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Becky Dickson

**Experience is the one thing you can't get for nothing....
Oscar Wilde**

This is one of my favorite quotes and it really hits home as we think about developing those in our organizations and upcoming young leaders in the profession. There is no substitute for experience-no amount of mentoring, "dry running", reviewing, shadowing or discussing can take the place of "doing it". It is hard to let go and let others, I have been working on it for many years and still it's a balance not easily achieved... ..there is a risk for those you delegate to and a risk for you if your Board or Council or communities do not "tolerate it well". And some, particularly in smaller communities, don't.

For those in our organizations it may feel that we are slower than we should be to "delegate" , to put them out there-what they may not know is that we are just making sure the "waters are safe", that the time is right. Risks are necessary if we, our organizations and our staff are to grow. Our role is to be sure there are appropriate safety nets in place for those "stepping up"-- support coupled with good solid preparation and guidance for whatever the task. We need to celebrate and congratulate their successes and provide solid feedback if not.

It has taken me too long to realize that the best gift I can give my community, my

Board and my staff is to be sure they do not need me around to perform and succeed. There are many things we all do each day to develop our organizations. I encourage us to consider additional memberships in VLGMA, to broaden our attendance at the DAO meetings and perhaps allow one or two more in our organizations to attend a conference or other related training/networking opportunity.

Hope you are planning time off this summer to recharge and don't forget it's a good way to allow others to step up!

Becky, signing off from beachside...

[Contact Becky Dickson](#)

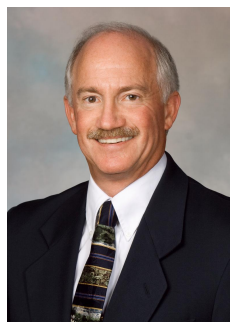
Position Changes

June, 2015



- Dan Campbell, Floyd County administrator, has been appointed Madison County Administrator effective July 1st.
- Terri Morris, assistant administrator for Floyd County, has been appointed interim administrator there.
- Patrick Childs, assistant town manager for Purcellville, has resigned due to his wife's job relocation to the Norfolk area.
- Joe King, city manager for Danville, announced his retirement effective November 30th.
- Robert (Bob) Noe, VLGMA/ICMA senior advisor, has stepped down from that post after seven years providing counsel and support to peers, and interim service to local government.
- William Donahue, Arlington County manager from 1998 to 2001, died at the age of 72.
- David (Dave) Norman, former James City County administrator and city manager for Norton and Lynchburg, VA, died at the age of 77.
- Marvin (Marc) Collins, III, assistant

Tedd's Take



Tedd Povar

Amazing Times

Whether we realize it or not, we are living in a period of enormous change, both negative and positive.

Among them are:

Recent Supreme Court decisions

- (a) Affirming the Affordable Care Act, the closest this country may get to a universal health care system.
- (b) Affirming same-sex marriage as a right, and for such marriage to be recognized in all 50 states.

Terrorism

- (a) Potentially hitting everywhere and everyone.
- (b) Using the Internet and, more specifically, social media, to promote destabilization and inflict harm on a global scale.
- (c) Part of our everyday lives, and in the back of our minds, 5,000 miles away and in our back yard.

Quality of Life

- (a) We can watch or learn about any event in the world as it happens from our phone or tablet while riding in a car

city manager for Fort Myers, FL, has been appointed city manager for Williamsburg, effective August 1st. Jodi Miller, deputy city manager, will serve as interim prior to Marc's arrival.

Certificate News



As America turns another year older this month, while enjoying our cookouts and vacations, remember the lowly Certificate students who continue to work hard in the program. While the world says 'play', the Certificate says 'work'. Of course, our summer students are stronger for the struggle and will have a great reward in the end.

The icing on the cake of this summer, however, is the second annual Certificate Professional Development Conference on August 3-4 at the Hotel Roanoke. One of the keynote events of the conference will be a reverse kiva roundtable. Instead of having the elder statesmen of the profession lead the discussion, Kim Payne, Lynchburg City Manager and Certificate Professor, and a group of young leaders will lead the discussion, and the more experienced professionals will respond. The members of the next generation participating in the reverse kiva will be Adina Pogue, Ashley Reynolds Marshall, Brandon Gann, Matt Lawless, and Cody Sexton. All have gone through the Certificate program and are employed in local government or a related field. Once again, this will be an excellent opportunity to brainstorm with the future local government leaders of Virginia and to get energized.

In anticipation of the Certificate conference, there is no better time to think about becoming a Certificate student. Bob Stripling and Stephanie

or sitting in a coffee shop.

(b) We can stay in touch with our family, no matter how far-flung, face-to-face, at any time, from anywhere.

(c) We can acquire anything with a click or two on a keyboard or touch of a screen, and have it delivered to our doorstep in a couple of days.

And there are SO many more.

My regret is that today's youth know this as "normal", lacking the historical perspective to fully appreciate how things have changed in so short a time. I appreciate having that perspective, even if it means I'm getting up in years.

[Contact Tedd Povar](#)

A DAO in the Life



John Wack

A DAO in the Life: Lessons Learned in Pursuit of a Credit Rating

In a career path that can cross multiple localities of varying sizes, challenges (sometimes described as opportunities) may present themselves at times that appear insurmountable.

When I joined the Goochland County Administration just over five years ago, it consisted of new leadership that was anxious to move forward beyond the past times of financial mismanagement.

A series of forensic and other audits that identified stale (undeposited) checks, less-than-fully-informed management decisions, and other material weaknesses seemed to establish a baseline where there was nowhere to go but "up".

While it took several years of implementing improved policies and procedures and better, more educated

Davis are recruiting this fall's class and will be happy to discuss the program with anyone. If you are interested in joining the Certificate program or learning more about the conference, just contact Stephanie Davis at sddavis@vt.edu or 804-980-5549 or Bob Stripling at 540-448-1102.

Find the Certificate online:



ICMA-SEI Reflections - Jason Wright



As I ruminate on the lessons from my time in Virginia, I realize I cannot oversell ICMA's session at the Senior Executive Institute. For me, it was a transformative experience, one that asked important, vital questions about my leadership style, my motivations for public service and who I want to be as I serve others in my career. It has been a true highlight of my Leadership ICMA program.

What I appreciated most was the multi-dimensional, multi-discipline approach to holistic learning. It's one thing to talk about breaking down hierarchal barriers to success - it is another entirely to build new connections through art, philosophy, history, poetry, architecture, organizational psychology and academics. In short, what I gained from ICMA-SEI was a new, more connected way of looking at the world, my place in it, and my duty to a community that has given so much.

I left ICMA-SEI reinvigorated for public service, re-energized by the possibility open to us all. And, perhaps most important, I returned to my municipality eager to engage our residents, to see

decisions, Goochland's reputation has skyrocketed, in no small part due to our fearless County Administrator and stellar elected officials. However, few could have foreseen that our journey would lead to receiving an AAA issuer credit rating from Standard & Poor's this February (after previously being unrated). With a modest population of about 21,400, Goochland is by far the smallest county with this highest-possible rating. Some have asked, how were we able to do it? In the spirit of full transparency, following are some suggestions based on the major lessons learned when ramping up for a credit rating.

- Familiarize yourself with the objective measures used by the rating agency - Standard & Poor's spelled out much of their methodology in a September 2013 publication;
- Highlight your relative strengths - we did this both graphically compared to existing individual standards, and by comparison with other localities;
- Don't shy away from potential weaknesses - be prepared to answer questions about how and why you have certain financial challenges, and what short term and/or long term strategies are being considered to address them;
- Develop financial policy guidelines approved by your governing board, and stick to them - there is no need to reinvent the wheel, there are lots of benchmarking examples out there;
- Build up your available general fund balance - even if your locality has lots of reserves for potential future issues, assigned fund balances still count as available contingency;

what type of a future they envision - and how we can find solutions to bring that vision to life.

[Contact Jason Wright](#)
[ICMA Website](#)

ICMA-SEI Reflections - Lunda Asmani



ICMA-SEI was an absolutely great experience! To be honest, as a member of Leadership ICMA Class of 2016, I'm truly glad the ICMA-SEI is a component of Leadership ICMA. I was initially anxious about being in a combined group with such accomplished and experienced managers attending the ICMA-SEI program. I think the ICMA-SEI experience is one that I will remember and cherish for a very long time. While I was really looking forward to reconnecting with my Leadership ICMA Class, I could never imagine the bonds that I would create with this leadership experience. Of greatest value to me were the bonds that were formed in our combined small groups. I met some really good people and reaffirmed my commitment to the profession. I was impressed by all the different roads people have travelled to get where they are today. I was equally moved by the personal stories that each had to share. I have a new appreciation for connection before content. Its truly not until you've connected with people that you can truly begin to tackle and deal with the challenges of the day. As far as the impact on my leadership style, I am going to focus more on getting to know the people I work with and also focus on story telling. I came to appreciate that story telling will do way more than spreadsheets and projections.

I've began to put what I learned into practice. When I opened my day long budget session with the governing body and leadership team, I skipped past the

- Practice multi-year budgetary planning - beyond just having a 5-year capital plan, consider publishing a multi-year operating budget outlook (even if just at a high level) and presenting quarterly general fund budget projections to your board and the public;
- Use one-time cash for capital expenses - any contribution towards capital projects that limits borrowing helps, and demonstrates budgetary flexibility;
- Wean your enterprise funds off general fund support - while your locality may have historically subsidized its public utilities, work towards eliminating that; and
- Make a promotional video of your locality showing what you have to offer - this saved us hours of guided tours, allowing us to sell ourselves when presenting to S&P in New York.

For those with any specific questions, feel free to contact John at jwack@goochland.va.us.gov

Calling All DAO's



Calling All DAO's...

Ever wonder how articles are selected for the column "A Day In the Life of a DAO"?

Here's how... if you have a subject that you would like to discuss, or a thought you would like to share... then please volunteer your services! We welcome all submissions. As we are largely a volunteer organization, please help us help you stay connected and promote one another, by becoming actively engaged in this organization and supporting our efforts.

If you would like more information on

charts and graphs and focused on stories about the organization and how we operate like the Zander Orchestra. I've received great feedback and this approach totally changed the tone of our budget discussions. The challenges did not go away, but the way we approach these issues will change.

[Contact Lunda Asmani](#)

[ICMA Website](#)

Innovation Edge



As any homeowner or contractor would tell you, construction codes and regulations can be a complex web of ever-changing rules and policies that vary from jurisdiction to jurisdiction. Something that may initially seem like a simple act - pulling a permit for a hot water heater - becomes a daunting task when you're working across an entire region. The time spent visiting a permitting office, waiting in line and filling out an application could be better spent.

From the June Newsletter, read more [here](#) about **The Path to a Regional Permitting Solution and the New Normal** by *Keith Tumey, Permitting Systems Administrator, City of Issaquah, WA.*

VLGMA and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of local governments.

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the joint Alliance and ICMA Knowledge Network at

the process, please contact either Sherri Neil, Communications & Networking Chair (neils@portsmouthva.gov), or Molly Ward, SEI Coordinator/Leadership Development (mjh3@virginia.edu).

DAO Meeting August 4th



There will be a special DAO Meeting on August 4th with John Nalbandian presenting on how DAO's bridge the gap. This will be part of the Virginia Tech Professional Development Conference. More info [here](#).

Mel's Poetry Corner



Mel Gillies

Lovers, Friends, and
Passers Good-Bye

There are no accidental
relationships.
Each one arises
to assist.
All my Lovers, Friends,
and Passers-good-byes
are invaluable teachers in disguise.

I fell in love with Possibility
but my habits cried out for Certainty.
I liked Certainty because there were
no questions at all,
no shades of gray in a world predictable
and small.

I awaken to the daily sunrise
of Opportunity
and her mischievous sister, Curiosity.
Serendipity makes me feel like
a kid again.

With Mystery, the long nights
become my friend.

Danger takes me on a rollercoaster ride
while Passion brings my whole self alive.
When Fear overwhelms insidiously,
Love's arms encircle me.

www.transformgov.org or contact your Regional Director, Sallie Ann Burnett at saburnett@transformgov.org.
[Contact Sallie Ann Burnett](#)

Calendar

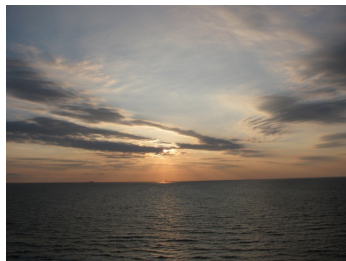
Upcoming Events

Special DAO Meeting August 4, 2015 at the Hotel Roanoke

Deputies, Assistants and Others (DAO) Meeting - October 16, 2015 in Abingdon
[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](#).



Bitterness leaves me so cold, I freeze
but my heart is warmed by Empathy.
Frustration and Anger like
to team up and agitate.
Breathing deeply helps me Rejuvenate.

I linger and savor the
sweetness of Gratitude
while Judgment is a more
indigestible mental food.
Trust invites all to be free
of soul responsibility.

If the diva, Self-Centeredness,
tries to premiere,
thank goodness, Humility's queues
are always near.
Shame is very painful unless,
I heal with Forgiveness.

I open my heart with Intimacy
and bloom with the nourishment
of Authenticity.
A blessing I treasure is Inspiration
transforming the ordinary
into a revelation.

Who will be-friend me today?
Perhaps a lover I can invite to stay.
[Contact Mel Gillies](#)

Quick Links

[VLGMA Website](#)

[ICMA Website](#)

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