



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

March 2016

EXECUTIVE BOARD

PRESIDENT

Thomas Goulette | Tel: 876-2202
tgoulette@myfairpoint.net

1st VICE PRESIDENT

Peter Crichton | Tel: 871-8380
Crichton@cumberlandcounty.org

2nd VICE PRESIDENT/ TREASURER

Larry Mead | Tel: 937-5628
lmead@oobmaine.com

DIRECTORS

Perry Ellsworth | Tel: 384-3300 X 115
pellsworth@sbmaine.us

Melissa Doane | Tel: 827-7725
mldoane@roadrunner.com

Andrew Hart | Tel: 594-0420
ahart@knoxcountymaine.gov

Rhonda Irish | Tel: 645-4961
manager@wiltonmaine.org

Scott Morelli | Tel: 582-4200
smorelli@gardinermaine.com

Austin Bleess | Tel: 493-3324 x230
citymanager@cariboumaine.org

Kathryn Ruth | Tel: 487-3136
townmanager@pittsfield.org

IMMEDIATE PAST PRESIDENT

Betsy Fitzgerald | Tel: 255-3127
manager@washingtoncountymaine.com

SENIOR ADVISOR/ AMBASSADOR

Bert Kendall | Tel: 829-8184
bmtkendall@gmail.com

The President's Corner:

Greetings, Fellow Managers;

Welcome to the Spring-2016 edition of the MTCMA Newsletter, a semi-annual update of current trends and matters of concern to all of our membership. Much of this issue deals with economic development/ branding/promoting and growing your community, whatever that may mean. What it really boils down to, after slogging through buzz words, alphabets of agencies, and professional jargon is this: "What would make a person, a family, or businesses want to locate in your town?"

While MTCMA is not an economic development corporation and it is not the task of MTCMA to bring economic development to your town, city, or county; and though we don't claim to have all the answers or foolproof, failsafe strategies for everyone, we do try to put the resources in front of you including articles, speakers and programs on this important topic and every other issue facing managers that will enlighten, inform and occasionally even entertain. Contributors this installment are Rick Dacri, Mitchell A. Berkowitz, Perry Ellsworth, Bert Kendall, Kathryn Ruth and pertinent articles from ICMA. We hope you enjoy it.

That said, it's not as if I didn't have a few thoughts on the subject.... those

cont'd on pg 2

The MTCMA Communications Committee

The MTCMA Communications Committee is pleased to present the fifth 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 and second years worked quite well. 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 July 2016.

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.

President's Corner *(cont'd)*

of you that know me, know I generally have an opinion and little compunction about sharing it! Here are a few points to consider:

Why do it? Contrary to the popular song, "It's not all about the bass (base)." Although economic growth may increase your tax base and serve to lower the mil rate, that in itself does not contribute to that elusive standard called "quality of place". That is achieved when an area has the critical mass to support those things people want and enjoy. It takes a certain enrollment to support a school; a certain population to support a fitness center or library; a certain number of customers to support a store; a certain number of clientele to support professional offices; and a certain number of volunteers to make social interaction meaningful and fulfilling. It takes at least ten to have a basketball practice! And all of these components must work together in synergy; without businesses, there are no jobs; no jobs mean no people; no population, means no school, museum, library, stores or offices. And without these amenities, no people, businesses, or facilities want to be there. It's a circular phenomenon and it's as unceasing as the tides.

Current wisdom intimates that we might be saved by Broadband. It has been the most talked about adjunct of economic development since electricity. The whole world desires to be connected and the speed had better be that of light...or better! And yes, we do all need to keep up with our neighbors technologically, to constrain the outflow of young people. But when we finally achieve the speed of instantaneous, real-time data flow, will all be sunshine and roses? So what happens when everyone has it, and there is no internet differential between one city and another and we are all the same again with no one having the advantage? What will be the next "driver"? Remember Pine Tree Zones? This was going to spread development to underserved areas of the state by providing a cost and expense advantages to those areas...lower taxes, energy credits, tax exemptions...and it sounded good on paper. Too bad it got convoluted before it ever left the gate with so-called "zones" having borders that included prosperous major cities much more so than the initially intended target towns. And then the entire state became a Pine Tree Zone and all the promised benefits and effects evaporated. Soon we will all be Business Friendly Communities!

I guess my point is this: as long as school funding, shrinking enrollments, manufacturing job losses, mill closings and stock market fluctuations continue to present challenges, we will need to keep innovating, keep finding ways to set ourselves apart, to become outstanding, and then implement those changes to maintain that competitive edge. The pressure to stay ahead of the curve is constant. Think about what you like to do, what things you appreciate, the values that mean the most to you, then consider those same questions for those around you; your friends, your neighbors, those older than you

and those following a few years behind you... are there any overlapping interests? Begin your focus there. Build a solid volunteer base to get behind your ideas and plans. Find those personalities that can ignite, promote, engage others, and follow through. Build and maintain healthy media relations as well as social networking platforms to get your message out. Follow-up, support, assist, and encourage whatever you put in motion. Be that place that attracts. Stand out! Separate yourselves from the crowd. And realize it never stops; there is no rest

As I said earlier, I have a few thoughts...not necessarily answers, but here's a simple test to find out if a community is one where people would consider moving to: Pull over to the side of the road. Put the hood of your car up, 4-ways flashing, and sit there and wait. Count how many vehicles pass you before someone stops to help. If it's more than four, go try somewhere else.

If you are reading this and are not yet a member of MTCMA, I hope you find some worthwhile kernel within the following columns that will not only help you in your job, but might also encourage you to join us. Besides the educational seminars that we offer, and the programs and courses we make available, there is much to be learned from face to face networking among your peers. Professional development should never stop, either!

Communications Committee *(cont'd)*

As a number of our Committee's members have left the profession and/or re-located, we need more members. If you like communication projects such as the newsletter, list serve, website, surveys and promoting the membership, we would be happy to add you to our Committee. If you are interested, please contact Kathryn Ruth at the Pittsfield Town Office at 487-3136 or townmanager@pittsfield.org

Certified Municipal/County Manager Applications Are Due July 15, 2016

Plenty of time to get your application ready for a new certification or re-certification for 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>

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.



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

AROOSTOOK MUNICIPAL ASSOCIATION

Covers: Aroostook County
Officers: Jon Frederick, 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, Lamaine, Mt. Desert, Southwest Harbor, Swan's Island, Tremont, Trenton, and Acadia National Park

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

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

The 37th Annual Statewide Manager Interchange on Friday, March 25, 2016 at the Hilton Garden Inn, Bangor

It's our mid-Winter networking event – for education, leadership and to see everyone who can attend!

This Statewide Management Interchange will explore the challenges and opportunities related to our aging demographic and the collaborative community approach that many communities are taking.

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

http://www.memun.org/Documents.aspx?Command=Core_Download&EntryId=9337

Make sure that you register for the Interchange by March 11, 2016 in order to enjoy the lower registration costs!

Upcoming 2016 MTCMA Board of Directors Meetings

Thursday, March 24, 2016 – Regular Board Meeting at 3 pm, Bangor

Tuesday, August 9, 2016 Regular Board Meeting at 3 pm, Sunday River

October, 2015 TBD – Planning Meeting

MTCMA Mission Statement with Goals For Use in 2015-2016

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!

Our Senior Advisor is Bert Kendall, Chair.
Bert covers Cumberland and Oxford Counties

bmtkkendall@gmail.com

MTCMA Ambassadors are:

Mitch Berkowitz – Cumberland & Androscoggin

mgt4u2@gmail.com

William Bridgeo – Kennebec

william.bridgeo@augustamaine.gov

John Bubier – York

jbubier@biddefordmaine.org

Ruth Cushman – Androscoggin, Franklin & Oxford

Rec12350@yahoo.com

Perry Ellsworth – York

pellsworth@sbmaine.us

Betsy Fitzgerald – Washington

manager@washingtoncountymaine.com

Kathryn Ruth – Penobscot & Somerset

townmanager@pittsfield.org

Nat Tupper – Cumberland

ntupper@yarmouth.me.us

Regardless of their assigned areas that are near their homes/offices, our Ambassadors and Senior Advisor 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>

MTCMA 70th New England Management Institute in August 2015



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

SAVE THE DATE!

The 37th Annual Statewide Manager Interchange – Friday, March 25, 2016,
Hilton Garden Inn, Bangor

2016 Municipal Technology Conference – Thursday, May 5, 2016
Augusta Civic Center, Augusta

2nd Annual Municipal Human Resources Conference – Tuesday, June 7, 2016
Thomas College, Waterville

MTCMA Institute – Wednesday, August 10, 2016 – Friday, August 12, 2016
Jordan Grand Resort Hotel at Sunday River

MMA Convention – Wednesday, October 5, 2016 – Thursday, October 6, 2016,
Cross Insurance Center, Bangor

Joint training with NHMMA – December 2016 TBD

It's Time to Update the MTCMA Website Resources Library

Dana K. Lee, Town Manager, Eliot and Nathan Poore, Town Manager, Falmouth from the MTCMA Communications Committee are leading this project.

One of the Communication Committee's projects is to ***enhance the usefulness and visits to our MTCMA webpage***.

Everyone must have at least 1 if not several documents that would be helpful to other managers. Let's stop re-inventing the wheel and/or asking the same questions on the list serve every year or so.

Send / upload your documents, including classifying the documents according to the 5 guidelines below, to the following: agaudet@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/>

Promote Your Local Businesses for Cooperation and Community Development

Bert Kendall, Senior Advisor, Cumberland

Recently a number of list serve questions were asked about towns joining their chambers of commerce. I was surprised that many did not join. From my background I always found it beneficial to have the town join, and as manager I was often asked to sit on the board of directors. The information I gleaned and cooperation received always made this a good investment of town funds.

First, and so your town or city doesn't pay a premium in annual dues, see if your local chamber has a special (reduced) rate for non-profits. Perhaps your local college, hospital, military installation or other non-profit social service agency is already a member under this provision. If there is no special rate, and your governing body balks at the high annual dues proposed, then suggest a special rate for your town and perhaps others in the area.

Second, learn what local businesses can help you in a weather emergency of natural disaster from hurricane to forest fire. Examples could be oil companies that could supply public assistance customers or others in an emergency or local food stores that could supply groceries. There could also be local businesses that can bid on goods and services, and nothing promotes local harmony like having a local business win a town bid. Examples range from printing town reports to snow plow contractors to brush clearing and tree work.

Third, and you should be having local emergency management drills for your town anyway, so why not include local businesses and chamber members? While serving in Denmark as their first manager from 2006-2008 I heard many stories about the town getting together and surviving 8-9 days of the wicked ice storm of 1998. A local firewood supplier made firewood available to those in need, and a group of volunteers delivered it with their pick up trucks. Another group of dedicated volunteers, operating around the clock, visited homes without heat to connect a portable generator for several hours to provide enough heat to keep the pipes from freezing. A well known local camp, friendly to the town because of years of cooperation, had a big weekend training session canceled due to the ice and power outage and donated several cold lockers full of prime food to the town. The town and its Lion's Club volunteers started having three meals a day in the kitchen/downstairs hall of the Town Office, and this became a favorite for utility linemen and those without heat or power. There was no charge for this food, although many donated food and all the labor was free. Guess which area town got the best treatment from the utility companies?

Fourth and last, establish a social relationship with those local businesses that can help your town. Your goals are economic development, business promotion, full employment and increasing the tax base, and that probably is also their set of goals. You can meet these folks through service clubs like Rotary, Kiwanis or Lion's, attendance at local fairs, school concerts and events, or simply buying them a sandwich. In my first town as manager the town's insurance agent visited me my second week and asked if I would consider having lunch with him (dutch treat). I said of course, and was surprised that my predecessor refused to have lunch with any local businessmen. I didn't go out with the insurance agent often, perhaps two or three times per year, but I learned a lot about town history and definitely saved the town some money with his risk analysis and suggestions.

In short, be friendly and cooperative with your local businesses and you will find it pays great dividends.



Welcome New Members

Who Have Joined Since Our Last Newsletter Was Issued In July 2015

Christopher Boldue, Cumberland

Daniel Bryer, Boothbay

David A. Cole, Ellsworth

Tim Curtis, Madison

Andrew Dorr, Vinalhaven

Wendy Folsom, Hammond

Donald Guimond, Fort Kent

Koriene Low, Mechanic Falls

Angus G. Jennings, Hampden

William Lawrence, Howland

Phyllis Moss, Windham

Ryan E. Pelletier, Frenchville

Gary Picard, Saint Agatha

James C. Risner, Fort Fairfield

Pamela M. Violette, Clinton

Anthony Ward, Sabattus

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

The Benefits of Belonging to the Maine Town, City and County Management Association

Perry Ellsworth, Town Manager, South Berwick; Membership Committee Chair and Ambassador

I came into this profession by chance. A downsizing took me out of my supervisory position after twenty-eight years in the pulp and paper business. During that period of time the company had encouraged employees to become involved with local government. This included stints on Planning Boards, Town Council, School Board, County Committees, Budget Committees, and a prolonged stint as a Selectman, where I was Chairman and we did not have a Town Manager or Administrative Assistant. That meant sometimes endless hours and taking vacation time from work for training and municipal needs.

With my separation I was encouraged by a couple of local Town Managers to apply for a local open position. I said to myself that I was ready to take on this challenge. I was in for some surprises as being a Selectman and working for them was quite a different situation.

I continued to receive help from the local managers but the real help started when I applied for membership to the MTCMA. As the e-mails came through on the list serve I realized a couple of things quickly. First of all, I did not have to re-invent the wheel. Policies and procedures were available for the asking and with a few alterations were ready for presentation and use. If I needed purchasing help it was as easy as asking. The list serve certainly was my friend and gave me precious guidance through some troublesome issues.

I had been to the MMA Conventions in the past but the next new experience was another reason that I promote membership to this organization. I attended the summer Institute and suddenly I was surrounded with a mass of people who were experienced in the town manager field as well as the newbies such as me. Being an extrovert I sat at tables where I did not know anyone and listened. Guess What? Other managers have some of the same issues as me. I found quickly that we are a solid team willing to share our experiences and it rebuilt my confidence that I could get through this.

The training session was great as was the ability to network both during the work sessions but also in the activities that were available to us during the next couple of days. I have not missed a session since.

MTCMA now offers an Ambassador Program where a number of us with 10 or more years of experience are available to help new town managers with issues. You can find us listed on the web page and if you have a question that you want help with, or if you are having a bad day and don't want to go to the list serve for help, give us a call. We'll listen and help you through a situation. Our conversations will be kept confidential if you want.

This brings me to another reason to belong. As a member you are held to a high code of ethics. We, in the group look after one another so that people do not make mistakes that not only tarnish the manager's reputation but the reputation of all the membership. We commit to the highest standards of excellence in public service management when we join and hold each other accountable.

As a member you have opportunities to participate actively in the association as a committee member, executive board member, conference participant, and many other chances to increase your interaction with your peers.

As a member you may receive recognition from your peers for MTCMA Service Awards or through the annual awards program for recognition of a Rising Star, given to a manager with five years or less in the profession, the Leadership Award, and the Linc Stackpole Award which is the highest Award given out annually.

Being a member of MTCMA provides you with the support and training needed to be an effective manager whether you are in a small town or a large city. It affords you the opportunity to see more than just your corner of the business through the networking opportunities available across the internet or at functions. The highest value training is available to you at reduced costs due to our supportive sponsors.

If you have not attended the summer training "Institute" please mark your calendar for this event. During this training session we encourage you to bring your family as we have activities for the entire family to enjoy during non-training hours. It also allows our spouses or significant others to network with others. Those individuals find as I did in the beginning that this profession is not easy and that families all share a part of the toll also.

So in closing, if you know a manager or administrator who is not a member please encourage them to join. Have them give me a call if they want more information on membership opportunities.



The Interim Manager..... Differing Roles and Expectations

Mitchell A. Berkowitz, Ambassador, Gray

You really don't know what you are walking into when you accept the appointment as an interim municipal manager. You have spent your career dealing with challenges and your level of confidence is pretty strong..... but until you unwrap the package, it remains a mystery. You usually don't know all of the details and the events leading up to the vacancy. Representations of how the organization functions may be less than complete. Lastly, you're not totally informed of the expectations of the elected officials and of the personnel. This array, much like that of a mine field can be an opportunity and challenge or a dismal event yet to be fully played out. Your job is to get a handle on many issues and prioritize your time and responses.

I have found that the first impressions give you a hint of what is and what is to follow. Best advice is to observe, remember and most of all be professional. Over the first two weeks, you will sift through issues, meet with people who want solutions and should realize they are sizing you up...your strengths, weaknesses and your depth of decision making skills. By the end of the first week, you will likely have a handle on short term and long term reoccurring problems, the level of experience of your office personnel and the leadership structure of the elected body. By the end of the second week you should be focused on the financial elements of the community, some prioritization of the issues you should and should not address as well as some of the political obstacles you may be facing. The next steps you take will be the script for your successfulness.

People want to tell you their stories and from those, if you can separate the facts from the fiction, the problem solving begins. Asking assistance from those staff members close to the issues can have long term benefits. They know the files, the record's storage and the level of details in their daily work. Paying attention to these will assist you in verifying your first impressions. You will be lucky if you are 50% right so be prepared to "adjust" those impressions. With so many demands and expectations, be prepared to slow down your responses and conclusions since you have only been there for a couple of weeks and your routines, patterns and habits are being observed. Yes, you are the new leader by title only. Now you must set in motion your personal style.

Absent of a wholesale failure in any particular department or service area, you should review the priorities and report them to the elected body and seek both their input and concurrence. This will be a major step in identifying your role. Will you become the facilitator to achieve resolution or stability between factions within the organization and its elected body; are you simply assuring that the work is being done and that the hiring

of the next manager is the key focal point or are you expected to be the visionary to resurrect past attempts at economic and community development or to take a different tact that has a better success rate? These are the same roles a fulltime municipal manager must engage. However, the difference is that you are putting into place measures, steps and processes that you may not be around to fully complete. Your best role is that of being the collector and reporter of ideas in a manner that has both logic and realism. Sound solutions must be both attainable and sustainable.

As an interim manager you still need to assure that the transitional period connects with the community. Get out there and meet your community. They want to be heard, respected and in many cases provided with solutions. Respond to the nay-sayers with solid facts and reasoning. Respect their difference of opinion and challenge them to become involved in their community.

Remember that you may also be in charge of the hiring process for the manager position. Like any hiring process, the skill set that you are looking for should be driven in part by the direction of growth for the community. Meeting with your staff and citizens will help guide you in your discussions with the elected officials who, with your assistance, can identify their community's priorities and ultimately the skills that are needed to accomplish them. You may also need to bring some realism to their thinking process. Be prepared to translate and incorporate their expectations of the community and the necessary experience that will be needed by a manager. Yours' is a fresh perspective. This is a rare opportunity for all parties. Conduct the process with professionalism. Most of all use the ICMA code of ethics as an educational tool and a guideline to enlighten the elected officials of the role and importance of the manager position they are about to fill and their role as policy makers.

My first experience as an interim town manager was for the Town of Jackman Maine, population 862. The experience of coming to the community and now sharing that with you is just as exciting. Jackman has its own challenges but the common thread is that they desire success and growth. Their values and friendliness make it a special community. During the 9 months of my tenure, we faced issues of healing from the passing of their previous manager, personnel challenges, completion of both airport and road infrastructural projects, an extended hiring process for a new manager and most of all learning from each other that being elected or appointed to community leadership positions is a special role and responsibility that must be respected and conducted with the utmost of dedication. Whatever your role is

cont'd on pg 11

The Magnet That Draws Candidates to You – Creating a Positive Recruitment Brand

Rick Dacri, Dacri & Associates, LLC

Why is it that some towns have a steady stream of quality individuals who want to work for them? In large part, these towns have created and fostered a positive brand. When communities find it impossible to fill open positions or get volunteers to step forward, it is likely a result of having a negative brand.

So what is a recruitment brand? Quite simply, it is the magnet that draws candidates to you. It's the message you convey about what it is like to work for your town. Every organization has a brand, whether you know it or not. You communicate it every day to and through your employees, the actions you and they take or don't take, the words spoken or the silence delivered, and even through your physical appearance. Your brand is communicated through your values, beliefs, and your core mission and ideally, from a recruitment standpoint, your brand sends a strong and loud message out to the community that "you're a great place to work."

I conducted two high-level executive recruitment searches: one for a sewer district and the other for a municipality. While on the surface, the notion of leading a sewer district would not be a major draw, finding candidates was easy. This organization had a reputation for being a first rate, well-run organization with a supportive board, engaged staff, appreciative ratepayers, and being technologically advanced. Its brand was positive and candidates were seeking me out as opposed to my having to find them. On the other hand, recruiting for the municipality was challenging. It was known as a difficult place that churned out staff, suffered from disengaged employees, and had a dysfunctional board with residents that attend board meetings thinking they were watching the "tributes" fight each other at The Hunger Games. Two organizations, two polar opposite brands, making recruitment easy for one and nearly impossible for the other.

To understand your recruitment brand, ask three basic questions:

1. Why would anyone want to work for you?
2. What makes you attractive? Not so attractive?
3. What differentiates you from other municipalities? Other area organizations?

Get your department heads, employees, board and residents involved in addressing each of these. Your critical (and honest) responses to these three probing questions will paint a clear picture of your brand. Happy with what you see? If not, it is time for repair, and repairing a damaged brand takes time, work and money. At the same time, if you're pleased with the results, build on this. Integrate it into your recruitment initiatives.

Remember, the purpose of a recruitment brand is to attract quality candidates to your town from a target group: those individuals who share the values of your town and who come from your industry segment. For example, LL Bean is likely to attract applicants who enjoy all things outdoors (skiing, fishing, hiking, hunting). You get the picture.

To attract the right candidates to your municipality, there must be three things in place: 1) awareness, 2) differentiation and 3) recognition that you are a good place to work. Without awareness, you'll be a well-kept secret, so measuring applicant flow is critical. Potential candidates will compare you to other municipalities. There must be something positive about you that distinguish you from others. Part of the differentiation is demonstrating that you're among the best places to work.

So how do you know if your brand is working? Here are 6 ways:

1. Applicant flow: look at the quality, quantity and diversity of your labor pool, applicants and hires.
2. Conversion rate: measure the number of applicants that accept your job offer.
3. Cost and time to hire: is your cost per hire and time to hire increasing or decreasing?
4. Existing employees: are your employee engagement surveys tracking positive or negative? Is retention up or down?
5. Performance: which way are existing employee performance and productivity tracking?
6. Referrals: are your current employees and even your residents referring applicants to you?

Measuring the effectiveness of your recruitment brand is an important component of the process. Obviously the most difficult part is understanding and developing your brand. If you are unable to effectively attract, hire and retain quality candidates, then your brand is not working.

Recruiting the right people is critical to your success. It provides you a competitive advantage. Your brand differentiates you, attracts the better candidates, the right candidates: those that share your values and mission. Strong brands lower turnover and reduce recruitment costs.

When candidates are begging to get in rather than running in the opposite direction faster than the running of the bulls in Pamplona, you'll suddenly find your job as a town manager just got a whole lot easier.

cont'd on pg 11

The Interim Manager (cont'd)

or will be, it becomes part of the community and your legacy. As an Ambassador for MTCMA, I am encouraged to continue to share professional opinions and ideas that may assist other managers both full time and part time. I hope that my next engagement can be just as rewarding and successful.

About the Author: Mitchell A. Berkowitz retired in 2014 from the career as a municipal manager. He lives in Gray Maine with his wife Sally. He has over 43 years of employment experience in federal and municipal government as well as in a non-profit agency. His experiences include dealing with personnel, financing, planning, service delivery systems and customers. As an Ambassador for the Maine Town City and County Manager's Association, he continues his experience as an interim town manager, most recently with the Town of Jackman Maine. He continues to provide consultancy and opinions and may be reached at mgt4u2@gmail.com.

Recruitment Brand (cont'd)

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 and <http://www.dacri.com>

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?

THANKS so much for the great submittals and contributions for this newsletter from President Tom Goulette; Perry Ellsworth, Membership Chair and Ambassador; Bert Kendall, Senior Advisor; Mitchell A. Berkowitz, Ambassador; and Rick Dacri, Dacri & Associates LLC

The next MTCMA Newsletter will be published in July 2016. Submissions will be due Friday, May 27, 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



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

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

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

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 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.

Tips to Create Economic and Community Development Opportunities

Kathryn Ruth, Town Manager, Pittsfield; and Ambassador

Showcasing your community can actually be much easier than you think and quite an interesting experience. Listed below are some ideas:

- ✓ Assess your community's strengths and what makes your town or city unique.
- ✓ What sets your community apart from others? Why do people want to come to your community?
- ✓ Conduct an inventory of the community's assets especially those which reflect upon your distinctive history/culture.
- ✓ Determine who you want to attract to your community or whether you actually do want to attract people. Some communities do not want to change. There will be a different focus if the intent is to attract seniors rather than attracting young families.
- ✓ Involve local citizens and businesses in brainstorming and developing marketing materials.
- ✓ Make sure your efforts have the support of the legislative body.
- ✓ Branding does not need to be complicated or expensive but once established, make sure all your marketing materials have the same message.
- ✓ Collect the information that will promote your community to residents, visitors and prospective new businesses.
- ✓ A Business or Economic Development Center/Corner to organize your economic and community development materials comes in handy at the Town Office.
- ✓ Have Welcome to Town packages for new or prospective businesses and new or prospective residents. There is no need to spend a lot of money - packages can be created in-house with folders and your own handouts. Have a few packages already made up for when you need them or assist the citizen or business to tailor a package from display materials for their needs.
- ✓ It is important to have a user friendly on-line presence to promote your community to both your residents and businesses as well as your visitors.
- ✓ Establish partnerships with other organizations that have an area of expertise or funding capabilities for projects – at the local, regional, state and federal level.
- ✓ Make sure your community works with the local Chamber of Commerce.
- ✓ It is also important to team up with the school system on projects of mutual interest to promote the educational opportunities which then promotes the town.
- ✓ Hold Business Resource Events to bring local businesses together with experts in financing, marketing, cooperative purchasing or other focuses of interest.
- ✓ Provide avenues for small business mentoring and assistance with business plans.
- ✓ Talk to local banks about business resources and obtain informational packages that can be displayed in a business corner at your office. Find out which banks want referred calls for financing when you meet with prospective businesses.
- ✓ Talk to local business leaders about being an Ambassador for the Town – especially if he/she travels a lot.
- ✓ And last but not least for those of us who are older and did not grow up in the “digital age”, we do need to learn how to utilize social media for the community's advantage (or have a staff member who is experienced in this area). Vacations spent in your community raved about on Facebook will generate interest in coming to your town as well as businesses talking about their great community experience on their Facebook page.

The list could go on and on – and all of these items are simply common-sense approaches to help your community grow and prosper!

Jump-Starting a Small-Community Economy

Six Stages to Success

Randall Wheeler, City Manager, Poquoson, Virginia

Introduction of a previously published article by ICMA Kathryn Ruth, Town Manager, Pittsfield

As almost every new local government manager can tell you—and every aspiring manager will one day find out—one of the most important expectations of a new manager is to “do something about economic development.” Exactly what that is and how to do it are unique to each community.

The one thing that has been consistent with every community I have worked with is a desire for “more” and “better.” Seems simple enough, right? I sure wish it was. This one area of Poquoson’s governmental mission is unlike most traditional government services and in almost every instance, smaller localities are woefully under-resourced.

Poquoson is a small coastal city located on a peninsula in Virginia literally at the end of the road. When I accepted the position of city manager six years ago in the midst of the Great Recession, one of my main responsibilities was to jump-start its economic development program.

Like any good applicant would, I had studied the comprehensive plan, read the pertinent economic development plans, and was eager to hit the ground running. What I discovered, however, was that the city had no dedicated staff, no resources to speak of, and economic development efforts were almost completely reactive.

For the past several years, city staff and I, working closely with the city council and the economic development authority, have made great strides in the areas of economic development and marketing. Poquoson recently received the Virginia Municipal League’s Communications Award for community rebranding efforts.

If you, like me, are called upon to essentially create a high-quality economic development program in an extremely constrained resources environment, it is my hope that our experience, which I have broken into six overlapping stages here, offers helpful insights.

Stage One: Strategic/Resource Alignment. The birth of the city’s current program began at a council retreat. With the support of the mayor, I asked for the opportunity to engage the councilmembers in a discussion of their priorities, specifically economic development.

In my discussions with them, it was clear that economic development was in the top three priorities for each member. But unlike the other two, education and public safety, which were the city’s two largest budgetary priorities, economic development had essentially no dedicated resources.

If we were going to be successful in meeting the council’s expectations, we needed at least a small bundle of

dedicated resources. The importance of this step cannot be overvalued. It required the staff and me to do something that can be unusual in the local government management profession. That is, admit that we would not succeed without help. To their credit, councilmembers responded affirmatively.

Stage Two: Assessment. We took a critical look at our efforts up to that time, changed unproductive strategies, and clarified goals and objectives. The main marketing strategy, for example, had been placing signs on properties and hoping someone would drive by and call with an economic development initiative. While this might be an effective strategy if Poquoson was located on a major highway, it is not particularly powerful when the property is in a remote location.

In another instance, we were meeting with an important prospect and much to my chagrin, our marketing materials consisted solely of a photocopied magazine article someone else wrote about Poquoson a few years prior. Clearly, marketing efforts had room for improvement and so did planning documents.

The economic development authority had a strategic plan located “somewhere,” and a marketing study and plan conducted a few years before for a main development area was on a shelf gathering dust. It was critical that before we moved forward, we carefully studied these previous efforts.

At the conclusion of this assessment, we brought forward a plan for economic development, which the council endorsed. This plan included implementation strategies for marketing, outreach, land development, and performance measurement.

Stage Three: Branding. One key aspect of any successful economic development marketing campaign is branding. What about your smaller-sized community is special, unique, or highly competitive? Whose attention are you trying to attract? What is attractive to this constituency? These are important questions to ask when establishing a community brand.

Ask yourself, or better yet, ask your residents and business owners: What is great about your community? Do this enough times and your brand will emerge. In this case, we learned that Poquoson itself was the brand.

Just as we had “developed” this brand ourselves, we also realized that given our limited resources we would need to develop all the supporting marketing materials in-house. Though you may not have a team of marketing professionals on staff, chances are staff members have experience marketing your community.

cont’d on pg 14

Jump-Starting a Small-Community Economy *(cont'd)*

They could be employed anywhere in your organization, but I suggest you start looking first in the parks and recreation department, local library, and school system. I am proud to say that Poquoson's award-winning marketing program was developed on several large pieces of butcher paper by the assistant director of parks and recreation.

Stage Four: Outreach. As noted previously, Poquoson is an end-of-the-road location on a peninsula. During my settling-in period as the new manager, I was often struck by the number of people I met who said they had never been to Poquoson even though, in many cases, they lived within a 15-minute drive.

Clearly, we were located close to a large, untapped market area. We began by reaching out to two groups—the commercial development community and residential realtors. In separate events, we invited them to the community to unveil our marketing program and to discuss the unique and special aspects of the community.

One of the highlights of the realtor event was a bus tour of the city when I told them about the community's history, which in turn helped them to relay it to their customers who would be our future residents. Both events now occur on an annual basis.

We also hosted an extended visit and tour with the editorial staff of the local newspaper, sharing with them the many positive and unique aspects of Poquoson, including our economic development and marketing plans. As a result, we received some outstanding regional press coverage.

Another important element of our outreach plan was to engage with business leaders, asking them to help us “champion” the community. We also asked for their candid feedback and suggestions on how best to achieve the city's objectives. The first big economic development project was a direct result of a referral from one of these business leaders.

A final component was to reach out to landowners in the city's planned development area and facilitate a nearly year-long dialogue intended to give them the information and tools necessary to develop their properties and just as importantly, create an opportunity for owner-to-owner dialogue. As I prepared this article, the council was in the midst of considering the city's largest ever mixed-use development project in the primary development area that is a direct result of this dialogue.

It is important to note that one of the first things we had to do was make it clear that the city had no interest in or ability to buy landowners' properties; meaning if their property was going to be developed, they would need to seek a private sector alternative. This understanding helped set the stage for all that has since occurred.

Stage Five: Marketing. As we began outreach efforts,

we marketed our community as never before. We successfully built upon initial branding and marketing efforts by again looking for help internally to make things happen.

We were fortunate that one of the Economic Development Authority members happened to be an award-winning maker of short films. We used her expertise and contacts to produce high-quality aerial footage of Poquoson for which we have found many uses.

These include placement of short, quality-of-life spots in movie theatres across Virginia, promotional videos, and still images that capture our unique coastal community. We also expanded the city's website and added the app [EnjoyVA.com](#), which I encourage readers to try.

A little more information about the app: It was developed for about the same cost that was used in the past to print and mail a yearly business guide. My thinking was that most people would rather have something they can readily access from their cellphones rather than a guide left forgotten in a drawer.

Among other things, the app includes marketing videos, links to area businesses, an e-coupon section, a direct link to the city website, community recreation information, and residential and commercial property listings.

Since we had limited money to spend, we have had to be extremely careful in targeting marketing dollars. We have, for example, focused a good portion of our efforts on recreational boaters.

The thinking here is that water access is one of the community's strengths, and we firmly believe that if recreational boaters visit us once, they'll be hooked on our community. We are also keenly aware that in order for visitors to get to the waterfront, they must drive through the central business district.

One last word about marketing: The council and I recognize and appreciate the important role that every city employee contributed in making Poquoson a great place to visit and to live. The same can be said for residents and business owners. Everyone recognizes that collectively we are all ambassadors and cheerleaders for the city.

Stage Six: Organizational Alignment. During meetings with residents and business owners, we have actively sought feedback and suggestions on how we can better promote economic development. As a result, we have changed ordinances, removed unnecessary barriers, and streamlined the development-review process.

The resultant changes have added speed and certainty to city processes. Another area of strategic alignment was in the tax code. A few years ago, the council eliminated the tax on boats. As a waterfront community that is heavily reliant on commercial and recreational boating,

cont'd on pg 19

Putting a Town on the Map

Tranquil Valley Finally Gets a New Identity

Ike Holland, City Administrator, Chillicothe, Missouri

Introduction of a previously published article by ICMA Kathryn Ruth, Town Manager, Pittsfield

In 2004, as the city administrator of Orchard City, Colorado, I asked the council: What is the main accomplishment you want me to achieve as the administrator? The reply, "Don't let anything change."

This meant no more growth in housing, population, stores, industry, and roads. The councilmembers were serious. They wanted to keep things as they were.

They told me that people had moved to the community for the rural nature of the valley and didn't want growth. My response was that I didn't think I could stop time or not allow more people to move into a valley that continues to grow each year, but that I would do my best.

TIME STANDS STILL

Orchard City was established around 1912 by a group of fruit growers, and they needed a water line from the Grand Mesa National Forest. They didn't need or desire anything else from this community. When I was appointed, apparently the residents—old and new—still only wanted one thing from the town and that is the liquid gold called "Colorado water."

Time did seem to have stopped in Orchard City in 2004. Upon my arrival, I learned the following facts about this Colorado western slope community: It had no schools, no library, no police, no hospital, no grocery store, no sewer system, no airport, and no signs stating that this was even a town. This was a place with more than 3,000 residents that had more than 20 miles of a state highway running north to south, but for all intents and purposes, the clocks had been stopped.

And there were other unique things about this small community that would baffle me. It had three post offices with three different zip codes and none of them were assigned to Orchard City. There were three postal districts that had been established over the years, and they had kept their district names of Austin, Cory, and Eckert.

This also meant that no one had an Orchard City address in town, including city hall. This always led to some interesting telephone calls when I would say I was the administrator of Orchard City, and the city hall address was in Austin, Colorado.

That confusion continued with printed phone books, because residents' phone numbers were not listed as Orchard City but rather as Austin, Cory, or Eckert. Then,

because the phone book and the post offices all stated these addresses, Rand McNally and Google continued the error by posting their maps without including Orchard City.

SIGNS SIGNAL A NEW DIRECTION

Try giving someone directions on a map that doesn't show the town listed, and you are guaranteed some surprised and nervous reactions. I decided to place town limit signs and welcome signs around Orchard City to clarify and reduce confusion. That was my first mistake.

Signs went up on all major streets and the highway into town. I would receive calls from local outraged residents stating they lived in Austin, Cory, or Eckert, not Orchard City, and ask "What is going on?" I would try to explain my reasoning based upon the confusion. This did not seem to appease them, but rather confuse them even more.

Finally, my response was that if they lived in a town other than Orchard City, maybe they should call the mayor of that town. My Oklahoma wit did not impress them, but rather forced them to inquire to my motivations as the new city administrator of this town they did not live in.

Eventually, the community did accept the signs and allowed them to stay up, and residents did admit that sometimes visitors found it hard to locate homes and farms. Even today, residents can still drive their farm tractors to the town hall to pay their water bills.

They can also enjoy a valley that sees little crime, tranquil drives, friendly neighbors, full churches on Sunday, and the best Bing cherries. Plus, Orchard City is now placed on Google maps so you can find it if you want to visit.

I truly enjoyed my four years in this mile-high city and fondly tell stories of duck hunters, wild bears, and fishing. If you do visit Orchard City, don't tell residents I was the one who gave you the directions. And if you find yourself wanting to live there, no one will be surprised.

Reprinted with permission from the January/February 2015 issue of Public Management (PM) magazine, published and copyrighted by ICMA (International City / County Management Association), Washington, D.C.

Cyber Crime @ City Hall

Discussions of prevention and response can protect your community

Gerald Cliff, Research Director, National White Collar Crime Center



Introduction of a previously published article by ICMA Kathryn Ruth, Town Manager, Pittsfield

As local governments embrace technology and use such financial instruments as credit and debit cards and digital currencies to accept payment for taxes, utility fees, traffic fines, parking fees, and more, the likely result will be increased exposure to personally identifiable information (PII) being compromised, which is part of the reason that identity theft is the nation's fastest growing category of crime.

Local governments of all population sizes maintain records containing names, addresses, ages, and Social Security numbers of employees, taxpayers, contractors, and volunteers. It is a rare entity that does not maintain these records in an electronic format.

It might seem illogical to the local government manager of a small community to envision that the Chinese military, a Russian cybercrime gang, or the Syrian Electronic Army would target his or her community's computers when they could be trying—and in many cases succeeding—to hack into the U.S. State Department, the White House, or the CIA.

While a local database of taxpayers may not yield the millions of records that hacking Target stores, Chase Bank, or some other national chain will, hitting several such smaller and softer targets can yield results that can still bring significant return to identity thieves. Unfortunately for the owner of those records, it can also bring tremendous cost in dealing with the incident.

Major corporations typically have a large reserve with which to address data breaches. Local governments, however, might be bound to a more narrowly constructed budget and perhaps do not have the luxury of a financial reserve with which to prevent—or effectively respond to—a data breach.

Believing that your locality's IT system is too insignif-

icant a target for a hacker tends to ignore some of the reasons, other than identity theft, that hackers will break into your system. Remember, data breach is not limited to someone hacking into your IT system.

A data breach can be the result of lost or stolen paper documents, an insider abusing his or her employment-related access to the system, a lost or stolen laptop or portable electronic storage media, or improper disposal of such electronic devices as copiers and computers capable of retaining information on their internal memory. Then there is the activist hacker who simply wants to disrupt the business of the government entity that somehow offended or disadvantaged him or her, or the political activist who wants to make a statement in support of a favorite agenda.

Citing a report by the National Association of State Chief Information Officers (NASCIO), *Governing* magazine noted in 2011 that 50 percent of states NASCIO surveyed reported spending less than 3 percent of their IT budgets on security. The private sector by comparison spends 5 percent or more, often of a substantially larger pool of resources. Local governments that have not been victimized tend to ignore the potential threat and may be less likely to allocate sufficient funding to a problem that hasn't happened.

THREATS ABOUND

Recent events in a number of communities, including Ferguson, Missouri, provide ample illustration of the damage "hactivism" can do to a city's computer system. Hactivism refers to the use of computer technology to promote political goals (e.g., free speech, human rights). *Government Technology* magazine reported in August 2014 that following the high-profile incidents in Ferguson, the city's IT system was compromised, the Internet crashed, the city's website went down, and phones ceased working at city hall.

The hacker group Anonymous claimed responsibility and left warnings like this: "If you abuse, harass, or harm the protesters in Ferguson, we will take every Web-based asset of your departments and federal agencies off-line." Since that time PII of the chief of police and photos of his home, his wife, and daughter have been released on the Internet.

In March 2014, the Albuquerque, New Mexico, police department was bracing for a potential cyberattack by an Internet hacktivist group in response to the March 16 fatal police shooting of James M. Boyd; however, a brief interruption in website availability was all that was reported. In November 2014, Anonymous did shut down the Cleveland, Ohio, website in response to a police

cont'd on pg 17

Cyber Crime @ City Hall (cont'd)

shooting of a juvenile armed with a replica handgun.

An additional threat is the disgruntled employee who has just been disciplined or terminated and decides to take revenge on the employer. In July 2008, ABC News reported on a disgruntled IT employee of the city of San Francisco, who took measures that gave him access to areas of the network that he was not authorized to access. The employee created a secret password that gave him exclusive access to most of the city's data, enabling him to prevent other authorized users from gaining access to the system.

Costs of a data breach can be devastating to an already tight local budget. The Ponemon Institute produces an annual survey on the cost of data breaches. The Institute found in its "2014 Cost of Data Breach: Global Analysis," that "the average cost paid for each lost or stolen record containing sensitive and confidential information increased more than 9 percent from \$136 in 2013 to \$145 in 2014."

INTRUSION COSTS

The true cost of cyber intrusion is difficult to estimate. There is no one repository for reported incidents of cyber intrusions. The Privacy Rights Clearinghouse (<https://www.privacyrights.org>) maintains a database that is updated frequently and houses reported incidents dating back to 2005. The Identity Theft Resource Center (<http://www.idtheftcenter.org>) began generating a yearly breach report for 2013 and continues into 2014. The Breach Level Index (<http://breachlevelindex.com>) is a third source that provides reports for tracking data breaches.

The National White Collar Crime Center (NW3C; www.nw3c.org) recently examined a total of some 5,000 reported data breach reports obtained from the above three sources. The incidents were categorized into several broad categories, including business, retail, education, governmental, and nonprofit organizations.

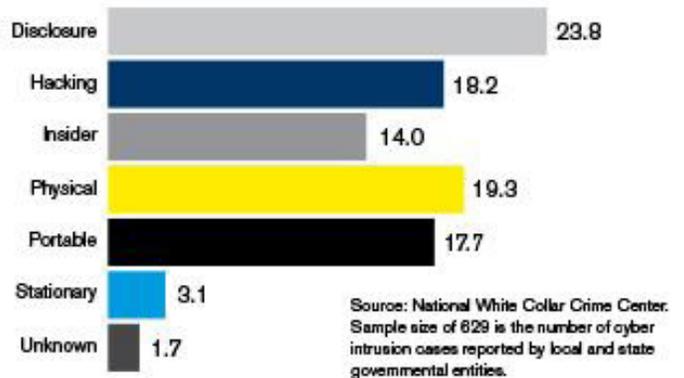
From that information, a total of 629 incidents of data breaches at the state, county, and municipal levels accounted for the exposure of more than 54.5 million records of individuals' PII since 2005. For the financial implications of this, recall the previously mentioned average of \$145 cost per lost record noted above.

COMPROMISED PERSONAL INFORMATION

It is important to remember that confidential PII can be compromised in a number of ways that do not involve hacking. The analysis by NW3C, indicated in Figure 1, found that unintended disclosure was the most frequent cause of data breach encountered by governmental entities, accounting for 23.8 percent of the total.

A good example of such an incident was noted when one local government mistakenly used the wrong-sized window envelopes to send out income tax forms to its

FIGURE 1. Percentage of Total Local Government Data Breaches since 2005.



employees, unintentionally exposing Social Security numbers along with their names and addresses.

Physical loss or stolen non-electronic physical records represented the second highest category of data breach, accounting for 19.3 percent of the total. This category could include documents containing PII that were left in vehicles and in briefcases or other carrying devices that were reported as either lost or stolen.

Hacking came in third, accounting for 18.2 percent, indicating that as a security threat, it still ranks quite high as an issue that needs to be taken seriously.

Lost or stolen portable electronic devices, including laptops, CDs, and such portable electronic media storage devices as external hard drives, USB flash drives, and secure digital (SD) memory cards accounted for 17.7 percent of the sample.

Malicious insider activity accounted for 14 percent of the total. When compared with the overall sample of almost 4,500 entities surveyed in which insiders accounted for 12.4 percent, it appears that the insider threat in governmental entities is only slightly higher than in the overall sample covering multiple types of businesses and the education sector.

The potential ramifications of a malicious insider activity where such confidential law-enforcement-only information as investigative case files, witness names, or other information is accessed could significantly magnify the overall impact of this type of data breach.

Of the remaining causes of data breaches, lost or stolen stationary devices and unknown taken together only accounted for less than 5 percent of the total. Lost or stolen stationary devices consisted of desktop computers, copiers, and fax machines that contained digital memories. It may be that rather than being lost or stolen,

cont'd on pg 18

these devices are being improperly disposed of without having their memories properly cleared of confidential information.

The marginally good news appears to be that data breaches due to malicious outside intrusion into government IT systems, excluding federal, accounts for only 18.2 percent of the 629 number of incidents analyzed. The rest of the loss of confidential information causes could potentially be addressed by policy through:

- Rigorous employee education.
- More stringent rules regarding access and use of confidential records.
- A rigorously followed policy regarding proper disposal of used or leased equipment.
- A strong policy of investigation and corrective action to dissuade carelessness and unauthorized access of confidential governmental records.

The civil liability attached to a data breach is also a concern when discussing the potential cost of an incident. When the question is asked—“Can a governmental entity be sued for damage resulting from a data breach?”—the answer is: You can be sued for anything. The likelihood that the plaintiff will succeed may be a different matter.

To shed some light on this issue, NW3C’s research attorney assembled an in-depth analysis on this issue, and a white paper is available at the research section of www.nw3c.org. If local government managers need more information, the NW3C research attorney can provide complimentary consultation on the legal analysis.

REDUCING THE IMPACT

In short, the NW3C’s conclusion was that in most cases, maintaining an accurate, reliable criminal information system stocked with legal and complete information carries no greater exposure to civil or criminal liability than other government-related activities.

Absent a handful of (presumably) uncommon fact patterns discussed in the above-referenced white paper, the only real danger to the governmental entity is negligence, which is hardly a new area of risk. For government administrators interested in minimizing costs or a data breach, however, reading the white paper is recommended.

The obvious question that remains is: How does an organization mitigate the threat and reduce any potential financial impact of a data breach?

A review of the available literature by NW3C on the issue of data breaches revealed that several sources agree on the course of action to take that should at least reduce the likelihood of a data breach and potentially

reduce the cost of recovery, when and if one occurs. The list was further reviewed by NW3C’s Computer Crimes Section so as to ensure the most complete list of procedures possible.

Here is a synopsis of those recommendations:

Strictly enforce password policies. Maintain a policy that requires users to regularly select and change satisfactorily strong passwords. Also maintain clearly written, understandable policies regarding access and use of the IT system; educate users; monitor adherence to policies; and most of all, enforce violations of those policies. Policies are of little use if they are not enforced with appropriate corrective action when violations are identified.

Restrict remote access. Closely monitor remote access by employees who may use portable computers during work-related travel. Also limit and closely monitor any remote access into your system by outside vendors, contractors, and service providers.

Where it is necessary for a third-party vendor or service provider to have access to a government’s IT system, be sure that the process is carefully vetted and appropriate safeguards are in place on the third party’s IT system. Also engage in periodic monitoring.

Deploy effective antivirus software. Make sure IT professionals have knowledge of and adhere to current industry standards on antivirus software and anti-intrusion measures. Also be sure that IT professionals in charge of systems are regularly staying on top of the latest developments in malware and intrusion methodologies as they evolve.

Look for suspicious activity on the network. Daily use of any system will typically yield some form of identifiable standard or pattern. Knowing what is normal will make it easier to identify and deal with any anomalies. Periodic audits of activity and looking for anomalies that stand out from otherwise normalized traffic patterns can help avoid a data breach before it happens.

Restrict IT system use to business only. Prohibit surfing the Internet, social media, or anything that is not work related on worksite computers. Depending on the position of the employee, there may need to be limited exceptions, but to the greatest extent possible, restrictions should be established and enforced.

Have an effective incident response plan in place before the data breach. The plan should require periodic assessment and modification as technology and system intrusion methodology evolves. Complete support of top management is necessary to maintain an effective defense against data breach so management needs to be continually briefed on the status of the plan, its required modifications, the results of periodic reviews, and newly

cont'd on pg 19

Cyber Crime @ City Hall *(cont'd)*

emerging threats.

Conduct “fire drills.” Stage simulated data breach events to rehearse and evaluate response to a data breach incident.

Maintain a plan for effective customer notification and remedial action if a breach occurs. When PII is compromised, it is essential to have a plan to notify those affected by the breach. If possible, provide identity theft prevention instruction and counseling and identity theft monitoring services by a recognized provider.

Establish a hotline for dealing with reported identity theft incidents that may be the result of the breach. Having an effective response plan in place could help mitigate civil claims of negligence as well as the inevitable

political fallout from such an event.

Investigate cyber intrusion insurance. Insurance policies are available to cover data breaches; evaluate your needs to see which might make sense for your community.

Always report incidents. Make sure that all data breaches are reported as required to the appropriate law enforcement authority.

Reprinted with permission from the March 2015 issue of Public Management (PM) magazine, published and copyrighted by ICMA, the International City and County Management Association.

Jump-Starting a Small-Community Economy *(cont'd)*

this was seen as an investment in Poquoson’s way of life rather than solely a tax issue.

Again, if your community is struggling with economic development, I hope this information will be helpful. My advice includes these priorities: Always look forward, use hidden talent within your organization, and change strategies that have not borne fruit.

Start first by clearly understanding the goal, be honest about the tools you need to achieve that goal, and build a coalition of the willing.

Reprinted with permission from the October 2015 issue of Public Management (PM) magazine, published and copyrighted by ICMA (International City / County Management Association), Washington, D.C.

2016 MTCMA SPONSORS

Diamond Level



Emerald Level



Ruby Level



Key Partner



Supporters



Northeast Delta Dental