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### Greetings from Greg



Greg Kelly and Jon  
Hiatt

### Greetings from Greg "You Can't Make This Stuff Up"

While I will attempt to make this month's newsletter briefer than my last, I hope to deliver a message that we will all take great heed of. This year's ICMA conference was a huge success and was one of the highest attended. In fact, the last three have all proven to bring in more troops and have provided us with great educational inspiration to go out and be the best we can be. It was good to see and connect with many of you throughout the conference and at some of the social events. It was also good to see and speak with our longtime ICMA Guru, Bob O'Neill, and to thank him for his years of leadership to local government and to wish him well in his transition from a great leader to his next great adventure. I think Bob has demonstrated well what Jim Collins has taught us, "we can really go from good to great."

This year's ICMA conference, as all that I have attended in the past ten years, was very enlightening to me personally. As President of VLGMA, I participated in, perhaps, many more sessions than I would have normally done before. While my schedule proved exhausting, it also proved extremely educational. It seemed like I was constantly on the go and very motivated to get all I could out of Kansas City. I promise you as a fourth timer to this city and as a planner for this conference I was not let down. So, what did I learn and take away? Many things, but the two

most prominent takeaways were the need to advocate diversity in our profession and the need to coach the entire team and not just the team captains/department heads.

It became crystal clear for me that there is a strong national need at all levels of government to strive to be as diverse as we possibly can in our workforce. Likewise, as our opening keynote speaker, Soledad O'Brien advocated, there is a need to insist that the media accurately tells the "real" story. I took away from her presentation that we must develop good relationships with the media and insist on the accuracy of the story that they present and not let the real elements of the story get edited out for mere sensational journalism. Just as the media holds us as governmental leaders transparent and accountable we must likewise find a creative way to hold them accountable. For sure the power of the pen and ink is strong in its voice to the populous but tact in using the pen and ink for the truth of the story is our charge. That said, I strongly suggest that we must take the lead by telling our stories first and foremost in an open and transparent way rather than in a way that forces us to defend or justify ourselves. Often communities are very diverse in reality and in equality but yet we fail to tell our story to support just how diverse we are. Yet many communities still lack true diversity and equality. As such I employ us all to eliminate bias in all of our communities on the basis of race, sex, age, religion, etc. We are better than that as a profession and should started making positive changes in that regard for the next generation. Accordingly, we need to insist on providing equality in hiring, compensation, promoting and disciplining.

Regarding coaching, I participated in three sessions, two of which I was an active participant as a coach and one of which I was a coachee, and I found each extremely rewarding. The most important takeaway from the coaching sessions was that there are a lot of POPO's in our profession. Now, I must confess that prior to this session, I had only heard the term POPO from my daughters when they were much younger when they referred to the police as the POPO. In fact, that referred to my father, who was a Chief of Police, as Papaw Popo. Actually, the acronym refers to the "Pissed Off and Passed Over". Given such an acronym, it seems there is a strong need for us to treat all of our staff at all levels with equality. We, as administrators, should directly coach our department heads but also insist that our department heads coach all of their subordinate troops all of the way down to the inner core. The team is just that, the "TEAM" and we as administrators should not let any woman or man's contribution to the team go unrecognized. The more diverse and respected the "TEAM" is, the better the delivery of our core services will be, and the better social equity will be accepted in our communities.

Enough said about diversity and coaching and how they intertwine with each other. Now, here's what you can't make up. In that regard, I starting following Jon Hiatt in the early 1980s---a great singer/songwriter. While I have seen him before at the famed Ryman Auditorium in Nashville, TN, I actually got to meet him in Kansas City. I scored last minute tickets to his concert at KC's famous Knuckleheads Saloon. The opening newsletter photo shows two "**Knuckleheads**" sharing stories for a few minutes after the concert. While we both, perhaps, appear a "little long in the tooth", I can assure you that he is still writing, playing and singing as good as ever, and I am still studying, learning, and listening as good

as ever. I hope the photo, despite its quality, shows two guys who shared a happy moment in time that I now share with you. John closed his show with his classic song, *Have a Little Faith In Me*. That said, here's another music link for you: <https://youtu.be/7aYxMuLb3h8> So to conclude, let's continue to strive to "have a little faith" in our work, in our governing bodies, in our respective residents and in the fact that we do great things for our communities that are sometimes unrecognized. So, "have a little faith" in all you do and in coaching the current and next generation. Next month I will share a little more about my musical mystique in my messages.

One last quick reminder, PLEASE PARTICIPATE IN VLGMA'S PDC SURVEY, relative to when and what would entice you to attend future VLGMA conferences. I especially encourage those who do not regularly attend to respond to the survey at the following link: <https://www.surveymonkey.com/r/VLGMASurvey> Our PDC has worked extremely hard to strive to plan conferences that interest all of our membership and are at set at times and locations that the membership desires. Your input is extremely important to our continued growth, networking and our sharing of knowledge. So, please respond by October 5th.

Until next time please join me in welcoming Lydia Pettis-Patton, City Manager for the City of Portsmouth and Gary O'Connell, Executive Director of the Albemarle County Service Authority as our newest members of VLGMA. I hope to meet you in person in the near future, perhaps at the VLGMA Luncheon at the VML Conference on October 10 at Virginia Beach which will feature Ron Carlee, former Charlotte, NC City Manager, former Arlington County Administrator and former Chief Operating Officer at ICMA. So please plan to attend to hear Ron's message. See you soon.

[Contact Greg Kelly](#)

## Position Changes

September 2016

- Sanford "Sandy" Wanner, retired James City County administrator and multiple interim manager, has been appointed interim administrator for King William County.
- Scott Zaremba, human resources director for Chesterfield County, has been appointed deputy county administrator for management services there.
- Stephen L. Lawson, parks and beautiful director for the consolidated governments of Bibb County and Macon, Georgia, has been appointed town manager for Big Stone Gap.
- Steven B. Truitt, a certified project management professional and founder of several companies, has been appointed administrator for Carroll County, effective September 26th.
- Stephen Bear, assistant administrator for Wythe County, has been appointed administrator there, effective October 3rd. Cellell Dalton, long time Wythe County administrator, steps down September 30th.
- Ronald H. Williams, Jr., deputy city manager for Norfolk, has been appointed deputy city manager for economic vitality for Virginia Beach.





**"Survival Skills for Managers"**  
**Free ICMA Coaching Program Webinar**  
**11:30 a.m.-1:00 p.m. PT (2:30-4:00 p.m. ET) Thurs., Oct. 20, 2016**

While managing in local government has many rewards, it also has many challenges. Learn key insights and skills to survive and thrive.

\*\*\* Advance registration required for this no-charge webinar \*\*\*

<https://attendee.gotowebinar.com/register/4379082505805630977>

Webinar topics:

1. What are the major challenges facing managers in local government?
2. How have managers found effective ways to address these challenges and thrive?
3. What's on the horizon and how can you prepare for the future?
4. What resources are available to support you?

Presenters:

- \* Kevin Duggan, ICMA West Coast Regional Director
- \* Rebecca Fleury, City Manager, Battle Creek, MI
- \* Tim Madigan, ICMA Senior Advisor, MN Cities Ambassador

Audience: managers at all levels

1. Register for the Webinar: There is no charge for participating in the webinars, but each requires advance registration.

\*\*\* Advance registration required for this no-charge webinar \*\*\*

<https://attendee.gotowebinar.com/register/4379082505805630977>

NOTE: Please white list "customer@gotowebinar.com" to receive confirmation email for the webinar. Can't make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.

2. Connect with the webinar and audio: Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions: You may submit questions anonymously via email to [ICMACoaching@donmaruska.com](mailto:ICMACoaching@donmaruska.com) in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters' presentation materials: We post these with the Agenda at "Agendas & Archives" tab of <http://icma.org/coachingwebinars>. The PPT will be available 24 hours before the webinar. After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be

available after 24 hours at the "Agendas & Archives" tab of <http://icma.org/coachingwebinars>.

#### Post-Webinar Group Discussions:

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

- a. What challenges are most pressing for managers in our agency?
- b. What strategies and tactics sound promising to help us thrive?
- c. What resources would we like to explore further?

MORE RESOURCES--See <http://icma.org/coaching> for valuable resources to boost your career. There are new videos and downloadable materials for 1-1 Coaching and Talent Development. Sign up for the complimentary email list at <http://icma.org/coachinglist> to keep informed of the details for future ICMA Coaching Program sessions and other resources.

The ICMA Coaching Program is available without charge through the generosity of Platinum Sponsor ICMA-RC, Gold Sponsors ICMA and Cal-ICMA, and the 25 ICMA State Association Coaching Partners California, Colorado, Connecticut, Florida, Georgia, Illinois, Iowa, Kansas, Kentucky, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, New Hampshire, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Utah, Virginia, Washington, and Wisconsin.

Enjoy the resources and support to thrive in local government.

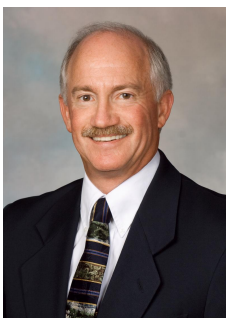
Don Maruska, MBA, JD, Master Certified Coach

Director, ICMA Coaching Program - thrive in local government -

- <http://icma.org/coaching>

Author of "Take Charge of Your Talent" [www.TakeChargeofYourTalent.com](http://www.TakeChargeofYourTalent.com)

#### Tedd's Take



Tedd Povar

#### Presidential Election or Show?

The days leading up to the first presidential debates highlighted how different, in a negative way, this election season is from all that have preceded it.

One need only watch the promotional advertisements for the pre- and post-debate analysis programs to see how devalued, sensationalized, and trivialized this has all become. CNN was probably the guiltiest of loud, obnoxious spots that were more suited to a Super Bowl game than a presidential debate. After all the razzmatazz, I was surprised that Hillary and "the Donald" weren't shown coming out of a tunnel with white smoke and confetti showering down and the Rocky theme blaring!!

This is serious stuff, folks, but our grasping-for-ratings media has turned it into something much less. It is both a symptom and a cause of the persistent dilution of the public's respect for our national institutions and the presidency in particular.

Programs that used to provide insights and intellectual discourse have become shouting matches between left v. right loyalists with little regard for facts or analysis (NPR/PBS aside). And now we have presidential debates promoted like the circus is coming to town.

Sure, there's plenty to point to as to why the federal government is respected by so few, exemplified by Congress's abysmal approval ratings. But how much of this is the result of a concerted effort to hype critical events as if it they were carnival shows?

[Contact Tedd Povar](#)

## Certificate News

### **THE Graduate Certificate in Local Government Management**



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

As the autumn air comes rushing in, the Certificate students have been eagerly turning in their first assignments of the semester. Case studies, group presentations, and guest speakers abound as our professors transfer their decades of knowledge to the next generation. The process can be intimidating, so if you know a Certificate student this semester, be sure to offer him or her some support to push on to the end.

Of special note this month, the Certificate program will be assisting with the Fall DAO Meeting in Botetourt County. Stephanie Davis and Cody Sexton will be leading the group through the Alliance for Innovation's Designing Community Scenarios exercise. This will be an exciting time for the next generation of local government leaders to develop possible solutions to tomorrow's problems. The meeting will be on Friday, October 28, in Daleville, VA. Contact Stephanie Davis for more details.

The fall is also a busy time for recruitment in the Certificate program. Over the next two months, Stephanie will be planning the recruitment sessions for the calendar year 2017. If you are interested in hosting a recruitment session for your employees, please contact Stephanie at [sddavis@vt.edu](mailto:sddavis@vt.edu) or 804-980-5549.

## A DAO in the Life - Matt Hankins

I don't often have the opportunity to step back into the classroom and teach, but I had that chance last week with Cindy Mester's class in the Graduate Certificate in Local Government Management program. Cindy and I were classmates in the Certificate, and this was my second time guest-speaking in her virtual classroom.

This class focuses on planning and economic development, and since I work in both fields, I have the opportunity to address some of my experiences, successes and shortcomings with the students. I find that speaking to the graduate students causes a couple of reflections I don't encounter every day, even though my SEI training says I should.

First, it leads to some self-examination. What am I most proud of doing? What have I learned that I could do better, or at least keep others from following the wrong path? Can I improve someone's knowledge in a field where they might excel?



Matt Hankins

Those types of questions should be answered not only for students we work with, but also for our staffs. If we're not taking the opportunity to regularly train our staffs - or learn from them - because of the hectic nature of our workloads, our family lives, and our governing body and community relationships, we miss out on a chance to improve ourselves, our co-workers and our communities. Finding a regular few minutes to sit down and learn from each other as peers, co-workers and mentors is critical to our ongoing growth and success.

Secondly, speaking to the Certificate gives me the chance to show passion for what I do. I think about the people like my friend Ken Heath in Marion, whose daily passion for his community and its wellbeing is contagious. If everyone can see my passion for what I am engaged in daily, they should feel a passion for their communities and what they should be seeking to achieve.

At the end of the class, I had the opportunity to field questions from a classroom that was engaged, interested and attentive. The added benefit of teaching is being able to reach other professionals or pre-professionals in that atmosphere of continuous self-improvement. We can all achieve that spirit within our organizations. Let's go do.

[Contact Matt Hankins](#)

#### Civic Engagement Best Practices - Hanover County

In Hanover County, we have had great success in using various academies and programs to reach out to all ages of citizens and get them more involved in our community. These academies are offered by our Sheriff's Office, Planning Department and Department of Community Resources.

The Hanover County Sheriff's Office began offering a Citizen's Police Academy in 1995 and over 700 individuals have successfully completed it. The 11-week program includes visual presentations, question-and-answer sessions, tours, and a variety of practical exercises. It's an effort to develop positive and productive relationships and from all accounts the academy has been a great success.



Rhu Harris

It was so successful, in fact that it led to two other academies: a Youth Academy that began in 2005 offered to high schoolers, and a Senior Citizens Academy that began in 2008. The Youth Citizen's Police Academy meets for one week in the summer and the Senior Citizens Academy, like the Citizen's Police Academy, meets once a week over 11 weeks.

Our Sheriff feels that these programs have been extremely beneficial for the Hanover County Sheriff's Office. Over 1,000 individuals have completed these academies and a majority have become volunteers in the Sheriff's various programs. The Sheriff's Motorist Assistance Program, which has been recognized with an Achievement Award by the Virginia Association of Counties, is staffed by graduates of the Citizen's Police Academy.

Our Planning Department began offering a Planning Academy in 1996 as a way of familiarizing our residents with the planning process. We believe it was the first such academy in the commonwealth when it began. Over 300 citizens have graduated from the Planning Academy, including nine who went on to become members of our Planning Commission and three who were later elected to the

Board of Supervisors. We've also invited young people to serve on the Hanover Youth Partnership, giving them to the opportunity to directly with local government and gain experience on development-related issues.

Another way in which we've reached out to our young people is the Hanover Youth Services Council, which consists of no more than 35 high school youth at any one time who volunteer for many service projects. We hope these young people will be the future leaders of Hanover County.

These and other direct outreach efforts have been a significant component of Hanover's civic engagement for many years now and continue to be a valued resource for involving citizens in their local government.

[Contact Rhu Harris](#)

### Mel's Poetry Corner



**Mel Gillies**

### Voting for Democracy

In contrast to community building and unity, it seems  
is the drama of our unfolding volatile political scene.  
Representative democracy sets in motion  
quite an emotional public commotion.

Consensus is a rare achievement  
when hearts and minds come to a civil agreement.  
Politics is perhaps the least likely place  
for Truth to make a winning case.

Local government leaders daily push the flywheel that sustains  
quality governance despite the turbulent, capricious political frame.  
Our purpose, our leadership, our love ensures  
that our democratic values will endure.

Each of us is a chosen representative  
with a distinct message to give.  
We are elected to serve in a divine plan  
that needs the presence of our unique heart, mind and hand.

How different the political scene  
from a collaborative, trusting, supportive team.  
There is no divisive, abrasive, negative, toxic debate  
when we all agree on working together to be great!

[Contact Mel Gillies](#)

### Innovation Edge

**Engaging the Community in Public Safety:  
Examples of Community Policing Concepts**  
*by Jason Rollins, Communications Director, Alliance for  
Innovation*





The issue of policing in the United States has once again emerged to the top of public discourse. As tragic image after tragic image fills our TV screens, tensions rise. The recent shootings by police and against police are creating a sense of distrust between the public and police or sew a narrative that our police are under attack. Unfortunately, during times of stress such as this, the tendency to editorialize the events and politicize the issues often leaves a bad taste in people's mouths while mending none of the broken hearts or repairing the damaged fences. If you stay glued to the television, what solutions and actionable resources will you take away? The answer is likely, beyond an emotional response, very little. What, if anything, do situations like these tell us? As local government professionals, you know the reality: distrust is a real issue, but real work is being done by local governments and police departments to deepen and grow relationships with the communities they serve. One way this is being done is through the use of community-oriented policing, or at a minimum, engaging the community in some way, shape or form. Read more [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](http://www.transformgov.org) or contact me at [saburnett@transformgov.org](mailto:saburnett@transformgov.org)

Member Spotlight: John Budesky

### **To Budesky, connection to residents remains key**

*By Roslyn Ryan / Editor | Posted: Friday, September 16, 2016 4:59 pm*

Six weeks after officially stepping into the role of Goochland County Administrator, John Budesky says he's happy to have landed here.

And while he admits he's still got plenty to learn, Budesky says he wants residents to know his door is always open.

In keeping with that philosophy, Budesky seems intent on avoiding the kind of removed, govern-from-on-high management style that can plague some larger localities.

More than anything, "we want individuals to be part of the process when it comes to their government," said Budesky, whose most recent role before coming to Goochland was as a deputy county administrator in Hanover.

Read more [here](#)

[Contact John Budesky](#)

VLGMA Conferences Survey

The VLGMA Professional Development Committee (PDC) plans and executes two conferences annually, the winter conference in February and the summer conference in June. We are actively developing both 2017 conferences now as well as looking to the out year locations. The PDC is interested in feedback from

our members who have attended the VLGMA conferences, as well as, those who had not so we have decided to undertake an opportunity to solicit your feedback. **It is vital that those members that do not regularly attend conferences complete the survey!**

Please take a few moments to complete this brief survey <https://www.surveymonkey.com/r/VLGMASurvey> as the information will provide the PDC with valuable input related to your professional development interests and conference attendance decision factors. The survey deadline is **October 5th**.

## Calendar

### Upcoming Events

VLGMA Executive Committee Meeting - October 10, 2016 in Virginia Beach as part of the VML Conference.

SEI Alumni Program - October 23-25, 2016 at Darden.

[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

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[ICMA Website](#)

[Alliance for Innovation](#)

[Virginia Municipal League](#)

[VA Association of Counties](#)

[Weldon Cooper Center for Public Service](#)

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