



MTCMA

Maine Town, City and County
Management Association

A State Affiliate of ICMA

March 2018 Newsletter Volume 9

EXECUTIVE BOARD

PRESIDENT

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

1st VICE PRESIDENT

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

2nd VICE PRESIDENT/ TREASURER

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

DIRECTORS

Jack Clukey | Tel: 565-3318
jclukey@dover-foxcroft.org

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

Jay Feyler | Tel: 785-3658
townmanager@union.maine.gov

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

Stuart Marckoon | Tel: 667-2242
town@lamoine-me.gov

Scott Morelli | Tel: 767-3201
smorelli@southportland.org

Ryan Pelletier | Tel: 493-3318
ryan@aroostook.me.us

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

IMMEDIATE PAST PRESIDENT

Peter Crichton | Tel: 333-6601 X 1221
pcrichton@auburnmaine.gov

Senior Advisor/Ambassador

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

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.

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ICMA Ethics Tenants:

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

*Become Involved in
MTCMA Today!*



Download the package here:

<https://memun.org/Training-Resources/Workshops-Training/Training-Resources-View/ArticleId/8431/MTCMA-39-s-36th-Annual-Statewide-Manager-Interchange-sponsored-by-Maine-Town-City-and-County-Management-Association-3-16-18>

SAVE THE DATE!



<https://www.memun.org/2018-Technology-Conference/Agenda>



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

82nd Annual MMA Convention: Wednesday, October 3, 2018 – Thursday, October 4, 2018, Augusta Civic Center, Augusta

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

Upcoming 2018 MTCMA Board of Directors Meetings

Thursday, March 15, 2018 Regular Board Meeting Mini-Retreat at 10:00 am, Hilton Garden Inn, Bangor

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

October, 2018 TBD – Planning Meeting

ICMA's FREE 2018 Coaching Webinars

Click here for a flyer detailing 2018 free webinars.
<https://icma.org/documents/2018-icma-coaching-program-webinar-flyer>
Compliments of
Christine M. Landes, CMM, Bethel

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

Avoid last minute rushing around – 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/>

Welcome New Members

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

Jutta Beyer, Island Falls
Michele Bukoveckas, Sebago
James Chandler, Dexter
Denise Clavette, Auburn
John Eldridge, Brunswick
Ryan Frost, Winthrop
Matthew Garside, Poland
Stephen Gould, Livermore Falls
Dennis Lajoie, Norway
Amy Lamontagne, Falmouth
Tom Luttrell, Rockland
Dennis Marker, Caribou
Marc Meyers, Bath
Aubrie Michaud, Saint Agatha
Matthew Sturgis, Cape Elizabeth
Nancy Troeger, Van Buren
Kris Tucker, Standish

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

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/>

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:

- January 11, 2018 – Bath City Hall, 9:00 a.m.
- March 8, 2018 – Windham Town Hall, 9:00 a.m.
- 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 more recent topics:

1. Cable TV – Build Out
2. Elderly Lien Foreclosures
3. Elderly Tax Lien Foreclosure Bill
4. State of the State Reaction
5. Shoreland Zoning Map
6. Municipal Revenue Sharing Reduction Chart
7. Audit RFP
8. On Line Recreation Registration
9. Federal Budget Cuts
10. Private Storage on Public Property
11. Pay Raise Policy
12. Newsletter Policy
13. Tax Lien Class
14. Fire Departments – First Responders
15. Governor’s Public Property Release
16. Code Violation Copy to Mortgage Holder
17. Base Pay Rates
18. Tax Acquired Property Security
19. Storm Closing Policy
20. Diversity Research
21. Warrant Article – Moratorium
22. Recreation Director Ad
23. Cell Phone Use during meetings
24. Salary Increase Policy
25. MMA Insurance – VFD
26. Maxx Force Engines
27. Food Sovereignty Ordinance
28. Brownfields
29. Free Webinars
30. Digitizing Records
31. Surface Pro Question
32. Sewer Backup Tort Claim
33. Revaluation Cost Estimate
34. School Board Vacancy
35. Is it legit FOAA or Phishing
36. Municipal Schools Policies

Spirit of America Awards

Honoring Volunteerism:

Your municipal governing body is invited to pick a local person, project or group to receive the 2018 Spirit of America Foundation Tribute for outstanding community service and to honor the recipient at your annual town meeting or during National Volunteer Month next April. There is no fee involved. More than 150 Maine municipalities chose a Spirit of America award winner in 2017. Go to <http://spiroaf.com/> for more details.

37. Marijuana Rules Update
38. Marijuana Permits
39. LD 1 Calculation
40. Mitch B back in Jackman for now
41. Treasurer, Finance Director Job Descriptions
42. Policy for employees running for elected office
43. New Building Design Consideration
44. Interns Application
45. Returning Excess funds on tax acquired property
46. Bankruptcy, Tax Acquired Properties
47. Bring a Friend to Interchange
48. Fire Station Construction Costs
49. Mooring Fees
50. Public Works Department Size/Benchmarks
51. Website Design and e-mail hosting
52. Phone Systems
53. Public Works Director Pay – Small Town
54. Sewer Rate Study
55. Sponsors Sought
56. Voter Registration Drive at Town Hall
57. Jackman Town Manager
58. Elderly Lien Foreclosures
59. Nomination Paper Filing Deadline
60. Plow Truck Needed
61. Recycling – China Impact
62. Highway Crew Training
63. Deputy Code Enforcement Officers
64. Help Wanted Ad Placement
65. Website Designer Sought
66. Trash Compactors
67. Moderator Sought
68. Contracting Public Works
69. Breaks – Plow Drivers
70. Parking Garage Design
71. School Building Permit Fee
72. Maine PERS Changes
73. LD 1738
74. LD 1565
75. Free Webinar
76. Customer Service Training
77. Lease Required
78. Certified Assessor Sought
79. Transfer Station Administration Contract
80. Trio Withholding 2017

81. PEG Channel
82. Street Lights in Subdivisions
83. Plow Truck Sought
84. Addressing Officer Pay
85. Go Fund Me
86. Firefighters – Minimum Wage
87. Convicts and Contracts
88. Construction Committee

A special thanks goes to Stu Marckoon for posting the discussions from the MTCMA listserv onto the MTCMA website.

Communications Committee

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

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

Celebrate Public Service Recognition Week, May 6-12, 2018

PSRW is the perfect time to recognize and appreciate your local government staff and colleagues and to educate your constituents about the difference you make.



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

During [Public Service Recognition Week \(PSRW\)](#), May 6-12, 2018, traditional and social media will come alive with great stories about the outstanding contributions made by the men and women who serve America as local, state, and federal government employees.

Since 1985, PSRW has been the time set aside each year to educate constituents, family, and friends about the many ways in which government at all levels serves us and how local government in particular enhances the quality of life in our

communities. This year's theme is "Honoring Our Public Servants. Connecting Citizens with Their Government."

To help you and your community celebrate, the [Public Employees Roundtable \(PER\)](#) has developed a [toolkit](#) that includes a 12-page [How to Celebrate guide](#) with suggested messaging, community outreach strategies, and other resources to help educate residents about the importance of public employees and the work that they do.

The PSRW toolkit also includes a [White Board guide](#) and two white board templates: (1) "Public servants make America better by..." or (2) "I serve because...". Check out these white board examples on the [PER Facebook page](#).

Don't miss this opportunity to help your constituents understand the value that local government in general and professional local government management specifically bring to our communities! Read more about professional city, town, and county managers and other often-ignored public employees—such as police officers, teachers, or solid waste managers—who use their talents each day to improve the quality of life in their communities at ICMA's newly revamped [Life, Well Run](#) website.

If you're thinking about career choices, the *Life, Well Run* site will tell you what it takes to become a professional local government manager and whether the career is right for you. If you're a veteran public servant, you'll find resources and tools you can use to educate and promote your community about the benefits of professional local government management. You can also click on the "[Community Heroes](#)" section of the site, where you can view a series of video profiles of the individuals who work with city, town, and county managers to deliver *Life, Well Run*.

Crafting a Healthy Workplace Culture

Shared Values Can Lead to Unprecedented Results



By Patrick Ibarra

**"Culture eats strategy for lunch."
—Peter Drucker, management consultant, educator, and author**

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

Most local government managers have experienced more than their share of being actively involved with efforts to improve organizational performance through the implementation of a range of change mechanisms, reorganizations, process improvements, and the most complex of all, workplace culture.

While a healthy workplace culture does not guarantee high performance, it's almost impossible to achieve without it.

An organization's norms and values influence how employees should behave in situations and heavily influence the workplace culture. Values in use, as opposed to espoused values, tell members what is important in the organization and what deserves their attention.

The dynamic processes of culture creation and management are the essence of leadership and make one realize that leadership and culture are two sides of the same coin. Understandably, culture change can be difficult and challenging work, yet the dividends are extremely beneficial in helping transition or even transform an organization to achieve unprecedented results.

Also, with the breadth and pace of changes impacting the role of local governments, leaders would be wise to change their cultures to adapt to the situation and operate at a higher level of effectiveness or run the risk of falling behind in their primary role as a community builder.

Yankton Crafts a New Road Map

Culture change must be led from the top of the organization. Senior executives and managers must be strongly committed to the new values, the need to create constant pressures for change, and the staying power to see the changes through.

In 2016 and again in 2017, I had the good fortune of working with Amy Nelson, city manager of Yankton, South Dakota, along with members of the executive leadership team and the city's governing body.

Amy and her team recognized that we must always be reaching toward our potential. While a segment of the advance—as opposed to a retreat—sessions with each group focused on strategic planning, a significant investment of time, effort, and energy was directed at identifying the organization's basic assumptions and crafting a road map in a different direction. In short, reestablishing the culture around a shared set of values and beliefs.

The leaders in Yankton realized they must communicate the new culture through their own actions. Their behaviors need to symbolize the kind of values and behaviors being pursued.

Recognizing their role as catalysts for change, group members, through a series of exercises, sought answers to practical issues: What really matters around here? How do we do things around here? What do we do when a problem arises?

These types of provocative questions galvanized people's thinking about the basic assumptions and values that influence the daily behavior of the city's employees. They helped reveal the workplace culture so leaders could consciously and deliberately reset the culture. The question was: Reset the culture to reflect what?

After much discussion, Amy and the team members developed a set of values depicted by the tree shown in this article.

Why a tree you ask? "Well," as Amy stated, "we thought a tree was a nice visual because like a tree, our organization is dynamic and growing. We also know that as the seasons of our organization change, new growth and new values will occur. We are not trying to be perfect (every tree has a flaw or two); our goal is to flourish."

In fact, a tree was planted by city hall to celebrate this undertaking.

Forward-looking leaders like Amy and her team realize they must enlist their workforce members in the journey to shape a healthier workplace culture. It is vital that culture change not be perceived by employees as another in a sequence of fads—"management by best seller," as in a flavor of the month.

Even when procedures and strategies are altered, organizations can quickly return to the "we've always done it that way" status quo.

Since its adoption, Amy and her team have been disciplined in their approach to continue their work together and with workforce

members to, as Amy says, "Delve further into the meaning and importance of each of our values."

Focus and Commitment

Creating and maintaining a healthy workplace culture is painstaking work. It requires focus and commitment throughout an organization. Healthy cultures lift people up, expand the capacity of the workforce to execute new challenges, and, overall, enhance the organization's performance.

In closing, I want to share a quote from author Max DePree from his book *Leadership Is an Art*: "Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately, in its practice."

Your emails with questions and comments are always welcome at patrick@gettingbetterallthetime.com.

Patrick Ibarra is a former city manager and partner, The Mejorando Group, Glendale, Arizona (patrick@gettingbetterallthetime.com).

Make Your Workplace Enjoyable

A positive company culture is quickly becoming a must-have for employees. This article shares how to create this environment.



Introduction of a previously published article by ICMA / June 2015
Kathryn Ruth, Town Manager, Pittsfield

No one will argue with the fact that workplaces have become more casual, more connected, more innovative, and more flexible. But have they become fun? Maybe so, or at least that's what younger employees (and more experienced employees, too) hope to find when they settle into their cubicles.

According to a 2015 report from Accenture, 60 percent of graduates from the class of 2015 said they would take a pay cut to work for an organization that had a positive social atmosphere. (footnote 1)

Most employers don't actually need to see the results of a study to know that a positive, even fun, company culture is a deciding factor for people who are entering the job market. Since millennials now account for the largest share of the U.S. workforce, employers need to take this generation's expectations seriously—even if they themselves are members of the "it's called work for a reason" camp.

Don't worry, you won't have to put in a basketball court or bowling alley, but actually, injecting a little more fun into your organization will benefit everyone.

It's a myth that productivity improves when company cultures are rigid, serious, and businesslike. The reality is, productivity improves when people enjoy being at work and enjoy the work they're doing, regardless of the decade in which they were born.

Here are six components of a positive workplace culture:

Fun. While going to work might not ever beat a day on vacation, it's still possible to make time at the office enjoyable. When possible, allow employees to work in highly collaborative teams and make group work areas available. Give these teams clear goals and celebrate when they're accomplished. You might even want to introduce a little friendly competition.

Beyond that, strive to create a fun environment. At our organization, we designed colorful work spaces with natural light and graphics. We let employees choose their own titles. We also gave plenty of time off, celebrated birthdays, and didn't mind a little silliness as long as the

work got done. We subsequently found that all of this helped employees stay fresh and involved, and it kept morale high.

Respect. Yes, new millennial hires will be the low people on your organization's totem pole. But that doesn't mean they can be treated dismissively or viewed as a cost. No one, regardless of age or experience, will enjoy coming to work if they aren't treated with respect and viewed as an asset.

A good way to show employees respect is to create a know-the-need culture instead of sticking to a need-to-know policy. Practice transparency. Share company challenges and ask the entire staff for solutions. Employees are full of intelligence, ideas, and passion, and you may be surprised by their ideas. Be sure to recognize outstanding performance and acknowledge accomplishments publicly.

Philanthropy. A 2014 report by consulting firm Achieve revealed that not only do millennials think it's important to give back to their communities, 57 percent would actually like to see their employers offer more companywide volunteer opportunities. (footnote 2)

It's a good idea for your organization to stand for more than "just" the mercantile value of its goods and services. All of your employees, regardless of their age, will be proud to work for an organization that's committed to a better world. (And if some of them share the good deeds on social media, so much the better.)

From the start, we aligned our organization with several social causes, including local parks, civil rights, and environmentalism, which we

had felt strongly about long before creating the work group. Even when we didn't have cash to spare, we still donated bottles of wine and encouraged our employees to volunteer for partner organizations on company time. Knowing that their work was governed by a higher set of principles gave employees a higher sense of purpose and increased their engagement, morale, and loyalty.

Flex hours. If your company has a rigid attendance policy, we ask you to seriously consider: Why? Thanks to technology, many of today's jobs don't require employees to be in the office, at their desks, from nine to five. And believe it or not, almost half of millennials say they'd choose flexibility over pay. (footnote 3)

Employees feel positively about companies that give them time to live their lives outside of work when possible. Set up deadline-based timetables rather than strict work schedules, and allow for home-office work as much as possible. This will help your people save gas and commute hours. Think of it as paying for performance, not attendance.

We found that when we trusted people to do what their jobs required and left the when and where up to them, they were more focused and productive. They thought like entrepreneurs, not clock punchers.

Appreciation. When employees work hard on your company's behalf, they deserve your thanks and appreciation. Don't take it for granted, for example, when employees put in extra hours or turn out an incredibly well-thought-out proposal. Make sure they know that you have noticed their efforts. For that

matter, don't even take it for granted that they show up every day. (As the economy continues to improve, employees have an increasingly wide array of potential employers to choose from!)

A great way to build team spirit and nurture a positive culture is to send out written acknowledgments or make an announcement when a person does something that positively affects business. We did this on each employee's anniversary. Not only does saying "thank you" as publicly as possible give individual employees the warm fuzzies, it causes the whole team to gain more respect for their coworkers.

Family. Accenture's report also revealed that only 15 percent of 2015 grads "prefer" to work for a large organization. Today's employees want to be known and treated as individuals, not merely as human capital or cogs in the proverbial machine. They value kinship, shared values, and being part of a supportive group that has one another's best interests at heart. They want to feel proud of their team and look forward to the company of the group with whom they spend the majority of their waking hours.

All of the advice we've shared here can help create a workplace family. In addition, we recommend setting up a mentorship program. When a new employee begins work, try to match up the individual with a more experienced worker who can advise, teach, challenge, and encourage the person. Mentoring relationships are a win-win because they guarantee that valuable institutional

knowledge is passed on while knitting a team more closely together.

Shouldn't work be fun anyway? Isn't that when we all do our best work? Isn't that the fertile ground that allows the best solutions and disruptive ideas to grow? And isn't that the basis of company loyalty? With the right people in the right environment, your local government organization will be more likely to hit its numbers and provide the services that residents need and want.

1
http://money.cnn.com/2015/05/12/pf/millennials-work/index.html?iid=HP_LN

2
http://www.huffingtonpost.com/2014/06/18/millennials-volunteer-charity-giving_n_5507778.html

3
<http://www.forbes.com/sites/katetaylor/2013/08/23/why-millennials-are-ending-the-9-to-5/>

Live Each Day in Real Time

12 Practices That Put You in Control



By Jeff Davidson

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

What would your career be like if you had the ability to tackle problems and challenges as they arise? What if you had a sense of control and ease about each day? You would be living in real time.

You might already know people who live in real time, or who live out significant chunks of their life in real time. Who are these people? These are the people who have the time to take a phone call, actually know the names of their children's friends, and perhaps stay in shape.

Review these 12 components of living in real time, with the realization that each of these are within your grasp:

1. Leave home in the morning with grace and ease. If you can manage the "beforehand" by taking care of as many things as possible the night before, in the morning you only have to get bodies out the door. No need to experience a mad rush, because you have everything ready to go.

2. Focus on the important issues facing your organization, your department or division, and your job or career. Pay homage to the issues that you identify as important in your life, and have the strength to ignore the less important ones. Magically, when you handle the important things, the others tend to fall into place.

3. Handle and address the mail when it arrives, keep piles from forming, and return phone calls within 24 hours. Doing so avoids being inundated by too much mail, overwhelmed by towering piles on your desk, and blindsided by a mounting number of calls to deal with.

4. Enjoy a leisurely lunch. Understand the importance of fully completing tasks, so that when you go to lunch, you're at lunch. Take the time to chew slowly and carefully. Put down your cellphone or the newspaper and concentrate on tasting the food.

5. Depart from the workplace at a normal hour when possible, and feel good about what you accomplish each day. Leaving the workday at a reasonable time is the most

important step towards permanently living in real time. When you heed the magic question "What do I need to accomplish by the end of the day to feel good about leaving on time?", you have little excuse for leaving in a bad mood.

6. Have sufficient and up-to-date health, life, disability, and automobile insurance coverage. If you want to live in real time, insurance is part of the overall picture. Acquiring adequate insurance to protect you and your loved ones likely supports your overall priorities.

7. File your income taxes on time. According to the IRS, in any given year 7 percent of taxpayers seek an extension. You, on the other hand, once making the decision to live in real time, know too well that taxes will always be around and that completing your own tax returns on a timely basis—by yourself or with the help of someone else—yields peace of mind once their done.

8. Take time to be with friends and relatives. People, not things, count most in life. Carve out time on your scheduling software or appointment calendar to ensure that you don't shortchange the key people in your life.

9. Stay in shape and at your desired weight. Fitness experts say that working out for only 30 minutes a day can keep you comfortably fit.

10. Make time for hobbies. On the way to losing your time, did you abandon enjoyable activities that were a part of what made you who you are? Revisit that stamp collection or your garden, the hiking club, or whatever you

let slide. Living in real time means enjoying your most rewarding hobbies and pastimes on a regular basis.

11. Participate monthly in a worthy cause.

It's not possible to give your time and attention to all worthy causes, or even many worthy causes. Your life is finite, regardless of how long you live. When you pick the one or two causes that matter most and take action, you feel good about yourself and about how you're spending your time.

12. Drop back at any time, take a long deep breath, collect your thoughts, and renew your spirit.

Jeff Davidson, MBA, CMC, is principal, Breathing Space® Institute, Raleigh, North Carolina (www.BreathingSpace.com; Jeff@Breathingspace.com). An author and presenter on work-life balance, he holds the world's only registered trademark from the United States Patent and Trademark Office as "The Work-Life Balance Expert."®

Text or Not to Text

Guidelines for When It Is and Isn't Appropriate to Send Text Messages



By Cheryl Hyatt

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

We live our lives in an increasingly digital age, with shifting social customs. With more connectivity, come more questions—and gaffes. These days, this question can be asked: Is texting work colleagues perfectly acceptable or extremely uncouth?

Here are some guidelines for when it is and isn't appropriate:

1. **Consider the organization.** Texting, for example, is going to be much more acceptable at a tech-savvy start-up than at a law firm. Regardless of the organization, consider any privacy and disclosure guidelines. Take your

cues from longer-serving coworkers. Follow norms rather than forging them.

2. **Consider the relationship.** Texting peers, particularly ones you interact with frequently, is going to be much more common than texting your team leader or supervisor. Realize that texting is inherently a more informal and familiar medium and use it accordingly.

3. **Consider the situation.** Are you getting together with the team after work? Text away. Maybe you want to discuss the office bracket. The more social the communication, the more texting is appropriate. Most of us don't want our phones inundated with work- and project-relevant texts. That's what e-mail can be used for.

4. **Consider the location.** When traveling, texting serves as a convenient way to coordinate time- and location-sensitive details. A text to your coworkers to let them know you're in the lobby and ready to head over to the convention center will be much more efficient—and welcome—than calling each of them individually as they try to get out the door.

5. **Consider the tone.** Negative messages should never be texted. Going to be late for an appointment? Do the other person the courtesy of calling. Feel like venting to a coworker about the e-mail your department director just sent out? Resist the urge. Know the limitations of texting. It can be tempting to try to sidestep uncomfortable conversations by using a text, but it is never a good idea.

Err on the side of caution. As with most things in life, if you have to ask if it's a good idea, it probably isn't. Have your texting habits ever gotten you in trouble at work?

Cheryl Hyatt, partner, Hyatt-Fennell Executive Search, Conway, Pennsylvania (<http://www.hyattfennell.com>).

Does the Virtual You Byte?

Managing Your Digital Twin



By Kate Zabriskie

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Kathryn Ruth, Town Manager, Pittsfield

"Why would I hire someone who chooses a middle finger shot as his Twitter profile picture? Goodness knows I made some bad choices early

in my career, but clearly, he's not ready to work for an organization like ours. It's too bad. I liked his presentation."

"I couldn't believe it when I came across what I did. She works for a great nonprofit and I liked what she had to say, but that's not her only career. The boudoir shots and escort activities are an interesting sideline. Call me judgmental, but I just don't want to work with her. I can't be associated with people involved in those kinds of activities."

A little digging on the Internet can reveal a wealth of information. Some of it's true, some of it isn't, and all of it is out there for the world to see. Fair? Probably not, but it is what it is. Our digital doppelgangers have tremendous power, and as long as finding information online is easy, it will be found.

So, what's a person to do to get control of his or her online image without spending a fortune? By following seven simple steps, you can take charge of your digital reputation.

Step One: Understand Your Digital DNA

The first step in managing the cyber you is understanding who creates him or her. If you use social media, you're contributing to your footprint. If you have ever owned property, had a land line, donated to charity, sat on a board, or participated in any activity where information is published in an online newsletter, that information is part of the digital you.

You need to understand your digital twin has lots of parents, and some of them are more

concerned about presenting him or her in a positive light than others. Google yourself, and make a list of from where information is coming.

Step Two: Choose a Strategy

The key to an effective online presence (or absence) is planning. Without a strategy, you have no plan. To manage the online you, you must decide what you want people to find. You might choose to present yourself as a well-rounded candidate for a job, define yourself as an expert on a particular topic, or align yourself with a cause that means something to you. Whatever the choice, have a goal for presenting an online picture that matches your offline objectives.

Step Three: Remember, It's Not All Bad

In most cases, a well-managed digital presence is better than no presence at all. Think about it; if you were in a hiring manager's chair and could find nothing in cyberspace about a candidate you were considering for an important job, would it concern you? Maybe.

What most likely wouldn't concern you, however, would be the discovery of a professional LinkedIn page. In fact, the existence of such a page would probably serve as additional evidence of the candidate's qualifications and suitability for a job.

Step Four: Put the Best You Out There

A picture is worth a thousand words, and a lot of what people say about themselves when choosing a profile photo isn't too good. The photos are blurry, old, or just inappropriate. Get a professional photo taken and use it.

Your virtual you should be congruent with the real you. In other words, don't promise one thing and deliver something else. Update your photo every five years or after you've had any significant physical transformation.

Next, check your privacy settings on all social sites into which you opt in. Do you really want people knowing what you've "liked" online, what you're following, and so forth? If your brand strategy isn't to be political or provoking, think before you comment on anything controversial.

Also, don't forget that privacy settings change, people share comments, and so forth. In short, what you say among friends may at some point be seen by people you wouldn't expect to have access to your conversations. When it comes to social media, be disciplined, and make choices that fit with your strategy.

Step Five: Manage Unflattering Information

If you've got information out in cyberspace you wish weren't there, and you are blessed with a common name, your dark data is probably buried pretty far down in the search results—especially if you actively publish other information about yourself.

If you have a rather unusual name coupled with a bad PR problem, you'll need to be more proactive. Make site-by-site requests for information removal, and start publishing. Comment on reputable blogs using your real name, leave product reviews also using your real name, publish articles, and so forth. Your goal is to create noise and push negative information to the bottom of the pile. The stronger the sites where you post "good" data, the more likely those items will appear at the top of the results.

For most people, a do-it-yourself approach is sufficient, but if you've tried and are still struggling, you can always hire an expert. Prices vary widely, so shop around.

Step Six: Set Up an Auditing System

Online reputation management isn't a one-and-done activity. It's ongoing because the internet is fluid. What's there today could be gone tomorrow and vice versa.

As your own reputation manager, this means you must be on your toes and aware of what's being said about you. An easy way to stay in the know is to set up a Google alert for your name. Then, as that search engine finds new mentions of you, it will let you know.

Next, search the top engines for your name once a month. Check the first two pages of results for anything troubling. Finally, once a year, do a deep dive and look at *every* result. It's time consuming but worth the effort—

especially if you've encountered problems in the past.

Step Seven: Remember Why You Care

When you work hard to make the real you great, your digital twin shouldn't be allowed to ruin your reputation. In other words, the online you should be your advocate, not your adversary, and if you don't manage him or her, you roll the dice and take your chances.

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

Technology and Towns

Visioning the Future Disruptions



By John Elsesser and Tim Liptrap

Introduction of a previously published article by ICMA / November 2017

Kathryn Ruth, Town Manager, Pittsfield

As we rocket toward a "jetsonesque" future, local governments are faced with the disruptive changes to the status quo. Localities must make time to spot trends and prepare for and embrace the new technologies emerging before them.

For the past seven years, the Connecticut Town & City Management Association has invited us to present a workshop on future technology, and how it will disrupt, engage, and change the way communities do business.

During the years, we have conducted demonstrations with drones, Google Glasses, wireless tools, smartphone applications, body cameras, solar products, social media technologies, 3D printing, and live-feed software before any of these became common place.

The 2017 workshop was no different in presentation; however, the new technology soon to be available both amazed and bewildered managers who were in the audience.

The platform for smart technology has been built. In the United States, we have instant communication software, 4G wireless infrastructure with 5G under construction, GPS mapping, smartphone technology, updated satellite imagery, affordable cloud servers, powerful computing power, and reliable and renewable power sources; plus, the tools,

software, motors, and machinery to access all of these at once.

The result: In 2018 and beyond, managers will see high-tech evolutions in their communities coming from new power sources, drone technology, and artificial intelligence. We also are getting hints of the volume of metadata on our communities, on who we are, and on what our preferences are.

Power Sources

In the case of an emergency, wouldn't it be nice to be able to charge your cellphone, tablet, and radio within minutes versus hours? Or, extending the life of your car or phone batteries by three times? The race to develop a replacement for the lithium-Ion battery is on.

Leading the race is a revolutionary new battery that has been developed by Professor John Bannister Goodenough from the University of Texas (<http://bit.ly/2eIsBvk>). His solid-state sodium battery is safer, cheaper, and holds a charge three times longer than the original lithium-ion battery.

These will power electric cars, vehicles, phones, lighting, and tools that run on charged batteries. Similar high-powered batteries are currently being tested by Toyota and BMW in their new vehicles.

It will lead to new electric power tools, landscaping equipment, and when tied to solar power, to remote parks for safety and security. The next generation of batteries will advance new forms of transportation, including electric

scooters and bikes, water sports, and even air-borne vehicles.

Drone Technologies

Will your pizza be delivered by air this year? Probably not. But, if you live in Greenwich, England, you may need to share the sidewalk with a six-wheel delivery drone from Just Eat as it delivers meals door-to-door. Do local governments have the policies in place to regulate coolers trucking down the sidewalks?

In 2017, the application of drone technologies is evolving into such municipal uses as the "goosebuster" drone being tested in Canada, which chases geese away from parks, playgrounds, ponds, and golf courses.

If you want to tend the bushes in parks, then the Franklin Robots garden robot will provide micro nutrients, pruning of branches, chasing animals, or eradicating pests in your landscapes. If robots weed on a Sunday, is that grounds for a union grievance?

This is not all. Your expensive firework shows may be replaced with the Intel "shooting star" drone fleet. This fleet has up to 500 illumined drones that have produced choreographed spectacular light shows at Vivid Sydney (Sydney Youth Orchestra), the Disney Starbright Holiday Show, and the Coachella Music Festival.

The next generation of drones is being developed to remotely sense things like invasive species to allow the development of impact and treatment plans. Towns already are dealing with the impact of the recreational users of drones. Note: The Association of

California Cites has crafted a checklist to craft a drone ordinance at <https://icma.org/documents/ultimate-checklist-creating-model-drone-ordinance>.

Artificial Intelligence

Google, Uber, and Tesla are among the companies building and testing autonomous vehicles that use artificial intelligence. We are now watching driverless vehicles being tested in the desert, on city streets, and in the air. In 2017, partnerships between motor companies and services have developed vehicles that you might see on your streets in 2018.

Local Motors has partnered with IBM Watson in developing Olli (<http://bit.ly/2wCs8Rf>), which is an ADA accessible, driverless bus. Olli is on the roads in Washington, D.C., and soon to be in Miami-Dade County, Florida, and Las Vegas, Nevada, where it will pick up riders and deliver them to shopping centers, doctors' appointments, and senior centers.

Ford and Dominos are testing a pizza delivery system in Michigan, and Otto, which is owned by Uber, has developed and is testing six driverless 18-wheel trucks in California to move freight on the highways. Are driverless snowplows and roadside mowers in the future?

Metadata

Towns must continually ask themselves: "Who do we think we are?" New tools are emerging of publicly available data from such sources as Esri and Facebook Insights to help answer this important question.

In Coventry, Connecticut, author Liptrap conducted a series of three workshops sponsored by the Coventry Economic Development Commission to help small local businesses learn who their customers are and how to find them. All towns must help their small businesses compete in the world, or they will be lost in the giant Amazon marketplace.

Metadata also will help guide strategic planning of community needs, wants, and willingness to support them. We, as managers, need to know this information or we will become disconnected from our communities. Others will cherry pick this data and use it for their own marketing purposes. Do you want others to define who you or your communities are?

As the smart technology platform becomes more integrated in your area, these smart technologies will become part of your everyday life. Looking toward 2020, we see sharing services become mainstream with cars, tools, and housing.

Home robotics also will take over such mundane tasks as cooking, cleaning, and yard work; while driverless cars and vans will deliver kids to their sport practices.

The future is closer than we think, and managers must take the time to develop their vision of what it can be to help shape the outcome and make sure the disruptions have positive outcomes.

John Elsesser is town manager, Coventry, Connecticut (jelsesser@coventryct.org), and Tim Liptrap is management professor, Nichols College, Dudley, Massachusetts (Tim.Liptrap@nichols.edu).

De-Mystifying Cybersecurity

Local governments large or small can address cybersecurity challenges with common sense and creativity. Two managers share their experiences and advice.

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Kathryn Ruth, Town Manager, Pittsfield

When it comes to cybersecurity, an organization's greatest strength—and its greatest vulnerability—is its people. That was one of many points of agreement between participants in the recent [Route Fifty](#) viewcast "[Communicate to Convince: Prioritizing Cybersecurity in State and Local Governments.](#)"

The panelists represented local governments at two ends of the population spectrum: ICMA member Richard Brown, town administrator in Somerset, Massachusetts, a community of about 18,000; and Keith Young, enterprise information security official in Montgomery County, Maryland, a jurisdiction of more than 1 million.

Yet despite the difference in size—and resources—they offered remarkably similar perspectives on the risks, approaches, and challenges of today's cyber environment:

- **Educate, educate, educate:** Teach employees about the risks that lurk in their e-mail and online, the common scams (fake invoices or those out-of-country bankers and people asking for personal information), the importance of security practices (don't plug USBs into your computer unless you're sure about their safety), and the consequences that can result from security breaches.
- **A risk is a risk is a risk,** whether it's a cyber breach, a police walkout, or a snowstorm. Local governments routinely secure their facilities and control physical access; they need to control electronic access as well, because their systems hold a great deal of personal and other sensitive information. Explain cybersecurity vulnerabilities and risks to stakeholders (e.g., senior managers and elected officials) to guide decisions about what level of risk is appropriate for the jurisdiction and what level of resources will be devoted to addressing it.
- **Adopt sound policies and controls,** ensure that they are in place—and make sure they're supported and enforced from the top down. Some controls reside with technical staff (firewalls, antivirus software), but many depend on actions by people at all levels of the organization: e.g., password policies, guidelines for using government devices. And match the level of access to the sensitivity of the information, limiting access to the minimum number of people necessary.
- **Learn and share.** Internally, it's important for any department that experiences a cyber incident to share that information within the organization so that others can learn from it. In terms of external resources, Brown cited information from ICMA and the [Baldrige Cybersecurity Initiative](#) as examples. Young mentioned the Multi-State Information Sharing & Analysis Center ([MS-ISAC](#)) as a

great resource for state, local, and tribal governments.

- **Get creative when resources are limited:** Many basic cybersecurity safeguards can be put in place at low cost (education, training, policies and controls). But the panelists also had creative ideas for managing the technical side. Somerset, for example, has no in-house IT staff but relies on private-sector partners for its IT and cybersecurity needs. Montgomery County works with small vendors who are building up their local business, and Young said he saves 75-80 percent of the expense compared with using large vendors. Cloud-based solutions also can shift some IT management costs to external sources.
- **If a breach occurs, be as open as possible** about what happened, what you're doing about it, and what you've learned. Some states require notifications when a breach has occurred.

You can [access the viewcast](#) to hear the entire conversation.

Additional Resources

Here are some additional resources:

- [Cybersecurity: What's Your Risk?](#) Six questions managers should ask.
- [Cybercrime @ City Hall](#). A *PM* magazine article discussing steps a local government can take to prevent data breaches and protect the community.
- [Technology at the Administrator's Side: Empowerment or Security Risk?](#) This article by Dr. Costis Toregas for the National Association of County Administrators (NACA) discusses the technology tools that make the

public administrator's job easier--and provides cautions about the security risks each one presents.

- [Cyber Security: Developing Threats](#). Another article from NACA highlights several ransomware attacks on government websites.
- [Cybersecurity for Local Governments](#). This webinar, presented May 30, 2013, is available on CD-ROM.
- [Local Government Guide to Cyber Security](#). Guidance for local appointed and elected officials.
- [Cyber Disruption Response Planning Guide](#). Resources provided by the National Association of State Chief Information Officers (NASCIO), equally useful at the local level.
- [How You Can Protect Your Community from Getting Cyber Hacked](#). See the quick reference checklist for cybersecurity tasks.
- [Cyber Disruption Response Planning Checklist](#). An expanded checklist is drawn from the NASCIO guide.

9 Surefire Steps to Lockdown Your Cybersecurity

While a security breach might be one of the last things on your mind, it can be a top concern for customers and contractors.

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Kathryn Ruth, Town Manager, Pittsfield

“Dear Client.” That’s how the letter or message can begin.

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

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

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

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

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

The majority of attackers gain access to networks by way of social engineering and the manipulation of a user within an organization,

not by command-line hacking from a dark, Cheetos-filled basement somewhere as the movies often portray. Why would someone spend days trying to crack your accountant’s password when they can simply call your IT desk pretending to be your accountant and ask staff to reset it to something new?

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

3. Password management. It’s important that you and your employees leverage strong, complicated passwords that aren’t easy to guess. There are now hacking applications you can plug into a computer that will run through the most common 10,000 passwords used in about four minutes, trying each of them. You’d be surprised how many folks with access to critical data have the password of “password,” or if they are feeling clever, “password1.” (Did this just guess your password? Go change it!)

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

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

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

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

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

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

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

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

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

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

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

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