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Greetings from Greg



Greg Kelly

Greetings from Greg

"You Can't Make This Stuff Up"

Crazy when we think back about where we came from and how we arrived where we are in local government. My journey was a strange trip for sure. If you had of asked me twenty years ago if I would have ever been the town manager of my hometown, I would have said, without hesitation, that you were crazy. Guess I would have been calling the wrong person crazy, as it turns out. Regarding my journey, two quick stories come to mind.

First, as many of you know, I come from a long legal career to get to where I am. I dearly remember leaving a very successful law firm that I was a principal in to become Abingdon's first full-time town attorney. Why, you might ask? I had been the town attorney for several years and by the time when the full-time position became available, about 75% of my private practice was devoted to the town. So, in my mind, I would simply continue what I was doing but without the worries of the overhead, the cash flow issues of a private practice and the stress of representing multiple clients.

Enter my friend Howard, who quickly said "Greg you're crazy if you think you only have one client now.....you actually represent an entire community and now have 8200 clients". WOW! That was indeed a moment of revelation for me. Yes, I now served an entire community and as such I had to be assured that my legal advice and representation was accurate, adequate, fair and impartial for the best outcome for all of the "community" that I now represented on a fulltime basis. While I was always mindful of providing the best and the most zealous representation to all of my clients in private practice, Howard's words have long resonated with me to this day. The key to the resonating power in his statement was the use of the word "community". While I always felt like I was part of the "community" I now realized that I was in a leadership role of the community and that was intimidating in thought, word and deed.

Now onto the second story.

After a year and a half as the full-time town attorney, I was asked by Abingdon's former Town Manager, Mickey Newman, to consider applying for his position as his retirement became imminent. I told Mickey, a friend of many years, that he was crazy because primarily I didn't feel qualified for the job. To that he quickly said "Greg this isn't rocket science it's just about doing what is best for your community. Yes, for every one person you make happy, you will probably make one mad, but that's just life in local government." So, despite my apprehension and better judgment, I thought of it as just another stepping stone in leadership of my community, so I applied for and got the job. Now, enter my friend Jack who instantly asked upon hearing the news "Greg are you crazy or what? Why would you take such a job as that? To me it would be like walking around with a bulls-eye on my chest and wherever I went someone's sight would be set upon every move I made." Jokingly, I replied to Jack that I guess I need to learn to walk sideways to limit the view of the bulls-eye. And, boy were Howard and Jack both right, because as both town attorney and town manager, this line of work requires us to represent multiple interests diligently and fairly and it requires us to recognize that what we do is not always acceptable by all, but impacts all. As such, my lesson learned is that we need to tread softly and walk on both sides of the fence to see the view both ways. Sometimes, the grass really isn't greener on the other side but, yes, sometimes it actually is. So, I learned very early on in my journey to keep an open mind, listen carefully to all sides of the debate, and remain calm, deliberate as long as it takes and hopefully, in the end, productive and successful outcomes will follow and no one is able to make a bulls-eye out of me.

Long stories short and back to the point, we are all sometimes destined to do things we never thought that we would. And we are all often reminded to be as objective as possible in making decisions because they will impact not just our current community, but the multitude of generations to follow us. Sort of reminds me of that Athenian Oath that we should all take heed and be reminded of from time to time. Or better yet, perhaps that Native American proverb that "We do not inherit the earth from our ancestors; we borrow it from our children". Both of

those pretty much sum up why we do what we do, at least, that's how I see it.

So, despite how any of us got to where we are, we all took a journey of sorts, albeit, long, short or strange, but we wound up with the same overall objective for which we all find our own methods and niches of what works best and what does not. Believe it or not we all somehow collectively contribute in our own uniqueness to make all of Virginia a great place to want to be for generations to come.

Enough said, until next time **SIDLE** on down the line and avoid the bulls-eye. You really can't make up any of our unique journeys.

Please join me in welcoming Scott Mills, Deputy Manager of the City of Suffolk as our newest member to VLGMA. I look forward to meeting him in person and welcoming him into the fold.

[Contact Greg Kelly](#)

Position Changes

April 2016

- Debbie A. Keyser, deputy administrator for Rappahannock County, has been appointed administrator there. She succeeds the retiring John McCarthy effective May 1st.
- Ken Larking, interim city manager for Danville, has been appointed city manager there.
- John Egertson, acting administrator for Culpeper County, has been appointed administrator there.
- Tim Baroody, deputy administrator and economic development director for Stafford County, has been appointed city manager for Fredericksburg, effective July 1st.
- Philipp Gabathuler, senior planner with Region 2000 Local Government Council, has been appointed town manager for Appomattox.
- Jason Purse, zoning administrator for James City County, has been appointed assistant county administrator there.
- Scott Mills, interim deputy manager for the city of Suffolk, has been appointed deputy manager there.
- Matt Lawless, part-time town manager for Boones Mill, has been elevated to full time status.
- Dallin Kimble, management analyst, clerk of council, and parks coordinator for the town of Ashland, has been appointed deputy administrator for Mariposa, California.
- Richard Cocke has been appointed town manager for Chatham





Now is the time for the leadership experience of your life! There are still spots available in the **July 17-29, 2016 SEI Class**. More information including the SEI application and a sample schedule are available online at <http://www.coopercenter.org/leadership>
[Contact Molly Harlow](#) with any questions

April DAO Meeting Recap



A Beautiful Spring Day in York County Welcomed Many New DAOs Who Enjoyed an Overflowing Day of Learning and Networking

The picturesque view of the York River was the backdrop of the April DAO meeting where a record number of participants enjoyed a full day of professional development and networking opportunities. Many of the 45 people in attendance were new faces welcomed into our association as over 70 percent were first time attendees.

York County Administrator Neil Morgan spent the day as our gracious host sharing his professional insight and participating in group activities. The morning began with Neil sharing his thoughts on emerging local government issues and offering his advice on a variety of topics. The group then explored with Greg Jordan, Managing Director for U.S. Bank National Association, the seven primary motivations that affect every interpersonal, leadership and management interaction in the Unwrapping the Seven Gifts session. During the lunch break, many participants joined Jim Noel, York's Economic Development Director, on a walking tour and discussion of the county's Riverwalk Landing revitalization project and its positive impacts on York County's economic development and quality of life. Following major damage caused by 2003's Hurricane Isabel, the waterfront area was transformed into Riverwalk Landing. With its restaurants, shops, and beautiful beach, the development serves as the focal point for community activities.

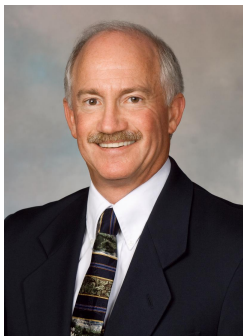
In the afternoon session, Deputy County Administrator Vivian McGettigan and Public Works Director Mark Bellamy teamed up to present an overview of the Alliance for Innovations' Next Big Things study and shared how York County used the materials for an engaging board retreat exercise, an activity the county is continuing to use for in-house professional development activities. The day was wrapped up with a lively interactive exercise using the Next Big Things cards

providing the group with the opportunity to predict the major trends that will be impacting Virginia governments. Sallie Ann Burnett from the Alliance for Innovation was our special guest as she provided insight into the origins of the study and how the results are being used by other localities and professional associations. If you can count success based on sharing contact information with new friends and colleagues, then the day was a tremendous success as many new connections were made strengthening our DAO network while at the same time developing future leaders.

Many thanks to Cody Sexton and his team as our next stop on the state-wide tour will be of Botetourt County in October 2016! Watch for details.



Tedd's Take



Instate Hires and Interims Becoming CAO's

While lots of you watch my emails and postings on the VLGMA website to see who has been hired for what, I do the same thing, lurking around various websites in search of patterns in hiring practices. (Please understand these are totally unscientific anecdotal observations!)

Tedd Povar Two patterns seem to jump out -

- 1) Most manager/administrator positions are filled by candidates from within the same state.
- 2) Assistants or department heads that are appointed as interim CAO's have a very good chance of being elevated to the CAO post without going through a recruitment process.

The first observation is based on many years of watching the ICMA Newsletter's appointments listings. It makes sense that localities would see a significant value in hiring a person familiar with their state's laws, agencies, funding schemes, etc., and would be perceived as better able to "hit the ground running". It's also easier to do background and reference checks on instate candidates.

The second pattern makes sense given the talent reservoir available in almost every local government just waiting for the opportunity to shine. The elected officials may also have a predisposition of not wanting to go through the trials and tribulations of a recruitment and selection process, and are more than willing to give the interim a solid chance to prove his or her capabilities. Organizational

benefits include avoiding a potential major cultural or stylistic transition, positive reinforcement for the staff that the electeds respect their abilities, and operations not skipping a beat.

I'll keep lurking to see if these alleged patterns are reinforced or contradicted.

[Contact Tedd Povar](#)

Certificate News

THE Graduate Certificate in Local Government Management



*"Preparing the Next Generation of
Local Government Leaders"*

Another academic year is winding down, and graduation is just around the corner. The Certificate students have worked hard in their classes, and for the soon to be alumni, a well-earned rest comes with commencement. This is truly a time to celebrate with our students, graduating or not, for all of their accomplishments. And, for the lucky ones who get to come back to class next semester, there is still fun to be had.

The focus of the Certificate program, of course, has been cultivating the next generation of local government leaders. This past month, two Certificate alumni took the next big steps in their careers. First, Tim Baroody, Deputy County Administrator in Stafford County, was appointed Fredericksburg City Manager effective July 1st. Tim has been with Stafford County since 2003, serving as Director of Economic Development and Legislative Affairs before being promoted to Deputy County Administrator in 2008. Moreover, Tim is also a graduate of Virginia Tech's MPA program, providing a broad background to his Certificate education. Second, Matt Lawless was promoted to full-time Town Manager in Boones Mill. Matt had been serving in that position part-time after finishing an ICMA Fellowship with Albermarle County. Matt's promotion served as a great vote of confidence in his abilities by Town Council. Everyone involved with the Certificate celebrates these two accomplishments, and we look forward to many in the future.

If you or a coworker is interested in the Certificate program, Stephanie Davis has planned a number information sessions in the coming weeks. She will be in Chesterfield County on May 11, Orange County on May 17, Roanoke County on May 18, and Montgomery County on May 19. She will also pull double duty on June 1, being in Virginia Beach at noon and in Newport News at 4:00. For more information about the Certificate or any one of the sessions, contact Stephanie at sddavis@vt.edu or 804-980-5549.

A DAO in the Life - Bob Childress

Dust in the Mountains

As the Deputy Administrator in Warren County, one of the many hats I get to wear is that of Sanitary District Manager for the Shenandoah Farms community. This 2,800 lot residential subdivision is one of the largest in the Commonwealth and, as a Sanitary District, is governed by the

Warren County Board of Supervisors. Through agreement with the HOA, the County assumed maintenance of the approx. 42 miles of the predominately gravel road system in 2010. Having started my Deputy Administrator position with the County in 2010, after 22 years of employment with VDOT, it goes without saying the responsibility for maintaining this road system fell to me. Some might say I was hired because of this background.



Bob Childress

What started out as a recreational weekend getaway subdivision back in the 1960's, the Shenandoah Farms community has turned into a full-time, commuting community. It's easy to see why residents relocating from Washington DC and the Northern Virginia suburbs get hooked on its natural beauty and recreational opportunities of the mountains & nearby Shenandoah River. Of all the various issues associated with maintaining a gravel road system, likely the most challenging for me is dealing with the dust complaints from residents during the hot, dry summer months. These same residents, who apparently were overwhelmed by the natural beauty of the mountains, wildlife, and flora, didn't seem to notice the gravel roads and dust when they were searching for their new homes; some nearly four (4) miles from the nearest paved road. Now, fast forward to their first summer living in the mountains with no rain for several weeks. With some of the community's roads carrying over 500 vehicles per day, speeding traffic, and some steep grades over 20%, the dust is absolutely unbearable.

The most basic and more often asked question I get from the residents is "why is it so dusty and why the County cannot regrade the roadway to take care of it?" The complaints range from "I can't keep my car clean", "my house stays dusty", "I can't open my windows", "I can't hang out clothes to dry", "or my children can't play outside". While all are legitimate issues, we simply can't do much about the situation until Mother Nature provides us with moisture. The only other alternative to rain is the application of calcium chloride to control the dust. Unfortunately, this short term, costly solution is not a viable option on private subdivision roads where we try to keep maintenance costs as low as possible. While we have a sound maintenance operation plan in place to heavy and spot grade the roadways when moisture conditions allow and the placement of additional gravel when needed, most residents cannot or will not accept the fact that moisture is needed to bond the dust and soil particles together in order to grade the roadways. I repeat this same conversation sometimes hundreds of times a summer. However, some folks are adamant they want their roads graded now, they can't take the dust any longer, and will have my job by the end of the day. Of all the other challenges I'm faced with on maintaining gravel roads, there are normally operational solutions to the issues. However, without rain there is bound to be dust. Ah, if I could only make it rain...

[Contact Bob Childress](#)

Civic Engagement Best Practices - 2016 Local Government Education Week

2016 Local Government Education Week-
How Did We Do?



Cindy Mester

In 2012 the General Assembly adopted House Joint Resolution #93 proclaiming the first week of April as Local Government Education week in honor of the formation of the Council-Manager form of government in the City of Staunton, VA. The VLGMA has been promoting tools to engage students, our future leaders, in order to acknowledge good community building work, educate on all local government services

provided at the local level, and to increase student's awareness of career and service opportunities in local government.

As part of this effort VLGMA asked each locality's governing body to adopt a proclamation honoring this week as well as develop engagement plans to get schools and students involved. We had a great response this year of adopting proclamations....13% increase over 2015!! This only represents the localities I am aware of so am sure this doesn't capture everyone. Even more exciting is the breath of great activities the were undertaken during the first week of April as well as year round. Stay tune for highlights in upcoming eNews articles.

The Civic Engagement Committee thanks VLGMA, VML, VACo and the Clerk's Association for spreading the word through emails and magazine articles.

As a reminder below are ideas to further develop your year round program:

1. Provide for all school and public libraries the elementary school level books, Out and About City Hall and Kid's Guide to Local Government, which are available at: <http://www.capstonepub.com>. These are great illustrated resources that describes what services a locality provides and is affordable at about \$20 each in hard cover (paper back also available);
2. Conduct guest readings of the books to elementary classes;
3. Participate in VML's "If I were Mayor" essay contest;
4. Conduct 7th grade website scavenger hunt to learn about public services;
5. Develop a high school service learning program;
6. Conduct mock Governing Body meetings;
7. Share the Teacher's Resource Guide, including sample lesson plans designed for upper middle/high school students, to be used as part of the curriculum for meeting civics/social studies standards of learning; and/or
8. Be a guest speaker to middle or high school students regarding your career as a City or Deputy Manager and/or discuss community projects (e.g., annual budget, redevelopment effort or capital infrastructure improvements) that the students will see occurring or read in the news.

Check out this website link www.icma.org/vlgma for additional great resources and feel free to contact us with questions and/or to share additional ideas.

[Contact Cindy Mester](#)



Mel Gillies

Butterfly Crescendo

O Butterfly, the beauty in you we perceive
an inspired idea set free.
Our own celebration of awakening to the Light,
rehearsed in your joyful, triumphant flight.

The long moments of silent contemplation
culminated in your spiritual transformation.
How long did this revelation incubate
in your dormant, quiescent state?

In the cocoon, did you learn to fly,
gathering the courage to unfold and try?
How grateful we are that you persevered
and in such exquisiteness, to us, appear.

Now you are free to dance and play
with all the flowers of the day.

[Contact Mel Gillies](#)

Innovation Edge

Recruiting Talent Takes Team Effort

For over the last dozen years, CAL-ICMA and the City Managers Department of the League of California Cities have been engaged in a statewide initiative to prepare the next generation of public servants. They recognized that local government organizations needed to proactively address the significant wave of Boomer retirements. City and county managers across the state committed themselves to training tomorrow's leaders. The primary focus has been twofold: 1) talent development for those already in the pipeline, and 2) attracting new talent, specifically Millennials, to choose local government as a career. Read more of this timely article by Julie Underwood, Assistant City Manager, Daly City, CA [here](#).



About the Alliance for Innovation: The Alliance for Innovation is inspiring innovation to advance communities. As the premier resource for emerging practices in local government, we are building cultures of innovation and connecting thought leaders in the profession with the help of our partners International City/County Management Association and Arizona State University. We are accessible and valuable to all levels of an organization. You can learn more about the Alliance at www.transformgov.org or contact me at saburnett@transformgov.org



George Mason University's School of Policy, Government, and International Affairs and its Centers on the Public Service are proud to offer the Virginia Certified Public Manager® Program (VCPMP). The VCPMP is designed to enhance the careers of those in or dealing with the public service by providing a comprehensive, competency-based executive education and training. By connecting communities of learning with practice, the VCPMP advances the principles of professionalism, excellence, and quality in public management leadership. Benefits of the program are far reaching, such as an improved ability to manage within the organization and expanded network of professional colleagues.

The VCPMP is currently accepting application for its second cohort to now begin May 27.

Individuals working in and across all sectors - public, nonprofit, and private - are welcome to apply. Applicants need a high degree of conceptual ability, reading comprehension, and written and oral communication skills. Further, applicants who do not currently supervise staff but have responsibility for managing, coordinating, or overseeing a program area whose deliverable has an impact beyond their current work unit will also be considered.

Modules meet in-person, twice a month and are comprised of approximately 300 hours - that is a combination of program orientation, readings, instruction and assignments, assessments, and a capstone. To enroll as a candidate, please submit a completed application form.

For more information about the VCPMP, please contact Dr. Tonya T. Neaves, Program Director, at (703) 993-9377 / tneaves@gmu.edu or visit <http://psc.gmu.edu/cpm>.

VT P3 Leadership Workshop



CREATING VALUE THROUGH EFFECTIVE PUBLIC-PRIVATE PARTNERSHIP(P3) LEADERSHIP

Friday, June 17, 2016

9 AM to 1 PM

Virginia Tech Research Center

900 N. Glebe Road, Arlington, VA

Join the leaders and stakeholders of the Liberty Crest at Laurel Hill, an Adaptive Reuse Project and Wiehle-Reston East Garage and Reston Station developments in Northern Virginia, and learn how to successfully navigate a Public-Private Partnership (P3) venture. The following key representatives will be on hand to lead these dynamic panel discussions:

- Liberty Crest at Laurel Hill
 - James L. Perry, Regional Partner/Vice President, Elm Street Development, Inc.
 - Dave Vos, Development Project Manager, The Alexander Company
 - Chris Caperton, Project Coordinator, Fairfax County Department of Planning and Zoning
- Wiehle-Reston East Garage and Reston Station
 - Chris Clemente, CEO, Comstock
 - Maggie Parker, Vice President, Communications, Comstock
 - Rob Stalzer, Deputy County Executive, Fairfax County

[Early Registration](#) - \$250 includes light breakfast and lunch
(After May 31, 2016, registration costs \$275)

Group Discount - 10% off for organizations with four (4) or more participants

** If you have a disability or require special accommodations, please contact Rosa Krewson at rosac@vt.edu at least ten (10) business days prior to the event to ensure your needs are met.**

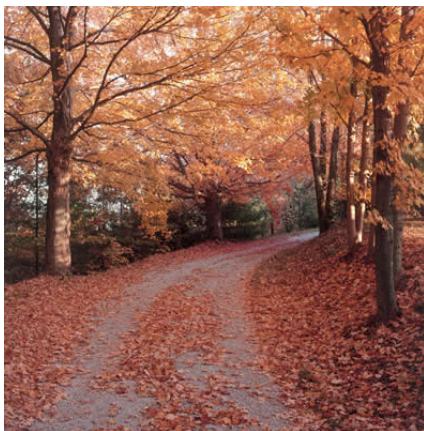
Calendar

Upcoming Events

[Summer Conference](#) - June 8-10, 2016 at the Virginia Beach Oceanfront Sheraton Hotel.

[More Dates](#)

Future Newsletter Articles



A goal of this e-newsletter is to keep you informed on activities relative to our profession. As with any membership-based organization, contributions by members are welcome and encouraged. Topics can range from a recent achievement in your locality to an upcoming event with networking potential to human interest stories about current or retired members. To contribute simply send your brief e-newsletter content (~5 sentences or less) via email to [Molly Harlow](#).

Future Newsletter Articles

[VLGMA Website](#)
[ICMA Website](#)
[Alliance for Innovation](#)
[Virginia Municipal League](#)
[VA Association of Counties](#)
[Weldon Cooper Center for Public Service](#)
[ELGL](#)
[Website Contact](#)



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