MTCMA

Maine Town, City and County Management Association

A State Affiliate of ICMA

July 2018 Newsletter Volume 10

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

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

TABLE OF CONTENTS

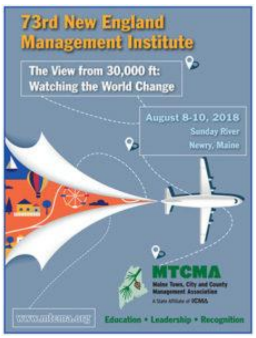
ICMA Ethics Tenants:

Frame this copy and keep it handy for easy reference:
https://icma.org/documents/icma-code-ethics-frameable

Training for our Minds and Souls:

Make sure to sign up for our INTERESTING Institute:

MTCMA 73rd New England Management Institute: Wednesday, August 8, 2018 – Friday, August 10, 2018, Sunday River, Newry



Download the package here:

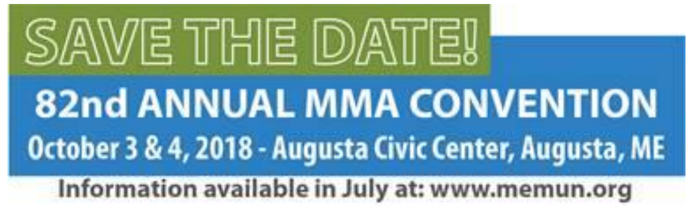
[73rd New England Management Institute Attendee Packet]

Please make sure to get a room while they last at the reduced rate – Reservation and deposit must be received by Tuesday July 10, 2018.

SAVE THE DATE!

Special Event new this year being offered in September, link below:

https://memun.org/Training-Resources/Workshops-Training/Training-Resources-View/ArticleId/8450/MMA-SPECIAL-EVENT-Municipal-Leadership-How-to-Achieve-Results-When-Your-Teammates-Can-Tackle-You-sponsored-by-the-Maine-Municipal-Association-9-6-18



Supervisor's Boot Camp workshop new this year being offered in November, see link above:

https://memun.org/Training-Resources/Workshops-Training/Training-Resources-View/ArticleId/8329/MMA-39-s-Advanced-Supervisors-Boot-Camp-sponsored-by-Maine-Municipal-Association-11-8-18

Joint training with the Municipal Management Association of New Hampshire
December 2018

Upcoming 2018 MTCMA Board of Directors Meetings

Tuesday, August 7, 2018 Regular Board Meeting at 3 pm, Sunday River

October, 2018 TBD – Planning Meeting

JUST A FEW DAYS TO GO:

Certified Municipal/County Manager Applications Are Due July 15, 2018

IT IS NOW LAST MINUTE – BUT YOU CAN MAKE IT! Get your application in for a new certification or re-certification for this year's Management Institute. This is an important program for self-development and professional development. The materials are available on the website at: https://www.mtcma.org/about-mtcma/certification/

President’s Message
Larry Mead
July 2018

I had the opportunity in June to speak at the New Manager’s Workshop jointly sponsored by MMA and MTCMA. Bert Kendall gave a presentation on the Ambassadors resource and Stu Marckoon covered the importance of upholding high ethical standards. My responsibility as President of MTCMA was to provide an overview of our organization and its benefits to Managers, especially those who are new to the position. There is much to point to, including access to the list serv, trainings and workshops, networking, the Ambassadors program, the web site, and this newsletter! I used the opportunity to highlight the work being done by our committees and the adopted mission and goals of the organization. Almost all in attendance had already either become members or submitted an application for membership.

This past March your Board of Directors met in Bangor prior to the Interchange to revise and update those goals and the action items that serve as a work plan for implementation. It’s tedious work, at least for me, but absolutely essential to ensure that intentions get translated into accomplishments. Your Board representatives dug in and did great work. Here’s some of what the Board established for intended outcomes:

Goal: Preserve the Vitality of our Profession and Association. We added emphasis in the work plan to bringing new people and young people into the profession, and in supporting those new people when they are starting out. For example:

- Getting regional managers groups to quickly contact new managers, and to invite interns and college students to their meetings
- Work at getting interns, students and existing municipal employees who are prospective Managers to trainings. (See the reduced registration fee offered at the August Interchange!)
- Implement the recommendations of the ad-hoc Succession Planning and Education sub-committee.
- Build on the MMA HoMEtown Careers campaign (check out what we have done in OOB on our website under the Employment button)
- Expand and accelerate the support and promotion of manager certification (good work being done by the Professional Development Committee)

Goal: Work to enhance recognition of MTCMA and its members as respected leaders on municipal issues.

- Place a promotional advertisement in the MMA magazine and/or write an article for the magazine.
- Continue to sponsor a booth at the MMA Convention in partnership with MTCMA Ambassadors (to connect with elected municipal board members)
- Develop assistance to selectboards and councils for succession planning and hiring processes.
- Provide training at MMA Convention that appeals to both Managers and elected officials.

Goal: Resource to Members; Be the leading provider of personal and professional development to members.

- Keep training opportunities fresh and evolving, including; sponsor or promote webinars, offering tracks for managers from large and small communities, offer the Idea Exchange to allow direct input by members, and expand certification credits to trainings other than MMA or MTCMA.
- Create a stipend position to be responsible for the website, including the resource library.
- Seek to have an Ambassador from every county.

Goal: Networking and Building Relationships between members, elected officials and others interested in local government.

Further enhancement of interaction and personal connections among members.

Have members of Executive Board attend regional meetings outside of their own region.

Assign Board members to sit with new members at events.

Goal: Maintain high ethical standards and advocate for and follow the ICMA Code of Ethics.

Offer training on an ethics topic at least once per year at MTCMA conferences and events.

The information above focuses on new or updated action items. To read the complete listing of your MTCMA goals, objectives and action items visit the members section of the MTCMA website under the Featured Resources section.

I hope to see many of you at the Management Institute on August 8, 9 and 10 at Sunday River. The Professional Development Committee has compiled a great program of training and social activities. Getting us started will be Jennifer Rooks, who hosts the statewide radio program Maine Calling. Jennifer will be speaking about how Maine Public Radio is working to build community across Maine in an era when our citizenry is polarized and the credibility and legitimacy of traditional news sources is constantly called into question. Learn what lessons and takeaways you can bring back in your own efforts to build community in our

Welcome New Members

When you see one of these new members who have joined since our last newsletter was issued In March 2018 – introduce yourself:

Kendra Amaral, Kittery
Audra Caler-Bell, Camden
Robert Eaton, Sullivan
James H. Fisher, Deer Isle
Peter Owen, Bath
Christopher Saunders, Tremont
Vittoria B. Stevens, Bradford
Daniel Swain, Monson
Lana Voisine, Wallagrass
David Wilson, Howland

MTCMA Committee Chairs

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

Professional Development Committee: Perry Ellsworth, Chair and Andrew Hart, Co-Chair

Sponsorship Committee: Scott Morelli, Chair

Communications Committee: Kathryn Ruth, Chair

Ethics Committee: Stu Marckoon, Chair

Awards/Scholarship Committee: Ryan Pelletier, Co-Chair and Jay Feyler, Co-Chair

Nominating Committee: Peter Crichton, Chair

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

Senior Advisor/Ambassadors: Bert Kendall, Chair

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

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

Need advice or help? Contact a MTCMA Ambassador today!

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
Rec04294@gmail.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

Ryan Pelletier – Aroostook
ryan@aroostook.me.us

Regardless of their assigned areas that are near their homes/offices, our Ambassadors and Senior Advisor will assist anyone who calls from around the State. Feel free to contact anyone on this list for advice. **Learn more at:** https://www.mtcma.org/about-mtcma/ambassador-program/

ICMA's FREE 2018 Coaching Webinars

Please make sure to register ahead of time – it is easy to do. Then click on:
https://icma.org/icma-coaching-program-webinars

Archived Webinars Free of Charge – watch whenever you would like – this is a great resource:

https://icma.granicus.com/ViewPublisher.php?view_id=5

MMA released its Municipal Issues Paper "Reestablishing the State-Municipal Partnership".

Compliments of Ryan D. Pelletier, MPA, CMM Aroostook County Administrator, MTCMA Ambassador

I think it is an exceptionally produced document that all of us can use as a resource when talking with our local legislative candidates and gubernatorial candidates leading up to the fall election and beyond. Congrats to Kate, the State & Federal Relations team, and all the MMA staff that added inputs to the document. I for one really appreciate the comprehensiveness of the document and the content. Here is a link….

https://memun.org/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=11881&language=en-US&PortalId=0&TabId=204

Idea Exchange & Discussion on Future Trainings

On Thursday, August 9th from 11:15am-12:00pm, Andrew L. Hart, Knox County Administrator, will be facilitating the following session at the MTCMA Institute at Sunday River:

The MTCMA needs your feedback in order to provide the best training possible that fits the needs of our ever changing municipal environment. Please share your thoughts with us as to potential subjects, places where we might be able to meet in the future, and the impact and future desires of a three day (or less) summer conference. We try to provide a balance of training and activities during the summer Institute and want to make sure that your needs are being met and that we are not impacting your everyday municipal business. The Professional Development Committee will take very seriously what you offer and utilize the information for its future planning platform.

We would ask that attendees come prepared to discuss and provide feedback in an open session about where future institutes would be held, what training topics attendees would like to see for small, medium, and large municipalities and what activities everyone would like to see offered for future Institutes. We are hoping that an open session with a full room of attendees will generate a lot of discussion and will give us feedback so that we can prepare a better Institute next year and years to come from your input and suggestions.

A NEW MANAGERS WORKSHOP WAS HELD AT MMA ON JUNE 26TH - NEWEST AMBASSADOR TO BE ANNOUNCED AT MTCMA INSTITUTE

By Bert Kendall, Senior Advisor/Ambassador Chair

This was my 7th or 8th chance helping instruct at the New Managers Workshop, a joint program by MMA and MTCMA. After a welcome by the MMA Executive Director Steve Gove, there will be a welcome by MTCMA President Larry Mead and presentations by Senior Advisor and Ambassador Committee Chair Bert Kendall and Ethics Committee Chair Stu Marckoon. Following that will be presentations to the 17 new managers signing up by various MMA Department Heads including Personnel, Legal, Health Trust, Risk Management and Legislative Affairs. It is a great opportunity for new managers in Maine to meet their colleagues and for MMA and MTCMA to introduce themselves and the services they provide.

As Chair of the Committee on Senior Advisors and Ambassadors it is my pleasure to spend a half hour reviewing ways to seek help as a new manager and network with various manager groups including MTCMA and ICMA. Each new manager receives a packet of information from MMA including a brochure with a photo and contact information for our nine (9) Ambassadors from around Maine. We are excited to announce our 10th applicant, Lamoine Administrative Assistant Stu Marckoon, and we hope to be announcing his appointment at the annual MTCMA Institute at Sunday River this August. Stu is a very experienced municipal official who has been unofficially advising municipal officers for years, while serving on the MTCMA Executive Board and Chair of the important Ethics Committee, and this will make him official. Our goal remains to have one Ambassador from every county (16), so with Stu joining us we will be 5/8 of the way there!

"So I would like to become a Certified Town Manager"

By Perry A. Ellsworth, Chair of the Professional Development Committee

Some have asked the question "why" and many have asked the question "how" as it pertains to becoming a Certified Town Manager. Let's address the "why" first. Being a certified Town Manager essentially means that you have kept up to date with the latest of trainings that are needed on a daily basis for us to do the tasks associated with our daily work. Having certification does not make you smarter than any other manager but it does show that you are truly engaged and have the tools needed to provide optimized service to your community on a daily basis through training and networking opportunities. Being a certified Town Manager or Administrator also provides you with an opportunity to see a reduction in your Town's liability insurance cost through MMA. A goal for this year will be to expand this insurance opportunity to the County Administrators who insure through their County organization. This insurance savings can save your town thousands of dollars ($$$$) on your insurance which can be used to cover the cost of training not only for you but also your staff without impact to your town's budget.

The "how" has been the question many of you have struggled with. I believe that the primary reason some have struggled with the application is that it has been confusing at best. We are working to make the application easier to understand what the requirements are and achieve a goal of getting our list of certified managers expanded. The "how" is really a simple exercise if you can answer the following question. Did I attend the Interchange and the Institute during the last three years along with the MMA Conventions? If you did it is likely that you have enough CEU's to become certified. If you didn't that does not mean that there are other ways to certification or to add CEU's. We all attend day sessions with other groups, legal sessions supplied by our attorney firms, training sessions with our local hospitals, etc. We all participate on boards such as local Cogs, LPC, MMA, Rotary, Area Manager Groups, etc. Our outside activities count so keep track of the time you spend with them. You might find that you are ready for the application and on your way towards certification.

We intend to ask you to vote at the annual meeting on changes to the by-laws. These changes will in no way dilute the process or lessen the validity of the certification. The intent is to provide a process that is easily understood by all and to lessen that "fear factor" of do I have what I need for my certification. The goal that I will present at the annual meeting is for 50% of our membership becoming certified in the next three years. We have many new managers in our midst and many of us are nearing retirement. Certification is not just another paper to hang on the wall. It is an accomplishment that says the you are engaged in sustaining our reputation as professionals providing services to our municipalities at the highest standard possible.

Membership Committee Report 2018

By Melissa Doane, Membership Committee Chair

The Membership Committee has had the privilege to review and approve 26 new applications since August of 2017, increasing our membership total to 226 members. The committee is dedicated to thorough review of these applications and works to provide membership at some level to each candidate. Applicants are not always suitable for full corporate membership. Full corporate membership allows access to all of MTCMA's benefits such as discounted trainings, use of our ambassador program, access to our most famous Email List Service (List Serv) and certification eligibility. With the guidance of ICMA, the Board of Directors has requested that the Membership Committee allow applicants not otherwise suitable for full corporate membership to be considered for associate member or partner member. These membership levels do not provide List Serv access or certification; however they provide the benefit of discounted training and access to our ambassadors. Our mission is to "*broaden the knowledge and promote values necessary for Maine's local government administrators to better serve their communities*." It is the Membership Committee and the Board of Directors belief that this practice is the best implementation of our mission.

The Committee is devoted to promoting membership. A goal for 2019 will be to reconnect with lapsed members or administrators that do not currently have a relationship with MTCMA. As members we know how valuable the trainings and events are to our professional growth and our community's development. It is important that we communicate the benefits of MTCMA and encourage participation and membership.

How To Prepare The Smartprocure FOAA Request in TRIO

By Jay Feyler, Executive Board

Most of us are receiving the request from Smart-Procure and we are required to respond, here is the simple way to do this in Trio. In the Trio System:

Go to 9: Budgetary System

#4: printing

#6: Vendor Detail

Now go to Search Criteria: Report Type 5, Account Range A, Date Range-Enter dates, encumbrance N.

This will generate your report, then you then go to File and save it in excel or send it directly from Trio. I prefer to save it in excel and then e-mail it to smartprocure as it is easier to track.

Questions please call at 785-3658 at the Union Town Office

Editor's Note: This is a commonsense approach if you have TRIO – just create the report and e-mail it to the company. It only takes a few minutes.

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. This is a good resource for new managers.

REGIONAL MANAGER ASSOCIATIONS:

Aroostook Municipal Association:
Covers: Aroostook County
Officers: Dave Dionne, President; and Ralph Dwyer, Secretary

Cumberland County:
Covers: Cumberland County
Events: Every 2 months meeting on the selected date at different locations.

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

MDI League of Towns:
Covers: Bar Harbor, Cranberry Isles, Ellsworth, Lamoine, Mt. Desert, Southwest Harbor, Swan's Island, Tremont, Trenton, and Acadia National Park
Officers: Durlin Lunt, Chair; Carol Robbins, Secretary; Stu Marckoon, Treasurer
Contact: Durlin Lunt, Mt. Desert

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

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

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

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

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

What is MLGHRA?

The Mission of the Maine Local Government Human Resource Association (MLGHRA) is to provide employees who are responsible for the delivery of human resource services in their local public sector organizations with a resource for professional development, sharing of knowledge, mutual cooperation, and the advancement of the human resources field in public sector employers around the state.

Upcoming Meetings, Conferences and Topics:

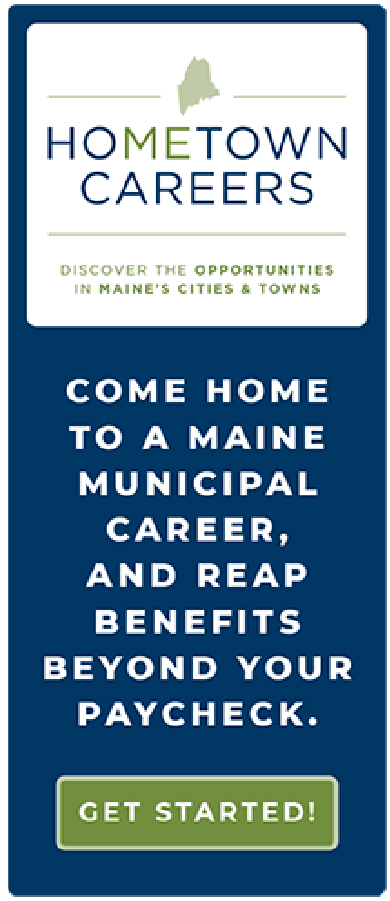
- **July 12, 2018** – South Portland Community Center, 9:00 a.m.
- **September 13, 2018** – Brunswick Town Hall, or Freeport Town Hall (tbd), 9:00 a.m.

For more information go to https://mlghra.org/

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 https://www.memun.org/Training-Resources/Job-Bank-Classifieds



Click here to access Maine Hometown Career member tools.

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

Have you been to www.mtcma.org lately?

2018 Topics by date order starting with the topics where we left off back in February:

1. Remote Meeting Participation
2. Gift Acceptance
3. Road Sweeping Contract
4. Road Commissioner Job Description
5. Sex Offender Ordinance
6. Cable Expansion Contact
7. Institute Entertainment

8. Trio Upgrade
9. ATVs on Public Roads
10. Taxing Campers
11. Comprehensive Plan Electronic Survey
12. Food Sovereignty Update
13. Homestead Exemption Reimbursement Rate
14. Interchange
15. Seedy Motels
16. Transfer Station Signs
17. Social Media Policy
18. ICMA Coaching Seminar
19. Bond Anticipation Note Article
20. Deputy Administrator – Aroostook County
21. Revaluation Estimate
22. Bid Documents – Sell Town Building
23. Municipal Officers' Order
24. FOAA Request Form
25. Job Description – Town Manager
26. Hot Patch vs. Cold Patch
27. Lea Counsel Sought
28. Poverty Abatement
29. GA Case Processing Time
30. Registrar of Voters Compensation
31. Senior Tax Relief Program
32. Overlay Abatement Article
33. Website Company
34. WIFI at the Beach
35. Aviation Liability Insurance
36. ICMA Free Webinar
37. Land Purchase
38. Public Use Salt/Sand
39. Interchange follow up
40. Barking Dog Ordinance
41. Cell Phone Use Policy
42. CEO Contract
43. Engineering Firm RFP
44. Excise Tax Transfer
45. Finance Director Interview questions
46. Streetlight Approval Criteria
47. Town Clerk Interview Questions
48. Job Shadow Opportunity
49. Elderly Tax Lien Foreclosure Follow Up
50. Parks Director Interview Questions
51. Carry Forward Policy
52. Revenue Sharing
53. Legal Counsel Process
54. Parents' Night Out
55. Public Works Staffing
56. Smart Procure
57. TRIO Comments
58. Dog Registration Enforcement Letter
59. Winter Salt & Sand Use
60. HINO Public Works Trucks
61. Code Enforcement Jo Description
62. League of Women in Government
63. Marijuana Production License Fees
64. Welfare Directors Conference
65. Pay Adjustment Study
66. Police Presence at Public Meeting
67. TRIO Update
68. Work Order / Maintenance Software
69. Contribution Policy
70. Light Duty
71. Performance Appraisal Software
72. Rural Development Major Programs
73. Vehicle Replacement Schedules
74. Snow Removal Cost Comparison
75. Article to accept private road
76. Assistant Town Manager Job Description
77. Credit Union – Interim Financing
78. Outstanding Checks
79. Marijuana Rules
80. Revenue Sharing
81. Actuarial – Retirement
82. Plow Truck Bid Specs
83. Civic Engagement Instruction
84. Drone Policy on Public Lands
85. Employee Reviews
86. Impact Fees – Gravel Trucks
87. Awards & Scholarships
88. Ethics & Politics
89. The Mil Rate Matters
90. Time & Materials Contract
91. Court Ordered Cleanup
92. Abatement – Incorrectly Assessed Property
93. Communications Director Job Description
94. Merit Based Raise
95. Municipal Attorneys
96. Heating Fuel Cost Projections
97. Ranked Choice Voting
98. Telephone VOIP RFP
99. Secondary Water Metering

100. Broken Tomb, No Funds
101. Sheriff's Department Contract
102. Decibel Level in Amusement Ordinance
103. Demo Debris Policy
104. Digital Mapping
105. Cooperative Fire Truck Purchase
106. Payment by coin
107. Vault Toilet Cleanup
108. Fiscal Year Change
109. Department Heads Monthly Updates
110. Appraisers – Roadway Acquisitions
111. Disbursement Policy
112. Candidate Evaluation Matrix
113. Labor Mediator
114. Lease Purchase Bid RFP
115. Jail Funding Pleas
116. Property Tax Overpayment Policy
117. Poverty Abatement Appeals
118. Library Rules
119. Email Signatures
120. Revenue Sharing Roadside cutting
121. Annual ICMA Conference
122. Termination Notice – Position Eliminated
123. Tobacco Free Parks Ordinance
124. TRIO Issues
125. Zero Sort Costs
126. Alarm Companies
127. Build Maine Workshops
128. Energy Audit
129. Librarian Job Description
130. Moderator Needed – Northport
131. Non-Profit Budget Requests
132. Parades
133. Revolving Loan Funds Management Plan
134. TRO Code Enforcement
135. Okidate Printer Failure
136. Bucket Truck Needed
137. Assessor's Agent Interview Questions
138. Door to Door Salespeople
139. Sponsors Sought – MTCMA
140. Town Lobbying Support
141. Sponsorships & Awards
142. Road Naming Policy
143. Employee Turnover – Stay Policy
144. Town Manager Interview Questions
145. Tow Truck Ordinance
146. Free Coaching Seminar
147. Assistant Town Manager Needed
148. Cyber Insurance
149. Seniors Tax Assistance Ordinance
150. Seniors Tax Benefit Program
151. Roadside Sweeping
152. Paying for School Referenda
153. Road Grader Specs
154. TIF Policy
155. Zero Sort Recycling
156. Animal Control Officer Agreement
157. Generator Bid Specs
158. Browntail Moths
159. Shared Employee – Health Insurance
160. Explain LD 1
161. Medical Marijuana Storefronts
162. Police Hiring (and poaching)
163. Election Day – List Serve Quiet
164. Recreation Committee Fee Structure
165. RFP – Trash Transportation
166. Landfill Solar Project
167. Time Sheets
168. Wastewater Treatment Plant Contract
169. Code Enforcement Software RFP
170. Firstlight
171. Jail Funding
172. Non-Profit Lease Agreement
173. Minimum Wage Increase
174. State Municipal Partnership Paper
175. Lost Check Policy
176. Certification
177. Roll-off Trash Container Needed
178. Sick Days & Time Caps
179. Block Party Permit
180. Data from Speed Monitoring Signs
181. Solar Projects, Kayak
182. LD 1 Article
183. Tax Commitment – Homestead/ TRIO
184. Union Administration fees
185. Sidewalk Use Policy

THANKS so much to Stu Marckoon for posting the discussions from the MTCMA listserv onto the MTCMA website.

Your Social Media Strategy

Social Media Is the Way Communities Network Now

By Chris Hsiung

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

Today, the vast majority of the public sector understands social media to be a communication tool to reach the community. Many, however, still view social platforms as the equivalent of fax machines, e-mail blasts, or campaign mailings—a process that a decade ago seemed to be at the forefront of communication.

By contrast, the private sector has evolved to approach social media as a medium to develop brand loyalty and even more so, as a method to grow an online community. Understanding the benefits of a private sector approach in a public sector environment can pay huge dividends to local governments in their efforts to engage with their community while simultaneously building transparency and trust.

In the past few years, local governments have embraced the use of social media and have a presence on popular platforms like Facebook, Twitter, or Nextdoor. Their return on investment on such platforms, however, is often diminished by how government accounts use these platforms.

Unfortunately, most approach it as a one-way communication tool while shying away from its true potential: two-way engagement. This type of engagement is an ideal approach to understand that social media is a medium to engage your community, not just push information to residents.

Fruitful Interactions

From a community's perspective, interacting with government accounts that don't engage is discouraging. Why? Because your community, particularly in a digital sphere, is increasingly becoming accustomed to interacting with private sector brands and customer service representatives through social media platforms and finding quick and successful resolutions from it.

Most Americans, for example, expect a response from a brand within 60 minutes of posting a comment, question, or concern on the brand's social media page.

Take, for example, Southwest Airlines. Its social command center is tasked with providing support whenever Southwest is flying and answering customer online queries within 15 minutes. In addition to listening and responding, the social business team proactively develops engaging content to generate conversation.1

Practically speaking, this means a traveler can quickly tweet or message Southwest with flight issues and will usually have a resolution within 15 minutes, which is often faster than standing in line to speak with the gate agent.

When that same traveler arrives home and attempts to tweet or message the local government online, a sad reality is that responses can often take days and won't always include solutions. A major factor hampering this effort is that there are often layers of bureaucracy that slow online response times or, for those staff members who have been tasked with the responsibility of responding online, they don't have the authority to find a successful solution.

While government solutions will almost always be more complicated than the private sector, the communication component of the solution (or paths to solutions) is the key takeaway here. The same expectations of professionalism and customer service we place on our front counter staff should be the same expectations we have for the interactions that residents have with us online. In essence, the "digital lobby" experience should mirror that of someone walking into city hall to get questions answered.

Going back to the Southwest Airlines example, one major reason for its customer satisfaction is that staff working in the listening center are all empowered to make decisions and find solutions without needing to refer customers elsewhere in the airline's organization.

Pew research tells us that roughly three-quarters of Americans now own a smartphone and 62 percent of Americans look to social media for their news.2 Another way to look at this: A growing majority of your residents would rather interact with local government through their smartphones and using social platforms rather than going to a government website, driving to city hall, or calling for information.

What Success Looks Like

Any digital community needs to be grown and cultivated through great content and interactions. Posting bulletins about commission openings or council agendas does not resonate and is almost never shared.

Few realize that platforms like Facebook track the popularity of a page's posts. What's more, if a post is not performing well by not resonating with followers, Facebook will choose not to show it at all. This is known as the "Facebook Newsfeed Algorithm."

In contrast, bringing the community "behind the scenes" of government through photos or short, quality videos is extremely popular and helps demystify the jobs that government staffs do to serve the community. Better yet, introducing staff through short biographies and sharing about their roles help personify government.

The key here is that on social media, content needs to be interesting, shareable, and most of all, it needs to create conversations. When those conversations take place, staff needs to be in a position to quickly respond in a voice and tone that is friendly and professional, not boring and robotic.

Remember, an individual's online relationship with local government relies heavily on the connection the person makes with an agency's brand and, by that measure, the tone of voice that is connected to that brand.

A successful government social media coordinator's job is to work every day to ensure constituents have positive experiences with the organization online. These are the same expectations we would have for our front-line employees working with the public.

A Key Role

Without question, budgets remain tight and the creation of new positions cannot be taken lightly. That said, smartphones, social media, and the use of digital communications as a preferred medium are trends that will only increase with time.

The value and investment in a social media coordinator cannot be underestimated, and the need to have a position fully dedicated to that role will only become more imperative. Progressive government entities like the town of Gilbert, Arizona, have gone "all in" on the digital front, with a digital communications team that consists of a chief digital officer, digital media and marketing officer, digital journalists, and multimedia specialists.3

The Mountain View, California, Police Department is among a few Bay Area police departments that have a full-time, non-sworn social media coordinator. This position has been pivotal in creating content and promoting positive day-to-day interactions with the community.

These day-to-day interactions create positive deposits in the bank of community trust. During critical incidents and times of crisis, a social media coordinator is able to quickly and accurately disseminate information to the public.

Timely release of information allows the police department to be in the driver's seat of information, dispel rumors, and correct misinformation.

A Cohesive Network

All that said, social media is not the future of communication. Social media is the way communities network now. Those who are not effectively using digital platforms to the best of their abilities are not only falling behind, they are losing the ability to maximize connectivity with their residents.

An organization's digital footprint, and the connection it brings to its residents, provides cohesiveness to many residents and neighborhoods, especially at a time where fewer neighbors take the time to get to know each other in person.

Endnotes and Resources

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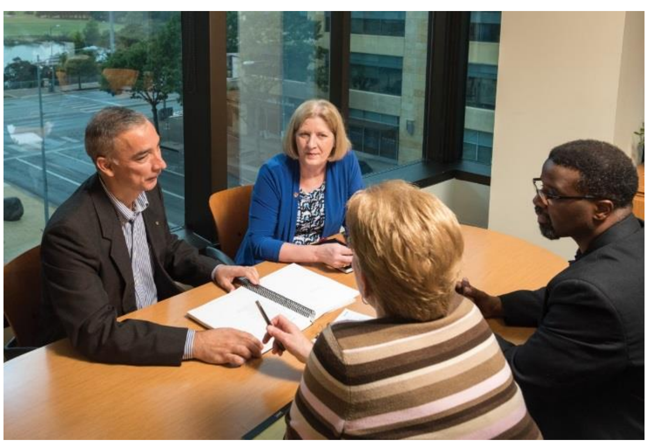
Creating a Culture of Trust

Why Managers Need to Take Responsibility for This Culture Creation



By Patrick Malone

Introduction of a previously published article by ICMA / June 2018
Kathryn Ruth, Town Manager, Pittsfield

There is certainly no shortage of leadership advice available to those who work in the public service. And why not? Local government managers are tackling the most vexing problems of communities across the country—public safety, transportation, and infrastructure, just to name a few.

In accomplishing their mission, they are often asked to exert management skills to ensure a focus on a positive organizational culture, teambuilding, change management, interpersonal communication skills, and the like. While all of these matter, nothing is more important than the simple concept of trust. Without it, organizations never reach their full potential, at best, or fail, at worst.

The data to support the chasm of trust in today's workplace is staggering. A 2017 report by the Society for Human Resource Management found that 61 percent of employees say trust between them and their leadership is crucial for job satisfaction.

Contrast this with the paltry 33 percent who say they are very satisfied with the level of trust in their organizations.1 One study even found that individuals are more likely to trust a stranger than their own supervisor. An extraordinary 58 percent of respondents would trust a stranger, but only 42 percent would trust their boss.2

Trust is the foundation of all human connections, and yet it presents us with a troublesome dilemma. It requires us to juxtapose our fears and our desires. It demands that we let go and become vulnerable.

And it is not something we do fairly for all of those who come into our lives. We trust airline pilots whom we've never met, yet fail to trust staff with whom we work every day.

In the business of the public service, trust has a special role. Residents trust people to perform the services to which they are constitutionally entitled. Yet in the agencies in which people serve, the level of trust can fall short of expectations. Pressure to perform in an ever-complex environment, office politics, and fear often create environments that do not allow trust to flourish.

Managers and supervisors are on the front lines in the battle for trust within any agency. They serve as the gatekeepers, protecting and supporting their staff, while responding to the demands of the higher-ups. They are the linchpins and they make a difference.

One University of Iowa study suggested that trust of senior organizational leaders actually increases when midlevel managers lead in a way that values procedural justice, unbiased decision making, fairness, and listening to their subordinates.3 Indeed, managers do matter.

What follows are three brief scenarios, a detailed description of the predominant trust issue, and practical suggestions that leaders can use to create a culture of trust in the workplace.

Trust Scenario One: Levi's First Day

Levi was thrilled about his new position as the project manager in charge of capital improvement initiatives. He would be directly involved in everything from corridor rehabilitation, to transportation issues, multimodal improvements, and utility undergrounding.

And, in what was a significant promotion from his previous position, he was now responsible for a team of 40, and would directly supervise four assistant project managers. He was eager to make a good impression on the city manager.

During his first week on the job, he insisted on meeting individually with the entire staff. He sent an e-mail asking for everyone to make appointments with him and come by his office so he could get their views on what was going on, what issues were most pressing, and what could be done better.

He was shocked when the subsequent meetings yielded nothing valuable. Everyone politely noted that things were "just fine!"

Demonstrating Vulnerability

Levi made a common error of asking for vulnerability *before* demonstrating vulnerability. Many new supervisors take great pride in meeting with staff individually, or for brown bag lunches. They are ostensibly demonstrating an openness and availability to team members from the beginning.

This is supposed to send a positive message to staff, but, in reality, can have the opposite impact. The mistake here is that managers assume that simply because they choose to invite staff into their office, staff members will be willing to be open in sharing views about the agency from Day One.

Building trust requires vulnerability. Ernest Hemingway once posited that the best way you can find out if you can trust someone is to trust them. And this is exactly right. Trust is not something that we earn. Trust is something we give. In order to give trust, we have to put ourselves in a vulnerable position.

Managers are on the right track in thinking that they need to give employees an opportunity to share their views and to connect. Look at this, however, from the employee perspective. What do they really know about their manager?

Is she the supervisor who arrives at the office each day, closes her door, sends a few e-mails, and leaves? Does he excel in posturing in front of high-level officials, acting like 'the boss,' or demanding unneeded formality? Does she allow her staff to get to know her on any level other than professionally? So, why would an employee take a chance?

In order to exhibit vulnerability, managers must have a tremendous amount of self-awareness, humility, and self-confidence. They must be willing to share something about themselves that others may not know.

In the example, Levi did the right thing by wanting to sit down with his new team; however, he summoned them to his office, his comfort zone, at his convenience. A better option would have been to reach out individually to team members and ask to visit them in their workspace, where they are more relaxed.

This has the added benefit of sending a strong message that the supervisor is willing to take the time, especially initially, to walk around the organization, listen, notice, and learn. Bosses become "one of us."

This first meeting should not be simply a litany of what the employee likes about the organization. It is better advised that this initial encounter be an informal path to getting to know one another, perhaps learning a bit about why that employee chose to work in the profession, or what brought him or her to this specific organization.

New managers could also share a bit about themselves, maybe find something that they have in common with the employee. It is perfectly acceptable, at the end of the meeting, to leave employees with a request that they consider some the things that may need to change, or things they would like to highlight for the new supervisor.

Further discussion can occur down the line, after this baseline of trust has been established.

Trust Scenario Two: Quinn's Need for Control

As the supervising legal secretary for the state attorney general's office, Quinn had tremendous responsibility. She was required to provide overarching supervision to legal secretaries, *provide training, review pleadings and court documents for accuracy, and evaluate legal secretary work performance.*

She often depended on her team to attend meetings with attorneys and other stakeholders. The problem was that Quinn wasn't the best at sharing the necessary material with her staff. She would withhold what she considered excessive detail from her employees, leaving them in a position of not being prepared.

Whether it was fear of losing her authority or power no one knew. But they did know they never had the whole story of what was really going on. They felt paralyzed.

Exhibiting Transparency

In this scenario, we don't know if Quinn has an ego problem or if she has a strategic justification for withholding information from her staff. Regardless of the reason, her unwillingness to communicate in a transparent fashion with her staff places her team in a position of being consistently unprepared.

While Quinn may rationalize this by suggesting that team members don't need all the information or only she has the capacity to be all-knowing is irrelevant. This creates a cyclical pattern of mistrust between Quinn and her team. Quinn fails to arm her staff with the data they need, they question her motives, they then begin to withhold information from her, and so on.

The team is unprepared to make decisions, assess opportunities, or—most importantly—evaluate potential risks. The element of surprise is always looming so trust is low and fear is high.

Hoarding information is not a sign of strength, it is a sign of weakness—of selfishness and cowardice. The failure of leaders at a level to provide the maximum amount of information possible to their team creates a culture of mistrust and suspicion, not only between staff and supervisor, but among staff as well.

Since information does not flow freely throughout the agency, employees become fearful of sharing material with one another because information has been deemed to be something available only to the most elite within the agency. Competition among employees is sure to emerge.

Conversely, when leaders are transparent and information flows freely throughout the agency, staff are better prepared to serve the agency mission. This includes the good news and the bad. Leaders have a natural disposition to share only the good news for several reasons.

First of all, it is not easy to deliver bad news. Leaders have concern that employs will react in an extreme fashion, resigning or panicking. Also, no one wants to be the harbinger of bad news because we fear it will cause people to dislike us.

Choosing not to share bad news, however, has the opposite effect. Sharing bad news sends an extremely strong message to staff that they can be trusted to use the information and react appropriately.

When leaders choose to communicate in a transparent fashion, a culture of trust emerges. Average organizations become learning organizations. Staff better understand the vision of the agency, and they are more likely to buy into that vision.

People feel safe to experiment, innovate, and occasionally make a mistake. They feel engaged and can readily adapt their work to better meet the challenges of the agency. Leaders able to create this type of environment find they can depend on their staff and they are able to build stronger, authentic bonds with those they lead.

Lastly, trust has a self-magnifying effect. When it is clear that leadership trusts employees in the organization, employees begin to trust one another. It becomes a natural feature of the agency culture.

Trust Scenario Three: Caitlin and Her Team

The meeting with the county commission was not going well. Caitlin struggled to explain how her office had failed to manage costs related to the construction of a new jobs center for the county. This item was of special interest to the commission because of its desire to ensure economic opportunities for all people and businesses in the county.

Without completion, the goal of increasing the economic strength of the community was at risk. Caitlin attempted to explain the unexpected cost overruns and the challenges of detailed coordination of sequential work activities among several state and county agencies, but to no avail.

Ultimately, as the commissioners' questioning intensified, Caitlin shifted the blame toward her staff, claiming inexperience, shoddy oversight, and a general lack of communication.

Taking Responsibility

In April 1961, the U.S. launched the Bay of Pigs Invasion, an attempt to invade Cuba. It was a monumental failure. President John F. Kennedy took full responsibility and history has shown that his willingness to own the failure was one of the factors that ultimately propelled him to such popularity.

In Caitlin's scenario, she failed to take responsibility for the cost overruns and challenges tied to the construction of the new job center. Instead, Caitlin turned the tables on her team.

One of the most important aspects of creating trust in the workplace is the need for your team to know that they can count on your support in good times and bad. Leaders often get recognition for the work of large numbers of subordinates whom they supervise, and most of the time, they are adept at sharing those accolades with those who actually do the work. This is a good thing with significant organizational impact.

A 2016 study uncovered that employees who received recognition from their leaders recently were significantly more likely to trust them (82 percent versus 48 percent). But it didn't stop there. Recognition and engagement was directly related to trust among team members, trust of senior leadership, and organizational success.4

But what about when the news is not so good? Managers may find it challenging to own the performance of those for whom they are responsible. This comes with risk, but the rewards are worth it.

Senior leaders will respect the fact that you stood up for your team and took responsibility. Those who work for you will thank you for supporting them, despite their errors, and will undoubtedly work harder in the future to meet departmental objectives.

Finally, this is not to suggest that accountability does not matter. It does. It is possible, however, to support team members in a professional and decent manner, while still holding them accountable for their performance at the appropriate time and in the appropriate place.

This requires relational transparency from a leader to have candid, honest, and frank conversations with employees on a regular basis. When the time comes to share the rewards, that's good, but when the time comes to hold staff accountable for their performance, supervisors are in a much better position to do so in a way that maintains the dignity of the individual and improves the possibility for improved agency performance.

Writer Arnold H. Glasgow once stated that a good leader takes a little more than his share of blame and a little less than his share of credit. Do both.

Planting the Seeds of Trust

There are many symptoms in an organization that is falling short on the trust front. Staff may be hesitant to share candid observations with their supervisors, and supervisors may withhold information from their subordinates, or fail to support them when warranted.

Other signs exist as well. Decision-making processes may be faulty if people do not feel they have a voice in the deliberation. The agency may not always be consistent in word and deed, leading to confusion and doubt on the part of the team.

Also, the organizational culture may be one of cutthroat competition, one-upmanship, or secrecy. When an organization is in a trust deficit, individuals will close themselves off to sharing and open discussion. They enter a protective mode. It is the front-line manager who has the capacity to begin the infusion of trust in an agency. Managers influence up and down, impacting the morale of their staff and bridging between staff and senior leadership.

To be sure, demonstrating vulnerability, exhibiting transparency, and taking responsibility are not easy. But they are in fact, cumulative. What begins as a simple act of vulnerability, sharing a personal story perhaps, becomes legendary as the story is retold.

What begins as a simple sharing of information blossoms into a learning organization. And what begins as a courageous act of owning responsibility for team performance results in heightened respect up and down the organizational hierarchy.

When you combine the three, the seeds of trust are in place and the likelihood of achieving agency mission is strengthened significantly.

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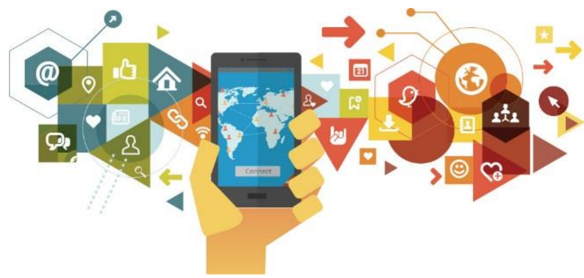
What Is My Playbook If There Is a Cybersecurity Incident?

Incident Response Plan Needs to be Tested. This Is too Important to be Left to Guesses



By Bryce Austin

Introduction of a previously published article by ICMA / June 2018
Kathryn Ruth, Town Manager, Pittsfield

A local cybersecurity professional was forwarded this email from an outsourced computer management company official: "I have been investigating a large number of failed logins on your server. Due to the volume of failed attempts, it does appear that the attempts are coming from an outside source. My organization recommends that you reach out to a security firm to have your network investigated for a possible breach."

The cybersecurity professional's organization was concerned and for good reason. He had to figure out what to do—fast. The priorities were simple:

1. Alert the organization's executive team about the situation.
2. Determine if this is or is not a real hacking attempt.
3. If it is a real hacking attempt, determine how it is occurring.
4. Assess if the hack was successful in any way. Was any damage done? Was any data accessed?
5. If the hack was unsuccessful, terminate the hacker's access immediately.
6. If the hack was successful, start making calls to the organization's chief executive officer, its cybersecurity insurance carrier, a third-party company that specializes in breach remediation, and the organization's attorney.
7. Follow-up with root-cause analysis and recommend preventive measures.

It took more than 10 hours to determine the extent of the issue in this example. Cybercriminals had breached a single server, and a malicious program was running on that server. It was trying various dictionary words as passwords against common administrator-level accounts.

He breathed a tiny sigh of relief to see that it had only started several hours earlier, although appeared to be moving ahead at full steam, which meant that the bad guys had most likely *not* yet been successful at cracking an administrator-level password.

The cybercriminals had gained access into that server through a combination of a phishing email and a bad firewall configuration. Thankfully, forensics found no evidence of further intrusion.

The example above is real, and while it represents the best possible outcome of a cybersecurity incident, it was used here to make a number of points. This organization didn't have a playbook on what to do when a cybersecurity incident is suspected, so staff members had to make it up as they went. Doing so took extra time and might have led them to miss these obvious steps.

- **The organization did not have documents outlining how to bring operations back online** if the hack had been successful, nor did they have procedures to follow if it was determined that any sensitive data had been stolen.
- **Its IT services vendor wasn't well trained in how to get to the bottom of the technical issues quickly**, which lengthened the incident by hours.
- **Staff didn't have a list of whom to call if a cybersecurity incident was suspected**, which made the phone number to the cybersecurity adviser the only number they thought to use. What if that person was unavailable when this took place?

In a nutshell, they didn't have their act together, and it showed.

After an incident occurs, your organization will be judged on these criteria:

- Before the incident, did your organization take all actions to prevent the incident that one would expect of a prudent organization?
- Did your organization respond to the incident using procedures that one would expect of a prudent organization?
- Are there any ways that members of the media could portray your actions around

steps 1 and 2 to make your organization appear to be culpable or incompetent? If true, expect that they will. It attracts more readers to their publication.

A robust playbook that includes the chief administrative officer, chief legal counsel, and all other senior leaders will do immeasurable good in your ability to respond to an incident.

An incident response playbook needs several key elements to be effective. It must:

- Identify who in your organization has the authority to declare a cybersecurity incident. Who can initiate the playbook?
- Spell out how much money that person can authorize to be spent to have an incident investigated or remediated.
- Have a list of the types of scenarios that it is designed to cover. Examples include the loss of sensitive data, a ransomware attack, the loss of a critical system, natural disasters, law enforcement contacting your organization about a warrant or subpoena, and the loss of the use of one or more of your sites due to a natural disaster or because of other issues (such as a crime taking place in the building and the police barring your employees from entering the premises).
- Have a call tree that includes which people or groups to call when an incident takes place.
- Define the people or groups responsible for making the decision on when to bring in law enforcement.
- List the people authorized to speak to the media about a cybersecurity incident, and what those who are not authorized to speak to the media should say if they are approached by a reporter.
- List all the critical systems, the location of the data in those critical systems, and the location of the backups of the data for those systems.
- Outline your organization's general incident-response process. While every scenario is different, this process normally follows these steps: preparation, detection/analysis, containment, eradication, recovery, incident closure/root-cause analysis, and preventative measures.
- Be reviewed on a frequent basis. These plans get stale quickly, and need to be reviewed whenever a significant change in your organization takes place.

If the above points are reviewed as a group, an interesting trend emerges. Most of them are nontechnical. The majority are operational and financial in nature. That is a critical misstep in many incident response plans.

If a technology team manages your incident response plan, it is making business and financial decisions that should be made by chief administrative officers and chief operating officers, chief financial officers, and legal counsel.

Above all, your incident response plan needs to be tested. Unless you have rehearsed an incident response procedure, you're only able to guess if it will work. This is too important to be left to guesses.

The takeaway messages from this article are easy to list:

- An organization needs an incident response playbook.

- The incident response playbook should be owned by a non-technical member of the organization's executive team.
- An organization needs to periodically test its incident response capabilities.
- An organization needs to update the playbook from lessons learned as a result of tests and whenever significant changes occur to the operational or technical aspects of the organization occurs.

Here are questions to explore further with organizational leaders and staff:

How do we test our incident response playbook?

How often do we test it?

What did we learn from our last test?

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Advancing Local Broadband Access

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

By Lindsay Frost, Michael Baskin, and Jelani Newton

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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. Chattanoog 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%20source network.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.

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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/mayorsoffice/Chattanoogaforward.

6 http://www.theenterprisectr.org.

Getting Public Projects Funded

Six Steps Can Position Projects for Success

By Cindy McCleary

Introduction of a previously published article by ICMA / February 2018
Kathryn Ruth, Town Manager, Pittsfield

If it seems like getting funds for public projects is getting harder, it is. The increasing burdens on taxpayer dollars, primarily driven by rising health-care and public-safety costs, make projects that would have been easy to fund five years ago much more difficult.

Add to that an increasingly partisan political atmosphere, and local governments are really feeling the pinch. Politics change faster than a project can get constructed, so funding that is a sure thing this year, might not be next year.

As an architect, my role often includes coaching local government professionals through the funding process. Asking for money is scary, and because I am involved in public projects, I know how to listen, connect the dots, and build a story about need that justifies and clarifies the role of a new or renovated facility.

Beyond drawing pretty pictures, my job is about digging into operational goals, strategies, and business plans to determine how a building can become a successful tool for a community. Because story is such a big part of architecture, it's natural that architects can help managers make the public case for financial need.

Getting funding isn't an exact science, but it does have certain ingredients: the needs of a community, the goals of decisionmakers, the emotions of advocates, the hot-button topics, and the business plan of the project.

It's more of a philosophy than a formula; however, in my experience, adhering to these six steps gives a project a better chance of getting the financial support it needs.

1. Save the eye candy. Setting up a project for funding success starts early, well before renderings are developed to wow a public audience. It begins in the needs-assessment, master-planning, and pre-design stage, where people can grasp the big challenges and start to build the case for need.

The physical environment affects operations. Documenting failings in the current system helps identify the risks associated with inaction, and therefore strengthens the case for spending on facilities.

On a recent police department job, we studied the workflow of the department's evidence intake chain of custody to help justify spending to improve it. The evidence-intake area was the same space used for the removal of trash and sometimes, a place to eat lunch.

Although there was protocol in place to avoid contaminating incoming evidence, the architecture of the building was introducing the possibility of human error. In the time it took an officer to clean the space before packaging evidence, that evidence could be contaminated, introducing a huge risk.

We built an argument for funding based on the risk of losing cases due to poor workflow along the chain-of-custody path. By linking space to performance, we helped build the case for need.

Often, someone will ask, "When do we get to design?" by which they mean, "Let's see some flashy images." The truth is, before the flash, there needs to be a thorough, defensible case for need.

2. Identify naysayers and understand their pitch. Naysayers can wreak havoc on a project, especially considering the speed of social media. Ignore naysayers, and they will bury you.

Whether it's a commissioner, elected official, newspaper, political activist, or disenfranchised group, naysayers use their voice to dismantle an idea. You need to understand their pitch, include them in the process, and build their trust.

This cannot be done with emotion, but only with dialogue and facts. Often, their perception highlights a weakness in your message that you can use to strengthen your case.

A recent historic-preservation project was challenged in the past by active and organized community members who felt resentment over being left out of previous planning efforts. They didn't have financial or political leverage, but they had a voice and a good point.

The solution was to embrace their role in the project and give them a voice in deciding how the site should teach about their heritage and their contributions made the project better. By bringing them to the table, understanding the storyline, and building trust, their voice became one of support rather than disruption.

3. Build your advocates. Key to project success, advocates include anyone who has political, capital, or social leverage. Whether councilmember, fundraiser, cultural gatekeeper, chamber of commerce executive, or church leader, anyone with access to hearts, minds, energy, in-kind resources, and purse strings can be an advocate.

Building advocates is an art of inclusion and should make them feel valued for more than the resources they offer. By asking for their needs, thoughts, and opinions before their money and connections, you make them feel empowered and vested, and automatically make them a partner.

For a recent police-training facility project, two police departments were involved. We knew there was a regional need for the project, but felt that our chances for funding would increase if we had more police departments across the region invested in the cause. We needed to leverage their connections to make it happen.

In the planning process, we asked 20 agency heads from across multiple counties, "What do you need?" All 20 agencies contributed their ideas, and in the process, became supporters and advocates.

Our design responded to their needs by organizing itself in the form of five semi-independent pods, each focused on a different type of training. This enabled smaller agencies to rent spaces specific to their needs, at lower cost, while decreasing overhead for the police.

Having these advocates in place before the design allowed us to meet their needs as the project developed, making them strong advocates in our campaign for funding.

4. Build a sound, defensible business plan. While some public projects, like universities and training centers, have revenue offsets, some facilities just don't generate revenue. That doesn't mean they don't need a business plan; in fact, it means they need to work harder to justify the return on investment (ROI) of the project.

For non-revenue-generating projects, a business plan justifies why the project will save money and improve operations in the long run.

When designing a recent police-department headquarters, we studied the workflow to demonstrate how the department's obsolete building required more time for staff to perform simple tasks. Because the previous building had evolved in an ad-hoc way over decades, each officer spent an average of 17 minutes getting ready for a shift, running all around the building to check in, get into uniform, go to roll call, retrieve their weapon, get medical supplies and duty bag, and finally get into the squad car.

Next, we tested the same process using a new plan and clocked it at 12 minutes. That savings of five minutes per officer, three shifts per day, seven days per week, 365 days per year added up to an annual cost of $600,000. That allowed us to argue that the hard-side investment in facilities would have soft-side outcomes, making it a smart financial investment.

No matter the situation, a strong business plan can help a manager clarify the case for need. It's no longer just based on emotion but on a metric analysis that has a ROI.

5. Develop a clear message. Nobody knows a community's needs as intimately as the manager does, but communicating those needs in a way that connects with the audience is tough.

A clear message quickly educates an audience, which can be residents or elected officials, on the risks and challenges of a project and the outcome of the investment. But it also makes a department's or community's needs the legislature's needs. This requires managers to forget their needs for a moment and focus on the needs of the audience.

In a recent public-safety training facility project, selling the project to the legislature required us to understand and address core values. While the immediate need was for a safe and secure place to train, that message didn't resonate with the legislative audience.

The legislature figured officers could train in a rented warehouse; from experience, public-safety officials knew that would not allow officers to feel safe enough to learn effectively.

Rather than focus our messaging on the needs of the officers, we chose a message that spoke directly to the needs of legislators to fairly represent constituents. In the design process, we mapped out existing training facilities in the region, and found that they were concentrated disproportionately in one area.

By presenting this information to the legislature, the argument became more about financial equity and tax base—an idea that resonated with them.

A good message isn't about selling personal needs but about positioning the need to achieve an audience's goals. This kind of argument makes it more likely that your project becomes a priority for them.

6. Dedicate feet-on-the-ground leadership. When trying to get a project funded, the better story that can be told, the better chances of success. As architects, the deeper we can get into nuts-and-bolts operations, the better we can align the design to what is needed, and the better story we can tell to justify need. This requires a significant commitment of time and talent early in the design process.

In designing a recent revitalization of a historic site, city staff felt overwhelmed during the early stages by the scale of decisions required to successfully plan the project. It was only after dedicating a team of eight empowered leaders to give 80 percent of their time to the project that we really made progress and started making impactful decisions.

By allowing people with operational authority to get into the weeds of the project, my organization could conduct a deeper dialogue on how design could improve workflow.

Dedicating the time and attention of leaders with authority over the long-term shape of the organization results in better design. This builds into a better story and a stronger case for funding.

At the same time as health care, education, and policing are taking up a bigger slice of the funding pie, buildings are getting more expensive and the prospect of asking for money is more daunting than ever.

My message to local government managers is that by paying attention to the audience, dedicating empowered leadership to projects, and making early strategic decisions, they will have a better chance of seeing projects built.

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When It Comes to Communication, More Is More

Nine Guidelines for Communicating with Individuals Who Might Work for Your Local Government in Some Way

By Elena Langdon

Introduction of a previously published article by ICMA / May 2018
Kathryn Ruth, Town Manager, Pittsfield

In our world of information overload, less is often more. You might have heard or read these words in a different context but they also apply in the world of communication—think website or newsletter copy that is best kept short and sweet. Yet context and preparation is also needed when human interaction is involved. The more time and energy you invest upfront with communication skills, the more time, money, and headaches you can save down the line.

Take the private sector example of a midwestern pharmaceutical organization that contacted a local Spanish teacher to help with communication during a visit with South American physicians. All was going well until it came to the specific condition a new medication could treat for a chronic obstructive lung disease (COLD). The teacher, who hadn't been briefed about the company's specific focus, spent the day talking about the new "wonder drug" that could cure a common cold, and the audience wasn't impressed.

In your management profession, you might need to communicate with a person from another country, or you might need to work with an adviser, trainer, or writer who will represent your local government in some way. Here are guidelines to better prepare for working with such a communicator.

Know the contractors. Before choosing a communications professional, ask about expertise in your specific setting or field, not just years of experience. If you hire a writer for a newsletter or website, for example, look at the writer's portfolio to see if the person has worked in the management profession before. Working directly with her or him makes this easier, but if you are getting proposals through an agency, many will also provide information on the individual's credentials and past work.

Explain your audience. Clue the person in as to whom they'll be working with. If you're looking for someone to deliver a workshop to staff members on employee engagement, for example, let them know what your organization's structure looks like. Names and roles are especially helpful, as are division, department, and project names. This will help make the workshop relevant and personalized, even though an outsider is presenting it.

State your purpose. Your team might know why you are discussing a contract, but an external expert who might need to be brought in for one day won't. What are everyone's goals? Are the stakes high and the situation tense? Think of communication experts as extensions of your team and brief them accordingly. If they know your purpose(s), they can better understand the organization and transmit a needed message accurately.

Get it in writing. Perhaps this is obvious, but make sure you draw up a contract when working with an external adviser. Some important sections to include are confidentiality, deliverables, and duration of work. Think about licenses, certification, and insurance, too, if there is any risk involved in the work being supplied.

Provide context. Clear communication depends on contextual knowledge, so provide as much background information as possible. Let's say you need an interpreter to help you sort out an HR problem with an employee who is more comfortable in another language. Inform the interpreter about any previous meetings, the main issues to be discussed, the type of work the employee does, and anything else you think is relevant.

Explain specific jargon and acronyms. Your internal jargon or acronyms might seem like second nature to you, but they probably sound like alphabet soup to an outsider. A short list or glossary can be helpful so that time isn't wasted trying to decipher "the BPO meeting" or the "quarterly up-queue." And be especially careful with polysemous words (words with more than one meaning) like in the pharmaceutical example.

Consider your space. If you will be working with someone who will need to speak with your employees or visitors, let them know what the physical space looks like. Will you be sitting, standing, or touring a building? How many people need to hear the external adviser? Will a video be played or will participants join via Skype or speakerphone? Knowing this information will allow the presenter to better prepare for the situation or even suggest things you haven't thought about.

Make the most of their time. Whether it's an hourly rate or a monthly quota of deliverables, you are paying for a person's time. Think of ways to shorten meetings, including clear agenda items and committee work that does not involve the person. The more focused you are, the better.

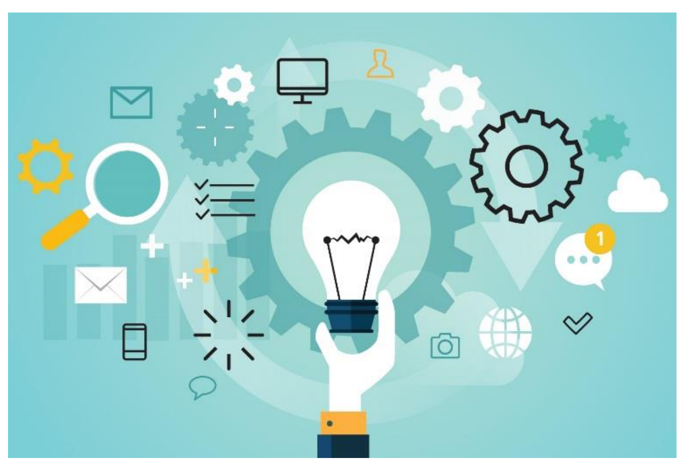
Send files ahead of time. Always send any documentation that will be discussed a few days in advance. Agendas, contracts, previous meeting minutes, presentation slides—anything that provides context and terminology will greatly enhance communication and save time during the actual meeting or event.

This all might seem daunting, but following these guidelines is a way to ensure you are prepared to work with individuals who might be part of your organization in some way. Share your goals, purpose, audience, and insider knowledge *in advance* and you will save time and money in the long run.

Elena Langdon is a certified translator and interpreter, Holyoke, Massachusetts (elena@acolalang.com). She is a member of the American Translators Association.

Making Space for Smart Innovation

Defining Your Path Forward



By Wayne Reed and Marina Giloi

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Kathryn Ruth, Town Manager, Pittsfield

If necessity is the mother of invention, then innovation must be its sibling. Before starting on the road to become a smart community, local governments must foster an atmosphere that supports innovation and invention. Employees need to feel comfortable sharing their ideas to improve the way business is done, to experiment and take risks, and to be supported in their creative endeavors.

Today's world is experiencing an exponential growth in innovation1 and a dramatic reduction in time between idea creation, adoption, and deployment. This pace of innovation benefits consumers, as well as businesses, on a daily basis at home, at work, and at play.

In the private sector, companies seek innovative solutions for services and products to remain competitive, control costs, increase market share, and/or improve profitability. On the public side, communities need to drive innovation to sustain strong local economies and sustain a high quality of life.

Hallmarks of an Innovation Plan

Local governments can best harness their capacity to innovate by creating a strategy and a plan to innovate. It is not necessarily tied to specific funding sources, leaders, or partnerships. Innovation for each community will be different and customized to areas of focus. It is akin to thinking about and deciding where to take a trip.

In the case of smart communities, an innovation plan provides a strategic road map for developing smart initiatives with defined goals and measures of success, which are tailored to the organization's current and long-term maturity, community needs, resources, and technologies.

An innovation plan's components include its vision statement, purpose, areas of innovation, strategy, performance management, maturity assessment, results, timeline, budget coordination, and transparency.

Vision statement. A successful innovation plan, much like other types of strategic plans, should have a well-articulated vision statement that describes its high-level, long-term objectives. Organizational leadership, stakeholders, and community partners should be involved in drafting and refining the vision statement, as it provides the guiding purpose for the plan's realization.

Purpose. An innovation plan will explain why a community is investing in innovation and how it intends to go about it. In short, this document recognizes that a community can only improve on its current state by evaluating different approaches, often thinking outside the box, to alter its future course. It lays out a comprehensive approach to address short-term and long-term problems, issues, and opportunities.

Areas of innovation. In general terms, innovation in the public sector spans four broad categories: services, processes, regulations, and policies. The aim of innovation in these four areas is to identify, analyze, and improve upon existing problems, issues, and opportunities to better serve a community.

A local government should start an innovation plan by building consensus on what it thinks innovation means and the benefits innovation can bring to the community. Here are the four categories:

1. Services. Service innovation involves evaluating existing services and developing new services to better align delivery with the needs and desires of the community. Service innovation is intended to address a current or projected community need and should include development of multiple options on how to achieve the desired outcome that consider levels of service, necessary resources, required professional expertise, potential partnerships, and estimated costs.

2. Processes. Process innovation has to do with identifying, analyzing, and improving a portion of or an entire business process. A community may want to use one or more of a variety of methodologies, including Six Sigma, Lean Management, Lean Six Sigma, Total Quality Management, Process Excellence, that are available for process improvement. Outcomes of process innovation can include improved quality, increased productivity, and/or higher customer satisfaction.

3. Regulations. Regulatory innovation is concerned with evaluating the intent, impacts, and outcomes of ordinances. The primary aim of regulatory innovation is for a community to develop a better understanding of an issue by analyzing the underlying causes, defining the desired outcomes, identifying necessary resources, contemplating unintended consequences, and calculating costs associated with the governmental action.

4. Policies. Policy innovation involves an examination of alternatives to guide present and/or future decisions and actions in response to a set of facts, events, and assumptions. Its goal is to make well-informed decisions in a timely manner that are in the best interests of a community. They may be in response to the needs of constituents, lingering community issues, actions by other organizations or governmental entities that will impact the community, or a natural or manmade disaster.

As to selecting what areas to focus its resources, a community could look to a recent resident survey, an organizational risk assessment, and/or conduct "open houses" to solicit public input. In addition, staff could work directly with elected officials to build consensus on specific areas to start with and then determine where resources can be dedicated and are perceived to produce the greatest benefit to the organization or the community.

Strategy.

A community needs to determine its approach to managing innovation. It is common for both employees and service areas to be involved in innovative efforts in both small and big ways. This approach does produce benefits to the community, but in a decentralized manner. In the absence of an innovation strategy, organizations lack processes for innovation, leadership support or awareness, comprehensive budget preparation or implications, organizational recognition, and performance management.

A community that wants to promote innovation and maximize its investment in it should consider dedicating staff resources to guide initiatives. This could be achieved through the creation of an office of innovation or possibly dedicated staff within a department.

Whatever course is taken, a community will be successful in promoting innovation by providing assistance in project management, employee development, performance management, and communication.

Project management is key to effective and efficient innovation. To increase success and to assist owners of ideas (innovation), an organization should provide training to individuals and teams assigned to a project or process improvement. This can be in the form of a formal scoping exercise that will:

• Refine the business case for the innovation.

• Describe what the scope will and will not deliver.

• Identify stakeholders.

• Acknowledge risks and how they may be mitigated.

• Understand the impact of assumptions and constraints.

• Outline a schedule.

• Develop a budget.

There is tremendous value in this type of preparation, because it requires the individuals to think long term and to sufficiently describe what they are aiming to achieve. In some instances, the scoping exercise may reveal that it is not the right time to pursue a particular innovation.

Performance management. Government needs to hold individuals and teams accountable for their innovation projects. Once an innovation idea is deployed or implemented, it is important to monitor performance and provide a feedback loop. An innovation may still be successful, but the feedback may indicate the need to tweak the solution to optimize the outcome.

Likewise, performance may exceed expectations and an analysis can provide an explanation and may instruct future innovations. Performance management should be included in a government's transparency efforts.

Maturity assessment. Especially in developing an innovation plan related to smart communities and technology, it is important to assess the organization's current maturity. Understanding skill sets, organizational initiatives, and resources currently in place informs realistic short-term and long-term goals and identifies areas with the largest maturity gaps or areas of high risk.

Further, a maturity assessment will serve to identify and refine specific areas of focus (e.g., public safety, transportation, energy) and outline on a detailed level the current level of maturity of technologies being used in these areas.

These organizations have published smart city readiness assessment tools and approaches:

• The Scottish Government and the Scottish Cities Alliance: https://www.scottishcities.org.uk/site/assets/files/1103/smart_cities_re....

• Deloitte: https://www2.deloitte.com/content/dam/Deloitte/tr/Documents/public-secto....

• City of Bellevue, Washington: https://bellevuewa.gov/UserFiles/Servers/Server_4779004/File/pdf/IT/mc23....

Results. The completion of a maturity assessment asks the question, "How and in what areas is the community currently using smart technologies?" The results component of an innovation plan should outline answers to the subsequent question, "In what areas do we identify initiatives for smart technology, and how will we measure successful integration and evidence-based outcomes of those technologies?"

Many communities may choose to tie their outcomes to already established performance or strategic measures. Bellevue's Smart Strategic Plan, for example, outlines the city's overarching outcome measures such as livability, sustainability, and resiliency, and connects to how the implementation of its innovation plan will specifically impact these outcome measures and how that impact will be measured.

Other smart community frameworks may frame objectives around specific infrastructure areas. The 2016 White House *Report to the President: Technology and the Future of Cities* (https://www.whitehouse.gov/sites/whitehouse.gov/files/images/Blog/PCAST%...) outlines the table on infrastructure areas and their potential technologies, concepts, and objectives (see Figure 2).

Timeline. As is common with many other types of strategic plans, an innovation plan should include a high-level timeline for each initiative that has received buy-in from organizational leadership, stakeholders, and community partners.

The timeline may include several phases that reflect an initial phase of investment, skill set building, and funding efforts; one or multiple phases for technology and data integration efforts; and a refinement and "go-live" phase where smart technology and outcome assessment may be deployed in real time.

Budget coordination. An innovation plan should be updated on a regular basis (two to five years) and coordinated with the budget process. The budget development process can include budget requests that include multiple criteria, including innovation. Considering innovation in the budgeting process further demonstrates an organization's commitment to it.

At a minimum within the first phase, an innovation plan should provide a timeline for specific initiatives within each outcome area including areas of investment, hiring, data collection, procurement, and so forth. This information should be presented to elected officials along with recommendations on the next round of innovation.

When coordinated with the budget process, it allows for policy support through the allocation of funds.

Transparency. Internally, staff and service partners need to receive updates and stories about how individuals and teams are driving innovation. Organizations can communicate successes and shortcomings along with lessons learned. It is important to celebrate accomplishments and find time to recognize those involved with innovation. This will foster confidence in individuals and reinforce that they are the source of innovation.

To increase accountability and transparency, a community should make its innovation plan accessible on its website. Regular updates and reports will help communicate benefits and progress to both decision-makers and the general public.

Successful innovation can be a powerful way to demonstrate how local governments are wisely using local tax dollars in a measurable way to produce services that meet the needs of their communities.

In the case of smart communities, publishing results and datasets associated with before and after implementation of the services, processes, regulations, and policies found in the innovation plan, especially new technologies, will provide valuable, full transparency to the public. Public datasets should be easily accessible online and cleaned so stakeholders can readily use the data.

Especially as smart technologies are implemented, live datasets should be available and refreshed in real time and application programming interfaces (APIs) to the data should be defined and published for community and research use.

An Important Tool

Innovation is an important tool for governments to continue to optimize resource allocation, enhance quality of life, drive economic development, and provide quality services. As more local governments embrace innovation, they will need to develop a strategy to improve the time it takes to work through idea generation, development, and implementation, while reducing risks and maximizing benefits.

Successful innovation that helps communities address problems, issues, and opportunities will justify further investments. An innovation plan is an important step on the journey to developing an innovative culture.

Endnotes and References

1 "It took decades for the telephone to reach 50% of households, beginning before 1900. It took five years or less for cellphones to accomplish the same penetration in 1990. … innovations introduced more recently are being adopted more quickly." From "The Pace of Technology Adoption is Speeding Up" by Rita Gunther McGrath, Harvard Business Review, November 25, 2013.

Initial Scoping Document, courtesy of Georgetown, Texas.

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Identify Your Stressors

Pin Down What Is Taking a Toll

By Jeff Davidson

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Kathryn Ruth, Town Manager, Pittsfield

What kind of stressors can the typical professional manager experience? The number can be staggering, but once you've identified your primary sources of stress, you can devise personal strategies for diminishing their effects.

Sources of Stress

Actually, almost anything in your environment can act as a stressor. Here are some examples:

Your boss or bosses. Mean, unfair, disorganized, or someone with whom you experience tension can be an immense source of stress to you. Such a person—or people—can make your daily work routine miserable. In extreme cases, perhaps this stress can shorten your life, as can many other stressors.

Team members. People who are responsible to you and your organization's goals can be an extreme cause of stress, especially if they are late, tardy, unreliable, incompetent, or untrustworthy.

Relationships. Whether it is your wife, husband, mother, brother, father-in-law, mother-in-law, uncle, sister, second cousin twice removed, great-granduncle on your mother's side, anyone in your lineage can qualify. Relationship stress impacts almost everyone. Who hasn't felt stressed because of a relationship in their life?

Work-related stress. Independent of any particular person involved, the workplace itself can be stressful. Moreover, work-related stress seems to be on the rise. Whether it's takeovers, downsizing, mergers and acquisitions, new organizations, or meeting the challenge of hyper-competition, today's career professional is likely to teem with stress, which manifests in dead-end careers, emotional disorders, and families torn asunder.

Poor nutrition. You may not have considered your eating habits, but if you're consuming too much junk food, you might be lacking vital nutrients and may not have the physiology to support yourself in times of need.

Do you eat any square meals a day? Do you eat any vegetables and fruits? Do you take vitamins? Many people don't, and they then wonder why it's so tough for them to get through the day.

Sleep. Study after study shows that Americans, as well as career professionals throughout the world, consistently do not get sufficient sleep on a daily basis. Lack of sleep lowers a person's immunity and increases susceptibility to disease and especially to stressors in the environment.

Monetary pressures. Meeting the monthly mortgage or rent when you're short on funds, being laid off and not having saved for emergencies, putting your kids through college, or paying for that operation for your mother can all contribute to rising stress levels.

Simply making ends meet has become a continual source of stress for the great masses of society. Spending more than you take in, having what they call a champagne taste on a beer budget, will bite you time and time again.

Being alone. Have you lost your partner? Or are you struggling to find a mate? Did someone who matters leave or is stationed far away? Being alone can be stressful for people and lead to all types of aberrant, if not unhealthy, behavior.

Not having time alone. The opposite of being alone, if you never get a spare moment to think, to relax, or to reflect, a mounting form of stress can ensue. The prototypical "super parent" who gets the kids ready for school in the morning, holds a full-time job, and barely gets home in time to take care of the kids again, can fall into this category. Both super dads and super moms can have equally taxing challenges, which result in a long-term, mounting form of stress.

Your physical self. Like many, do you perceive yourself as too fat, too thin, or too something else? One report showed that more than one-third of all men and even higher numbers of women are fairly discontent with various aspects of their physical selves and would like to make major changes (*Body Image* journal, 2016).

To compensate for perceived deficiencies in their physical self, some people will starve themselves to death. Others will eat themselves to death. Some will go on binges, and some will go on feast and famine diets.

Chemical substances. Do you smoke, drink, or take drugs? Enough said.

Other stressors. Add your own here, based on what you do, with whom you do it, when you do it, for how long you do it, and so forth. The point is there are many, many ways to experience major amounts of stress in this world.

Now that you you've catalogued your stressors, make a short list, perhaps three to five items, of what you will do to counteract such stressors. Visit http://bit.ly/2yFicrG for stress-reducing ideas.

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Top 10 Tips to Lift Your Leadership

Your Attention to Detail Is Sure to Be Rewarded

By Elizabeth McCormick

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Kathryn Ruth, Town Manager, Pittsfield

Good leaders can be hard to find, and great leaders can be even more elusive. As a leader, whether there's a team reporting to you or not, you have the ability to lift your level of respect with peers while also improving your capacity for greater leadership opportunities.

To enhance your own leadership abilities, begin with an intentional mindset of being open to new ways of thinking and new ways of interacting with peers, team members, and entire organization.

To lift your leadership abilities, start with this list of Top 10 tips:

1. Listen to Your Team.

It's not necessary for leaders to know everything, but you do need to know what the individual skillsets are in the members of your team, so you will know who to approach to get the answer you need.

It is also important to ask your team for input, and listen to what they have to say. They will appreciate being included in any decision made—especially if it affects their workload, their department, their budget, or the amount of time they have allocated. When your team feels like a valued part of the process, it helps improve both their personal connection and overall commitment to the desired results.

2. Make Tough Decisions.

Your team may not like every decision you make, but don't let that scare you into not making the right decisions, or worse, no decisions at all. For any decision you make, do your research and get feedback from your team. If you are able, explain your decisions diplomatically and address the concerns.

At the very least, your team will feel informed and be thankful that the decision wasn't theirs to make.

3. Delegate to Team Members.

There are many leaders who diminish their potential by hoarding tasks and duties because they're afraid of what others will think if they "can't do it all. This is a misconception that can lead to burnout, and even worse, cause your peers and teammates to lose their trust, respect, and loyalty to you as a leader.

Great leaders are also great delegators. If you are not sure what you can delegate, here's a general process for you to consider:

- Make a list of your specific tasks and duties.
- Put your name next to the ones that you absolutely must do yourself. For example: signing checks, attending executive meetings, and certain high-level approvals are not tasks and duties you can delegate.
- For the tasks that are left, think of people on your team and their specific skillsets. If they are capable of doing a task at least 80% as well as you – then delegate that task.
- Empower your team with delegated tasks and duties while also allowing them autonomy needed (meaning = don't micro-manage them). Be sure to also give them the authority necessary to ask questions and get help if needed. People will surprise you with their skill and abilities when given the trust in an opportunity.

4. Admit When You're Wrong.

Everyone makes mistakes and leaders are no different. When you make a mistake, be with your team. Your honesty and vulnerability will help open a pathway to better trust and communication.

When you show your willingness to trust them with your mistakes, they in turn will feel more valued as a team member and work with you to help correct mistakes, and ensure a lesson is learned for everyone involved.

5. Show Appreciation.

When your team members do good work, make sure you let them. Write a hand-written thank you note, give them a special gift card, and take time to recognize them publicly. To make an even bigger impression, send their partner a hand-written note sharing how important they were to the team's success.

Appreciation goes a long and as you incorporate a culture of gratitude, your staff will reciprocate that appreciation through loyalty and a job well done.

6.Be Willing to Get Your Hands Dirty.

The most successful leaders won't ever ask a team member to do something that they aren't willing to do themselves. People in general acquire much more respect for leaders who aren't afraid to jump into to accomplish any task needed.

This doesn't mean you're doing the work for them, but at those critical moments when help is needed, your assistance could help motivate your team to reach—or even exceed—the goals set.

7. Mentor Your Team Members.

If you can help your members to become more successful, the whole team will benefit. The more you invest into your team members, the more they will be willing to give in return.

As you lead by example in a mentorship role for those in your organization, others with similar skills and capabilities will follow your lead. This creates a culture where current and upcoming leaders develop a mindset of helping others succeed.

8. Bond Through a Social Cause.

To lead a team effectively, you need to be a part of the team. Start a new social cause as a team-building activity and make sure you lead the way.

To add even more lift to your leadership, adopt a charity to support within your local community and get away from the office where you can get to know your team members on a more personal level.

9. Let Your Team See You Learn.

Leaders are learners. Let your team observe you reading a book or a trade publication in the break room, and encourage them to do the same.

You could also start an optional book club focused on self-improvement and leadership books where you can discuss how those books have made an impact on you, and how they helped change the way you lead.

10. Keep Meetings as Short as Possible.

Everyone generally has a list of tasks and duties that take up their entire workday. Although necessary, meetings can be seen as disruptive and non-productive, especially if nothing was essentially accomplished.

Meetings should have a specific purpose and agenda that involves everyone in the room. The more you respect the time of your team, the more they will respect you as a leader.

Improving your capacity to lead is something that will take intentional effort, and these tips will help you focus in on what matters most. Your attention to detail is sure to be rewarded in the form of enhanced loyalty, higher respect, and increase the success of you, your team, and the overall organization.

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Communications Committee

The MTCMA Communications Committee is pleased to present the 10th issue of the MTCMA Newsletter. The plan remains the same – to publish the newsletter twice a year with lots of helpful information and ideas to assist our profession to grow and prosper. We are also utilizing the newsletter to emphasize and organize information that has been sent out to members by various means. Everyone is busy so searching for important details takes time that could be better utilized.

The newsletters are timed to assist in the promotion of our two main events – the Interchange and the New England Management Institute. In the future, we will be issuing smaller more compact newsletters. If you like communication projects such as the newsletter, list serve, website, surveys and promoting the membership, we would be happy to add you to our Committee. We are especially looking for new members to the profession because of their perspectives on resources that would be helpful as one enters the local government arena. If you are interested, please contact Kathryn Ruth at 487-3136 or townmanager@pittsfield.org

Thanks so much for reading this newsletter. Have a great day!