong motivation for them to defect.

**Be mindful of each "little agreement" step.** The negotiation process is made up of a series of little agreements. Pay attention to them not only as they affect you, but also with an eye toward their impact on your negotiating partners. The idea is to use small commitments to pave the way for the other party to easily agree to the next step. Before you know it, you will find yourselves marching confidently, arm in arm, toward agreements that ensure good outcomes for everyone.

**Ask lots of questions.** An important study found that skilled negotiators spend almost 40 percent of their time acquiring information (asking questions) and clarifying information (restating and reframing what they've heard to verify that they've understood correctly). Average negotiators spend about 18 percent of their time on the same behaviors. In other words, skilled negotiators ask twice as many questions as do average negotiators.

The key is to ask previously prepared questions and, just as important, listen well enough to pose precise follow-up inquiries. Probing and clarifying the other party's position requires that you pay close attention and formulate good questions on the spot. Strong listening skills, along with good preparation habits and the ability to express thoughts clearly, are among the top traits of the most effective negotiators.

**Create scarcity.** Negotiators respond to what is referred to as a closing window of opportunity, i.e., making an offer that is good for only a limited amount of time. When a proposal or offer is structured to end at a certain time, the scarcity effect adds pressure.

Another factor that causes scarcity is competition. When everyone else wants something, there is a tendency for us to want it more, too. Making it clear that everyone desires the item for sale can make even those with little use for it determined to buy it. Nobody wants to be left out.

*cont'd on pg 12*

# You Can Negotiate Anything *(cont'd)*

People seem to be hardwired to greatly fear loss and as a result, creating scarcity can be an effective negotiating technique. Although risky, a take-it-or-leave-it tactic or an ultimatum in a negotiation can raise the scarcity effect to sky-high levels.

**Prepare and practice.** If I could offer only one suggestion to improve negotiating, it would be this: If you prepare fully for each negotiation, you will do better. It is that simple. As a general rule, the more prepared you are, the better your outcomes will be.

Practice makes perfect. Use every opportunity to test out your skills and think through situations as if they were important negotiations. As you practice you'll become a more agile negotiator, able to work around tough situations and create much better outcomes for yourself.

**Be patient.** One of the best things you can do in the closing and commitment stage of a negotiation is to be patient. The negotiator who is not rushed has a favorable position and is free to work for the best possible deal. Some methods to help make this attitude possible include starting early, not procrastinating, and avoiding negotiating when you are in a needy state of mind.

Negotiation isn't just about getting a better price for a product or service. It's about dramatically improving the quality of your life, creating better outcomes for everyone, and even building more harmonious relationships. Improving your negotiating skills is an effort worth making.

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## HELPFUL RESOURCES/ LINKS

### *More helpful links to learn about available resources:*

Each issue will have 5 or more helpful links that Managers may not necessarily have thought to utilize as they are not mainstream for the profession. This printing is not an endorsement of any particular website or program. These are simply potential resources that a manager may find to have value. Free resources are often available on these sites such as articles and tips. Please send in your favorites for the next edition!

<http://www.memun.org/schoolsproject/index.htm> or directly to:  
<http://www.memun.org/schoolsproject/lessonindex.htm>

Helpful lesson plans for school presentations provided by the Maine Municipal Association and the Maine Council for the Social Studies.

[www.restreets.org](http://www.restreets.org)

Street issues? Check out this site reference found on the ICMA website dedicated to improving city streets. Funded in part by the National Endowment for the Arts, re:Streets provides a fundamental rethinking of America's streets.

[www.mainebiz.biz](http://www.mainebiz.biz)

Business News Source – can sign up for e-mail reports on business activity.

[http://icma.org/en/icma/newsroom/icma\\_e-newsletters](http://icma.org/en/icma/newsroom/icma_e-newsletters)

ICMA e-mail service available with reports of innovations and happenings across the country. Leadership Matters and ICMA SmartBrief are available. You do not have to be a member to sign up.

<http://firstnetcampus.com/MMA/campus/home.asp>

MMA service for towns on its Property and Casualty or Workers Compensation Insurance. Lots of new programs. Very easy to use. For towns that have commercial insurance, contact your insurance agent for training materials.

# 15 Tips for Communicating with Impact

by Dan Quiggle

Introduction of a previously published article by ICMA Austin Bless, City Manager, Caribou

In studying the highest levels of leadership, impact, and influence, several common aspects of effective communication become clear. The 11th anniversary of Ronald Reagan's passing will be on June 5, 2015, but even 11 years after his death and 27 years after his presidency, he is still known as the "Great Communicator." He masterfully demonstrated effective communication throughout his presidency, and you can do this too by planning and creating your own messaging.

Whether it's a keynote speech or a casual conversation with a family member, the true meaning and value of effective communication can be realized through focusing on the listener and tailoring your message accordingly, rather than prioritizing the words you want to say or the points you want to make.

If you want to really improve the way you communicate and the impact your messages have on others, regularly evaluate what you say, how you say it, and how your words are being heard by others. If you truly want to communicate, you need to challenge yourself to embrace communication excellence.

Here are 15 ways to increase your communication success:

- 1. Significance.** Realize the significance, the power, and the importance of clear, concise communication and the effect it can have on others and on the fulfillment—or the failure—of your vision.
- 2. Substance.** Have substance—something meaningful and important to say. There are many leaders today who talk more and more and yet say less and less. Know what you want to say before you start talking. Plan your communication with great intention.
- 3. Sincerity.** Communicate with honesty and authenticity—with sincerity. The more sincere your message is, the more impact it will have on others. As such, you need to choose your vision carefully and make sure it is one that you wholeheartedly embrace and can communicate genuinely.
- 4. Sell it.** Believe in your vision and in your message. You need to have more enthusiasm for your vision than you expect others to have. Your passion and energy, or lack thereof, will be evident to your listeners.
- 5. Say it.** Tell your listeners what you are going to tell them, then tell it to them, then tell them what you told them. Make sure they leave knowing exactly what you want them to know and remember.
- 6. Say it again and again.** Constantly refer to your vision. Have a consistency in your message every time you communicate. Make it clear to others what you stand for, what you believe in, and what your vision is. Repeat it. Retell it. Restate it. Repeat it.
- 7. Symbolize it.** Personify your vision and symbolize it. When you think of Ronald Reagan, you think of freedom. Make sure those around you know exactly what your vision is—and then personify it with consistency.
- 8. Stance.** Be aware of your stance: 55 percent of face-to-face communication comes from body language, 38 percent comes from tone of voice, and only 7 percent of communication actually comes from the words used. Your nonverbal cues speak much more loudly than your words, so learn to control and manage your body language and facial expressions, making sure they match your spoken message.
- 9. Specialize.** Even though you may be articulating your vision over and over again, it will be more meaningful and memorable if the message is customized for those hearing it—so specialize. You should talk to people, not over their heads or beneath them. Talk to them, specifically.
- 10. Study.** Be prepared, study, be informed and well read, and have compelling, convicting arguments supporting your vision. You should know more about your subject matter, your industry, your plan, and your vision than anyone else. Research related topics and fields so that you have an expansive base of knowledge. Gather relevant facts and information and develop creative ways to share them.
- 11. Style.** There are many effective methods of speaking, so find your unique style. Infuse your personality, your background, and your vocabulary into a personal cadence and rhythm of speaking that uniquely suits you. Practice articulating your vision. Ask for candid feedback and continue to hone your most effective style.
- 12. Simplify.** Use small, short words that everyone can understand and remember. A simple message clearly articulated is much more effective than one that seeks to impress others with your knowledge but is not able to transfer any of that knowledge to others.
- 13. Solicit.** Invite commitment and support. When you communicate, it should be clear what is being asked. Articulate your vision and outline the role you want others to play in fulfilling it. Do not assume they know what you are asking of them. You have to tell them—and then persuasively invite their support and their best efforts.
- 14. Stories.** Combine your content with original stories and personal examples that are meaningful to you and relevant to your vision. Stories can create far greater impact than just a conveyance of facts, ideas, or opinions. Chosen carefully, stories can affect others in powerful ways.

*cont'd on pg 14*

# 3 Tips for Helping Hesitant Employees Embrace Technology

by Emma Finch, Marketing Director for FacilityDude

Introduction of a previously published article by ICMA Austin Bleess, City Manager, Caribou

Technology moves fast so it's not always easy to keep up with. It seems like new tools are always surfacing to help us save time and improve productivity. With the speed of change in technology, it's understandable that not all users are at the same comfort level when it comes to using it all. If your government decides to invest in applications or devices to improve productivity and communication, you'll want to ensure a successful transition for all team members from the old way to the new way. Here are three ways to help your employees embrace technology:

## EMPHASIZE THE BENEFITS

Technology can do so much to make our lives easier but undergoing the process of learning it can still be daunting to some. To ensure team members are bought in, help them understand the decision to implement new technology. Identify the limitations or problems in the current processes. Help them see how technology could solve those problems and make their job run smoother. Fear is normal in the face of change but we can't let fear stop us from making a good decision. Ultimately, technology will make their job easier and allow them to be more productive, but employees may need help to see past any perceived short-term pain to the long-term vision.

## ENCOURAGE EARLY ADOPTERS

There are always people who readily accept new technology. These are your champions! They can help convince reluctant co-workers where no one else can. Get power-users engaged and see if they have ideas on how to promote the new technology to the rest of their team. Have them be available for questions and training to those who are slower to adopt. Some employees may not

be convinced of the benefits of technology until they see someone else do it. Simply seeing others have success in learning and using technology may be what they need to sway them to give it a try. Encourage everyone to work together to make a positive change so that no one is left behind.

## PROVIDE CONTINUOUS TRAINING

Training is critical to the adoption of technology. You must ensure that team members of all levels of technical know-how have the access they need to learn at their own speed. They should feel at ease asking questions and have on-going support available. Training can be looked at as a two-step process: you need training from external sources (the software manufacturer, for instance) and then you need a core group of internal employees who are comfortable in the new system and can help others if needed. Let employees know that they may make some mistakes and that's not only okay, but a normal part of learning new technology.

To ensure you fully realize the financial value of the technology you invest in, you must make sure the whole team participates in using it. If everyone is not fully using systems, the gaps in communication will remain and the effectiveness of implementing technology will be reduced. The key to successful implementation is creating a supportive environment with plenty of communication to make everyone feel included. Patience, persistence and support will help ensure your whole staff is committed to making a change to improve their work environment.

*Originally printed on April 30, 2014 by Emma Finch, Marketing Director for FacilityDude at [http://icma.org/en/BlogPost/2357/3\\_Tips\\_for\\_Helping\\_Hesitant\\_Employees\\_Embrace\\_Technology](http://icma.org/en/BlogPost/2357/3_Tips_for_Helping_Hesitant_Employees_Embrace_Technology) Reprinted with Author's permission.*

# 15 Tips for Communicating with Impact (cont'd)

**15. Smile.** Nothing is more effective in engaging others than a genuine smile when appropriate. It brings a transparency to your message and conveys a warmth and kindness that has the potential to disarm even the harshest critic. Open the lines of communication by smiling—it is contagious!

Although there is no magic formula for becoming a great communicator, in your own way you can formulate, articulate, and communicate your vision with success, effectiveness, and confidence. As we can see from Reagan, making memorable remarks is one thing, but those who are able to spur others to action, invite active participation, or cause a positive change in thinking or behavior truly understand the value and importance of communi-

cation. Words without action are without impact.

Whether you are communicating a vision to your organization or speaking to your family, my challenge to you is to incorporate Reagan's example to achieve greater impact. Choose your words carefully to not only inspire action but to create a positive environment in which you can change your world and the world of those around you.

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