



MTCMA

Maine Town, City and County Management Association

A State Affiliate of ICMA

www.mtcma.org

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

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

March 2017

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The President's Corner:

On behalf of the MTCMA Board of Directors, thank you for all that you do and your support of our state association. As we all know, there are times in our profession that can be very challenging. But, where else could we make the kind of difference that we can as public administrators. It is a privilege and there are few places in our society where one can be guaranteed the challenge and opportunity that we have for improving our communities and our regions.

We hope you are planning on attending the MTCMA Interchange on Friday, March 24th at the Bangor Hilton Inn from 8 am to 4 pm. The title of the Interchange is *Preparing for Recreational Marijuana in Maine* with recently retired Town Manager Bill Efting from Frisco, CO, who will offer advice about how to prepare for recreational marijuana based on the Colorado experience. Bill will help identify issues that may have not yet been discussed in Maine and give us some of his insights.

For information on the MTCMA's 38th Annual Interchange, you may go to the following website: <https://memun.org/TrainingResources/WorkshopsTraining/TrainingResourcesView/tabid/213/ArticleId/6633/MTCMAs-38th-Annual-Statewide-Manager-Interchange-by-the-Maine-Town-City-and-County-Management-Associ.aspx>. A special thanks to

cont'd on pg 2

The MTCMA Communications Committee

The MTCMA Communications Committee is pleased to present the seventh 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. Our next newsletter will be issued in July of 2017.

As a number of our Committee 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. 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

MTCMA Committee Chairs and Vice-Chairs

Questions or ideas for MTCMA? Feel free to place a call or e-mail any of the below MTCMA Committee Chairs and 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, Co-Chair and Aaron Chrostowsky, Co-Chair

President's Corner (cont'd)

Larry Mead, Perry Ellsworth and Nathan Poore for their efforts in organizing the program with the able assistance of Alicia Gaudet.

The MTCMA Board is very busy with a wide number of activities. Committees range from the Professional Development Committee to the Communications Committee to the Sponsorship Committee to the Ethics Committee to the Ambassadors Committee to the Awards/Scholarship Committee, to mention a few. If you are not certified, think about taking the time to become certified as a town, city or county manager/assistant manager. You will be glad you did. And please feel free to reach out to any of us if you have any questions or suggestions on how we can improve what we are doing. We are here for you.

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

The 38th Annual Statewide Manager Interchange Friday, March 24, 2017 at the Hilton Garden Inn in Bangor

- It's our mid-Winter networking event – for education, leadership and to see everyone who can attend!
- This Statewide Management Interchange will assist municipalities to prepare for recreational marijuana in Maine.
- **The official program and registration form for this year's Interchange is available here:**
- <https://memun.org/TrainingResources/WorkshopsTraining/TrainingResourcesView/tabid/213/ArticleId/6633/MTCMAs-38th-Annual-Statewide-Manager-Interchange-by-the-Maine-Town-City-and-County-Management-Associ.aspx>
- MTCMA has a limited number of overnight rooms blocked for this event until March 10, 2017.
- The group rate is \$119.00 per night s/d occupancy. To make registrations, call the Hilton Garden inn at (207) 262-0099 and mention the group code of "MTCMA2".
- Make sure that you register for the Interchange by March 10, 2017 in order to enjoy the lower registration costs.

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

MID-COAST 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. 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.

Upcoming 2017 MTCMA Board of Directors Meetings

Thursday, March 23, 2017

Regular Board Meeting at 3 pm
Hilton Garden Inn, Bangor

Tuesday, August 8, 2017

Regular Board Meeting at 3 pm
Sunday River

October, 2017 TBD

Planning Meeting

MTCMA Mission Statement with Goals for Use in 2016 - 2017

MTCMA Mission Statement With Goals and Objectives Revised October 2016

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

Goals of MTCMA

1. Preserve the Vitality of Our Profession and Association

MTCMA works to ensure the long-term strength of professional municipal and county management and of MTCMA.

Outreach to new members: Actively pursue membership outreach through the Membership Committee, calling new managers and managers who aren't currently members.

Outreach to potential members: Identify one person per county to reach out to and galvanize colleagues in municipal and county management, asking for ideas for topics.

Develop a plan for more people to enter the profession.

- *Via the Muskie School of Public Service at the University of Southern Maine.*
- *Consider inviting municipal department heads and others interested in local government to MTCMA conferences and events.*
- *Develop a product offered via a webinar with high schools and municipalities.*

Develop "tracking system" to see how new MTCMA members feel the association is doing, using existing committees.

POSSIBLE SEPARATE GOAL: Preserve and revitalize secondary public policy management programs

1 Action Items:

1. Outreach to new & potential members – Membership Committee and Ambassadors to coordinate.
 - a. New member packets/welcome phone call – Membership Strategy Campaign
 - i. Review the new member packets and update – Membership Committee
 - ii. Call new members personally and welcome them
 - a. MMA to provide membership list by county to Ambassadors to make calls. Put membership begin date and new member code to flag new members.
 - iii. Contact regional associations and build relationships with them.
 - a. Ask to be included in their meetings.
 - iv. Find out more about the RMS Certified Manager Insurance Program.
 - v. Assure value to the certification process. Insurance for Certified Managers. Articulate value that elected officials will recognize.
 - vi. Sponsorship Program – Sponsorship Committee
 - a. Ways to maintain the program and keep the funding coming in.
 - b. ICMA fundraising?
 - c. Involve more members to get more sponsors.

MTCMA Mission Statement with Goals for Use in 2016 - 2017

2. Student outreach via schools
 - a. Ambassadors to pull this one apart and create suggestions, then assign to another committee to implement.
 - b. Explore possibility of a “week” or “month” with a proclamation by the governor – involve students in a contest or assignment. Constitution Day in September.
 3. Keep current members engaged – member retention – Membership Committee & Professional Development
 - a. Evaluation process for events
 - b. Find out why members don’t attend events or use other benefits. Get them to participate/re-engage – Membership/PD Committee
 4. Create fund balance policies and strategy on how to maintain it.
-

1. Name Recognition & Respect

MTCMA and its members will be recognized and respected leaders on municipal issues.

Deepen public understanding of the importance of management in local government, targeting specific audiences including local elected officials, state legislators and other decision makers and opinion leaders.

- Ask all MTCMA members to demonstrate the public value of what we do.
- Determine messages for specific audiences

Develop a template or packet to orient new elected officials to local government administration (with MMA), using MMA’s Elected Officials Workshops and Convention as opportunities.

Work with MMA to develop a list of instructors to provide on-demand regional workshops Promote cooperation and collaboration between Municipal and County Management and between municipalities

- Offer a session to share examples of how to start working together; what works and doesn’t.
- Offer a session highlighting examples of cost-sharing, collaboration, entrepreneurial approaches and identifying struggles encountered including how to minimize the impact of politics (session, in newsletter or both).

Advertise and reach out to local elected officials in an effort to communicate the awards program more efficiently. Use MMA vehicles such as the MMA This Month e-newsletter.

2 Action Items:

1. Deepen public understanding of the importance of public management as a profession.
(Communications Committee/Executive Board)
 - a. Target audiences – legislators, local officials and opinion leaders.
 - i. Keep the lines of communication open between managers/MMA and LPC/ Legislators
2. Create a training resource pool of SMEs/managers/ambassadors/MTCMA members who can teach courses/guide discussions for onsite MMA/Affiliate Use – Alicia/Professional Development Committee.
 - b. Train the trainer – provide standards and guidelines to assist in development of courses.
3. Promote cooperation and collaboration among municipal/county management and municipalities – Professional Development Committee.
4. Awards program – Awards & Scholarship Committee

MTCMA Mission Statement with Goals for Use in 2016 - 2017

- c. Improve outreach to elected officials – need a strategy
 - d. Look at criteria for awards program – integrate county members.
 - e. Advertise this through MMA e-newsletter and website – Communications Committee.
-

2. A Resource for Members

MTCMA will be the leading provider of personal & professional development for its members.

Continue to increase communication and resource sharing via:

- Updated website
- Active List Serv and archived useful List Serv information
- Two newsletters per year

Provide quality, relevant training to members including

- HOW: Vehicles
 - Create and promote webinar trainings that do not require travel
 - Explore using social media to offer 21st Century skills and issues
 - Offer tracks for new managers, seasoned managers, those moving toward retirement
 - Idea exchange: Have topics on the agenda that people can add to
- WHAT: Potential topics
 - How to collaborate more effectively to deliver services
 - What is your plan for retirement?
 - Staff succession planning, when staff are staying in their positions longer. How does this fit with Manager succession planning?
 - Dealing with the stress of the position
 - Institute:
 - High marks from 2016 Institute. Keep momentum going.
 - Offer a mix of personal and professional development
 - Ethics

Provide resources

- Develop budget protocols to facilitate comparison between municipalities

Expand support to all members:

- Provide professional development for managers who come from various backgrounds and different size communities.

Offer mentoring by having an Ambassador cover every county; provide additional resources through experience to our members.

3 Action Items:

1. Continued communication and resource sharing
 - a. Newsletter - Communications
2. Quality, relevant training – Communications, PD, and Ethics
 - a. How
 - b. What
3. Provide resources
 - a. Templates, uniform budget, etc. – expand support to all members
4. Offer mentoring through Senior Advisors and Ambassadors
 - a. Continued development of already existing program

MTCMA Mission Statement with Goals for Use in 2016 - 2017

- b. Ambassador for every county
-

3. Networking & Building Relationships

MTCMA will build strong relationships among our members, with elected officials & others interested in local government.

Contact new members and provide them with welcome packets.

- *Membership Committee formalize a process to identify who is reaching out to whom*
- *Enlist informal regional manager networks in this outreach*
- *Tracking system that asks: "How is MTCMA doing?"*

Reinstitute regional gatherings

Use speed dating as a vehicle for people to get to know each other

4 Action Items:

1. Continue to find new ways to incorporate/change it up at the events – Professional Development & Executive Board
 2. Develop and strengthen the relationships with regional gatherings/activities – Ambassadors/ Membership Committee
 3. Use speed dating as a vehicle for people to get to know each other (or other ice breaker activities) – Professional Development Committee
 4. NHMMA/MTCMA relationship – President of both associations
 5. ICMA/MTCMA relationship – President and Senior Advisors
 6. Do something at MMA Convention with elected officials – Professional Development/Alicia/Eric
 7. Research/implement technology to reach members – Alicia/Communications/Ben Thomas, MMA Web Editor
-

4. Maintain High Ethical Standards

MTCMA will follow the adopted ICMA Code of Ethics. It will include and advocate for the Code of Ethics in all MTCMA activities.

Create regional learning opportunities around ethics for managers and department heads to utilize ICMA webinars.

Consistent, repeated training on ethics, including with speakers at events but not limited to that. Provide "technical" advice and answers as managers navigate on-the-job ethical issues, involving themselves and staff.

Deal with ethical challenges among members as they arise.

#5 Action Items:

1. Create regional learning opportunities around ethics for managers and department heads to utilize ICMA webinars – Ethics Committee.

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
Ruth Cushman – Androscoggin, Franklin & Oxford	Rec12350@yahoo.com
Peggy Daigle – Penobscot	mndaigle@myfairpoint.net
Richard Davis – Franklin	RDavis@Farmington-Maine.org
Perry Ellsworth – York	pellsworth@sbmaine.us
Betsy Fitzgerald – Washington	manager@washingtoncountymaine.com
Kathryn Ruth – lower Penobscot & Somerset	townmanager@pittsfield.org

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>

SAVE THE DATE!

**The 38th Annual Statewide Manager Interchange – Friday, March 24, 2017,
Hilton Garden Inn, Bangor**

**2017 Municipal Technology Conference – Thursday, May 11. 2017
DoubleTree by Hilton, South Portland**

**3rd Annual Municipal Human Resources & Management Conference
Thursday, June 15, 2017, Thomas College, Waterville**

**MTCMA 72nd New England Management Institute
Wednesday, August 09, 2017 – Friday, August 11, 2017,**

Jordan Grand Resort Hotel at Sunday River

**81st Annual MMA Convention
Wednesday, October 4, 2017 – Thursday, October 5, 2017,
Augusta Civic Center, Augusta**

**MTCMA Joint Workshop with MMANH
December 2017 TBD**

MTCMA's 71st New England Management Institute in August 2016



Tony Plante (center), the recipient of the 2016 Linc Stackpole (Manager of the Year) Award.



Bob Farrar (right), the recipient of the 2016 Distinguished Service Award.



Jay Feyler (left), the recipient of the 2016 Leadership Award.



Family Trivia Night!



Panel discussion with MTCMA sponsors.



Ziplining fun!

MTCMA's 71st New England Management Institute in August 2016



Keynote Presenter, Ithaca, NY Mayor Svante Myrick.



Elaine Abbott, City Manager of Eastport, winner of the 2016 Rising Star Award.



Presenter Beth Richardson, Professor and Director of Career Development at Saint Joseph's College.



Managers and Sponsors enjoying the Trivia Night Event.

We Are Looking For Your Ideas And Thoughts On How You Would Like The Upcoming Newsletter To Be Produced

WOULD YOU LIKE TO HAVE MONTHLY OR BI-MONTHLY ONE (1) PAGE UPDATES RATHER THAN TWO LARGE CONSOLIDATED NEWSLETTERS EACH YEAR?

SOME OTHER COMBINATION?

**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 Peter Crichton; Austin Bleess, former Sponsorship Committee Chair; Melissa Doane, Membership Committee Chair; Nathan Poore, Falmouth Town Manager; Bert Kendall, Senior Advisor, and Christine M. Landes, Bethel Town Manager.

The next MTCMA Newsletter will be published in July 2017

Submissions will be due Friday, May 26, 2017

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://smartcitescouncil.com/article/city-resources>

Smart Cities Council “envision a world where digital technology and intelligent design have been harnessed to create smart, sustainable cities with high-quality living and high-quality jobs. To tap into the transformative power of smart technologies, cities need a trusted, neutral advisor. The Smart Cities Council provides that help. We are a network of leading companies advised by top universities, laboratories and standards bodies.” The site has a lot of resources about streetlights.

<http://www.mainetourismconference.com/>

Tourism is important for the State. Attending the Annual Conference on Tourism is a first step in learning about opportunities to promote your community. If you are unable to attend, check out VisitMaine.com for more information on how to participate.

<http://ride.bikemaine.org/>

BikeMaine is an event offered by the Bicycle Coalition of Maine, a non-profit membership organization with more than 5,000 members working to make Maine better through biking and walking. BikeMaine is a fully-supported, seven day cycling tour held in mid-September, the best time to cycle in New England. People come from many countries and from across the USA to participate in the ride. Bicyclists mingle with the people in the host communities and experience the local culture. BikeMaine has a large impact upon the local economy in the communities along the bike route during this week-long adventure.

http://www.maine.gov/dacf/parks/discover_history_explore_nature/activities/index.shtml

A great resource to promote for your residents and visitors - Explore the State of Maine! The Maine Department of Agriculture, Conservation and Forestry Bureau of Parks offers a wonderful listing of activities and events in the State parks. There are lots of items to do and beauty to explore right here in the State of Maine.

<http://www.getrealmaine.com/Food-Farms-and-Forest-Search>

A nifty site to search for food, farms and wood producers in the State of Maine. There is a lot more activity going on than one would imagine. The impact on the local economy from farms and the local food movement is simply amazing.

CERTIFIED MUNICIPAL/COUNTY MANAGER APPLICATIONS ARE DUE JULY 15, 2017

While you have a few months to get your application in for a new certification or re-certification for this year's Management Institute, it is never too early to start working on the application. Remember you can ask MMA for a listing of the trainings that you have attended which makes applying very easy. 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>

MTCMA Website Resources Library

Updating the MTCMA Website Resources Library is very important. This is your last chance to submit documents before this project goes on-line. We will be compiling everything received to date this Spring to re-vamp the Resources Library by Summer 2017.

Dana K. Lee, Town Manager, Eliot and Kathryn Ruth, Town Manager, Pittsfield from the MTCMA Communications Committee will be leading this project.

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

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/MTC-MA-Resource-Center-Website-2015.pdf>

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

Why You Should Attend the October 2017 ICMA Conference in San Antonio

Austin Bleess, former City Manager, Caribou; former Sponsorship Committee Chair

There might still be snow on the ground, up here in Caribou anyway, but it's not too early to start thinking about the ICMA Conference coming up in October. I for one am looking forward to extending summer just a little bit by enjoying some warm weather in San Antonio in October. The 2017 ICMA Conference will be held there.

If you've never been to an ICMA Conference or San Antonio before you should consider coming to the conference this year. There are going to be some great sessions that will benefit communities of all sizes. The networking opportunities are great, and you'll certainly learn from other communities around the country that are facing the same issues we are.

And San Antonio is a great city. Home of the Alamo and the River Walk the city is vibrant and rich in culture. Whether you're a foodie, a history buff, looking for a nice place to take your significant other you'll find that in San Antonio.

If you've never been to an ICMA conference before San Antonio would be a great place to attend your first! The city is fantastic, very walkable, and it will be an affordable conference.

There are some reasonably priced options for hotels during the conference. Hotel rooms starting at \$144 per night. Flights from Bangor are about \$500, from Portland or Boston are about \$450. Or if you really want to make an adventure out of it you could take Amtrak or do a Road Trip!

So if you're not sold on San Antonio just yet, let's talk a bit more about the conference.

There are some great sessions planned on community policing, IT and emerging technology, fiber infrastructure. There will also be a few sessions focused on populations of 2,000 – 10,000. They include Maximizing resources in "tiny communities" and managing expectations with a lack of resources. There are a lot of great session planned and the tentative schedule will be available in a few months. There are going to be some great keynote speakers as well.

The Tuesday night event, the NIOSITA, is going to be excellent as well. NIOSITA, a miniature version of "A Night In Old San Antonio", creates a special celebration for attendees that offers the flavor of San Antonio with a traditional fiesta. Held in the plazas of the original, historic downtown village of La Villita, this special event is guaranteed to give guests a night to remember under the bright Texas stars. The event will feature traditional food served at NIOSITA events and a bar. Following the NIOSITA, attendees will dance the night away with the Spazmatics - a high energy 80's music experience that no one can resist!

So take some time and learn about San Antonio: <https://www.youtube.com/watch?v=xXA4Mxvz7Tk>

ICMA also offers scholarships for first time attendees as well. Be sure to check out the conference website <http://icma.org/en/icma/events/conference/about/annualconference> for information about scholarships and other opportunities that will be a part of the conference.

I hope you can join me at in San Antonio in October!

citymanager@cariboumaine.org



MTCMA
Maine Town, City and County Management Association
A State Affiliate of **ICMA**

Welcome New Members

Who Have Joined Since Our Last Newsletter Was Issued In July 2016

Terri-Lynn Baines,
South Thomaston

Amy Byron
Livermore

Theresa Haskell
Windsor

Amber Jones
Phippsburg

Kevin Howell
Carmel

Bryan Kaenrath
Gouldsboro

Rebekah Knowlton
Hancock County

Kenneth Ortmann
Liberty

Joseph Roach
Rangeley

Nate Rudy
Hallowell

Kevin Sutherland
Saco

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

Make Sure You 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:

- * Attracting and Retaining a Dynamic Workforce (March 29)
- * Being a Great Coach and a Winning Player in Your Organization (April 19)
- * Best Practices in Citizen/Customer Service (May 11)
- * 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!

Shiloh LaFreniere, Town Manager of Jay and I are pleased to administer this program for MTCMA.

For more information, go to http://icma.org/en/icma/career_network/coaching/webinars

tm@bethelmaine.org

Increasing Opportunities to join the Maine Town, City and County Management Association

Melissa Doane, Membership Committee Chair

Maine Town, City/County Management Association is a professional organization dedicated to increasing the knowledge and ability of city, town, county and other local government managers. Your membership to our association provides many benefits; most importantly the opportunity to be part of the network of mutual support that works together to adapt to local government in a rapidly changing environment.

In the past, membership eligibility may have been denied due to a conflict with the MTCMA bylaws. The Membership Committee and the Board of Directors recognized that this may not be the best implementation of our mission, *"to broaden the knowledge and promote values necessary for Maine's local government administrators to better serve their communities"*. In an effort to welcome all local government administrators and provide the necessary platform which they can maintain and develop professional competence, a new application has been established. This application will allow applicants not eligible for Full Corporate Membership to be considered for a Partner Membership (2/3 vote of Board of Directors needed). This level will provide access to training at the discount price, the MTCMA website and full use of the Ambassador Program. The Membership Committee will annually monitor the application to determine when Full Corporate Membership is available to the member.

We encourage established members to reach out to other local government managers in your region that are not currently taking advantage of the Maine Town, City/County Management Association. Together we can provide positive contributions and facilitate improvements in the communities that we serve.

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What's New With the MTCMA Ambassadors?

Bert Kendall, Senior Advisor and Ambassador Committee Chair
Senior Advisor, Cumberland

MTCMA is proud to welcome our newest Ambassador, Peggy Daigle, who has many years of great municipal government experience in Maine. Peggy was most recently Interim Town Manager of Lincoln, and joins the seven other Ambassadors: Ruth Cushman, Bill Bridgeo, Kathryn Ruth, Mitch Berkowitz, Perry Ellsworth, Betsy Fitzgerald and Dick Davis. Our website has information on the Ambassadors and how to contact them, and they are a great resource to assist Maine municipal and county managers. Our goal is one Ambassador per county (16), and we especially need volunteers in Northern Maine, the County and Downeast.

Other new items include the end of our first year of the ICMA Coaching Program, which is free to all MTCMA members and ably administered by Christine Landes, Town Manager of Bethel, and Shiloh LaFreniere, Town Manager of Jay. ICMA's website will give you a list of upcoming webinars, and if you cannot make the prescribed time you can arrange to see the presentation at your convenience. Maine was the 23rd state to join the program, at an annual cost of \$1,000 to MTCMA, and one can participate without being an ICMA member.

Lastly, the Ambassadors are working with the Membership Committee to develop a procedure to meet each newly appointed manager, assist MMA in running the New Manager's Workshop in June, and work with both the Professional Development Committee and new AdHoc Education Committee to develop and present some new material to define and teach the different roles of local elected officials and their town managers.

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The Nuts, Bolts and LEDs of Street Lights

By Nathan Poore, Town Manager, Falmouth

Many of you have heard this update before but its worth repeating if you have any interest in saving money, reducing your carbon foot print and taking control of street lights on utility owned poles.

The Town of Falmouth and Cities of Rockland and South Portland have been working on street light LED conversion and municipal ownership matters for several years. I have had the pleasure of working on this project since 2002. There is a long legislative history (mostly unsuccessful until recently) but the most recent action is the most important. Legislation passed in 2013 and the PUC issued final rulings very recently. The legislation and PUC rulings will now allow towns to convert all utility owned lights on utility owned poles to town owned fixtures (including LED). The costs savings are significant but the process is somewhat complicated but worth the effort.

The City of Biddeford joined our team last spring and we went out to bid for consulting services. The scope of work including the following: street light audit (including many things that are important that you might not otherwise realize), design, procurement, installation and maintenance options. I joined representatives from Rockland and South Portland at a session in Bangor at the MMA convention. That presentation along with the law, PUC rulings, RFQ, RFQ responses, contract for services, and more can be found at this link <http://www.falmouthme.org/finance/streetlight-conversion-process>. This link is the "play book" for Falmouth, Rockland, South Portland and Biddeford.

We are sharing this with you in case you think it has value and you are welcome to use it. We tried to design it in a way for other communities to piggy back as if it were a state wide or cooperative bidding process. It met all requirements in all four communities purchasing policies so hopefully it can also work for you.

If you have interest, my suggestion is to first look at the presentation – first link within the link identified above. Feel free to contact me if you have any questions.

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The Spirit of America Award Program Sparkles

Kathryn Ruth, Town Manager, Pittsfield; and Ambassador

One of the most positive programs that Maine towns, cities and counties can become involved with is the Spirit of America Award Program for the State of Maine.

The Spirit of America is a Foundation that operates as a 501(c)(3) public charity created in Augusta to encourage volunteerism. It allows the Spirit of America Foundation Tribute to be presented in the name of all Maine municipalities with their recipient chosen by June 30 of each year.

The first Spirit of America Foundation award was presented to Alma Jones by Augusta Mayor William Burney in 1991. Maine Governors John Baldacci and Angus King and Maine Municipal Association Director Chris Lockwood have been involved with the Spirit of America ceremonies over the years.

Each year, all towns and cities are able to pick a local individual, group or project to receive the Spirit of America Foundation Tribute for outstanding community service. Communities utilize their own criteria for selection. The recipient will be honored with a resolution or proclamation and sometimes a plaque at a local ceremony. Most ceremonies will take place during April which is National Volunteer Month, however, if towns wish to present the award at their annual town meetings in March or even earlier, that is the town's prerogative. Many towns will choose as their award recipient the individual to whom their annual town report is dedicated and honor them, sometimes posthumously at their annual town meeting. This celebration can be as simple or as fancy as the Town would like in keeping with its own ceremonies and honors.

Towns and cities may achieve a Gold Distinction for their Spirit of America award by presenting the tribute at an annual community event or during National Volunteer Month. Those communities that make their choice by February 28 of each year are also listed as "Pacesetters."

2016 Gold Distinction towns included: Appleton, Bath, Belgrade, Benton, Bowdoinham, Cambridge, Canaan, Casco, Chelsea, Cherryfield, China, Damariscotta, Detroit, Dixfield, Dresden, Durham, Eastport, Edgecomb, Embden, Fairfield, Farmingdale, Fayette, Freedom, Georgetown, Greene, Guilford, Hallowell, Harmony, Hartland, Hiram, Kingfield, Leeds, Lewiston, Livermore, Madison, Manchester, Marshfield, Mechanic Falls, Mercer, Minot, Monroe, Montville, Mount Chase, Mount Vernon, Norridgewock, North Berwick, Oakland, Orland, Palmyra, Paris, Phippsburg, Pittsfield, Pittston, Poland, Readfield, Richmond, Ripley, Rome, Roxbury, Sangerville, Sears mont, Searsport, Sebec, Shirley, Sidney, Skowhegan, Solon, Somerville, Starks, Stockton Springs, Troy, Union, Waldoboro, Washington, Waterville, Wayne, West Bath, West Gardiner, Whitefield, Windham, Winslow, Winterport, Woolwich.

Twelve Counties held ceremonies recognizing the individual town award recipients as well as the towns in 2016. These were wonderful events with many happy people in attendance excited to be recognized and to receive their official county certificates.

Recipients also may receive other recognition during the year such as cutting the ribbons at events, turning on the Town Christmas Tree Lights or riding at the front of parades. For more information on Maine's program, contact Bruce Flaherty, Maine Spirit of America President at 1-207-622-7311 or go to <http://spiroaf.com/>

Well it's off to prepare the materials for Pittsfield's 2017 Spirit of America Award. We will brainstorm submitting names of volunteers and then get the lengthy list into a more manageable size for selection at a Council Meeting. We are one of the early bird towns choosing our recipient near the beginning of the year for presentation at an annual event so that he/she/they can enjoy the honor for most of the year and the recognition that goes along with it. In a Town with several hundred volunteers, choosing the recipient each year is no easy feat!

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Revitalization and Main Street Transformation

Improvements to Main Street's Signature Revitalization Framework Are Around the Corner



by **Patrice Frey**, President and Chief Executive Officer, National Main Street Center, Chicago, Illinois

Introduction of a previously published article by ICMA

Kathryn Ruth, Town Manager, Pittsfield

Over the course of the past decade, America's downtowns have experienced a renaissance, with boomers and millennials choosing to live in communities that are walkable and that provide distinctive character and diverse amenities. This is true for the biggest of counties and smallest of towns.

But even with these powerful demographic forces at work, downtowns and neighborhood commercial districts can still face an uphill battle. Achieving the right mix of housing, retail, restaurants, transportation, green space, and more is a complicated calculus.

For a lucky few downtowns, greatness may happen effortlessly with a strong sense of place that seems to develop organically and simply sustain itself. For most places, success doesn't happen by chance.

Vibrant downtowns—like Lake City, Colorado (www.lakecitydirt.com); Woodbine, Iowa (www.woodbineia.org/main-street); or Birmingham, Alabama (www.revbirmingham.org)—are successful because of long-term, strategic, tactical growth and management.

Over the past 35 years one tool in particular—the Main Street Approach—has helped communities to effectively organize, execute, and achieve their vision for success downtown.

A WAY FORWARD

The Main Street Approach, and indeed the Main Street movement, grew out of rising concerns in the late 1970s and early 80s that the increasing suburbanization of the American landscape and urban renewal efforts were doing irreparable harm to downtowns and their older and historic structures.

Harnessing a unique mixture of professional downtown management and volunteer engagement, the program offered a way forward for communities. It helped them prevent or reverse deterioration of the character of downtowns and commercial districts by focusing comprehensively on the overall health of these areas.

While Main Street-style revitalization has always looked slightly different depending on the local context, successful downtowns typically have one thing in common: They have pursued revitalization strategies

that are comprehensive in scope.

There is no quick fix or single project that can turn a downtown around. Successful place management and transformation can only be achieved through forward-looking strategies, a comprehensive focus, and work across these four key areas:

1. Development of targeted economic development strategies that improve the mix and vitality of downtown businesses, cultural institutions, and housing.
2. The pursuit of quality design, including improving transit accessibility and walkability, as well as building rehabilitation and façade improvements.
3. Marketing of the district, including the development of a distinct branding and programming for the area to attract shoppers and visitors.
4. The successful development of a professionally managed downtown organization—whether that entity is housed with a city or county, or is a stand-alone nonprofit.

Main Street America's long-standing revitalization strategy, called the Four Point Approach, offers a critical playbook that corresponds to each of these four areas of focus—economic vitality, design, promotions, and organization—enabling local leaders, downtown managers, and volunteers to take revitalization into their own hands.

Over the past 35 years, this approach has been used in more than 2,000 communities, generating nearly \$65.6 billion in downtown reinvestment—often in downtowns and neighborhood commercial districts that have faced significant disinvestment and decline (see Figure 1).



AN ENHANCED TOOL

A refreshed version of the Main Street Approach was launched last fall and is in beta mode now. It's aimed at helping communities of all sizes embrace a more strategic, outcome-oriented approach to revitalization.

Fundamentals of the Main Street Approach remain the same, but there is increased focus on long-term economic transformation and helping local leaders to strategically organize their efforts to achieve tangible, measurable goals.

Since implementation of the Main Street Approach makes use of professional downtown managers and mobilizes volunteers, it can substantially lessen the burden on local government to "turn around downtown" or reinvigorate fledgling neighborhood commercial districts.

In successful communities, however, lasting revitalization depends on strong partnerships and coordination between the Main Street organization, local government, and small business owners. Modest financial support from local government, combined with small business sponsorships and event-generated revenue, are needed to sustain downtown improvement efforts.

Where special district financing is available, it can be particularly effective at generating a sustainable revenue stream for revitalization work.

MAIN STREETS AT WORK

What does Main Street revitalization look like in practice? Communities using the Main Street Approach come in all stripes, from the bustling H Street NE corridor in Washington, D.C.; to the scenic college town of Milledgeville, Georgia; to rural Rawlins, Wyoming.

As different as they are, each of these places has used Main Street as a framework to guide inclusive, strategic, and effective revitalization efforts.

The H Street NE corridor, for example, has undergone dramatic transformation since the mid-20th century. Disinvestment, segregation, violence, and high-vacancy rates all posed serious challenges to this neighborhood that, at one time, was a major hub of African American culture and industry in the city.

While the District of Columbia is now one of the hottest real estate markets in the country, H Street's dramatic resurgence is not simply attributable to the city's overall economic boom. The commercial district, with the support and leadership of this H Street Main Street program, has strategically navigated the forces of new development, gentrification, and preservation using Main Street as a guide.

Today, H Street NE is a diverse, lively neighborhood filled with a mix of historic character, local flavor, and new development. It has become a destination for residents from other neighborhoods, while still managing to support a mixed-income population and diverse group of business owners.

Main Street Director Anwar Saleem sees his role—and that of the H Street Main Street Program (HSMS)—as the community's go-to resource for residents, business owners, and developers.

"HSMS has been the on-the-ground and accessible clearinghouse of relevant information about proposed or pending development projects," says Saleem. He notes that the success of the H Street District is related directly to intensive engagement with the community and partnership building with local businesses.

"Traditional approaches' [to economic development] are very distant into the past now, since we have actively engaged residents and the business community for 14 years now about the need for growth and managed change."

While different in scale, the revitalization challenges in smaller, more traditional Main Street-style communities can be equally challenging, and require strategic goal setting and strong leadership. Rawlins, Wyoming (population 9,200), like rural communities across the country, faced significant economic challenges in the late 1990s and early 2000s.

Since adopting Main Street in 2006, Rawlins has brought the downtown vacancy rate down to 10 percent from 45 percent and leveraged local community involvement, amounting to more than 7,000 volunteer hours.

While maintaining the town's historic character and charm is a key priority, the leaders at the Rawlins Downtown Development Authority/Main Street program are not relying on charm alone to shape the future of the community. The Main Street program, for example, was instrumental in helping to open the Rainbow Te-Ton Entrepreneur Center (RTEC).

Situated partly in an old hotel—once known locally as the "pigeon hotel" for its state of disrepair—the RTEC now gives fledgling businesses a chance to share expenses and ideas with one another. It offers conference and training rooms, virtual office space, and monthly business classes.

And it works: The center has generated 200 new jobs and 28 new businesses downtown. This innovative reuse of a historic building, dedication to fostering local entrepreneurship, and clear economic impact are illustrative of the way Main Street can help small communities live up to their full potential.

On the other side of the country, Milledgeville, Georgia (population 19,401), serves as yet another example of how Main Street communities can tap into local resources, build partnerships, and build on their history to ensure a strong future.

The Milledgeville Main Street program is nearing its 30th year in the program and has continuously built on its successes to ensure the downtown is an inviting, economically thriving, and diverse destination. Since its founding in 1988, the Milledgeville Main Street program has helped generate 394 jobs and 89 building rehabs, as well as bringing in 154 net new businesses and adding 22 downtown housing units—all while reducing the vacancy rate from 50 percent to 8 percent and tapping into a network of thousands of local volunteers of all ages.

While this success alone is testament to the strength of Milledgeville's program, Milledgeville is embracing change and is an early adopter of an updated version of the Main Street Approach. Carlee Schulte, director of the Milledgeville Main Street program, attributes the Main Street "refresh" with helping her program to "envision our downtown in a way that makes for easier and more strategic planning for the future. We now have a tool with which to identify our unique strengths and leverage them for invaluable community ownership and identity."

Thus, what makes a place like Milledgeville or H Street or Rawlins work and what makes them thrive is precisely what sets them apart from other places—their authenticity, their distinct vision, and their residents. What unites them is a shared commitment to partnership building, strategic growth, and community engagement.

A MOVEMENT OF THE FUTURE

At its core, this commitment is what Main Street is about. While preserving authentic character, harnessing the value of historic buildings, and helping communities get started on their revitalization efforts are all important components of what Main Street does, the work is never really done.

Even the most successful Main Street programs in communities that are seen by standard metrics as successful, are constantly confronted with change. Managing that change is just as important and central to what Main Street does as getting started.

As the field of community development and revitalization shifts to respond to new trends and challenges (think: housing, transit-oriented development, the rise of online commerce, sustainability, brownfields remediation, and more), Main Street continues to be a tool that helps local government leaders adapt to and make the most of these changes. Main Street always has been, and continues to be, a movement of the future.

For more information on Main Street America and for details on how to get your community involved, visit mainstreet.org.

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Why Small Business Matters

What Local Government Can Do to Support This Vital Economic Engine



by **Douglas Martin, ICMA-CM, Economic Development Director, McHenry, Illinois**

Introduction of a previously published article by ICMA

Kathryn Ruth, Town Manager, Pittsfield

Communities across the nation continue to adapt, invent, and reinvent strategies to address economic development goals in a dynamic economy.

Education, innovation/entrepreneurialism, governmental collaboration, business advocacy, and leveraging public and private investment are being used to retain and create new businesses.

One may ask: Why should local government managers be concerned about small business? In short: As the nation's economic engine, small businesses matter.

According to the U.S. Small Business Administration (SBA), small businesses with less than 500 employees constitute 99.9 percent of all businesses in the United States and 97.7 percent of all U.S. exporting companies. They also account for 48 percent of all employees within the private sector.

Maintaining the health of small businesses, however, is a complicated issue, one that encompasses demographic shifts, youth entrepreneurial education, financing options, economic development incentives, philanthropy, and much more. Perhaps it is a harbinger that Columbus, Ohio, has created a position just to focus on small business outreach.

A STATUS REPORT

The demographics. Millennials represent the largest demographic cohort of the current population in the United States according to the 2014 report "15 Economic Facts about Millennials" issued by the Council of Economic Advisers. Entrepreneurship, though, is not as high among millennials as Generation X and baby boomers. SBA notes that trends suggest entrepreneurship among millennials will remain relatively low for decades.

A critical element of the successful growth and retention of small business is ensuring that existing companies have succession plans deep in talent and resources, according to Anthony Chirchirillo, chief executive officer of Chirch Global Manufacturing, Cary, Illinois. A pipeline of talent is necessary to help

sustain existing business due to retiring boomers and the larger millennial population.

Educational realities. In 2011, the organizations of Gallup and Operation HOPE created an annual index to measure student interest and aspirations in entrepreneurship to meet future demands of competing in a global economic environment.

According to the 2015 Gallup-HOPE Index, approximately five in 1,000 people have "... exceptionally rare genius-level entrepreneurship talent." This translates to more than 90,000 students who can be a future resource and catalyst for the American economy. The index concluded that students in grades 5 to 12 aspire to be future entrepreneurs, but that there was limited education to nurture and promote entrepreneurship.

The annual index results are a call to action. Both the public and private sectors, including local government, share responsibility in accepting this challenge to sustain and grow the economy for generations to come.

Innovative models. Margarita Geleske is executive director of the nonprofit organization INCubatoredu, a community grassroots effort created specifically by entrepreneurs and small business people and is financially supported by entrepreneurs. She explained that Barrington's community members collaborated with Barrington School District's 220 Educational Foundation and its educators "to create a transformative year-long course for sophomores and juniors that will immerse student teams in entrepreneurship through an authentic business incubator start-up experience."

Michael Miles, cofounder of INCubatoredu and a Chicago-area entrepreneur, sought a way to integrate practical, hands-on entrepreneurship training with high school education. He collaborated with teachers and entrepreneurs, and they formulated the cutting-edge curriculum that focuses on startup practices and university examples and also uses local entrepreneurs to assist in mentoring.

The curriculum was launched in Barrington High School in 2013 and is a model that can be replicated and implemented anywhere, which is critical to its success.

Schools have adopted this incubator and accelerator model, which culminates in a real-world experience where teams pitch business plans and ideas to a diverse group of business experts. First STEP, a team from Dundee-Crown High School located in Carpentersville, Illinois, won the 2016 INCubatoredu National Pitch Competition. It was awarded seed money to pursue the team's idea of using restaurant food waste and turning it into an organic fertilizer.

The nonprofit organization scaled significantly. Since launching out of Barrington three years ago, INCubatoredu's curriculum was being taught to more than 2,000 students in 75 schools across eight states in fall 2016. It also has created entrepreneurial programs for elementary schools and is piloting an entrepreneurial program for middle schools.

Two locally based foundations financially contributed to make this program a reality in McHenry County, Illinois. The Foglia Family Foundation and the Domek Foundation, established by owners of successful local companies, exemplify the importance of philanthropy in local communities seeking to foster future economic growth by investing in younger generations.

IMPROVING SURVIVAL RATES

The difficult reality is that 50 percent of small businesses fail within five years according to SBA. One of the major factors in failure is financing and access to capital. Small businesses seek financing primarily to fund start-up costs, purchase inventory, and expand and increase their financial foundation.

SBA also states that approximately 73 percent of small businesses used financing in the past year. Fifty-seven percent of business startups were financed using personal savings and 22 percent of small business owners used personal savings to expand their businesses. Small businesses are critical to new job creation, accounting for 63.3 percent of net new jobs (1992 to 2013).

SBA records show that survival rates are improving. Of the businesses that opened in 2014, 79.9 percent were still around in 2015, which is the highest percentage since 2005. This improved from 45.4 percent for businesses opening in 2006 (low) to 51.4 percent (high) survival rate for businesses opened in 2011.

Marketplace lending or crowdfunding is becoming increasingly popular to finance small business. In 2014, an estimated \$8.6 billion in loans were financed through online lending platforms, an amount larger than all previous years combined. Therefore, it is incumbent upon local governments to foster business retention opportunities and assist businesses seeking financing to grow their business.

ROLE OF INTERGOVERNMENTAL COLLABORATION

Consider the situation of Fabrik Molded Plastics, a family-owned international manufacturer of custom-molded plastic parts, which in 2015 evaluated options to undertake a \$5 million expansion of its growing operation in McHenry County, Illinois. Fabrik, which employs 400 people and has been a locally based business for 35 years, contemplated relocating its existing operation, as well as expanding it, to Alabama, Indiana, or Kentucky.

Nine public-taxing entities to which Fabrik pays property taxes approved a property tax abatement using an underutilized property tax abatement and incentive program adopted by the city of McHenry. Collectively, these governmental entities and the McHenry County Economic Development Corporation worked to advocate for a tax abatement.

That is, if Fabrik purchased a 44,000-square-foot vacant building located to the west of its current building to expand, as opposed to closing its existing 113,000 square-foot operation and moving out of state, Fabrik would maintain its corporate headquarters at its current location. It would retain and grow its employment base in the city and county of McHenry, as well as assist in expanding the local and regional economies.

Through regional and state collaboration, more than 400 jobs were retained, 50 to 100 jobs will be created over the next three to five years, and a 44,000-square-foot building is now functioning as the expansion space Fabrik purchased to locally grow its business.

Indeed, fostering small business growth is a key component to communities' long-term success. Columbus (9,000 employees) established a small business concierge position in 2013 in order to be more proactive in supporting small businesses. It has a diversified economy with many technology-oriented companies. The concierge assists businesses with permitting, exploring financing options, and navigating public policy.

Ryan Schick holds the position of Columbus' concierge and serves as a direct liaison between businesses and city departments. He says that on a day-to-day basis, he spends 80 percent of his time outside of the office.

"I really try to bring all city resources to them. It is extremely important, but not the only answer to economic development (entrepreneurialism)," he says. "What's important is that a city focuses on all businesses and not take them for granted."

He also notes that the city was awarded a \$40 million Smart City grant in June 2016 to create a test market system for technology-related infrastructure. An additional \$100 million was leveraged from private and other public partners, including Ohio State University and the state of Ohio.

Columbus will receive up to \$40 million from the U.S. Department of Transportation and up to \$10 million from Vulcan, Inc., to supplement the \$90 million that the city has already raised from other private partners.

Using these resources, the city will work to reshape its transportation system to become part of a fully-integrated city that harnesses the power and potential of data, technology, and creativity to reimagine how people and goods move throughout its borders.

Job creation and intergovernmental cooperation are also vital for the long-term economic viability in rural areas. The goal of Stronger Economies Together (SET), launched in 2009 by the U.S. Department of Agriculture (USDA) Rural Development Department in partnership with four regional development centers and university partners, is to complete a Comprehensive Economic Development Strategy (CEDS) Plan across multiple rural areas (cities and counties).

The goal includes identifying the economic assets of these rural communities and bringing all the partners to the same table to strengthen the regional economy.

Since its inception, SET has expanded to 30 states across 90 regions. Bo Beaulieu, director of the Purdue Center for Regional Development and assistant director of the Extension Community Development Program, explained that the program provides an opportunity to "compete more effectively on a global level with regional cooperation."

To date, USDA reports that \$115 million in grants, loans, and regional participation has been leveraged over a six-year period through intergovernmental cooperation.

MEASURING EFFECTIVENESS

Measuring economic development strategies and programs is a critical necessity for local governments. Use of public funds for incentives and retaining a high-level of fiscal transparency and accountability are essential. In 2010, *PM* magazine published the article "Economic Gardening--Is It Right for Your Community?" It centered on Littleton, Colorado, and its efforts in shifting from business recruiting to business creation and growth.

According to Littleton Economic Development Director Denise Stephens, since 2010, Littleton has placed more emphasis on business attraction, specifically to diversify the city's economic base; however, 60 percent of staff time remains on retaining existing businesses.

Littleton maintains a database of 2,700 businesses and tracks all aspects of business outreach using the database. Through August 2016, staff members have engaged 313 companies as part of city business retention efforts and 200 companies have been contacted as part of the business attraction effort. These engagement efforts include assisting companies with locating an appropriate site and discussing potential economic incentives that may be available.

The Government Finance Officers Association (GFOA) approved a best practice on "Monitoring Economic Development Performance." in September 2015. GFOA recommends that all governmental entities that use incentives include performance measures to evaluate their effectiveness and to ensure the governments' economic development objectives are being accomplished.

GFOA also recommends that communities implement a monitoring process to establish metrics to accurately monitor and report the fiscal impacts of the incentives.

FOSTERING STRATEGIC SUCCESS

Successful economic development strategies should be adaptable, promote intergovernmental cooperation, encourage the leveraging of private and public investment, promote business retention and expansion, and foster innovation and entrepreneurialism.

Philanthropy can also play an integral role in economic development programs. Education through the establishment of incubator and accelerator programs can foster the support and the engagement of our youth.

Local government leaders, however, must remain informed and work with local, state, and national legislators to educate themselves about the complexities associated with business retention and growth, along with business creation.

Policies and regulatory reforms can hinder and place an undue burden on existing and future businesses and impede a community's economic development strategy.

Relationships, collaboration, and social capital are critical in achieving success in economic development. Residents, businesses, stakeholder groups, and governmental entities need to play an integral role and remain engaged in continuing to formulate economic development strategies for the 21st century.

RESOURCES

Here are websites for sources noted in this article:

2015 Gallup-HOPE Index: http://www.operationhope.org/images/uploads/Files/OperationHope_Final_2015.pdf

Barrington 220: <http://incubatoredu.org/site/wp-content/uploads/INCubatoredu-white-paper.pdf>

ChicagoInno: <http://chicagoinno.streetwise.co/2016/10/10/high-school-business-incubator-class-incubatoredu-expands>

Council of Economic Advisors: https://www.whitehouse.gov/sites/default/files/docs/millennials_report.pdf

Daily Herald, Chicago, Illinois: <http://www.dailyherald.com/article/20160927/news/160928742>

Government Finance Officers Association: www.gfoa.org

INCubatoredu: <http://incubatoredu.org/site/wp-content/uploads/INCubatoredu-white-paper.pdf%20http://chicagoinno.streetwise.co/2016/10/10/high-school-business-incubator-class-incubatoredu-expands%20http://incubatoredu.org>

McHenry, Illinois (city of), Underutilized Property Tax Abatement and Incentive Program: <http://www.ci.mchenry.il.us/vertical/sites/%7B32BA702A-197A-429A-BC8D-0F4D5E307CAD%7D/uploads/UnderutilizedVacantProperties.pdf>

Public Management (PM) magazine, ICMA, Washington, D.C.: <http://webapps.icma.org/pm/9209/public/cover.cfm?title=Economic%20Gardening%20-%20Is%20It%20Right%20for%20Your%20Community%3F>

Purdue Center for Regional Development: <https://www.pcrd.purdue.edu>

Stronger Economies Together (SET):

<http://www.rd.usda.gov/about-rd/initiatives/stronger-economies-together>

U.S. Department of Agriculture (USDA), Rural Development, Stronger Economies Together: <http://www.rd.usda.gov/about-rd/initiatives/stronger-economies-together>; <http://www.rd.usda.gov/programs-services>

U.S. Department of Transportation: <https://www.transportation.gov/briefing-room/us-department-transportation-announces-columbus-winner-unprecedented-40-million-smart>

U.S. Economic Development Administration: <https://www.eda.gov>

U.S. Small Business Administration (SBA): https://www.sba.gov/sites/default/files/advocacy/SB-FAQ-2016_WEB.pdf; https://www.sba.gov/sites/default/files/advocacy/Millenial_IB.pdf; https://www.sba.gov/sites/default/files/Finance-FAQ-2016_WEB.pdf

U.S. White House: <https://www.whitehouse.gov/the-press-office/2015/09/14/fact-sheet-administration-announces-new-smart-cities-initiative-help>

U.S. White House Smart Cities Initiative: <https://www.whitehouse.gov/the-press-office/2015/09/14/fact-sheet-administration-announces-new-smart-cities-initiative-help>

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Advancing Local Broadband Access

Six Strategies for Success



by Lindsey Frost, Michael Baskin, and Jelani Newton

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

The value of a broadband network goes beyond speed and is maximized when it is built to meet a community's specific needs, match its values, and bridge its divides.

Local government leaders can draw upon the work of those who have gone before, tapping into peer-pioneering cities and global supports from nonprofit organizations.

As people increasingly rely on the Internet not only for their work and education but also for everyday activities, it is easy to take this invaluable resource for granted. One in 10 Americans, however, does not have access to high-speed Internet, as reported in 2016 by the U.S. Federal Communications Commission (FCC).¹

In rural communities, 39 percent of the population lacks high-speed Internet access.² Understanding the significant impact that Internet access has on education, economic opportunity, and quality of life, stakeholders at all levels of government and across private and nonprofit sectors have been working to close the gaps in access.

In the movement to expand reliable high-speed Internet access to all, managers and local governments have an important role to play in assessing and addressing the unique needs of their communities. This role can include providing network access where the private market does not, convening public and private stakeholders to create or expand networks, and removing barriers to access by offering subsidies and digital literacy training.

SIX CITIES COLLABORATE

Representatives from six U.S. cities collaboratively developed a resource guide for other local government leaders seeking to advance high-speed Internet access and digital literacy in their communities. The cities of Chattanooga, Tennessee; Gonzales, California; Greensboro, North Carolina; New Orleans, Louisiana; Springfield, Missouri; and Youngstown, Ohio, with support from the National Telecommunication and Information Administration (NTIA), were brought together by the National Resource Network (the Network).

The Network is a core component of the Obama administration's Strong Cities, Strong Communities (SC2) initiative sponsored by the U.S. Department of Housing and Urban Development (HUD). The Network is administered by a consortium that includes ICMA.

The full resource guide, which was released in October 2016, can be found at www.nationalresourcenetwork.org/broadbandguide.

Drawing from the guide, this article outlines six strategies for success in expanding community access to reliable, high-speed Internet service. We're using the term "broadband" to refer to high-speed Internet service that exceeds the FCC's 25 megabits per second download speed threshold. Here are the strategies:

Seek out partners and resources. One of the most important strategies for success in expanding broadband access is getting the right individuals and groups to the table, working together on the complex social and technical issues involved in expanding access. Issues range from understanding federal regulations to overcoming divides in digital access, requiring local leaders to bring a diverse stakeholder group together to ensure the necessary expertise.

Such national nonprofit organizations as Next Century Cities (<http://nextcenturycities.org>), Mozilla Foundation (<https://www.mozilla.org/en-US/gigabit>), and US Ignite (<https://www.us-ignite.org>) support the advancement of high-speed broadband networks in communities across the nation.

Further, national meetings and events like the annual Gigabit City Summit, hosted in Kansas City, Missouri, by Kansas City Digital Drive (<http://www.kcdigitaldrive.org>) provide opportunities to network with potential partners and gain technical expertise.

State and federal government agencies can also be valuable partners in expanding community access to broadband. FCC, NTIA, HUD, and other agencies have established ongoing programs and specific initiatives through which local leaders can gain access to funding and information resources.

HUD's Connect Home initiative (<http://connecthome.hud.gov>), for example, is a public-private collaboration to increase broadband access for families who live in HUD facilities.

Locally, there are many natural partners. Broadband access provides a platform for local government leaders to engage with the tech and start-up communities, general businesses, community groups focused on digital access, libraries, research organizations, and schools. Broadband access is also of interest to police departments and housing authorities who may not initially appear to be likely allies but can become an important part of the effort to expand access to new communities.

Local leaders should conduct a network scan and develop a resource map to understand what potential partners and resources already exist and how they can support their specific community goals.

Understand key barriers and limitations. Identifying common barriers can help communities to understand what is possible and what needs to be done.

One obstacle commonly faced by local governments is the legislative environment in their states. State laws in Tennessee and North Carolina, for example, impose geographical limits on the expansion of broadband access to protect the interests of incumbent service providers.

FCC, however, supports removing barriers to broadband investment and competition, as directed by Section 706 of the Telecommunications Act of 1996.

In 2014, Chattanooga and Wilson, North Carolina, filed petitions with FCC arguing that their respective state laws violated Section 706, which requires FCC and state agencies to "encourage the deployment on a reasonable and timely basis of advanced telecommunications capability to all Americans." In February

2015, FCC voted to pre-empt those state laws. Unfortunately, this FCC ruling was recently overturned in court.

Local leaders should actively seek to identify legislative, financial, political, or other obstacles early in the process and evaluate any possible alternatives to mitigate or remove these barriers. In Tennessee, for example, a utility can offer fiberoptic phone service outside of its electrical service footprint but is limited to that footprint for providing broadband. Similarly, in North Carolina, although electrical utilities can sell electrical service outside of their home county, they can only sell broadband within their home county.

Engage the community throughout the process. It is critical to engage the local community throughout the entire process of any local broadband expansion initiative. Early and active public engagement can inform prioritization and ensure that the initiative meets the community's needs.

Hosting information sessions and design charrettes that engage diverse groups from across the community is critical to wider buy in. Kansas City, Missouri, the first Google Fiber city,³ ensured early community engagement by hosting a series of meetings with representatives of different neighborhoods, industries, and stakeholder groups to learn what these groups wanted to gain from high-speed Internet and what access gaps were already present.

Kansas City leaders published their learnings from these meetings in a city playbook (<http://www.kcdigitaldrive.org/playbook>), a reference guide to the city's wants, needs, and hopes for broadband implementation. By creating this playbook in an open, inclusive manner through community conversation, the city was able to galvanize broad support for broadband access and to identify key community focus areas, values, and goals.

The playbook process helped align diverse stakeholder priorities and, importantly, shift the conversation from network implementation to network activation—the “who, what, when, and to what end” of how the Google Fiber network could be brought to life for the benefit of Kansas City’s residents.

Several communities have taken creative approaches to community engagement around broadband access. In Louisville, Kentucky (Speed Up Louisville) and Seattle, Washington (Seattle Broadband Speed Test), broadband access leaders deployed apps that quickly tested user download speeds and mapped those speeds so that the community could contribute to building its own map of access.

The apps not only built wide support for action and lists of supporters, they also created transparency that held providers accountable for advertised speeds and helped them find market opportunities for expansion.

Engaging the public early and making sure all community voices are represented in the discussion lays the groundwork for future success, activating your network with a focus on innovation and inclusion at every step.

Select the best model for your community. There are many ways to bring broadband access to your community. After assessing the landscape and engaging the community, local governments should assess the viability of possible models of broadband adoption:

Municipal broadband. Local governments fund local broadband deployments. Chattanooga is one of the first cities in the country to offer gigabit speeds⁴ to its residents and is among the most notable examples of successful municipal broadband implementation.

Chattanooga's community-owned Electric Power Board (EPB) launched its gigabit service in 2009, following a \$300 million network modernization investment.

Private Internet service providers. Communities interested in expanding broadband access may be

surprised to learn that Internet service providers like AT&T and Comcast are already offering high-speed connections in a growing number of places across the nation.

It's important to map the existing services offered in your community before exploring options or approaching other private providers in order to avoid later service-area conflicts. Your community's large anchor institutions, including universities, museums, or libraries, may already be connected to private high-speed connections and may be able to help you map existing connections.

Cooperative models. As more cities and counties seek out ways to upgrade their broadband infrastructure and to offer high-speed Internet, creative public-private partnership models are emerging. Internet service providers, for example, are leasing existing utility-built networks in select cities in order to provide broadband service.

This is often known as a "dark fiber" network. In this case, the utility that built the infrastructure gets the added benefit of being able to use the network for metering, managing peak hours, and other functions while customers benefit from the new option for high-speed Internet service.

Each cooperative partnership between a community and a private sector provider will develop differently and present unique opportunities and constraints. In every case, however, it is critical that the agreement between the locality and the Internet service providers be thoughtfully co-designed, accounting for such day-to-day issues as network maintenance and repair responsibilities, as well as for larger community issues that can include digital inclusion, public access points, and anchor organization connection prioritization.

Identify a backbone organization. Building a broadband network and activating it to benefit the community it serves are two necessarily intertwined but distinct endeavors.

After the network launches, it is critical to make sure that an individual or organization continues to think about how to leverage the new infrastructure, how to avoid potential pitfalls of expanding digital divides, and how to engage the new gigabit community in the nation's growing gigabit ecosystem.

In short, a new gigabit community needs a backbone organization not just to drive the implementation of a broadband network but also to make sure that the realities of this new network live up to its promise.

In some places, like the Kansas City metropolitan area with Kansas City Digital Drive, the backbone organization has remained consistent throughout the building and activation phases of the network. In other cities like Chattanooga, however, the backbone agency has shifted as the needs of the community have changed.

Initially built and driven by EPB, the Chattanooga Forward5 Technology, Gig, and Entrepreneurship Task Force recommended the creation of a separate organization to lead Chattanooga's gigabit ecosystem building efforts. Today, the Enterprise Center⁶ is charged with leading the city's efforts at building gigabit applications, building an innovation economy, and bridging the digital divide.

Whether it's the same backbone organization who led the drive to get broadband in Kansas City or an entirely new organization like the one in Chattanooga, it's vital that there is a driving force behind helping the community to activate and leverage its new infrastructure.

Measure outcomes and share successful practices. Local broadband leaders should continually document their challenges and successes in expanding broadband access and share best practices and lessons learned within their communities as well as with other communities.

This peer-to-peer information sharing will support the development and improvement of broadband access initiatives across the country, and ultimately help to close geographic access gaps.

By working openly and sharing lessons learned across communities, people can help build a national broadband ecosystem that is innovative and inclusive. This openness is all the more important because expanding broadband access is not a one-size-fits-all endeavor. There are many possible models:

Fiber for all: Chattanooga, Tennessee. Chattanooga is currently the only city in the United States where 1 gigabit-per-second speeds are available to every home and business in the legally available service area covered by EPB.

More than 150,000 homes and businesses are connected to Chattanooga's pervasive broadband network. High-speed service was immediately made available to every part of EPB's service area from launch.

The Fiberhood: Kansas City, Missouri, and Kansas City, Kansas. Google Fiber launched the first Google Fiber City via the "Fiberhood" model. Once enough customers in a given neighborhood had expressed interest in the service, the infrastructure was built and that community was connected.

Over time, more neighborhoods beyond the initial fiberhoods were connected as were major anchor organizations. This model is interesting in that it creates gigabit ecosystem "hot zones" within a community and creates opportunities for clustering network activation activities in a limited geographic area.

Anchor-led rollout: Cleveland, Ohio. Cleveland's OneCommunity, a nonprofit organization, has led the rollout of an ultra-high-speed, open, and neutral fiber network to hospitals, academic institutions, and government organizations across northeast Ohio. This anchor organization-driven network now spans 24 counties and 2,500 miles.

Network activation and community engagement: Austin, Texas. Austin understood the importance of beginning the activation, access, and inclusion conversation early on and of continuing this conversation well beyond initial broadband implementation.

The city got ahead of the curve by building its gigabit playbook in the form of a citywide digital inclusion strategic plan. This plan articulated Austin's values and goals for building a digitally literate gigabit city and has helped to guide how the community's broadband network has been built and implemented.

This early value articulation has been key to shaping the network and to laying the groundwork for a successful community gigabit innovation ecosystem. Ongoing reporting on and tracking of the plan's metrics ensures continued stakeholder buy-in and fidelity to community vision in implementation.

We recommend reading the network resource guide at <http://www.nationalre%20sourcenetwork.org/broadbandguide%20> to learn more about available resources to support broadband access in your community. The guide is published at GitHub (<https://github.com>), and you can contribute your own best practices and lessons learned with the broader community of local government leaders through the guide.

As the world moves toward an even more connected future, it becomes increasingly important for local government leaders to play an active role in closing the digital divide and bringing the benefits of broadband access to all.

Endnotes and Resources:

¹ https://apps.fcc.gov/edocs_public/attachmatch/FCC166A1.pdf, FCC 2016 Broadband Progress Report, page 34, "Americans without Access to Fixed Advanced Telecommunications Capability."

² https://apps.fcc.gov/edocs_public/attachmatch/FCC166A1.pdf, FCC 2016 Broadband Progress Report, Appendix D, "Americans without Access to Fixed Advanced Telecommunications Capability."

³ Google Fiber is Google's fiber initiative, which began in Kansas City. Google Fiber offers connection speeds beginning at 1000Mbps.

⁴ Gigabit speeds are defined as 1000Mbps. At gigabit speeds, a full digital movie file will download in about 120 seconds.

⁵ <http://www.chattanooga.gov/mayoroffice/Chattanoogaforward>.

⁶ <http://www.theenterprisectr.org>.

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Working Together Regionally

How Maine Communities Are Collaborating on Service Delivery



by Amy Lamontagne, Nathan Poore, and Nat Tupper

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

Cities and towns in Maine have a long history of independent governance. With a state population of 1.33 million, Maine has 492 cities and towns managed by staff and elected officials. Many of these communities have shrinking populations and are located in rural areas.

According to U.S. Census data released in 2015, Maine has the oldest population in the country. While the median age in the United States is 37.7 years, Maine's average age is 44.2 years.

The state has held this unique distinction for many years, and all data suggests that the trend will continue into the future. As the population ages and fewer people migrate to the state, it becomes more difficult to provide services without increasing taxes and fees on the smaller population.

Although county government exists in Maine—there are 16 counties in the state—it provides fewer services compared to the county model that exists in other parts of the country. Many communities, however, have discovered that working together with a county decreases the cost of providing resident services and provides increased staffing in a state with a shrinking workforce.

SEEKING WAYS TO ENHANCE SERVICES

As local government managers, we are constantly called upon to find better and more efficient ways to deliver services. In the authors' collective experience as managers in Maine, we have found that regionalized service delivery often makes financial and practical sense.

It can offer efficiencies and economies of scale, leverage greater capacity and reliability, and give access to expertise otherwise out of reach for one community to achieve alone.

We also recognize that regionalism is sometimes not the correct choice. There could be diseconomies of scale, loss of accountability, inefficiencies resulting from a larger bureaucracy, and perhaps insufficient political will or support.

When deciding to work together, communities must have a shared trust and vision. Trust, rather than suspicion or resistance, is needed from managers when their staff, elected officials, and the public generate ideas and strategies for collaboration.

These groups might see things that managers overlook. Although we manage communities in a specific geographic region, there are issues that may not be currently relevant or not as high a priority for some places.

Perhaps one community is taking the lead on opiate addiction and others are not yet at the table. In this case, there may be a select few communities or only one community that decides to work with others outside the geographic region. Other communities not yet ready to participate should accept and encourage the leadership and interest of those who do lead such efforts.

Working together should not be limited to abutting communities, manager-manager efforts, staff-staff projects, or other typical arrangements. If your eyes are open and you are willing to expand the spectrum of possibilities, regional opportunities might be available for your community.

FOUNDATION FOR WORKING TOGETHER

Regionalization or working together is not a new concept and is in practice throughout the world. This article isn't meant to sell the reader on why regionalization or working together is a model worth consideration. We hope you have already experienced the success of working together.

Our focus here is to share the experience and the lessons we have learned. We think that to achieve success when working together, you need to have a great deal of trust. Our four groups of trust are: trust with **peers**, trust with **staff**, trust with **elected officials**, and trust with **residents**.

These four trust groups are essential for success. There is no standard recipe. Each collaborative effort should include all four groups of trust, but the amount of time and effort within each group will depend on the objective. We will explain more about this ahead with examples.

Before working together, while working together, and while evaluating the success or failure of an effort on regional projects, communities must have a solid level of trust with the four groups:

Trust with peers. In Cumberland County, we enjoy a high level of trust among managers and regional directors. Although everyone has different personalities, priorities, approaches, and skills, we also share a common bond of friendship and respect and the commitment to do what is best for our communities.

Managers have worked together for many years and this shared history is an advantage when considering collaboration opportunities. Frequent access to each other through meetings and networking will create trust.

It can also provide unexpected opportunities for creative collaborations. If you are not doing so already, we encourage you to start building those relationships with your peers.

Active and positive participation in the existing regional structures and work groups is one great way to build trust and a greater understanding of each other and the issues and challenges in the region.

Trust with staff. Regional efforts will not succeed without the implementation work that is (usually) done by staff. This group is able to look past the short-term economic issues and the difficult politics of change

to see the possibilities of how resident services can be improved and sustained.

Staff do not have to balance and honor the various agendas of elected officials and constituencies. Although popular cynicism assumes that staff is most interested in protecting their jobs, turf, or resources, experience tells a different story.

Staff must feel supported and not be abandoned if projects do not work. Trust allows them to experiment, build their own peer relationships, pursue their own professional growth, and reach out for help when they are struggling or confused.

Trust with elected officials. If the relationship between the manager and elected officials is solid, trusting, and constructive, support for regional risk-taking can follow. This trust can never be assumed or taken for granted and the manager has to constantly work to establish and maintain it.

In our experience, building trust between a manager from one community and the elected officials from another is also necessary. Regional efforts often include a mix of managers and elected officials during both the opportunity exploration and the strategic planning stages. It's essential for elected officials from one community to trust a manager from another community when both are at the table.

Trust with residents. Although many people are resistant to change and can feel threatened by regional initiatives, managers must educate the public about the success that can result from community partnerships.

Public opinion and resident demands can often be contradictory. The public wants accountability and control but also wants the presumed efficiencies and cost savings of regionalism. Regional service delivery is like any other form of sharing; both the powers and responsibilities of decision making as well as the costs and benefits of the program are partly in the hands of others.

It is ironic that often those residents and politicians who are most critical of local government and the assumed inefficiencies and duplication of services are the ones who challenge the potential for change and evolution by constantly undermining the trust necessary to take risks.

This group also includes some elected officials who claim to support regionalization until it's time to pass an order or resolution. Managers should continuously champion and talk about regional success stories and opportunities to keep the public informed so that they will be more willing to accept change in the future.

This ongoing conversation will also provide examples and lessons on how future initiatives can occur.

THREE COLLECTIVE EFFORTS

Here are three specific examples of recent collaborations. The first is a project that once failed with many participants but later succeeded when it was reduced to a smaller group. The second began small but grew once others saw the value and wanted to be part of the effort.

The third example is emerging through a mix of leadership that is atypical but being observed by many as a possible collaborative worth joining once the lead communities can demonstrate success.

Assessment. In other parts of the country, this service is usually provided by county government or regional efforts. In Maine, where local control has been the preferred choice of service delivery, individual towns or consulting assessors provide assessment services.

In 2009, a county government collaboration attempted to bring assessment services under one roof for all 25 communities in the county. It was too much, too fast, and quite overwhelming at the time.

Fast forward to 2014 when Cumberland, Falmouth, Yarmouth, and Cumberland County successfully joined forces to begin an effort that replicated the original collaboration goal but proved to be more workable with a smaller group of participants.

In the second, successful attempt, the first step was for four town and county managers to recognize an incredible opportunity when two local assessors left their employment, one to retire and the other to take on a new position.

This left an opening for restructuring, with good timing. Each community had the same software systems, similar demographics, and was represented by proactive elected leaders. The town managers already had trust and mutual respect based on a lengthy shared work history.

Staff from all towns were involved in the model design to ensure no details were overlooked. Elected officials were briefed in person by each manager and in many public meetings.

Resident trust was built with one exception. One town had support except for a small group of dissenters. They vocally resisted the change by lobbying councilmembers and attending public meetings.

When their efforts failed with elected officials, they filed a lawsuit that later was dismissed by the courts. It was the overwhelming trust between managers, elected officials, and staff that helped overcome this resistance.

Other communities have since inquired about joining the collaboration. The town of Casco joined the group in the first year of combined services; however, the town of Cumberland left and decided to work with another community.

The Metro Coalition and a regional forensics laboratory. In 2006, a group of six local governments formed a collaboration that was named the Metro Coalition. The communities included the state's largest city, Portland, and five surrounding towns and cities (cities of South Portland and Westbrook, along with the towns of Scarborough, Falmouth, and Cape Elizabeth). Representation on the Metro Coalition included chief elected officials (mayor or council chair) and town and city managers.

This group's purpose was to explore collaboration opportunities in an effort to provide more efficient and improved services to the community. Shortly after its inception, local police chiefs suggested the Metro Coalition's first project.

Portland's police chief announced the need for an expansion and renovation of the city's existing laboratory. Other smaller communities in the area had historically relied upon the state crime lab. The police chiefs worked together and offered a presentation to the Metro Coalition that proposed a regional forensics laboratory. A new regional laboratory was needed for these reasons:

- Backlog of cases being processed at the state crime lab.
- Replacement of Portland's current facility was needed.
- Greater efficiency with a laboratory that is close in proximity to each community.
- Modernization of equipment.
- Cost savings by working together.
- Ability for detectives and other forensics professionals to share information on related cases in neighboring communities.

In 2009, the first regional forensics laboratory opened for business. Since that time, the two towns of Yarmouth and Windham have joined the regional crime lab partnership.

Trust for this effort started with representatives from each city and county. This group was unique because it was the first time that chief elected officials and chief administrative officials had agreed to collaborate.

After the crime lab's success, the Metro Coalition continues to meet and research collaboration options that include regional economic development initiatives and better coordination between fire and emergency medical services departments.

Streetlights. In 2002, this article's author Poore met a former public works director from Massachusetts and learned that Massachusetts had recently passed state laws to allow municipal streetlight ownership. There are only a few states that allow local governments to own streetlight fixtures on utility-owned poles.

The public works director then proceeded to explain the great savings achieved by this change in state law. Attempts to change Maine laws failed for the next 10 years. In 2012, I was now managing a different community, Falmouth, and started to give up on any hope that Maine laws would change.

In 2012, the community development director from South Portland contacted me and asked if I was willing to try one more time. We formed a partnership and later found a third partner, a city councilor from Rockland, so the three communities were now working together from three different positions and levels of expertise.

Unlike the assessment and forensics laboratory collaborations, these communities were not in the same geographic area. This partnership was atypical but again required a mix of trust in each other, trust from elected officials in each participating community, and trust from managers not present at the negotiating table. The expertise was mixed and each person contributed in different ways.

This trio took the lead and were finally successful in 2013 when state laws were changed to allow municipalities to own and maintain street lights on utility-owned poles. Although the law change was a victory, there was much work that needed to be completed through the state utility regulatory commission.

This work required attention to matters that would impact the benefits to communities in the future. Those details included technical aspects of lighting, fixtures installation, liability, engineering design, and finances.

In September 2016, regulations were adopted by the state regulatory agency and the communities are positioned to begin the process of converting streetlight systems to energy-efficient LED fixtures that will be owned by the communities. We believe this project will be a great savings and reduce the energy needed to operate street lights.

In some cases, communities will be able to save 40 percent of their annual streetlight costs and will have greater options when selecting fixtures and advanced control systems.

After recently issuing a joint request for qualifications, when this article was written the streetlight group was ready to sign a contract for services with a private company to audit existing systems, design a new system, and manage joint procurement and installation. Although this has been a long process, trust was formed early and the manager in the group diligently communicated with the other managers.

At one point during the process, trust started to weaken in one community for a number of reasons. That community was in transition and did not have a permanent city manager so the manager in the streetlight group was invited to attend a meeting of the elected officials in that community.

Trust levels are now strengthened again and objectives seem clear—work together, save money, achieve greater policy goals, and continue to maintain trust.

IT TAKES TIME

It is not always easy to provide regional services. It takes time to build, implement, and evaluate the model. There is an element of risk-taking and a commitment to not taking the easy way out. Managers must be prepared for failure, as well as success.

With trust, communities can work together, share expertise, and provide superior service. Each successful collective effort will raise the level of trust, which creates an environment receptive to more collaboration. Regional success now will provide future opportunities as communities prepare for the challenges associated with current and emerging issues.

Although some of these challenges might be unique to Maine, any community can benefit from regional collaboration and adapt the model that is most successful for its interests.

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SHIFTing to a Next Generation Workplace

Aurora, Colorado, Creates Model for Attracting and Retaining Young Talent



By **Michael Lawson, Manager of Special Projects, Aurora, Colorado**

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

Let's all agree on something: Managers have all the facts about millennials. Millennials have all the facts about millennials. Chances are your organization has had its fill of jokes about millennials' dire need for constant feedback and affinity for sharing...well, everything.

Local governments have accepted what the next generation workforce looks like. They are now confronted with doing everything they can to create one.

Local governments face no shortage of challenges when attracting young, qualified job candidates. There is the management challenge that comes with accommodating the unique demands of younger generations seemingly at the expense of older ones.

There is also the financial challenge of competing with better paying, more prestigious private sector companies for the best-qualified candidates. The fear of placing additional strain on busy human resources teams also weighs on the minds of managers.

It is not much of a surprise, then, that attracting the next generation of workers was recently identified as the top management challenge by ICMA members. As reported in the July 15, 2016, edition of *ICMA SmartBrief*, 28.6 percent of survey respondents believed attracting young employees to their organizations was more pressing than building citizen trust, communicating with elected officials, or engaging department heads.¹

Many local governments have started down the road of changing policies and processes while others are scrambling on where to start. Local governments have taken a wide range of approaches in tailoring policies to win the attention of young job candidates, ranging from making job applications more mobile device-friendly to marketing their government as a great place to work.²

In August 2015, Aurora, Colorado, launched its own wide-ranging approach for creating a next generation workplace. The intent of this article is to share the city's model as one potential road map for local

governments looking to attract and retain young, quality talent.

POLICY REVIEWS ARE NOT ENOUGH

Aurora focused on attracting next generation workers after the city manager, George "Skip" Noe, read "[Next Generation Professionals: An Inside Look at What Matters to Them](#)" in the August 2015 issue of *Public Management (PM)*. He then sent a brief e-mail to three senior staff members. The task was to read the article and pull together a dozen or so young employees to begin reviewing and updating the city's personnel policies.

After a thorough review of the article, the three project sponsors concluded that changing policy documents alone would not be enough. A broader and deeper approach to reimaging policies, processes, and even culture was needed.

Sponsors asked department directors to nominate high-performing young employees to join the project team. Two dozen young employees were promised the unique opportunity to help shape the organization, while gaining valuable project management experience.

The new group's initial task was to change the way the city does business to better attract and retain high-quality young employees. The group called itself "Shift," as it wanted to encourage an organization wide shift in its thinking, policies, and culture.

ONE GOAL, SIX STRATEGIC AREAS: A MODEL

Shift program sponsors broke the *PM* article's recommendations into five strategic areas the city would use as the foundation for small working groups: recruiting and hiring, benefits, marketing and communications, culture and philosophy, and employee development.

A sixth area, physical environment, was added to complement the others. A previous forward-thinking employee group had initiated an effort to create fun, offbeat spaces crammed with high-tech collaboration tools. That effort was well under way and had already gained traction. More on the focus of each strategy area can be found in Figure 2.

Policy updates catering to younger employees had to be supported not only by changing the way the organization interacted with employees, but also in the way employees interacted with each other. Aurora believed changing its culture was imperative to make policy changes sustainable.

BUILDING THE TEAMS

Employees nominated by directors were encouraged to invite others who might be interested in the project. The group quickly doubled in size from two dozen to almost 50. Nearly every department was represented.

Participants expressed excitement at the chance to have their ideas heard and to impact city policy. Broad interdepartmental representation and continual support from the manager demonstrated to directors that making their star employees available to work on the project was crucial for the city's future. The Shift project provided a way for directors to further develop their next generation leaders as well.

Shift members were given their choice of which team to join. They were told they were responsible for not just generating ideas for workplace change, but also for implementing them.

Project sponsors directed the teams to take a very broad approach on how to achieve their goals, all ideas would be considered. Subject matter experts were assigned to each team as facilitators to provide

technical knowledge to team members. But facilitators were encouraged to let teams generate and champion their own ideas.

One unexpected development was the desire of employees from the boomer and X generations to be a part of the Shift team. Project sponsors were frequently reminded by those employees that they, too, preferred many of the same things their millennial colleagues preferred!

LAYING THE FOUNDATION

Process. Project sponsors spent two months developing the initial team-based framework. The strategic teams were then given their tasks and four months to come up with their initial recommendations.

Steering committee. One or two employees assumed leadership roles within their respective teams. Team leaders and a project sponsor met together on a regular basis to serve as a steering committee for the entire project.

Performance metrics. The recruiting and hiring team provided baseline employment and cost-of-turnover metrics for the Shift group. This step was critical for tracking the success of the Shift program over time.

Employee survey. The steering committee surveyed all employees using an online questionnaire. Teams used the results as a starting point for their research (select survey results are shown in Figure 3).

"MAKING THE PITCH" AND IMPLEMENTATION

After five months of work, all six teams met together in an off-site symposium format and presented their ideas to one another. The intent of the symposium was to have the teams refine each other's recommendations in advance of making a pitch to city leadership two months later.

For the formal presentation to leadership, each team was encouraged to be creative in presenting its recommendations taking unique approaches was emblematic of the innovative nature of the project. Teams used PowerPoint, Prezi, and even a well-rehearsed skit to make their pitches for more than 40 total recommendations.

Immediately following the formal presentation, the group's achievements were recognized and celebrated with a mixer at a brewpub after regular working hours. The event was important for not only showing appreciation to the employees, but also for encouraging them to stay engaged for the implementation process to come.

Following the mixer, Shift steering committee participants began meeting again to discuss implementation. The group polled city management and all members of the Shift project team for guidance on which recommendations to implement first.

Using feedback and voting among themselves, the committee settled on 10 quick-win implementations that could be carried out within a year and with minimal cost. The idea was to build momentum and legitimacy for the Shift group.

At the time this article was written, the Shift group was working on implementing its first round of recommendations.

KEY RECOMMENDATIONS

Given millennials' reputation for thinking differently than previous generations, it came as some surprise to both city leadership and the Shift group itself that many recommendations were not new, out-of-left-field

ideas. Most recommendations were ideas the organization considered in the past but never successfully implemented.

In fact, many local governments have already carried out many of the group's individual ideas. Some of the best-regarded recommendations for each of the six Shift teams include:

Benefits. Focus primarily on enhanced work-life integration with alternative work methods, including flex schedules and telecommuting (where appropriate in the organization); merit compensation bonuses for high-performing employees; and extra-time-off bonuses for high-performing employees (e.g., perhaps offering a three-week sabbatical after 10 years of excellent performance).

Culture and philosophy. Revise the annual employee evaluation to feature more custom, quantifiable performance dimensions, including encouraging supervisors to focus on employee overall well-being and showing employees their ideas are heard and appreciated. Do this by establishing a small employee innovation team to assist their peers in developing and presenting their innovations to management.

Employee development. Create a year-long, onboarding process for new hires to help them better understand their role in impacting the organization and community. The process includes activities to be completed each quarter, including a communitywide tour, peer-to-peer mentoring, and crafting an individual development plan.

Recruiting and hiring. Focus on recruitment with a mobile-friendly jobs website; reduce time-to-hire with an in-house, customizable, defined hiring plan tool that provides hiring supervisors with steps to carry out expedited 30-day, standard 60-day, and specialty 90-day hires.

Physical environment. Update conference rooms to promote creativity and collaboration among users. Create comfortable outdoor workspaces with reliable Wi-Fi and other productivity technologies.

Marketing and communications. Encourage use of social media by employees to promote the organization and the community. Employees will learn more about their community, become more invested, and will be likely to stay with the organization. Job candidates will have the community showcased in a fun and engaging way.

LESSONS LEARNED

As with any major project, the city experienced a few surprises:

- Older employees wanted to be given a voice along with their millennial colleagues. We heard a lot of, "Millennials are not the only ones who will benefit from this project--we like these things, too." Aurora abandoned the notion of Shift being a millennial-oriented project early in the process.
- Communicating to job candidates and existing employees about the good one can do by working for a local government is critical. While Shift had a team dedicated to exploring this topic, we found that all teams found it important to infuse that message into their recommendations.
- The city already provides a lot of the benefits younger employees are looking for. It was just a matter of doing a better job at communicating to employees all the benefits offered.
- Employees need wide latitude to propose ideas. Project sponsors were initially concerned about receiving wild, non-starter ideas. They were surprised to see that recommendations were reasonable and worthy of being taken seriously.

REASONS TO BE ENCOURAGED

Having a workplace geared toward the needs and wants of the next generation can no longer be ignored or delayed. Many local governments are well down the road of making themselves more competitive in attracting and retaining high-performing young employees.

If your organization is looking for the best way to get started, there are a number of reasons to be encouraged:

- Most recommendations from Aurora's Shift project team required zero or minimal funding and less than a year to implement.
- An organization does not need a large group of millennials to make this model work. While having some young employees involved in the project is a must, Aurora relied on driven, creative employees from all generations and departments to make Shift a success.
- Managers do not need to have all the answers beforehand. Chances are, your employees already have many of them in mind and are just waiting to be asked.
- This process can be a chance to address the organization's talent gap while simultaneously investing in its young up-and-coming stars. A next generation workplace initiative builds up the very people you want to keep around. Those millennials involved will likely jump at the opportunity to add the project management experience to their resume as well.
- Human resources needs to be involved but does not have to take on the task by itself.

The process can be empowering and fun for you and your staff all at the same time. After all, your millennials would not have it any other way.

To read more about Aurora's next generation workplace experience, visit https://www.auroragov.org/city_hall/city_finances__budget/city_budget/other_reports__documents.

Endnotes and Resources:

1 ICMA SmartBrief, July 15, 2016. <http://www2.smartbrief.com/servlet/ArchiveServlet?issueid=A1E242F7-FBA1-49A9-AADE-F8502DEDCAF&sid=f8edba0f-dc23-47f6-9f92-4592cb9dd0f3>.

2 Karen Thoreson and Nijah Fudge, "Attracting Talent: Research Recommends Steps to Take," *Public Management (PM)* magazine, March 2016.

FIGURE 1. City of Aurora, Colorado, Full-time Employee Generational Demographics (as of August 2016).

Baby Boomer (1946–1964)	929 (33.7%)
Generation X (1965–1979)	1,090 (39.6%)
Millennial (1980–1997)	717 (26.0%)
Other	16 (0.7%)
Total FTE (filled positions)	2,754

FIGURE 2. SHIFT Next Generation Workplace Strategic Areas.

Recruiting and hiring. Leverage social media, web-based tools to attract young talent; focus on mobile recruiting; speed up hiring and enhance interviewing practices.

Benefits. Add flexibility to benefits package with focus on facilitating a better work/life integration for younger employees.

Marketing and communications. Craft messaging on the positive and unique traits of the Aurora organization and its community to appeal to the career and personal interests of prospective employees.

Culture and philosophy. Foster better supervisor/employee relationships, better integrate employee ideas and feedback into corporate decision-making process, and discover and leverage employee innovation.

Employee development. Propose leadership development opportunities geared toward young, aspiring leaders; help employees secure career growth opportunities outside of their regular duties.

Physical environment. Support the next generation workforce with physical spaces that facilitate social connections and creative collisions; make space where all ideas are shared without fear.

More details at <https://practic.com/mhr3wesafv/aurora-shift/>.

FIGURE 3.
Select Responses from All-Employee Next Generation Workplace Survey (n=811).

Benefits Area	Of the 14 listed benefits not currently offered by the city, please indicate which you think the Shift group should pursue.	Merit bonuses, bonus time off for number of years worked (e.g., three extra weeks off after 10 years of service), flex schedules (select top three of 14 choices).
Culture and Philosophy Area	Do you feel the annual review process does a good job evaluating you as an employee and providing useful and thorough feedback?	No – 60%; Yes – 40%
Physical Environment Area	Instead of sitting at your desk, would you use such alternative workspaces as:	<ol style="list-style-type: none"> 1. Shared indoor workspaces for small group meetings? 1. Yes – 60%; No – 39% 2. Shared indoor workspaces for private work? 2. No – 57%; Yes – 43% 3. Shared outdoor workspaces for small group meetings? 3. Yes – 68%; No – 32% 4. Shared outdoor workspaces for private work? 4. Yes – 56%; No – 44%

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12 Factors That Build Phenomenal Leaders

Distinctive Traits of Effectual Leaders



by Kevin Coughlin, Author and Speaker

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

When you think about leadership you are *actually* thinking about influence. At its core, leadership is really about the influence or ability to move people to achieve goals or objectives.

When looking for leadership in an organization—perhaps in yourself—there are factors that are part of all great leaders. Consider these 12 factors to improve your leadership skills or help you identify those individuals in your organization who can take over leadership positions:

1. Motivation. Motivation is a huge key to any successful enterprise. Remember what motivates one person may not motivate another. True leaders can quickly identify motivating factors in people in order to move them in a certain direction. Some of the strongest motivators include money, fear, time, and power. In most cases, individuals will be motivated by several factors; however, one factor will prove to be the dominant one. When leaders find out what it is and how to use it, their ability to influence will be greatly improved.

2. Tolerance. Tolerance is really the ability to respect others views, without selling out. It is of utmost importance to understand where an organization and its employees are coming from and to realize that individuals may not understand their particular leader's position. In order to accomplish this, leaders must have excellent communication skills.

3. Trust. Trust is necessary to create the right environment. Consider the three sides of a triangle or the BLT, which stands for Believe, Like, and Trust. A leader's goal is always to attempt to have individuals and organizations Believe, Like, and Trust in them and the organization. When this is accomplished, leaders are well on the way to professional and personal success.

4. Purpose. Purpose is the mission and the driving force behind an organization, and leaders should clearly know and understand both his or her purpose and that of people who are part of the organization. In some cases, team members may not fully understand the real purpose of their jobs or even that of their organization. It is the job of all leaders to effectively convey mission and purpose to others as they are expected to know them.

5. Vision. All leaders have a clear vision, which is really what the ideal future will look like. It is important that a vision include values, and it is critical that good leadership makes sure that an organization and its employees agree with the leader's vision. When that person's vision does not match the organizational vision, there will be problems.

6. Attitude. This may seem like a small thing, but a positive attitude can make a big difference and conversely, a negative attitude can also make a big difference—but not in a good way. People and organizations feed off of leaders, and those with positive attitudes will receive the best response.

7. Awareness. A leader's awareness is the understanding of not just her or his own identity, but the identity of the people around them and the organization they represent. Each and every individual has a core identity, and the awareness to understand that core will improve leadership.

8. Determination. It is impossible to become an effectual leader without this trait. Failure often accompanies leadership, and those who are not determined will never get off the mat and pull themselves back up. When determination starts to disappear, leadership will begin to fail. Determination never takes a vacation or gets sick; it should be working every day.

9. Faith. Great leaders must have faith that they will succeed, but equally as important is to have faith in the people and the organization around them. The best leaders believe in themselves, and it is critical that in order for organizations and the people associated with them to believe in these leaders, the leaders must first believe in themselves.

10. Inspiration. Leaders are always looking for new ideas and different places to find them. They are not afraid to solicit new ideas from others. Organizations constantly need new ideas to improve their services or products, and some of the best ideas are inspired by something or someone.

11. Willpower. Effective leaders know how to control their emotions and do not allow others to control their emotions or dictate their reactions. Willpower is critical for all leaders and is absolutely necessary to succeed. Life and organizations are similar in that things will almost never go as planned so be prepared.

12. Patience. Patience means that no matter what the challenge is leaders never give up. An organization and the people in it sense this and respond to it. Patience goes hand-in-hand with commitment, which means that when leaders say something, individuals do something. They take action steps, they set examples and when this is done, people and organizations respond.

It's interesting how patience appears last on the list; however, success and effective leadership happen over time and not overnight.

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9 Surefire Steps to Lockdown Your Cybersecurity



By Clinton Henry, Cybersecurity and Identity Theft Expert and **a keynote speaker, Philadelphia, Pennsylvania**

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

"Dear Client." That's how the letter or message can begin.

The next few sentences are a little trickier; there is really no good way for someone to learn that his or her data has been stolen.

Unfortunately, getting a letter or electronic message is becoming an all too common occurrence. Globally, organizations can lose more than \$100 billion a year to cyber-attacks and fraud.

While a security breach might be one of the last things on your mind, the [2016 Travelers Risk Index](#) report shows that it's a top concern for customers and contractors. "Personal Privacy Loss and Identity Theft" went from barely ranking on its survey a few years ago to being No. 2, right behind "Financial Security."

The expectation of cybersecurity has to be met with the same fervor and drive that you strive to meet all your other customer and resident expectations.

1. Engage and educate your employees. It's important that you create a culture of security within your organization because security is everyone's responsibility. If you don't have buy-in from all your team members, you're exposing your organization to unnecessary risk.

The majority of attackers gain access to networks by way of social engineering and the manipulation of a user within an organization, not by command-line hacking from a dark, Cheetos-filled basement somewhere as the movies often portray. Why would someone spend days trying to crack your accountant's password when they can simply call your IT desk pretending to be your accountant and ask staff to reset it to something new?

2. Anti-virus. Having an up to date anti-virus deployed on all of desktops and servers is vital. An unprotected computer is an easy target for a motivated attacker. Don't make it easy on them. Pay for anti-virus software and services and make sure it's regularly updated by IT staff.

3. Password management. It's important that you and your employees leverage strong, complicated passwords that aren't easy to guess. There are now hacking applications you can plug into a computer that will run through the most common 10,000 passwords used in about four minutes, trying each of them.

You'd be surprised how many folks with access to critical data have the password of "password," or if they are feeling clever, "password1." (Did this just guess your password? Go change it!)

4. Secure your networks. Without getting too technical, just know that having a firewall between your corporate network and the Internet is extremely important. If you don't, there is very little stopping someone from freely accessing your data.

5. Secure your cloud. No matter what cloud provider or service you use, make sure you do your due diligence on its security practices. If the provider can't easily and quickly tell you how your data is secured, odds are it isn't.

Also, for any accounts used to access your organization's data, make sure you have strong passwords and only access it by a computer you own or trust. If you access your cloud on an infected machine, a hacker could potentially learn your password and use it later on without your knowledge.

6. Protect your banking information. Make sure that all financial data, accounts, and records are kept secure and segregated from the rest of your organization's general shared drives. If financial transactions are conducted electronically, ensure they are done over an encrypted connection and that your employees never e-mail account numbers, credit card information, or sensitive financial documents.

7. Backups. One of the most common types of breaches now being seen is called ransomware attacks. Instead of stealing data from your organization, these attackers find your critical data and then encrypt it (digitally locking you out of it), making it so only the person with the digital "key" can unlock and access that data.

The hackers then offer the victim access to this key for a large fee. If you're hit with one of these attacks, you have two options: Pay the fee or restore the locked data from a recent backup. This is why backups are so important. Recently a large hospital, a police department, and a public school, along with literally thousands of other victims, have been forced to pay tens of thousands of dollars to get their data back.

Making sure your data is backed and stored separately from your main repository can help protect you from these attacks.

8. Physical security. This one is self-explanatory but you'd be surprised how much client data is left lying around the office. Ensure your trusted employees and finance team lock away any sensitive documents when they aren't working with them.

9. Mobile devices. While they are a convenience and increase productivity of the staff, mobile devices mean that your clients' sensitive data can potentially walk out your organization's door without you ever knowing it. Make sure that all mobile devices used to access organizational data have passwords—your e-mail server can force this requirement.

If you have employees that use laptops, you should look at having the hard drives for those machines encrypted. Most modern operating systems have encryption built in, you just have to enable the feature, and it's foolish not to leverage it. If an employee accidentally leaves a laptop on a plane or in the back of a taxi, you'll be guaranteed that all data on it is secure and protected.

Your organization, your brand, and your bottom line depend on the trust you develop with other individuals. Handling the items listed above will go a long way in protecting all three.

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Employee Handbook Changes for 2017

What Should Be Part of a Modern Handbook?



by Rob Wilson, President, Employco USA

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

Most organizations provide their staff members with an employee handbook. There are many benefits to doing so; however, not all employee handbooks are created equal.

A handbook is a great way to communicate your organization's overall plans, practices, and policies. From a legal standpoint, it offers a layer of protection to the employer as it proves that employees were given pertinent information relating to their employment and job performance. It's also a good way to communicate with employees and remove unnecessary confusion and false assumptions from the workplace.

Today's employee handbooks should look a bit different from the handbooks of the past. Employers need to review and edit their handbooks at least once a year and with so many changes in employment law, it's probably time for most employers to take a hard look at their current handbooks. It is likely that many items will need to be edited or even removed.

Here are four tips for creating an employee handbook in 2017:

Changes to equal employment opportunity policy. Your policy probably already states that discrimination against employees based on age, race, or nation of origin is not permitted. Today's handbook also needs to make clear that discrimination against people who are transsexual, bisexual, asexual, or intersex is not permitted. A simple "Discrimination based on an employee's gender/sexual orientation is prohibited" statement will suffice.

Edits to substance abuse policies. Many states have now made marijuana legal, either for medical use or recreational use. It is, however, still illegal on a federal level, so your employee policy can simply state that no illegal drugs are allowed. You may also include information on your drug-testing policy. If your organization does random drug testing, for instance, what levels of marijuana would be considered a termination-worthy offense?

Changes to dress code. Your dress code needs to be gender non-specific. Instead of saying 'Women's skirts must be knee-length" or 'Women may not wear dark nail polish," the handbook should say, "Skirts must be knee-length" and "No dark nail polish."

Social media use. In today's world, most employees have some sort of social media, be it Facebook, Instagram, Twitter, or others. They might also be regular users of social news sites like Reddit.

What rules are in place regarding what your employees can post online about your organization and its

customers? What policies are in place to monitor employee cyber behavior? These are issues that need to be addressed and clearly laid out for employees in the handbook.

www.employco.com/about.html

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5 Ways to Regain Confidence and Courageousness

Achievement against the Odds



Source: thebeautyofthewords.wikispaces.com

by DeLores Pressley, Author of *How to Live an UP (Undeniably Powerful) Life.*

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

Life is best described metaphorically as continuously transitioning through each of the four seasons: winter, spring, summer, and fall. Truly successful people are not those who try to avoid certain seasons; they choose to embrace, overcome, and thrive as they seamlessly flow between seasons, regardless of how long or difficult each one may be.

Successful people don't just overcome the difficult season of winter but actually thrive during the harsh cold. They also blossom throughout the spring, reap a lush harvest during the summer, and adequately prepare for the fall and winter that inevitably follow. Such cyclical expectations and preparations are mindsets that are key to sustained and against-the-odds success.

Here are five tips on how to be confident and courageous through every season of your life:

1. Fuel future successes with past achievements. It's easy to feel like a failure after a particularly harsh setback and even the most empowered of us can, at times, doubt ourselves. No matter where you are in your career or life, however, you have undoubtedly done something that has made an impact.

You need to take the time mentality to be proud of any successes you might experience. Not every past achievement needs to be profound, but you can find those times you made a difference in the world and know that you can do it again.

2. Regularly invest in "The Power of You." Do you ever get to the end of the day, week, month or even year and feel like you haven't accomplished anything? Chances are you've accomplished much more than

you realize but without any tangible, physical evidence it can be difficult to bring those accomplishments to mind.

A great way to create a visual bank of your accomplishments is to make deposits in what I call, "The Power of You Jar." Every time you accomplish something or do something good, write it down on a slip of paper and put it in a jar. Watching that jar fill up is empowering. Then any time you're feeling bad or doubting yourself, just reach into the jar and get that reminder of what you've already accomplished.

3. Channel your inner prize fighter. You can learn a lot from boxers. They spend three minutes fighting each round and 60 to 90 seconds resting. During that time in between rounds they are getting refueled, receiving advice, and getting encouragement. They have a whole training team that is supporting them and speaking life into them.

Can you imagine how disastrous it would be if the boxer's trainer said, "You're going to lose" or "You should quit"? Any doubt during a fight could lead to a knock out. Yet we allow negative people in our corners all the time—people who are not encouraging and people who don't help us. Is it any wonder we are getting knocked down?

When channeling your inner prize fighter, it's important to not only come out of your corner swinging but when you're resting and rebuilding in between rounds, make sure the people with you are truly in your corner.

4. Cease self-doubt with an actual "Stop" sign. If there's one piece of self-help advice you've heard ad nauseam, it's probably, "Don't speak or think negatively." Wonderful advice and for many, it can be next to impossible to follow. Even if you've attended the most incredible motivational seminar or are pumped up from a motivational book or video, the principles you've learned and the changes you want to make often quickly fade in following weeks or months.

An effective way to keep that motivational level up and to make those changes stick is to use visual cues. If you want to stop thinking negatively, for example, get an actual stop sign. It doesn't have to be full sized, just big enough to be a reminder. Put it in your office, your bedroom, or wherever it needs to be visible. Then any time you are doubting yourself, you can see the stop sign, and this will be the reminder to hit the brakes and get back on track.

5. Don't outsource your success. If you have achieved something, surmounted an obstacle, or had any sort of triumph, take credit for it. If you find yourself saying, "It was nothing," or "I didn't really do much," people will believe it. This doesn't mean you should suddenly become a glory hog; however, it does mean that you can take credit where credit is due. Allow yourself to be seen as successful, and you will feel successful, too.

Some winter seasons in your life will be more challenging than others. The best way to get through those inevitable cold, harsh days is to take stock and give yourself credit for what you've already accomplished, surround yourself with people who support you, stop negative thinking at its onset, and allow yourself to acknowledge and enjoy present, in-the-moment pleasures. Doing so will give you the motivation and fire you need to be confident and courageous to work through any difficult season.

DeLores Pressley is an executive life coach, chief executive officer of DeLores Pressley Worldwide, and founder of the Global Up Woman™ Network, Canton, Ohio (www.delorespressley.com; www.launchlivesummit.com). She is author of *How to Live an UP (Undeniably Powerful) Life*.

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Harness the Power of Thanks

Step-Up Your Gratitude Game



by **Kate Zabriskie, President, Business Training Works, Inc., Port Tobacco, Maryland**

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

If you're grateful but don't take the time to tell anyone, does it count? Maybe, but it's a bit like clapping with one hand. You know you're doing it, but does anyone else? Probably not. When shown appropriately, gratitude has tremendous power.

At a minimum, it will keep you from appearing like an ungrateful and uncouth toad. On the other end of the spectrum, well-expressed thanks can open doors, solidify relationships, and change careers. The key to giving and getting gratitude is knowing who to thank, when to thank them, and how to do it.

Who to Thank

Thank up; thank down; thank out; and thank around.

Thank up. When supervisors take the time to support you, provide you with an opportunity, or include you in something to which you're not usually privy—thank them. Chances are, the next time they are deciding to whom they will extend an invitation, your name will appear higher on the list than it might have had you failed to recognize an earlier kindness.

Thank down. Maybe your team stayed late to finish a project. Perchance someone put forth extra effort to create a presentation. Perhaps an employee who has had a hard time meeting expectations finally does so. If you want those types of activities to continue to occur on any kind of regular basis, you need to recognize them.

Thank out. Customers, colleagues, and suppliers will support you if they feel you acknowledge their efforts. If you want to grow and build your network and workplace support system, those are the people you must cultivate. Doesn't it make sense to nurture the relationships you have with them?

Thank around. Do you take the time to thank your office's cleaning staff? How about the security guard? A lot of people forget those individuals, and they shouldn't. After all, chances are nobody would miss the chief administrative officer if he or she were absent for few days. Try that with the janitorial staff—not a pretty thought.

When to Thank

The world would be kinder and gentler place if people displayed more grace. Can you imagine how your workplace would function if everyone expressed sincere gratitude at least once an hour? Motivated, appreciated, and valued are some possibilities that come to mind.

When you think about it, once an hour may be a bit much at first, but it is not a bad goal to work toward. And as with most activities, the more you do it, the easier it will become. But be warned: you must choose well. Recognizing people inappropriately is worse than not recognizing them at all.

Ask any kid, for example, how much a certificate, award, or trophy received for some trivial activity meant to him. If you don't already know, the answer is a whole lot of "zero." Kids are not stupid, and neither are the big people they turn into.

Gratitude should feel real and be relevant. If either one of those elements is missing, your "thank you" will most likely seem hollow.

How to Thank

The words "thank you" are an adequate choice for acknowledging common courtesies shown to you. When people go beyond the basics, however, your recognition should as well. By following a few simple guidelines, you can quickly and easily step up your gratitude game:

Get specific. Focus on a detail and your "thank you" will mean more. You can say, for instance, "The lemon muffins you made and brought into the office today were some of the best I've ever had. The glaze was amazing. You were so thoughtful to share them with us." That's a whole lot better than "Thanks for the muffins."

Get personal. Share with others how what they've done meant something to you, and your thanks will both seem and be more sincere. With a little thought, you can connect feelings to the most mundane topics. One example: "John, I wanted to tell you how much I enjoyed and appreciated your presentation this afternoon. I've struggled with using PowerPoint animations and never been able to get them to look professional. I learned a lot from watching what you did. You have real talent."

Great creative. Ironically, the phrase thank you hinders most people's ability to express gratitude effectively. Avoid using the phrase at the start of your sentences, and you'll find you are more imaginative.

Saying this, for example, "Thank you for allowing me to attend today's meeting. I appreciate the opportunity to be included in the decision-making process." is okay, but consider the following: "I learned a lot about the decision-making process at this meeting. I never understood how the committee system worked until today. It was real eye opener. I appreciate you allowing me to attend."

Choice number two is stronger, and it doesn't use the words thank you.

Get to your keyboard. E-mail is appropriate when a verbal thank you seems a bit inadequate or is not possible. Although you don't want to fill people's inboxes with unnecessary messages, recognize that for most folks, it is a pleasure to receive an occasional note of appreciation among the usual dreck. Start typing.

Get out your stationery. If you really want to show your thanks, think old school. These days, handwritten notes are few and far between, so when you take the time to craft one, it won't go unnoticed.

Write at least three sentences using your best penmanship, focus on a detail, and tell your recipients how what they've done for you has made a difference.

So there you have it: the who, what, and how of a good thank you. At this point, if you are still reading, I sincerely appreciate you taking the time to consider these ideas. As you might imagine, it's great to feel as if what you have to say might be useful to someone. You've made my day. Thank you!

Kate Zabriskie is president, Business Training Works, Inc., Port Tobacco, Maryland (www.businesstrainingworks.com).

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