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Maurice Jones

Maurice's Musings

To be honest with you, I have a love/hate relationship with the phrase "Happy New Year". On one hand, those three words can express a renewed hope for the future, a promise of great things to come. The "New Year" offers 365 days of exciting opportunities - to create lasting memories with loved ones, spend time with friends or, for folks like us in local government, develop new ways to impact the lives of the people we serve. After the year we had here in Charlottesville I was ready on December 31st to turn the page on 2017 and ring in 2018 with all its refreshing possibilities.

There is also, however, a side to New Year's that I loathe. I mean, aside from mumbling my way through "Auld Lang Syne". Seriously, does anybody actually know the words to that song by heart? "May auld acquaintance be forgot ... la, la, la, la,

la". No, what I despise most about this time of year is being forced to develop New Year's resolutions. Yes, no one is actually compelling me to make resolutions but there is a lot of peer pressure. Everywhere I turn someone is asking me about what I'm going to resolve to do differently this year. Inevitably "eat better", "exercise more" and "get more sleep" rise to the top (mainly because my loving wife and caring doctor say so).

In and of themselves resolutions are harmless but each year I create my resolutions and then feel bad when I begin falling short just one month in. But I've decided that this year is going to be different. 2018 will bring about a new Maurice, one who sets new goals and makes them happen. One way to help me keep my resolutions is accountability. So today I'm publicly committing to the following resolutions and I'm asking for your help in abiding by them (also feel free to borrow some of these for your own "revolutionary" efforts).

- I resolve to spend more time with my front line employees. The hustle and bustle of our jobs can create an unintended divide between the Manager's Office and the rest of the organization. In addition to my welcome at new employee orientation and my monthly lunch meetings with employees, I'm committing to getting out in the departments at least once a week to listen to staff concerns and build relationships.
- I resolve to project a positive and confident attitude about what we do as an organization and how we help people from all walks of life.
- I resolve to highlight the importance of sexual harassment training in our City government to ensure all of our employees are treated with the respect they deserve.
- I resolve to spend more time with students interested in local government as a career (and to try my best to remain optimistic with them during these cynical times).
- I resolve to continue to treat the folks who yell and scream at us with professionalism and grace, even when they lob personal attacks.
- I resolve to never give up on the inherent good in people even when we experience the worst that some humans have to offer.
- I resolve to do everything in my power to help protect our community from another event like we experienced on August 12th.
- Oh yeah, and I resolve to sleep better, eat better and get more exercise.

Now, it's your turn. What resolutions have you created to help make 2018 an improvement over 2017? No pressure. Just think of the possibilities ... they're endless.

Don't forget to register for the VLGMA Winter Conference, scheduled from February 14-16 in lovely Downtown Charlottesville. Our conference Co-Chairs Leslie Beauregard, Charlottesville Assistant City Manager, and Laura Fitzpatrick, Chesapeake Deputy City Manager, have been working tirelessly for months with the PDC Committee on the program and I promise it will be a time of renewal and

positive professional development. For more information check out our web site - <https://icma.org/articles/vlgma-2018-winter-conference>.

Please help me in welcoming our newest VLGMA Members Theodore Voorhees, Powhatan County Administrator and Valmarie Turner, Loudoun Assistant County Administrator.

[Contact Maurice Jones](#)

Position Changes and Other Events

December 2017

- Eric Campbell, assistant city manager for Dallas, Texas, has been appointed city manager for Harrisonburg, effective January 16, 2018.
- James Noffsinger, former Campbell County administrator, passed away at the age of 86.
- John Anzivino, former county and town administrator, and Vice President for Springsted, Inc., has been appointed interim manager for the town of Purcellville.
- William C. (Bill) Porter, former James City County deputy administrator, and acting interim since his retirement, has been appointed interim James City County administrator.
- Sara Carter, Cumberland County planning and zoning administrator, and member of the Board of Supervisors for Appomattox County, has been appointed town manager for Amherst, effective January 10, 2018.
- Matt Lawless, town manager for Boones Mill since June, 2015, has announced his departure from that post pending hiring of his successor.



Tedd's Take



Tedd Povar

Coulda Woulda Shoulda

Like all of us, I've been following the aftermath of the Charlottesville ultra-right events in August 2017. This is not about the incidents or the implications for other localities, but rather the unfortunate scapegoating and "Monday morning quarterbacking."

The relatively new, and respected, police chief resigned recently after exhaustive analyses of that day's events found there was inadequate preparation, and questioned certain decisions made as the disturbances unfolded.

What troubles me is that these post-event studies were used, at least in part, to point fingers and criticize those responsible for preparations and real-time decisions without the advantages of hindsight and weeks of methodical reexamination. Rather than accepting the findings, accepting valid criticisms, and learning from them, vocal members of the public and some community leaders were primarily interested in finding someone to blame.

They can walk away now that they have their proverbial head on a platter, having driven off the chief of police. These same folks probably had little or no idea about what was going to transpire that day, the multiple efforts that were

made to keep the community safe, and the tough second-by-second decisions that had to be made by those in authority. But now, months later, they are all experts on what should have been done and when. How convenient.

Reminds me of Monday morning shows on ESPN where critical moments of each NFL game are shown in slow motion, over and over, forwards and backwards. The analysts tell us how the quarterback should have seen this or done that. It's all so easy you're not standing on the field with a 300-pound lineman just inches from your face.

That lineman is not unlike what law enforcement faced when neo-Nazi's demonstrate in your city. Knowing what to do is easy when you analyze it long after the fact..... and in slow motion.

[Contact Tedd Povar](#)

Member Spotlight - Rob Lohr



Ron Lohr

PBA Honors Lohr, Varnecky for Lifetime Service

2017-12-08 LoudounNow

The Purcellville Business Association held its final meeting of the year and annual awards ceremony Wednesday night at the Loudoun Golf and Country Club in Purcellville

The Business of the Year award went to Chick-Fil-A, a popular eating spot in the Purcellville Gateway shopping center. Franchise owner Scott Payne accepted the award.

The PBA Non-Profit Award went to the Ryan Bartel Foundation, founded by the parents of a Woodgrove High School teenager who committed suicide three years ago. His mother, Suzie Bartel, told the group she and her husband had decided to set up the foundation to help other parents and young people facing similar situations.

Read more [here](#).

Community Spotlight - City of Lynchburg

Hill City On the Rise

Lynchburg builds on a long-standing foundation of regional cooperation

January 2, 2018 by Tim Thornton

It's tempting to think of Lynchburg as the city attached to Liberty University.

With more than 15,000 students on campus and more than 85,000 online, Liberty is the largest university in Virginia and the fastest-growing in the country, according to Lynchburg Regional Business Alliance CEO Megan A. Lucas.



Marjette G. Upshur, Director of the Lynchburg Office of Economic Development and Tourism. Photo by Meridith Khan

"Liberty is obviously an economic engine unto itself," says Marjette G. Upshur, director of the Lynchburg Office of Economic Development and Tourism. "They are continuously building over there."
Read more [here](#).

New VLGMA Website is LIVE



Please bookmark the new VLGMA website at:

<https://icma.org/virginia-local-government-management-association>

New Initiative Focuses on National Debate Around Public Spaces

New Initiative Focuses on National Debate Around Public Spaces

[https://www.news.virginia.edu/content/new-initiative-focuses-national-debate-around-public-spaces?
utm_source=DailyReport&utm_medium=email&utm_campaign=news](https://www.news.virginia.edu/content/new-initiative-focuses-national-debate-around-public-spaces?utm_source=DailyReport&utm_medium=email&utm_campaign=news)

Certificate News

With the new year begun, new and returning students are getting ready for classes and the next steps toward better professional development. To help get our students even more motivated, we like to recognize our recent Certificate graduates from this past semester. We had 13 students join the ranks of our alumni. Please join us in congratulating them.

Susan Elliott
Ashleigh Kinch
Susannah Lunsford
Ericka Marshall
Wayne Moore
Rachael Perrott
Matthew Reynal
Brandy Rosser
Shawn Sorrells
Marchelle Sossong
Karen Thomas
Jason Towery
Deirdre Williams

City of Charlottesville
Fairfax County
Fairfax County
Chesterfield County
Pittsylvania County
Fairfax County
Town of Ashland
Warren County
Roanoke County
Henrico County
Roanoke County
Stafford County
Commonwealth of Virginia

**THE Graduate Certificate
in Local Government
Management**



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

For our students in class this coming semester, there will be three classes meeting during the VLGMA Winter Conference on Thursday afternoon. This will be a group class to help the students network and interact with each other. Anyone in

attendance at the conference is welcome to stop by and meet the next generation of local government leaders.

If you or someone you know is interested in the Certificate program, Director Stephanie Davis will be planning recruiting sessions this spring. Feel free to contact her at sddavis@vt.edu or 804-980-5549.

Civic Engagement - Local Government Education Week

April, 2018 Local Government Education Week:
Start planning now to partner with our future, students from kindergarten to 12th grade, to share with them stories of what we are all about!



Let's celebrate and share the Virginia local government story with students and the greater community in April. Participating communities are eligible to win a great elementary school level book on local government services and further education on the importance of public service at the same time.

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 founding of the Council-Manager form of government in the City of Staunton. The VLGMA Civic Engagement Committee has been developing tools to engage students, our future leaders, in order to acknowledge good community building work, educate on all the services provided at the local level, and to increase student's awareness of career opportunities in local government. This will help us strengthen interest in local government management and public service as a vital part of our democracy, and possibly as a career path.

As we start the New Year, January is the perfect time to start planning for this year's Local Government Education Week, April 1-7. Each year, VLGMA asks each locality's governing body to adopt a proclamation honoring this week as part of this effort. Participation continues to grow each year and we hope that if you haven't taken part in the past that you will join us this year. A template is provided on the Civic Engagement webpage on the VLGMA website: <https://icma.org/civic-engagement-0> You will also receive an email in February from Molly with the template attached as a reminder. To be eligible for the drawing at the summer conference, please send your adopted proclamation to Vivian McGettigan, VLGMA Civic Engagement Committee Chair at Vivian.mcgettigan@yorkcounty.gov

Adopting a proclamation is not enough to really engage in a partnership with the local school district and the young people of our community. We encourage **each locality to develop an engagement plan** that meets your local needs. To aid in this effort the Civic Engagement Committee has pulled together numerous resources that are also posted on the website that include great elementary school level books, a high school teachers' resource guide with lesson plans, and a report of various civic engagement best practices used by VLGMA members. Check out this website link (<https://icma.org/civic-engagement-0>) for additional great resources.

Activities are not restricted to the first week of April but can occur throughout the year and be highlighted in April. Stay tuned for highlights in upcoming eNews articles. As you start thinking about your engagement plan here are a few examples. You may want to arrange to visit elementary school classrooms to read with the children and discuss how local government works and the practical impacts of local government in their lives. To engage middle school students, you could ask your library director to host a "If I were County Administrator or City Manager" essay contest. The essay winner would have the opportunity to meet with the County Administrator or City Manager to receive a small gift, tour the County Offices and take pictures with staff. For the older children, organizing a Youth Commission with representatives selected from the high schools is a great opportunity for students to learn more about County services while sharing information to our governing bodies on various topics impacting on our communities' youth.

A few other activities:

- 1- Provide for all school and public libraries to have copies of elementary school level books, such as Out and About City Hall, which is available at: <http://www.capstonepub.com/library/>. This is a great illustrated resource that describes what services a locality provides and is affordable at about \$20 in hard cover (paper back also available);
- 2- Conduct 7th grade website scavenger hunt to learn about public services;
- 3- Develop a high school service learning program;
- 4- Conduct mock Governing Body meetings;
- 5- 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
- 6- Be a guest speaker to middle or high school students regarding your career as a City or Deputy Manager or discuss community projects (e.g. annual budget, redevelopment effort or capital infrastructure improvements) that the students will see occurring or readabout in the news.

The Civic Committee wants to share your community stories, so please email Vivian McGettigan Vivian.mcgettigan@yorkcounty.gov with your initiatives.

A DAO in the Life - Heather Brown



Heather Brown

A DAO in the Life

Heather Brown

Lynchburg Director of Human Resources

I was promoted to Director of Human Resources for the City of Lynchburg in December of 2016, so I have just finished my first year in the position. And... whew....it has been a year. Most of it good, some of it bad and all of it totally worth the ride. Here are a few things I have learned that I hope will make your transition to a higher level of work just a bit easier.

1. Some folks will be glad you have been promoted, and some folks won't. This should not be a surprise, but you'll still want to be aware of what's happening around you. In most cases, folks are just fearful of change. Their negative feelings about you will dissipate once they see that you know what you're

doing and that you don't turn into something from Stranger Things every day at 11:02 am. For those who continue to be wary of your competence, my recommendation is to do the very best job you possibly can and then just let it go. Not everyone is going to be a fan.

2. I went into this position thinking that a higher level of work provides a higher level of flexibility. This is true and not true, especially in public service. Yes, you can (mostly) decide who you want to meet with, where you want to meet and how you want to run your shop, but folks will ALWAYS be watching you. Always. Did I say always? Because if I didn't, I meant to say... ALWAYS. The folks you work with, your peers, your boss and the nice lady at the grocery store are suddenly very interested in with whom and how you spend your time. So, act right and associate with people you don't have to defend to the folks you work with, your peers, your boss or the nice lady at the grocery store.

3. You're going to be too busy. After all, you didn't get promoted because you're a slacker who sits around all day. But this will be different. This busy will be overwhelming, maddening and wonderful all at the same time. At some point during the first 6 months, you will become physically, mentally and emotionally exhausted and most likely all on the same day. So please, take care of yourself. Eat some vegetables, get some exercise and spend time with people who love you and will tell you to go somewhere, sit down and get yourself together.

4. And lastly, let the folks you work with do their jobs. Yes, I know you're smart, resourceful and you were doing that job 10 minutes ago. Chances are that your employees are just as smart (smarter, if you're lucky), have great ideas and oh yeah...are responsible for the work right now. And, if you're doing their job...who is doing yours? Support your people and build an environment where they can be their best. And, no, not all of them will like you...refer to #1.

That's all I have, I hope 2018 is the best year you have ever had.

[Contact Heather Brown](#)

Innovation Edge

TLG 2018 Innovation Awards Open House

Have you substantially stretched the boundaries of your governmental operations? Do you want to be among the elite local government national Innovation Award winners? Join us for a free 30-minute virtual open house on January 18, 2018, at 1 PM EST with Brandi Allen, the Alliance for Innovation's Conferences Director, to learn more about the annual Innovation Awards program, application process, and keys for success. We want to hear about and recognize your innovations that were a leap of creativity!! Find out more about this free session [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.

ICMA Update



Nominations for [ICMA's Local Government Excellence Awards](#) program opened January 2nd. ICMA would love to see nominations coming in from every state- please pass the word to your members and encourage them to submit nominations.

If you have an award program within your state, please encourage those that have won in the past to nominate the program/individual for an ICMA award too!

ICMA would appreciate it if those of you who have [2017 recipients](#) in your states could recognize their accomplishments at a state meeting or via your list-serve. 2017 Awards were conferred in the states of California, Florida, Kansas, Ohio and Washington (Professional Awards) and Arizona, Arkansas, California, Colorado, Illinois, Iowa, Kansas and Massachusetts (Program Excellence Awards).

Lastly, ICMA is excited to share that we are launching a new program award category in 2018: [Community Diversity and Inclusion Award](#). This is one of several initiatives taken in response to the recommendations of the ICMA Task Force on Inclusiveness in the Profession.

Contact [Felicia Littky](#) with questions.

VML Long Term Financial Stability



Consider long-term financial stability when choosing an insurance pool

By Jeff Cole CPCU, Director of Member Services, VML Insurance Programs

When choosing a local government entity insurance pool, consider the financial stability of the pool - or the prospect of assessment.

In 2014, school districts in Kentucky were assessed to the tune of \$154,000 after the Kentucky School Boards Insurance Trust assessed members to recoup deficits in its workers' compensation and property and liability pools. Additional insolvencies have included the Oklahoma Schools Property and Casualty Cooperative and the Texas Association of Public Schools Property and Liability Fund, which dissolved.

While many entities seek out low-cost insurance rates, they fail to consider the importance of being in an appropriately funded insurance pool. A pool with an

actuarially sound reserve funding or equity policy is more likely to have the strength to persevere through years of large and costly claims or fluctuations in the reinsurance market.

For example, the 2011 5.8 magnitude earthquake near Mineral Virginia caused damages that had a significant impact on the financial condition of a Virginia insurance pool.

A strong equity position provides these benefits:

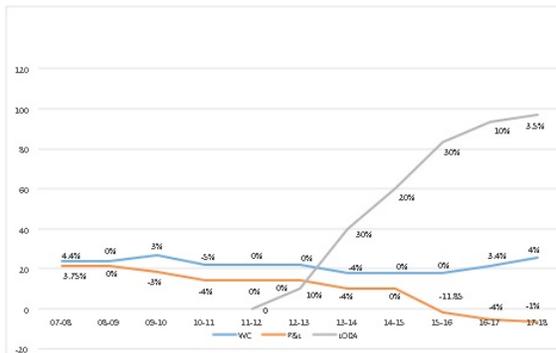
- Balanced rate stability;
- Paying insured claims promptly and adequately;
- Weathering reinsurance market changes;
- Ability to expand coverage and services;
- The capability to award risk management grants to member's year after year; and
- The ability for a pool to fund all projected liabilities.

Rest assured, no insurance pool or insurance company can unequivocally guarantee it will never make member assessments or go insolvent, as no one can predict the future.

The oldest local government entity insurance pool in Virginia, VML Insurance Programs (VMLIP), has a strategic plan that takes into consideration how much more (or less) capital is required to withstand financial uncertainty.

The below rate stability illustration clearly shows the benefit of having enough equity to maintain stable rates, while incurring losses from 200 year events such as the 2011 earthquake, increased hurricane activity, major flooding, widespread hail damage storms, devastating tornados, along with multi-million-dollar liability awards, significant workers' compensation claim payments and medical expense inflation.

Prior Year Rate Change



So, when it is time to review your annual property, liability and workers' compensation insurance proposal, will you also request the pool's annual financial report? To find the most up-to-date VMLIP annual report, visit: www.vmlins.org.

VMLIP is the first and largest group self-insurance pool in the Commonwealth of Virginia. For more than 35 years VMLIP has provided auto, property, liability, and workers' compensation coverage to more than 470 local political subdivisions across Virginia. With assets greater than \$300 million and members' equity of more than \$106 million, VMLIP is the most financially secure self-insurance pool in Virginia.



An Ounce of Prevention is Worth a Pound of Cure:

5 Quick Tips for Cybersecurity

By Damon Fleury, CTO CyberDefenses

As we enter 2018, last year's ransomware impact is still fresh in our minds with very high profile attacks, [like WannaCry](#), bringing major companies to a halt. [Early estimates from Cisco Security](#)

indicate that ransomware alone may have grown as much as 350% over the past year causing at least \$5B in damage to its victim organizations. Most corporations and many governments of all levels have seen the impact of cyber threats on their infrastructure.

City, county, and state government organizations regularly handle data that includes sensitive information about its citizens and businesses. Criminals understand that if this data is compromised, life-dependent services could be impacted, giving them a strong position to demand a ransom. The main take away from this year of ransomware attacks is that no one is immune--municipalities included.

Mecklenberg County is one such example. In this cyber attack, criminals used LockCrypt, a form of ransomware which was introduced by a simple phishing email. The email was routed from another county employee "making it appear as though it was a regular employee-to-employee communication" according to [this](#) feature article on the incident. The worm infected 48 of the 500 county servers, disabling their systems. Stories like this are capturing the attention of municipal governments throughout the United States.

Rather than dive into more examples of just how dangerous cyberattack can be, here are a few security tips your municipality needs to know:

Plan ahead.

Having an **Incident Response Plan** before an attack occurs is critical. Some of the decisions that need to be considered include:

- **Whether to pay a ransom, or not to pay.** Making this decision after an attack occurs will be costly. If you decide to pay, which is never recommended, how you plan to set up your means to pay by a cryptocurrency (such as Bitcoin) should be understood and ready to implement.
- **Communications, key role designations and escalations** should be decided in the event of an attack, so that all key members are informed and empowered to make decisions in their jurisdiction.

Talk to your neighbors.

It's time to **reach out to your fellow municipalities**. Together, you keep secure valuable identity information of your citizens and businesses. Budgets can be tight and resources limited, so combining forces by communicating can improve your visibility on the methods attackers are using-and what types of defenses are working or not working well for the systems around you.

Back up your data.

Not only do you need to make sure your data is backed up, it must be backed up in specific ways that ransomware cannot defeat. Ransomware now takes steps to find your backups and encrypt those as well. It is important that you are using specific backup mechanisms that cannot be detected or encrypted from an infected host.

It is also very important to know where the most important data and systems reside. Ensuring that back-ups are completing successfully is key, as is testing your restoration capabilities frequently.

Stop reusing passwords. (Seriously, don't!)

Login information is always a prime target for attackers, as it can not only be used against the organization it was stolen from, but also against other systems in an account takeover attack (ATO). [Early indications](#) are that 2017 will have been the worst year ever for cyber breaches including stolen sensitive data with more than 8 billion records stolen. Information stolen from another company or organization can be used to try and access your municipality.

Systems utilizing email addresses for usernames are typically reused by customers and consumers across many information systems and applications. Once a user ID and password are obtained, they are tested by hackers with account checking programs to try and gain access on internet websites. If an attacker has found a username and password of a citizen, they may try to log into a government citizen account as a user to get access.

Finally, be diligent.

Information Security programs require aspects of protection, detection, response, and recovery; as well as up front analysis for the identification of risks and prioritization of precious resources. **Attackers only have to be right once to break in, while cybersecurity defenders have to be resilient continually to keep out the criminals.** Early detection enables quick response and thorough recovery.

Municipalities are targets because of the nature of the data they handle and how important it is for governments to provide uninterrupted services. However, being proactive could be the difference between successfully handling an attack and having a disaster to contend with.

Fortunately, Mecklenberg County had a reliable back-up process in place, so their story of cyberattack ended well-and yours can too.

Develop your Incident Response Plan now, get a free health-check to learn about whether your municipality has information that has been included in any cyber attack and learn more about how to be proactive with CyberDefenses [here](#).



Mel Gillies

The seasons, four rooms in which to be and experience nature metaphysically.

Winter's room is unadorned, contemplative, and stark decorated in shades of light and dark.

Visit Spring and emotionally feel,
Life's awakening appeal.

Summer is a room to play and as a child be free of confining, self-limiting identities.

Fall is a place of lingering peace as leaves and light and habits are released.

At times, the need to chill and in winter's room be alone and still. Yet someone just might extend an invitation to lighten up and summer-arily, groove.

Perhaps now is the moment to take the risk of dancing in the spring rain for an instant of spontaneous bliss or if feeling a bit mellow and subdued, enter autumn's melancholy, introspective room.

My consciousness just might choose no room in which to amuse and go outside all boundaries and definitions and be unseasonably free.

[Contact Mel Gillies](#)

Calendar

Upcoming Events

Winter Conference - February 14-16, 2018 at the Charlottesville Omni Hotel. Registration is [open](#).

Summer Conference - June 20-22, 2018 at the Virginia Beach Oceanfront Sheraton Hotel. More info in the Spring.

[More Dates](#)

Update Email Address



Making a change? To continue to receive the monthly eNews and other VLGMA notices, please email [Molly Harlow](#) to update your contact information.

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](mailto: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](#)

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[Website Contact](#)



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