



# MTCMA

Maine Town, City and County  
Management Association

A State Affiliate of ICMA

## July 2017 Newsletter Volume 8

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

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



Download the package here:

[https://www.memun.org/Documents.aspx?Command=Core\\_Download&EntryId=10832](https://www.memun.org/Documents.aspx?Command=Core_Download&EntryId=10832)

### Certified Municipal/County Manager Applications Are Due July 15, 2017

Just a few more days to get your application in 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: <https://www.mtcma.org/about-mtcma/certification/>

# SAVE THE DATE!

**MMA Convention:** Wednesday, October 4, 2017 – Thursday, October 5, 2017, Augusta Civic Center, Augusta

**Joint training with the Municipal Management Association of New Hampshire**  
December 2017

## Upcoming 2017 MTCMA Board of Directors Meetings

**Tuesday, August 8, 2017 Regular Board Meeting at 3 pm, Sunday River**  
**October, 2017 TBD – Planning Meeting**

## Welcome New Members

Who have joined since our last newsletter was issued In March 2017

Larissa Crockett, Scarborough  
James P. Gardner, Jr., Easton  
Renee Gray, Lubec  
Christopher Hall, Bristol  
Tammy Murray, Anson  
Courtney O'Donnell, Stockton Springs  
Chris Reardon, Milford

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

## 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)

## MTCMA Committee Chairs

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

**Professional Development Committee:** Larry Mead, Chair and Perry Ellsworth, Co-Chair

**Sponsorship Committee:** Scott Morelli, Chair

**Communications Committee:** Kathryn Ruth, Chair

**Ethics Committee:** Stu Marckoon, Chair

**Awards/Scholarship Committee:** Andrew Hart, Chair and Scott Morelli, Co-Chair

**Nominating Committee:** Tom Goulette, Chair

**Membership Committee:** Melissa Doane, Chair and Rhonda Irish, Co-Chair

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

**Succession Planning & Education Ad-Hoc Committee:** Nathan Poore, Co-Chair and William Bridgeo, Co-Chair

**Municipal-County Relations Ad-Hoc Committee:** Andrew Hart, Chair

## 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](mailto:bmtkkendall@gmail.com)

**MTCMA Ambassadors are:**

Mitch Berkowitz – Cumberland & Androscoggin  
[mgt4u2@gmail.com](mailto:mgt4u2@gmail.com)

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Kathryn Ruth – lower Penobscot & Somerset  
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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.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. Group not listed below? Have there been changes in leadership? Consider submitting your group's information or updates today for the next newsletter. Please make sure to submit your updates so that those who would like to participate will know who to contact. This is an especially good resource for new managers.

### Aroostook Municipal Association:

Covers: Aroostook County  
Officers: Jon Frederick, President; and Ralph Dwyer, Secretary

### Cumberland County:

Covers: Cumberland County  
Events: Every 2 months meeting on the selected date at different locations. This group was restarted in September of 2016.

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

### Midcoast Municipal Association:

Covers: Knox, Lincoln and Waldo Counties from Stockton Springs to Wiscasset  
Officers: Andrew Hart, President; Thomas Woodin, Vice-President; and David Kinney, Secretary/Treasurer  
Events: Every month (with the exception of July and August) on the 3rd Friday at 10:00 am with a guest Speaker

### 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

Group not listed above? Have there been changes in leadership? Consider submitting your group's information or updates today for the next newsletter. Make sure to submit your updates so that those who would like to participate will know who to contact. This is a great resource for new managers.

## Twenty Useful Ideas for a New Municipal Manager in No Particular Order

### Stu Marckoon, Administrative Assistant, Lamoine

1. Arrive early, stay late. Work more than expected, but not so much that you burn yourself out.
2. Actively listen – say what you think you heard the speaker saying
3. Learn how to drive and pump a fire truck.
4. Pick up the trash alongside a road every year.

5. Volunteer at one of the schools in your town in an activity that involves the students.
6. Smile at your customers.
7. Follow up, maybe more than once, to a request
8. Learn how to process a vehicle registration, a marriage license, a hunting license and a dog license.
9. Drive all over your town and know where every street is.
10. Say Thank-you. A lot
11. Honor good deeds. Ask your elected officials to be on the lookout for them!
12. Let your elected officials take credit for your good ideas.
13. Think twice, speak once.
14. Let your employees take credit for their good ideas, and reward them.
15. Spend a day with your public works crews. Learn how to install a street sign. Clean your own office once in a while, especially when you are open for business.
16. Learn how to direct traffic.
17. When the media calls, answer the phone or immediately call them back. Quickly.
18. Be honest. If you don't know the answer, say so.
19. Find out what the answer is, and see # 7.

## Communications Committee

The MTCMA Communications Committee is pleased to present the eighth issue of the MTCMA Newsletter. The plan remains the same – to publish the newsletter twice a year with lots of helpful information and ideas to assist our profession to grow and prosper. We are also utilizing the newsletter to emphasize and organize information that has been sent out to members by various means. Everyone is busy so searching for important details takes time that could be better utilized. The newsletters are timed to assist in the promotion of our two main events – the Interchange and the New England Management Institute. In the future, we will be issuing smaller more compact newsletters. 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. We are especially looking for new members to the profession because of their perspectives on resources that would be helpful as one enters the local government arena. If you are interested, please contact Kathryn Ruth at the Pittsfield Town Office at 487-3136 or [townmanager@pittsfield.org](mailto:townmanager@pittsfield.org)

## Take Advantage of the ICMA Coaching Program

**Christine M. Landes, Town Manager, Bethel;**

Our association is pleased to be a partner in the ICMA Coaching Program. Included in the benefits of the 2017 program are six scheduled webinars. The topics and dates resulting from a nationwide online survey of all partners are as follows:

Effective Communication of Complex Issues to the Public (Sept. 7)

Strategies for Having Difficult Conversations (Oct. 11)

Tools to Resolve Tough Issues in Your Community (Nov. 9)

Join in the live sessions with leaders from across the U.S. If you can't make a live session, your registration will provide you with an automatic email notice when a digital recording is available. Due to the generous support of Platinum sponsor ICMA-RC, Gold sponsors ICMA and Cal-ICMA, and 26 State Association Coaching Partners, the webinars are available without charge to all persons interested in local government. Please share the attached schedule with hot links to the online registrations. Enjoy the resources for you and your team to thrive in 2017!

For more information, go to

[http://icma.org/en/icma/career\\_network/coaching/webinars](http://icma.org/en/icma/career_network/coaching/webinars)

## The Resources Library on the MTCMA website is full of valuable information

Have you been to [www.mtcma.org](http://www.mtcma.org) lately?

2017 Topics by date order starting with the more recent topics:

1. Trash Curbside Pickup
2. Delaying Tax Commitment
3. Pond Cleanup
4. Noise and Blasting Ordinances
5. Congrats to Courtney O'Donnell
6. Fleet Card
7. Ephrem Parashak to Gorham
8. Fiscal Year End – Early Closing

9. Bon Voyage David Holt
10. Ryan Pelletier – Aroostook County
11. New England Management Institute
12. Pre Employment Physical
13. Food Sovereignty Ordinance
14. Marijuana Legalization Act
15. Denise Clavette to Auburn
16. Building Permit Caps
17. Fire Truck For Sale
18. Finance Director Sharing
19. Road Over-expenditure Statute
20. Road Over-expenditure Statute (Different article date)
21. Paving Retainage
22. Public Works Garage Information
23. Elected Officials Payment Schedule
24. Perpetual Care
25. Certification Reminder
26. Matt Pineo
27. Jim Gailey, Cumberland County Manager
28. Manure Cleanup Policy
29. Vacation Pay
30. Traffic Study Committee
31. Staffing
32. Bard Paving Inquiry
33. Pavement Management Program
34. Bill Giroux on leave from Bath
35. Gary Picard to Madawaska
36. Metal Detector Policy
37. Ideas Exchange @ Institute / Lynette Eastman retiring
38. Driveway Culvert Policy
39. Audra Caler-Bell to Camden
40. Workforce Development
41. Code of Conduct Policy
42. Tactical Street Repair
43. ICMA Committee Opening
44. Fire Pond Access Letter
45. Plowing Cost/Mile
46. Holiday Week Vacation Policy
47. Phone System RFP
48. Memorial & Dedication Policies
49. Wellman Paving
50. Junkyard Ordinance
51. Inventory Tracking
52. Fire Equipment Disposal
53. Unanticipated Revenue
54. Panhandling Ordinances
55. Soil Filter Ponds
56. Marijuana Select Committee
57. Boards and Committee Policy
58. Matt Pineo Leaving Sangerville
59. TIF Legislation
60. IT Support
61. Ryan Pelletier – Aroostook County Manager
62. Composting and Mulch
63. Maine Build Conference
64. Utility Pole Attachment Permits
65. Dealing with Substance Abuse
66. Non Resident Trash @ Transfer Station
67. Apartment/Condo Smoking Ban
68. Septage Disposal contract
69. Marijuana Task Force
70. Recreation Director Job Description
71. Abusive Customer Notice
72. Ryan Pelletier Leaving Madawaska
73. Road Easement Bill
74. Homestead, Excise changes
75. Revolving Revenue Funds
76. Bond Anticipation Note
77. Plastic Bag Sales
78. Town Meeting Warrant before Election
79. TIF Legislation ( different article date)
80. TIF Session
81. Public Restroom RFP
82. Woolwich Jobs Open
83. Paint RFP
84. Economic Development Expert Contract
85. COLA – Union Contract
86. Civil Constables
87. Attendance Policy – Selectman
88. Town Meeting Time
89. Separate Cash Drawers
90. Community Comparisons
91. Recreation Marijuana Rules
92. Junkyards
93. Insurance Premiums and Taxes
94. Free Webinar ICMA – May 11, 2017
95. Ambulance Contracts
96. Community Pool
97. Mowing Services RFP
98. Park Equipment Dealer

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100.	Sewer Building – Snowbirds	141.	Discontinuing a Road
101.	ACLU Request	142.	Accepting Postmark
102.	Foreclosed Property Owner	143.	Tablet Use
103.	Solar Array – Fair Market Value	144.	Capital Budgeting
104.	Welfare Director/MTCMA Credit	145.	Bonding/Background Check
105.	Internal Workers Comp Policy	146.	Ambulance Service
106.	Parliamentary Procedures Training	147.	Insurance Agent of Record
107.	Mill Town Taxes	148.	Traffic Light Maintenance Plan
108.	ICMA Scholarships	149.	Revenue Sharing
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110.	Gravel Pit Inspection Fees	151.	Audit Cost
111.	Fire Department Union Contract	152.	Fire Department – Corporation / Municipal
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121.	Staffing Secondary Treatment Plant	162.	Intern Opportunity
122.	SAM Renewal Fee	163.	Bid Threshold
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- |      |   |      |   |
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**A special thanks goes to Stu Marckoon for posting the discussions from the MTCMA listserv from January 1 – June 30, 2017 onto the website.**

# Growing Impact of Cybercrime in Local Government

## Managers Face Uphill Battle



By Gerald Cliff

Introduction of a previously published article by ICMA / May 2017

Kathryn Ruth, Town Manager, Pittsfield

These breaches can result in the compromise of personally identifiable information (PII) of every resident whose name, date of birth, and Social Security number reside on a local government server. Governmental entities also maintain records of personal health information (PHI) pertaining to their employees that, if compromised, could expose employees to serious problems.

Data breaches from phishing, hacking, and insider threat are on the increase and causing considerable damage in terms of costs to seal the breach and address the potential damage to those whose PII has been compromised. Here are examples:

In April 2015, the Florida Department of Children and Family Services (DCF) suffered a data breach when a state employee used the employee's employment-related access to obtain the personal information of thousands of Floridians.

According to the Department of Economic Opportunity (DEO), one of its employees managed to access the Florida Department of Children and Families' Florida ACCESS system. He then obtained the names and Social Security numbers of more than 200,000 people in the DCF system. In March 2015, the DEO employee was arrested and charged with alleged trafficking and unauthorized use of PII.

In May 2016, more than 100 Los Angeles County employees fell prey to a phishing scam, revealing usernames and passwords that were then used to disclose personal information of approximately 756,000 individuals who had done business with county departments.

The *2016 IBM Cost of Data Breach Report* finds the average consolidated total cost of a data breach grew from \$3.8 million to \$4 million. The study also reports that the average cost incurred for each lost or stolen record containing sensitive and confidential information increased from \$154 to \$158 per record.

## Ransomware on the Rise

Crypto-ransomware attacks software that encrypts a victim's data and then offers to sell the victim the decryption key are on the rise and have already crippled hospitals, police departments, educational systems, critical municipal infrastructure, and other vital cornerstones of the public sector. Examples include:

- An April 2016 ransomware attack against the Lansing Michigan Board of Water and Light crippled the agency's ability to communicate internally and with its customers, and ultimately cost the city-owned utility about \$2 million for technical support and equipment to upgrade its security.
- In June 2016, a police department in Collinsville, Alabama, refused to pay the ransom and lost access to a database of mugshots.
- The Cockrell Hill, Texas, police department was attacked in December 2016. The department thought that it could restore files; however, the files were not properly backed up and the department lost eight years' worth of digital evidence, including some documents, spreadsheets, video from body-worn and in-car cameras, photos, and surveillance video.
- In February 2017, the Roxana, Illinois, Police Department fell victim to a ransomware attack. Although the department refused to pay the ransom, the incident still cost the city considerable time and money. Rather than pay the ransom, the department was forced to "wipe the system." The department had backups of all important information, though restoring those backups in a usable manner is requiring significant manpower.

In a 2016 whitepaper on the topic of ransomware, the Osterman Research Corporation stated "both phishing and crypto ransomware are increasing at the rate of several hundred percent per quarter, a trend that it is believed will continue for at least the next 18 to 24 months." The report went on to point out the "FBI estimates that ransomware alone cost organizations \$209 million in just the first three months of 2016."

According to former U.S. Federal Bureau of Investigation Director James Comey, "Cybercrime is becoming everything in crime. Again, because people have connected their entire lives to the Internet, that's where those who want to steal money or hurt kids or defraud go."

Various foreign entities, such as China, Russia, and North Korea, are known to be engaged in hacking activities. But there are also literally millions of individuals who operate on their own by purchasing hacking tools on the dark Web.

According to the *2015 Trustwave Global Security Report*, attackers receive an estimated 1,425 percent return on investment (\$84,100 net revenue for each \$5,900 investment in software and tools). Cybercrime is becoming easier and safer to commit thanks to the relative anonymity of the Internet and the availability of hacking tools for purchase, also referred to as "malware as a service" schemes.

This means that literally, anyone with a computer and Internet access can become a hacker, as programming and networking skills are no longer a requirement.

## Legal Liability

The immediate damages caused by a breach are just the tip of the iceberg. A class-action lawsuit from residents whose credit card information was exposed through a local government's online fee payment system will hurt, but relatively few of them will have suffered direct, unreimbursed losses. Their losses were generally absorbed by their banks and insurance companies.

What do you tell the voters who's PII and PHI is exposed to identity thieves through the actions (or inaction) of their state or local government? How do you deal with the loss of public trust that accompanies this type of event?

As the holder of that confidential information, there comes a level of responsibility to take proper precautions to protect it. Breach that responsibility and there may be consequences.

Think of how the information your organization collects and processes could be used to commit a crime:

- PII could be used to commit identity theft.
- Personal information on children, witnesses, informants, victims of crimes, and other vulnerable populations could be used to violate their privacy or facilitate crimes against them.
- Information on regulated business could be used by business rivals.
- Information on government bidding, contracting, or economic development plans could be used to competitive advantage.

- Information dealing with active investigations (civil, criminal, or administrative) could be used to compromise those investigations.

Personal information on government employees could be used to exact revenge for unpopular decisions or actions.

## Insurance Loopholes

A governmental insurance policy can provide protection; however, in the face of the extreme costs of a breach, insurance companies may find ways to decline coverage.

If the insurance policy doesn't specifically provide coverage for data breach-related damage, or if the insured agency fails to adhere to the details specified by the insurer pertaining to security measures, the insurer is likely to refuse payment.

Insurance companies may agree to cover a governmental entity for losses caused by cyberintrusions and data breaches, but there will be requirements that must be met by the insured. Where a claim is submitted, an investigation will ensue, and where security requirements have not been met, a claim will likely be denied.

In what appears to be a landmark case, Cottage Health System of California suffered a data breach in which 30,000 records containing PII were exposed in a cyber incident. A class action suit in 2014, filed on behalf of the affected clients, resulted in a \$4.125 million award against the health system, in state court.

Although Cottage Health had a cyberinsurance policy with Columbia Casualty, the insurer pointed out that the insured stored the confidential information on an Internet accessible system, but failed to install encryption or other safeguards. The insurer denied the claim. Imagine if your locality were suddenly confronted with that kind of financial loss.

To effectively mitigate the dangers involved in data breach and cyberintrusion, it is important to understand as much as possible about these types of attacks. In an effort to better understand the impact these crimes are having on state, local, territorial, and tribal government, the National White Collar Crime Center (NW3C) has for several years assembled a data set of incidents using publicly available data from a wide range of sources.

## Analyzing the Data

As of January 1, 2017, NW3C's data set of state and local governmental entities reporting data breaches totaled slightly more than 1,900 incidents. The organization's analysis of this information points to some important differences between the public and private sectors.

Recall that a data breach does not require a cyberintrusion; it can involve the exposure of confidential information through lost paper files, improperly disposed of electronic devices with digital memory, even intentional theft.

A cyberintrusion also may not necessarily involve a data breach. Technically hacktivism is where a hacker illegally accesses a computer

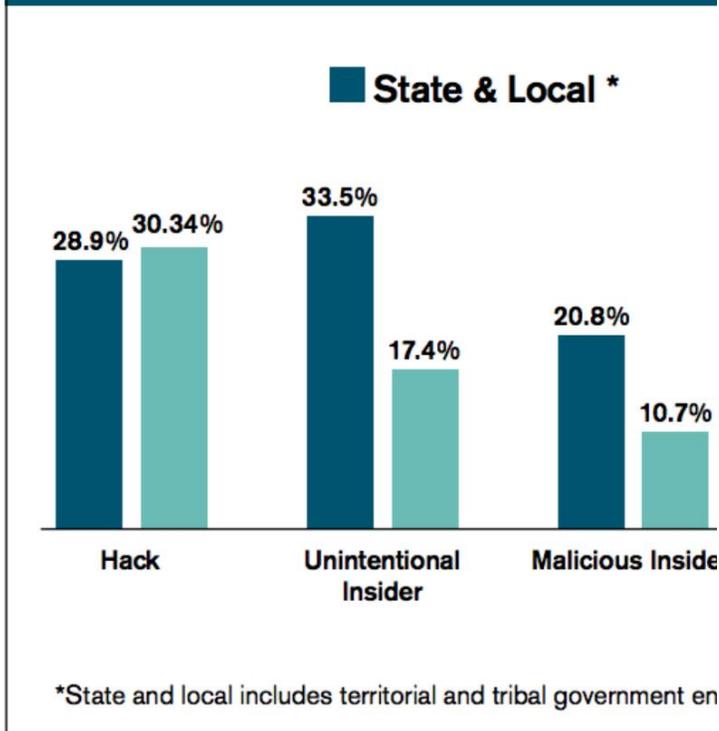
network for the purpose of defacing or otherwise interfering with that network is a cyberintrusion but does not involve the breach of confidential PII and PHI.

When examined across all sectors, the data breaches resulting from cyberintrusions or hacking within the past 10 years account for less than 30 percent of the more than 5,000 data breaches reported by the Privacy Rights Clearinghouse. This includes not only the public sector but also retail, education, and health sectors.

Analysis of the state/local-specific data that NW3C compiled showed the percentage of government cyber incidents involving hacking differs somewhat from that of the combined sectors of retail, education, healthcare, and nonprofits. What stands out most in our analysis is that insiders in government-related data breaches played a far greater role (see Figure 1).

Analysis of the cases in NW3C's dataset indicates the government sector shows a 48.05 percent greater propensity (difference between 17.4 percent and 33.5 percent) to suffer from unintentional insider breaches and a 48.55 percent greater propensity to suffer from malicious insider breaches, while the probability of suffering a data breach through lost or stolen devices is 64.53 percent less in the government sector.

**FIGURE 1. Types of Data Breaches.**



The insider seems to play a noticeably greater role in data breaches in government than in the other sectors commonly tracked. Regardless of why public employees appear more prone to causing data breaches, the importance of our findings is that it facilitates identification of potential solutions that can potentially help reduce the incidents of data breach.

## Reducing Risk

Due to space limitations and the extensive list of remedial actions available that could mitigate incidents of data breach and cyberintrusion, a comprehensive program is far too much to address in the space allotted for this article. We can, however, outline several basic steps, which can serve as the starting point for a comprehensive program that could

reasonably be expected to result in reducing an agency's exposure to risk.

There is an array of technical tools that an IT coordinator can choose from to help ensure network security; however, in addition to those tools, a manager should consider the personnel-related aspects of security. Here are some basic steps.

1. Establish detailed and thorough policies pertaining to Internet use. Encrypt e-mails and other content containing sensitive or confidential data. Enforce rules regarding access to personal social media accounts in the course of the workday. Direct the IT coordinator to be responsible for the monitoring of all communications for malware. Control the use of personally owned devices that are able to access corporate resources.
2. Implement best practices for user behavior. Employees must select passwords that match the sensitivity and risk associated with their data assets. Employee passwords not only must meet certain criteria pertaining to strength, but also must be changed on a regular basis. IT departments should be required to keep software and operating systems up-to-date to minimize malware problems. Employees should receive thorough training about phishing and other security risks, and they should be tested periodically to determine if their anti-phishing training has been effective. Employees whose duties involve off-site Internet access, should be trained in best practices when connecting remotely, including the dangers of public Wi-Fi hotspots.
3. Maintain a timely and complete backup of your critical systems.
4. Regularly practice restoring your system from those backups. It is important to be aware that

there are strains of ransomware that can be programmed to activate on a time delay, so backups may end up including the latent ransomware program. A careful manager needs to be aware that backups alone may not be effective unless they have been thoroughly checked and determined to be safe.

5. The Intelligence National Security Alliance (INSA 2013) practice recommends that a risk-reduction program includes an insider threat component that encompasses, at a minimum:
  - Organization-wide participation.
  - Oversight of program compliance and effectiveness.
  - Confidential reporting mechanisms and procedures to report insider events.
  - An insider threat incident-response plan.
  - Communication of insider threat events.
  - Protection of employees' civil liberties and rights.
  - Policies, procedures, and practices that support the insider threat program.
  - Data collection and analysis techniques and practices.
  - Insider threat training and awareness.
  - Prevention, detection, and response infrastructure.
  - Insider threat practices related to trusted business partners.
  - Inside threat integration with enterprise risk management.

For more information on the question of legal liability and what you can do to limit your exposure to the threat of cybercrime, see the NW3C white paper *Cyberintrusions and Data Breaches* that can be found at <http://www.nw3c.org/research>.

# Place Matters

**Historic preservation is a strong tool for urban regeneration.**

## Why Reusing Old Buildings Can Revitalize Your Community



Photo: Portland, Maine

**By Stephanie Meeks**

Introduction of a previously published article by  
ICMA / April 2017  
Kathryn Ruth, Town Manager, Pittsfield

"Cities need old buildings so badly," the venerable urban activist Jane Jacobs wrote in

1961. "It is probably impossible for vigorous streets and districts to grow without them."

While this maxim was a radical statement in Jacobs' day, at a time when historic blocks and neighborhoods were too often being decimated to make way for ever more highways and "urban renewal," we have since seen the truth of her words. In fact, if anything Jacobs was understating the case.

With the advantages of 21st century technology, unique and nontraditional data sets, and case studies gathered from all across America, we can now empirically prove that historic preservation is one of the strongest tools for urban regeneration we have.

Taken to scale, building reuse can create jobs, amplify economic growth, encourage affordability and sustainability, ameliorate disinvestment and displacement, cut carbon and energy costs, promote healthy lifestyles, and bring Americans together. And the best part is, the buildings that can drive all of these positive changes for your community are already there, just waiting to be revitalized.

## The Power of Place

I will delve into National Trust for Historic Preservation's (NTHP) research statistics but first, join me in a thought experiment: What are the places that make your home city or county unique and distinctive? I'm talking about the places that define your neighborhood or town, the places that members of your community think of when they think of home.

Stop and picture one for a moment. What do you see? Was it a park or a church? A local landmark or city hall? Main Street or the old public square?

These sorts of landmarks are the lifeblood of our communities. They help make them feel like someplace rather than anyplace, and in the 21st century, that distinctiveness is a tremendous social, economic, and environmental asset for your community.

As Ed McMahon of the Urban Land Institute well put it, "Place is what makes your hometown different from my hometown. In the Old Economy, markets mattered. In the New Economy, place matters most. In a world where capital is footloose, if you can't differentiate [your community] from any other place, you will have no competitive advantage."

Statistics support McMahon's argument. According to 2006 survey by CEOs for Cities, two-thirds of college-educated young residents say they pick the city they want to live in first, then look for a job.

"Cities are volatile, cities are exciting," one young biotech engineer said of his decision to live in Baltimore. "I feel for a while that cookie cutter was a thing. Now people want a lot more authenticity—in what they wear, in what they eat, in where they live."

That is partly why, according to the *New York Times* in 2014, the number of college-educated younger people living within three miles of city centers had surged by nearly 40 percent since the turn of the century.

One might argue that local governments hold many amenities beyond just old buildings. And yet, data suggest that the character that older buildings provide is one of a neighborhood's biggest draws. In 2014, the architectural firm Sasaki Associates conducted a 1,000-person survey in six cities—Austin, Texas; Boston, Massachusetts; Chicago, Illinois; New York, New York; San Francisco, California; and Washington, D.C.—to determine exactly what residents loved about their homes.

The answer, they discovered, was historic buildings. Nearly two-thirds (57 percent) of the residents said they liked to stop and admire historic buildings while walking around, far more than those who said the same of modern buildings (19 percent) or skyscrapers (15 percent).

When asked how to best improve the city, the most popular answer by far (54 percent) was working to renovate "existing historic buildings to retain character while making them more useable." By contrast, only 17 percent "felt their city was too quaint and would like to see more skyscrapers and iconic buildings."

These findings mirror those of other studies. A 2007 Gallup poll on happiness and urban living found the strongest positive correlation between happiness and those who felt they lived in a beautiful place. "What makes a building come to be loved?" author Stewart Brand asked in *How Buildings Learn*.

The answer time and again, he found, was "age. . .the older a building gets, the more we have respect and affection for its evident maturity, for the accumulated human investment it

shows." In fact, Brand points out, "Something strange happens when a building ages past a human generation or two. Any building older than 100 years will be considered beautiful, no matter what."

That holds true for tourists as much as for residents. As McMahon pointed out, tourism is a top industry in every state, and the biggest tourist draw is often a historic neighborhood. The French Quarter in New Orleans and Seattle, Washington's Pike Place, for example, are the No. 1 tourist destinations in Louisiana and Washington, respectively.

In Florida, Miami's Art Deco district lags only behind Disney World. Places "that have substantially preserved their past continue to enjoy tourism," argued travel guide writer Arthur Frommer. "Those that haven't, receive no tourism at all. It's a simple as that. Tourism does not go to a city that has lost its soul."

## Quantifying the Benefits

For all of these reasons, the critical importance of older places to our communities feels right to us. We all sense how their presence and character positively enhances our lives. At the same time, city planners and representatives rightfully want to make data-driven decisions about the future of their communities.

So in 2014, we at the National Trust began working to empirically quantify these many benefits of older places. After several years of work in dozens of cities across the country, what we have found surprises even us: The power of older buildings is far more than just

aesthetic. They are tremendous engines of economic growth, vitality, and quality of life.

For NTHP's initial study, published in 2014 as *Older, Smaller, Better*, we chose three American cities that boasted both extensive older buildings and strong real estate markets: Washington, D.C.; San Francisco; and Seattle.

Using GIS mapping technology and innovative data sources like business registries, cellphone usage patterns, [Walk Scores](#), and photos uploaded to Flickr, we examined how each block in these cities performed according to 40 different economic, social, cultural, and environmental performance metrics. (For a longer discussion on our methodology, the full report is available online at <http://www.oldersmallerbetter.com>.)

What we found is that neighborhoods with a mix of older and newer buildings have a "hidden density"—more people and businesses per commercial square foot than areas with just new buildings. They also have more small business jobs, more creative jobs, more new and women- and minority-owned businesses, fewer chain businesses, and more diversity in housing costs, meaning more opportunities for families of all incomes.

These neighborhoods are also more walkable and show more activity on evenings and weekends, with greater cellphone activity and more businesses open late. While the median age of residents is lower than in new-building-only areas, as noted earlier, young people love old buildings. These neighborhoods also exhibit significantly more diversity across age groups.

Enthused by these results, we began applying the same methodology to other places. This past fall, we started rolling out what we are calling the Atlas of ReUrbanism, which applies the *Older, Smaller, Better* rubric to 50 more cities across the United States (<http://www.atlasofreurbanism.com>). Once again, what we have found is remarkable.

Across all 50 cities in the Atlas, and when compared to areas with just new buildings, blocks with a mix of old and new buildings have 33 percent more new business jobs and 46 percent more small business jobs. These older areas also have 60 percent more women and minority-owned businesses, and more diverse populations in general—75 percent more Americans of color live in these older areas. They also provide 27 percent more affordable housing units than in new areas.

In every city studied, blocks with older, smaller, mixed-age buildings are denser, both in terms of population and housing units, than all new blocks. This held true for cities of all shapes and sizes, from megacities like Houston, Texas, and Los Angeles, California, to more modest-sized towns. Here are a few examples:

- In Portland, Maine, older, character-rich neighborhoods boast five times the number of women- and minority-owned businesses, three times the population density and number of creative jobs, and nearly three times the number of small business jobs and new business jobs as the newer areas of the town.
- In Pasadena, California, older and smaller areas have 80 percent more population density

and 87 percent more jobs in creative industries than newer blocks.

- The older neighborhoods of Winston-Salem, North Carolina, have 56 percent more women- and minority-owned businesses than their newer neighbors.
- For Des Moines, Iowa, these older blocks possess nearly 90 percent more women- and minority-owned businesses.

The list goes on. While our next step is applying the *Older, Smaller, Better* model to towns smaller than 100,000 residents, we strongly suspect, given four decades of work at our Main Streets America subsidiary, that this case for preservation will hold there as well.

As of 2015, [Main Street](#) America has helped more than 2,000 communities preserve and revitalize their traditional downtowns and commercial districts. Over that time, they have seen nearly 530,000 net new jobs generated and more than 120,500 net new businesses opened, while helping to renovate a quarter million historic buildings.

We are extremely excited about what we are discovering. More than just providing useful empirical evidence, this research demonstrates how local governments across America can use their older commercial districts and corridors to generate jobs and dollars, attract more families and businesses, and support urban revitalization.

## Smart Preservation Policies at Work

By now, you might be asking: This is all great, but what can local government managers do, exactly, to see these benefits of older buildings work for their communities?

While conducting the *Older, Smaller, Better* research, we have also been working with the Urban Land Institute on a project called the Partnership for Building Reuse. By talking with local officials, property owners, developers, and community organizations in various cities, including Detroit, Philadelphia, Baltimore, and Los Angeles, to examine specific problems and obtain specific recommendations, we have tried to determine the best policies to put old, vacant, or underused buildings to work. (A comprehensive report on our findings will be available later this year at <http://www.partnershipforbuildingreuse.com>.)

Speaking in general terms, we discovered two main takeaways from this research. First, building reuse should be the standard, and demolition should always be the option of last resort.

Second, older buildings work best when they are active—filling the needs of today's residents, and serving as centers of 21st century community. We also found that the same issues come up time and again:

**Zoning.** As Sonia Hirt points out in her book *Zoned in the U.S.A.*, zoning and building regulations in America tend to emphasize single-family, residential-use homes, making it

hard to reuse, say, multifamily apartment buildings with a first-floor commercial space.

These cookie-cutter regulations often leave valuable opportunities on the table. In Miami, for example, more than half of the city's densest blocks are in the historic neighborhood of Little Havana, an area that also boasts the highest concentration of affordable rental units.

And yet, Little Havana's unique, low-slung, mixed-use buildings wouldn't pass muster under many of today's more rigid codes. Making these regulations more flexible would greatly facilitate more building reuse.

**Parking.** By parking expert Richard Willson's reckoning, there are nearly three and a half parking spaces for every car in America. Certain parts of Los Angeles mandate two and a half parking spaces for every residential unit. With younger residents forsaking car ownership at historic rates, do we still need these same parking ratios downtown?

Focusing on empty and increasingly unnecessary parking lots can instead create new opportunities for sensitive infill development that can keep neighborhoods affordable while encouraging healthier forms of transit, such as walking and biking.

**Street life.** We know that lively streets are vibrant streets that attract more walkers, residents, and tourists. From farmers markets to pop-up exhibitions of street art, we can further unlock the potential of older buildings by helping to facilitate foot traffic in historic neighborhoods. To take one example, Philadelphia introduced a new sidewalk seating

ordinance that has resulted in a 73 percent increase in outdoor seating since 2010.

**Energy codes.** As the saying goes, "the 'greenest' building is the one that's already built." We have found it takes decades for even new, LEED-certified buildings to make up the carbon costs of their construction. Yet many current energy codes act as a barrier to building reuse.

As one way forward, Seattle has pioneered an outcome-based energy code that establishes goals for actual use rather than projected use. This allows developers to take advantage of the many characteristics of historic buildings that make them naturally energy efficient, including thicker walls, deeper eaves, and natural siting.

**Investment dollars.** One of the biggest obstacles to any reinvestment project, of course, is having the money on hand. That's why the federal historic tax credit, which helps defray the cost of historic rehabilitation, is one of the most powerful preservation policies.

Since 1981, the federal credit has created more than 2.3 million jobs, leveraged \$121 billion in private investment, and transformed more than 40,000 unused or underused buildings for new and productive uses. Some 75 percent of the economic benefits of these projects stay in state and local governments, which is why 34 states have created their own state historic tax credits to augment returns.

A study of the Maryland credit, for example, concluded that each \$1 invested generates \$8.53 in economic activity.

Moving forward, the National Trust stands ready to help communities unlock all the many benefits of their older buildings. The fact is, in places big and small, the best preservation projects are creating opportunities for residents at all income levels, while retaining the local history that ties generations together.

Jane Jacobs was right all those years ago. These places don't just connect us to our past. They are the cornerstone of a brighter future, and we are richer and stronger when they remain.

Stephanie Meeks is president and chief executive officer, National Trust for Historic Preservation, Washington, D.C. ([smeeks@savingplaces.org](mailto:smeeks@savingplaces.org)), and author of *The Past and Future City: How Historic Preservation Is Reviving America's Communities*. On Monday, October 23, she will be the featured speaker at ICMA's 2017 Annual Conference in San Antonio/Bexar County, Texas, that will be held October 22-25.

# Saying No

## And Other Ways to Stay Focused on Your Priorities



[positivelyalene.com](http://positivelyalene.com)

**By Jeff Davidson**

Introduction of a previously published article by  
ICMA / April 2017  
Kathryn Ruth, Town Manager, Pittsfield

Are you taking on too much and enjoying it less? Here is a look at this issue in a Q&A format, including some solutions:

**Q: Saying no at work can be risky. How can one effectively say no?**

**A:** Practice saying no with grace and ease as often as possible. Often, the larger your organization is, the more impediments you'll face in managing your calendar. Even in an entrepreneurial setting, there are many

activities that we volunteer for that end up hindering us from doing the things we've identified as important.

Sometimes, it's important to drop things without remorse. It might be useful to look at your to-do list and cross out an item or two as you tell yourself, "It would be nice, but I've only got so much time in a day, in a week, and in my career. I have to stay focused on what's important."

It's ego boosting to have the image of being someone who can take on every challenge. In the end, though, it can be exhausting. If you haven't occasionally, respectfully said no or crossed out an item from your calendar without remorse, now might be the time to develop the habit.

**Q: What if we can't say no?**

**A:** As often as possible, try to delegate at the office, or even at home. When you can hand off something to another person and stick with the few tasks that you need to work on because of your expertise, background, or skill, you open up a world of possibilities.

When practical, give a task to someone else, hire someone, retain someone, or find another way to get the task done. Reexamine every activity for its potential to be delegated to someone else.

**Q: What if we're simply handling too much?**

**A:** At all times, keep your frustration level low. This is an era in which many professionals in a position of responsibility are managing too much. Most people are in the same boat.

Organizations have gone through years of slimming down and asking more of their workers, often with fewer resources of staff, equipment, or budget to provide to them. Approach your situation with grace and ease. You've made it this far and done a reasonably good job; you'll go even further.

Maintain control of your spaces. Keep your work area clear so that you can focus on the task at hand. A single file folder or screen in front of you makes it easier for you to concentrate on a given task.

It's important to work on one thing at a time. You might have six priorities, all pulling at you at the same time. What's the fastest way to get through those six? Believe it or not, taking each item one at a time is the most effective solution.

Determine what item is the most important, work on it as far as you can or complete it and then go to the next item and proceed in the same manner.

**Q: So not all tasks are created equal?**

**A:** Many people mislead themselves by treating all of their assignments as if they have the same importance; therefore, they jump from one project to another, dabbling a little with each one as they proceed.

They're not working this way because they have a strategic plan or because they have gone as far as they can on each individual item; rather, they feel that gradually making progress in each of the six areas means they're effectively juggling projects.

Yet, study after study shows that the fastest way to finish six projects is to work on one at a time, taking each one to completion before moving to the next.

**Q: Are there any other techniques when faced with too much to do?**

**A:** A useful technique is to make choices through silent self-acknowledgment about what is really vital to accomplish and how you want to proceed. We all talk to ourselves in our heads all day long, and studies have shown that we unfortunately tend to tell ourselves negative things--about being late, about botching a project, or about what others will think.

We tend not to tell ourselves we're wonderful or even that we're good and that we did the best we could under the circumstances. By nature, we tend not to give ourselves positive messages.

Psychologists have found that more than 80 percent of the self-talk in which we all engage is negative. Replacing negative self-talk with positive self-talk enables you to change how you react to the challenges you face. Also, you can maintain a balance between long- and short-term tasks and respect the objectives of others, especially if you work as part of a team.

By making choices about what you want to accomplish, you develop a mindset that allows you to tackle challenges more effectively.

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# The Boundless Value of Persistence and Perseverance

**There are qualities that exceptional leaders can use to distinguish themselves from others in their profession.**

## How to Stand Out in Your Professional Life

**By Dave Martin**

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Kathryn Ruth, Town Manager, Pittsfield

One question that speakers at graduation ceremonies might ask audience members is "Do

you want to stand out and distinguish yourself?" It's a question that can be asked of people who are starting their careers, and it can also be appropriate to ask of those who have been part of the workforce for some time.

Two qualities that both exceptional leaders and employees need to have in order to distinguish themselves are (1) integrity and (2) persistence and perseverance. To put it simply, people must do what they say they will do, and they must have a consistent, productive work ethic.

Again, this advice is applicable not only for those starting their careers, but it is also relevant to individuals who want to set themselves apart from the competition and from peers. Education is no longer the differentiator; a person's contemporaries can be equally educated.

According to the National Center for Educational Statistics, in 2016 more than 3.2 million students graduated with a college degree. Of that number, almost 1.2 million received master's or doctorate degrees. There is no substitute for education, but just being educated will not provide significant differentiation. No longer will creativity set a person apart; he or she needs a working business model.

## A Working Formula

To stand out, the formula is simple: integrity plus hard-working tenacity. Half of this formula for success is based on who you are—your integrity. The other half is based on what you do—learning the importance of and mastering the practices of persistence and perseverance. It

is vital to understand the difference between these two characteristics and then to see how they act fully in tandem. Once that understanding is reached, it is critical to put these traits into practice daily.

Merriam-Webster defines persistence as "continuing in an opinion or course of action in spite of difficulty or opposition." Persistence is directing a team again and again until excellence becomes ingrained. Persistence is working a plan even when you don't see immediate results. Persistence is consistent effort, maintained daily.

Calvin Coolidge said, "Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan Press On! has solved and always will solve the problems of the human race."

Persistence is *not* giving up, or giving in, or giving way. Although processes and systems should be continually evaluated for improvements and for effectiveness, persistence is not reorganizing your structures every three months when you see someone else's success and think you should emulate it.

The definition of perseverance is doing something despite difficulty or delay in achieving success. Perseverance is continued persistence. Think of it like this: Persistence is the athlete, working out each morning in the gym. This athlete continues to get up, get to

the gym, and work his or her routine, even when tired or when a schedule is interrupted. Perseverance is the lifestyle of working out week after week, month after month, year after year.

## Steps to Success

To summarize, persistence speaks to continuing in a course of action even against opposition, and perseverance connotes longevity in that persistence. Together, these are the twin building blocks of success.

Do you have these traits of persistence and perseverance in your professional life? In some areas you most likely do. What specific discipline have you consistently performed week after week, month after month, year after year? One could be that you make a point to turn in important reports a day early.

Perhaps you participate in a new employee mentorship program. Perhaps you've taken on the responsibility of planning teambuilding exercises. You are persistent in this activity and your longevity has created perseverance. When you are persistent, you push through adversity, you stick with the project until it's complete, and you don't look for the easy way out.

Do you want to stand out? The formula is simple, and the rewards are boundless.

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# The Work of Leadership

**Leadership is about getting other people to follow willingly and voluntarily.**

## How to Get People to Choose to Follow



### Author not listed

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

An oft-quoted, though probably apocryphal, story of a French politician tells of him looking out his window to see a crowd of people rushing past as if in a parade headed to some grand event. Recognizing what was happening, he excuses himself and finds his way outside saying, "There goes my people. I must follow them, for I am their leader."

Maybe this story is about political leaders following a constituency's will or a sincere reminder to listen to one's followers. Perhaps it is simply a cynical summary, suggesting too many people claim leadership when none is really at play.

Interestingly, versions of this quote are attributed to Gandhi and to British Prime Minister Benjamin Disraeli, who is quoted as saying, "I must follow the people. Am I not their leader?"

Despite the possible interpretations, it does remind us there is something of common sense about the idea that a leader should have followers. President Franklin D. Roosevelt once said, "It is a terrible thing to look over your shoulder when you are trying to lead—and find no one there."

Many of us may have known individuals who thought they were leaders, but no one seemed to follow them. Some who think they are leaders misunderstand that having a title or rank—having a position in the organizational hierarchy—does not necessarily mean they are demonstrating leadership.

People will do what those in organizational authority ask them to do, but such compliance

is not the stuff of real leadership per se. Another of Gandhi's quotes suggests this difference: "I suppose leadership at one time meant muscles [or organizational authority]; but today it means getting along with people."

While it may be the hallmark of management to get others to conform to the manager's wishes—to do things the manager wants done the way the manager wants them to do it—leadership is about getting other people to follow willingly and voluntarily. It is about helping people choose to follow you and your cause.

## A Voluntary Decision

Followers, as compared to subordinates for instance, voluntarily decide to listen, to be influenced by, and to be uplifted because of leaders. So the real questions of leadership include: What is it that makes people choose to follow, to emulate, to support, to serve? And why will people follow some but not others?

Of the many theories of leadership, those that suggest a values foundation to leadership offer a convincing response. The answers lie somewhere in the idea that values are a person's de facto decision criteria.

A person's voluntary decision to accept a would-be leader's influence begins by agreeing with or wanting to be identified by the leader's values and purposes. Such leadership depends upon the free choice of both leader and follower in developing a relationship of mutual respect, collaborative work, and edification, or what historian and political scientist James MacGregor Burns wisely called "transforming

leadership." This type of leadership is based on voluntary decisions by leader and follower to choose to influence and be influenced.

## The Four Vs of Leadership

One way to think of the work of leadership, then, is to figure out how to get people to choose to follow. A simple framework may help. It begins with the idea of values and ends with the principle of choice.

In between are the leader activities of explaining what the values do for us and showing what we have to do to make these important things happen. This framework can be called the Four Vs of leadership: values, vision, vectors, and voice (see Figure 1).

**Values.** People's values serve them in interesting ways. They offer standards of behavior. They offer guidelines for self-analysis. They provide measurements of right and wrong.

Values are the decision criteria of what we should and should not do, of what we think is truly good and beautiful to pursue. Because values help us make choices, leadership has a lot to do with people's values and how those values are defined, adopted, and applied so as to choose to follow.

Leaders inspire, perhaps, because they are themselves inspired by certain values they believe are appropriate, useful, or right. Then others feel or eventually come to feel the same and choose to follow.

Without a clear commitment to and statement of values, followers cannot easily or consistently choose to follow. It is not easy to follow someone who changes what he or she values all the time.

Few things are more frustrating to potential followers than to have a leader who goes all over the place. How does one know what is important or how one's work fits into the overall purpose if the decision criteria change?

What is left is a decision not to follow because it is too difficult to see where the "leader" is going. What emerges is compliant employees doing what they are told, not rocking the boat by asking too many clarifying questions (the answers to which are not forthcoming anyway).

Real leadership asks leader and follower to deal with each other on a values basis, so a choice to follow is available. Though this may not be easy, it is essential.

**Vision.** Vision operationalizes, or puts into practice, values. Vision is a manifestation of values; it makes values real. It informs people about who they really are or what an organization really stands for.

Vision reminds us that leadership is about helping others see values in action. One writer described vision as a shared image of a desirable future and a reflection of our fundamental values, beliefs, and assumptions about the world springing out of our past knowledge, experience, and intuition, and about the direction the organization should take to reach the desirable.

Visions make our ideals more real as we can see the result of our beliefs and actions. They are often expressed in stories or in the example of a leader at work.

The leadership element of vision asks us to be able to see not only with our head, but also with our heart. It makes sense, but it also feels right; and it is from that combination that a leader makes the choice to lead and a follower makes the choice to follow.

**Vectors.** As leaders outline work vectors, they help followers see the path to fulfilling the vision. One meaning for vector is the direction and magnitude of something.

More precisely for our purposes, vectors deal with the what, the where to, the how, and the how much of what we are to do in order to fulfill the vision. It is the work of leadership to outline the vectors to be done, the steps to be taken, or the path to follow, as well as make sure our vision is realized and our values fulfilled.

The word comes from Latin's original meaning "to carry or to convey." In this sense, vectors carry the vision forward in terms of outlining actual things to do at work to make the vision a reality.

These vectors might be more commonly called objectives, key result areas, critical success factors, long-term goals, strategic goals, or mission elements. Whatever they are called, they link directly to the vision because it is the way we are to fulfill it, and therefore, relate directly to the values that make us who we are.

If we like the linkages and the work to be done, we choose to follow.

It is that linkage that is partially the beauty and the purpose of leadership. People like to know where they stand and how their work fits together with the overall organization. Vectors play a key role in making sure these connections happen.

**Voice.** Voice in the leadership relationship is the most vital. To be basic, voice is about choice. It has to do with volition, freedom, or individual agency to act for oneself.

Voice reminds us that where there is no choice in the relationship among people, there can be no leadership. At best, perhaps there is management; at worst, there is oppression or tyranny or manipulation or authoritarianism acting upon people.

Usually, as you formally join a group, you are told that so-and-so is your supervisor or team leader, and during orientation you most likely have a chance to meet this person. We do not often get to choose our managers.

We do, however, always, always choose who we follow. We always choose our leaders. Ultimately, that choice is based on the values, the vision, and the vectors that the leader has outlined and with which we agree or to which we have a desire to become united.

Voice reminds us that understanding leadership has more to do with understanding the followers than it does understanding someone who holds a position of authority. This is because whether someone is ultimately a leader

depends entirely on whether another person chooses to follow him or her.

## Making the Four Vs Real

Leaders recognize that followers are, of their own volition, choosing to engage with the values, vision, and vectors they outline. Values trigger behavior and reflect meaning, purpose, and commitment of both leader and follower.

Vision operationalizes the values set, making sense for others what the values really mean or what they can do for us now and in the future. Vectors operationalize the magnitude and direction of vision-driven activity and work and mirror the concepts of organization mission and objectives.

Voice stresses that leadership is an activity of individual agency and free will. It is shorthand for that which makes the leadership relationship work—the nature of the interaction or lack thereof between leader and follower.

The four Vs emphasize that the leadership relationship is essentially a voluntary one based on the level of alignment with the values, vision, and vectors at play. How well we get others to choose to follow us depends upon our capacity to make the Four Vs real.

Otherwise, we will be chasing after people, pretending to be their leader and experiencing all the frustrations, ineffectiveness, and deterioration that come with self-deception.



Remember to sign up today for our 72<sup>nd</sup> New England Management Institute!

Thanks so much for reading this newsletter!

Ideas for future articles or focuses should be sent to:

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