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Maurice's Musings



Maurice Jones

Maurice's Musings An Unusual Path to the Presidency

It is my honor and privilege to represent this distinguished organization as its President for the next year. I have had an amazing and blessed journey on my way to this position. As some of you may know, I began my professional career in a field that many of us interact with on a regular basis, journalism. More specifically I was a television news and sports reporter/anchor/producer for a period of seven years after graduating from James Madison University. There are many reasons I left broadcast journalism. The most important of which is I wanted to make a difference

in the lives of others. And I was given the opportunity to do exactly that when I was hired as the Director of Communications for the City of Charlottesville in 1999. This organization had an excellent reputation and I soon learned why.

We had stable, experienced and innovative leadership. We took our responsibilities seriously and always focused on providing excellent customer service and enhancing the quality of life for everyone we encountered. And I was

in a unique position to receive a crash course in local government management. As the media relations director for the City I had unfettered access to all of our departments and was there for our staff in the best of times and the worst of times. And I became a trusted advisor to our fearless leader, City Manager Gary O'Connell. I never would have imagined however that one day I would have the opportunity to succeed my mentor.

When Gary hired me to be the Assistant City Manager in February of 2008 I figured I had several years to decide if I ever wanted to be, or quite honestly had the skillset, to be a City Manager. Joining VLGMA in 2008 was the first step in my training process. Admittedly I was intimidated as I walked through the doors of the Hilton at our summer conference for the first time. There were so many talented, knowledgeable managers in that room and I was - well a former journalist and sports anchor no less. But those anxious moments dissipated rather quickly as the folks in that room welcomed me with open arms.

As part of my on-going professional development I also had the privilege of attending the Senior Executive Institute (SEI) in 2009. Spending two weeks with local government managers, fellow ACMs and department heads from around the world was a thought provoking, life changing experience for me. Several of us on the Red Team (including my friends Matt Hankins from Rocky Mount and Tim Baroody from Fredericksburg) were in the same boat as assistant managers with young families trying to prepare ourselves for future leadership opportunities while searching for that ever illusive work-life balance. The SEI crew led by former director Bob Matson and our Red Team leader, Zin White, did an excellent job of preparing us professionally and personally for the occupational challenges ahead. By the end of my SEI experience I certainly did not feel ready to take on the "big chair" but I had the confidence to begin preparing for it.

VLGMA was becoming an integral part of my life, as I soon joined the board and learned so much from the other members of the executive committee. Working closely with my brothers and sisters in public service has been a distinct pleasure. They are deeply committed to VLGMA, their colleagues and the profession as a whole. There are so many folks on this board who have helped me along the way including Kim Payne, Brenda Garton, Mercury Payton, Randy Wheeler, the late Becky Dickson, Cindy Mester, Sheri Neil and Greg Kelly. I know I probably missed a few folks. Please blame it on my head, not my heart.

For those of you who are wondering how you can become more involved with the organization please consider becoming a member of one of our committees. Each committee plays an integral role in our association. I had the pleasure of serving on the Professional Development Committee (PDC) for several years. During that time I was personally involved with developing three of our conferences. It was incredibly rewarding to work with my colleagues and VLGMA's outstanding staff. It's a fun (and exhausting) experience and a great way to get to know your peers from around the state.

As we embark on this new journey together, I am eager to take on the challenges ahead. I will make two promises to all of you - one, shorter articles in the future (Sorry Molly!) and two, that I will do my best to represent this organization with

the dignity and respect it deserves. With your help this will be a tremendous year for VLGMA!

Please help me in welcoming our newest VLGMA Member Jim Chandler, Deputy Town Manager, Amherst.

All the Best,

Maurice

[Contact Maurice Jones](#)

Position Changes and Other Events

June 2017

- Charlie Hoke, town manager for Luray since 2013, and previously, director of utilities, announced his retirement effective July 31st.
- Joseph Waltz, interim town manager and electric utilities director for Front Royal, has been named town manager there.
- Mike Taylor, Saltville town manager since 2010, passed away after a year-long battle with cancer.
- Jim Bourey, former Newport News city manager, has joined the firm of McGill Associates.
- Brenda Garton, Frederick County administrator since May, 2015, resigned.
- Debbie Keyser, Rappahannock County administrator since May, 2016, resigned.
- Kris Tierney, assistant county administrator for Frederick County since 2000, and deputy administrator since 2016, has been appointed interim administrator there.
- William L. (Bill) Shepley, an executive consultant to hospitals and the healthcare industry, has been appointed Grayson County administrator, effective July 10th.
- Aretha Ferrell-Benavides, city manager for Glenn Heights, Texas, has been appointed Petersburg city manager.
- Gary Shanaberger, a business analyst at Longwood University's Small Business Development Center, has been appointed manager for the town of Appomattox.
- Douglas L. Smith, interim city manager for Norfolk since December, 2016, has been appointed manager there.



Tedd's Take



Tedd Povar

The Explosion in Digital Memory

I'm getting old, but am continually amazed by the rapid progression of digital storage media and devices over the years. I remember the earliest computers that filled rooms with swirling disks of magnetic tape, turning back and forth at what seemed like blinding speed. Now, you can lose your entire life's work through a small hole in your pocket.

A little research on the World Wide Web reminds us that one of the first pervasive digital storage media-the 5.25" floppy-hit the market in 1975. Six years later, in 1981, the hard 3.5" floppy came on the scene. Flash drives showed up in 1994 followed by the SD card in 2001. Seems like ancient history.

Even more astounding is the explosion in digital storage capacity. Here's a select timeline:

1956: 4.4 MB - refrigerator-sized box with 24 disks running at 1200 rpm

1980: 5.0 MB - first internal hard drive - 5.25" diameter

1990: 700 MB - first CD-R

1996: first 7200 rpm internal hard drive

2008: first solid-state drive (SSD) and first terabyte hard drive

Now let's talk price...

Then: The 1956 4.4 MB box noted above - \$35,000 PER YEAR (lease only)

Now: 2 GB iPod Shuffle - \$49.95
4 TERABYTE internal hard drive - \$89.95

And our future is in the Cloud. Intangible & mystical. Exciting but a bit intimidating for those of us in the typewriter generation.

[Contact Tedd Povar](#)

Thirty Years of VLGMA

Thirty years of VLGMA

Maurice was appointed City Manager on December 6, 2010 after serving as the Assistant City Manager for several years. From February of 2008 to April of 2010 Maurice served as Assistant City Manager. Maurice joined the Miller Center Foundation, the fundraising arm of the University of Virginia's Miller Center of Public Affairs, as its Director of Development in October of 2005. He began his career with the City of Charlottesville as Director of Communications in 1999.

Originally from Dale City, Virginia, Maurice graduated from James Madison University with a Bachelor of Science Degree in Communications. From 1992 to 1999 he worked in various roles in the field of broadcast journalism including sports director/anchor, reporter and newscast executive producer. Maurice and his wife, Michele, have five children.



Maurice Jones

30 Years

"Time Keeps on Slippin', Slippin', Slippin' into the Future"

Let's hear it for 1987! Gas was 89 cents a gallon, The Simpsons premiered on the Tracey Ullman Show, Aretha Franklin was inducted into the Rock and Roll Hall of

Fame and during a historic speech in Berlin President Ronald Reagan implored Mikhail Gorbachev to "tear down this wall!" Here in Virginia, local government administrators were making history of their own when they formed the Virginia Local Government Management Association (VLGMA), thus planting the seeds of success for themselves and future managers. Thirty years later this organization is still going strong, bringing together our municipal leaders from around the Commonwealth to share wisdom with one another, learn from experts in both the public and private sector and occasionally vent about the challenges of our profession.

During our three decades of existence we have grown with the times, adapting to the changing nature of the people we serve and the means by which we serve them. The rise of the internet and mobile devices, and the encroachment of social media into our daily lives have connected the world in ways we could not have dreamed of back when VHS tapes, the "Walkman" and cable television ruled the technology world. The question for us now is, "What will the future hold for our localities and for VLGMA?" With the political battles in Washington and Richmond raging on, I strongly believe true innovation in government will continue to occur at the local level and more and more we will have to rely on ourselves and our regional partners to achieve our goals.

In many ways government has always trailed behind the private sector in the development of innovative ideas. Businesses are encouraged to a degree to be cutting edge and to take calculated risks. Sadly local governments do not have the same level of tolerance for constructive failure. When we take chances and they do not succeed, it's on the front page of the newspaper and we're struggling to explain how important it is for us to have a long term outlook on the situation. That defense tends to fall on deaf ears when our critics bound up onto their soapboxes. But the times, they are a changing.

Local governments are taking the lead on developing ways to address issues like poverty, affordable housing and engagement with our residents. We can no longer wait for the latest private sector innovation to capture the imagination of our residents before cautiously dipping our toes in the ever changing waters of technology. Our "customers" have grown accustomed to having access to everything - information and services - at their fingertips. We must anticipate their needs just like major tech companies. Creating mobile apps and customer relations management systems are no longer luxuries reserved for larger localities anymore. We now have a generation of residents who have grown up with the ability to get just about anything they want from their phones - even texting with friends they may never meet in person. So, we need to be prepared to adjust to the way in which they are most comfortable communicating and interacting.

It is not enough to simply provide our residents with technology, we must also find ways to capture their imaginations and motivate them to become involved in their communities. I'm blessed to be the manager in a city that is actively engaged in the important issues of our times. But as involved as our residents are, it is still difficult to persuade people to attend City Council meetings (unless of course, hypothetically speaking, you are debating the possibility of removing a confederate statue from one of your parks - then, well, it's standing room only) or speak during budget forums or join boards and commissions. We have to learn to

craft a narrative that speaks directly to the hearts of those who want to make a difference in their community.

The same could be said for VLGMA. It is my goal during the next year to develop ways to spread the message of our organization through electronic means such as our web site and through social media. We have a wonderful narrative to be told and the people in place to offer helpful solutions to the vexing problems most localities are facing. As one of the strongest associations in the nation, built upon the shoulders of so many giants in our field during the last thirty years, VLGMA is primed and ready to expand its influence and reach, to administrators and department directors around the state that may share the vision of our association but are unaware of our history and the value we offer.

There are so many ways that we as local government managers will be challenged over the next few years and decades. Environmental sustainability, the decline of bricks and mortar retail versus the growth of online shopping, the expanding wealth gap in our country, the rise of autonomous vehicles ... the list goes on and on. But I'm confident that each and every one of us will turn these challenges into opportunities. We have all been hired to be problem-solvers. This is our time to stand up and fill the void left in our society. We will be the civil voices in the room when two sides of an issue have reached a stalemate and refuse to engage. We will be the ones offering thoughtful solutions to the issues that continue to test us.

30 years from now, in the year 2047, I hope to land at the summer conference in Virginia Beach in my autonomous flying vehicle, as a long retired Senior Advisor, and smile upon the great accomplishments of VLGMA and of each of you and your successors. And that day will come because of the foundation that we're building in 2017. As W.E.B. Dubois once said, "It is today that we fit ourselves for the greater usefulness of tomorrow. Today is the seed time, now are the hours of work, and tomorrow comes the harvest." Let's work together to ensure a bountiful harvest for our residents for generations to come.

[Contact Maurice Jones](#)

Certificate News

The deadling to apply for the Certificate program's fall semester is August 1st.

Program Director Stephanie Davis will be attending a number of conferences and programs this summer to help with recruitment. As always, if you have any questions, please feel free to contact her at sddavis@vt.edu or 804-980-5549.



Saltville, Smyth County Mourn the Death of Town Manager Mike Taylor

**Saltville, Smyth County Mourn the Death of
Town Manager Mike Taylor**



Mike Taylor

Saltville Town Manager Mike Taylor lost his battle with cancer on Tuesday. He died at Johnston Memorial Hospital in Abingdon.

Taylor, 61, was a graduate of Emory & Henry College, a former employee of former Congressman Rick Boucher, a former manager of Cargo in Saltville, a member of the William King Masonic Lodge and longtime chairman of the Saltville Labor Day Committee. Read more [here](#).

Summer Conference Wrap-Up

Planning a conference in Virginia Beach in June is not an easy task. The Virginia Local Government Management Association (VLGMA) members are always very eager to provide suggestions, such as, don't compete with the beach and pool side chats; keep the sessions light; provide meaningful sessions; don't focus so much on social events; or networking, for example. You may recall we surveyed the membership last fall. The responses

indicated it was clear that members were drawn to the annual summer conference for networking and catching up with old friends, but also wanted to ensure that the conference provided content that allowed members to be exposed to best practices related to issues challenging their communities, focus on themselves, enhance leadership skills, and develop communication strategies with their community partners and elected officials. We heard you! The Professional Development Committee (PDC) hopes you will agree that the event this year provided a little something for everyone as we celebrated the 30th Anniversary of the VLGMA with the conference theme, *Where We've Been, Where We Are, Where We're Going: 30 Years of Local Government Managers Building Great Communities*.



Competing with the Beach, Boardwalk, Pool, family time, networking, and perfect weather, the nearly 200 attendees kept the conference round tables full and actively engaged in sessions. Additionally, the reception Wednesday evening was well attended, as well as, 30th Anniversary Celebration at the Museum of Contemporary Modern Art on Thursday. Members and their families, in addition to our sponsors, students, and other guests, enjoyed the festive

atmosphere, a tour of the museum, a delicious catered meal, custom cupcakes and cookies with our 30th Anniversary logo. After dinner, many danced the night away to the explosive and energetic sounds from the live band *Strictly Bizzness* and rode the final buses back to the Sheraton happy and fulfilled. The Celebration

was attended by many VLGMA Past Presidents, including some remarks by the first VLGMA President Cole Hendrix.

Will Sessoms, Virginia Beach Mayor and David Hansen, Virginia Beach City Manager, welcomed participants and reminded us all to enjoy all Virginia Beach has to offer and to please spend money ! This event would not have been possible without the behind the scenes work of Virginia Beach staff from the City Manager's office, specifically Dr. Ken Chandler and his staff. Additionally, a special thank you to our volunteer moderators from the Communications and Networking and Civic Engagement Committees. And of course, Molly Harlow, Melanie Giles, and Carmie Rodriguez, who are always one step ahead of the conference co-chairs and always make sure everything is taken care of so that attendees get to enjoy this great event.



Hero Award
Winner Bob
Stripling

Jack Tuttle kicked off the conference with a workshop which focused on applying timeless leadership principles to lead with higher moral purpose. As always, Melanie Giles, Cooper Center for Public Service, created and shared a 30th Anniversary video which brought both laughter and tears as we enjoyed the images of VLGMA members collected over the past three decades, some of whom are no longer with us. President Greg Kelly presented the Mashaw Assistant Award to Richard Caywood and the Hero Award to Bob Stripling. We were joined by Lee Feldman, current ICMA President, who spoke of his vision as we move into the future. Felicia Logan led participants in an engaging session dedicated to managing in a multigenerational workforce and Robin Baker presented tips to building your personal brand and learning to DWYSYWD.

Contemporary and relevant workshops included August Wallmeyer, author of "The Extremes of Virginia", who presented a compelling session designed to get the conversation started and collaboratively seek solutions related to poverty and the consequences to localities, particularly in certain regions in Virginia, <http://www.extremesofvirginia.com/>. Dr. Sheryl Bailey, Pat Pate and Chris Morrill engaged participants in a session dedicated to building financial resiliency and identifying essential tools to ensure communities thrive thru turbulent financial and political change.

Chris Lawrence, Bob Hardy, Caroline Luxhoj and Qiana Foote engaged participants in a realistic discussion of digital disruption, emerging technologies, and illustrations of what some Virginia localities are doing to address their community's technology needs. Gloucester County and Brian Moran, Secretary of Public Safety, presented a workshop on the Opioid Crisis and illustrated one tool that has been developed, in collaboration with DL Media, the powerful Sink or Swim video and resource page for those seeking help in their localities <http://drugfreeva.org/>.



Frank Harksen and
Assistant Award Winner
Richard Caywood

Bob Coiner, President, Virginia Municipal League, Mary Biggs, President, Virginia Association of Counties, John Anzivino, Senior Vice President, Waters and Company, Tony Gardner, Leadership Development Director, Cooper Center for Public Service, Tedd Povar, Associate Director, Virginia Institute of Government, and Stephanie Davis, Program Director, Virginia Tech Certificate Program; grappled with questions related to their vision of future local government management from their varying perspectives. This panel, facilitated by Ed Daley, VLGMA Senior Advisor and Assistant Manager of Town of Emporia, provided their insight on questions such as what are localities looking for when hiring, trends in local government management, what has stayed the same, what has changed; what support and connections does the local government manager need to be effective and elected official/manager relations.

Attendees ranged from students attending Virginia Polytechnic Institute, Old Dominion University, Virginia Commonwealth University, Piedmont Community College to retired managers, many of whom are still very actively involved in the development of local government managers and/or providing services to localities. The conference agenda was designed to provide a glimpse of timeless leadership principles, a snapshot of current critical issues local government managers need to deal with, and a discussion about the future of local government management. We sincerely hope you agree that we achieved our goals and look forward to seeing you all in February 2018 in Charlottesville!

Happy VLGMA 30th Year Anniversary!!

A DAO in the Life - Reid Wodicka



**A DAO in the Life
Reid Wodicka**

Bedford Assistant County Administrator

As local government managers, deputies and assistants, we face all kinds of personal and professional challenges. I think that there is no greater challenge, though, than advancing an agenda for our communities that may not be particularly popular, both with our governing bodies and the community as a whole. It is really easy to retreat to the standard politically safe position that an elected board or council sets policy and we are just here to implement that policy. That's a fine, academically correct position, but how many huge problems in any of our localities are solved without major attention and, at times, advocacy from the top appointed officials? Very few. Often that only occurs after some defining experience in our respective communities that shows the problem in a very tangible way.

Recently, I, along with our community, experienced one of those defining moments. Some of you may know that in my spare time, something I've enjoyed since high school is volunteering with the local volunteer fire department. In Bedford County, we still have a relatively strong volunteer fire system, but like so many of your communities, our volunteer rescue squads are struggling, to say the least. In response, our County has hired a number of career Firefighter/EMTs, who presently staff five ambulances, only three of which are staffed 24/7. While there is still some volunteer EMS activity, career staffed ambulances routinely handle in

excess of 80% of EMS calls in the county, which has a population of approximately 80,000 people in approximately 800 square miles. This transition has been painful for everyone in the community as we have seen these institutions, once strong pillars of our community, routinely unable to meet the call demand.

At 4:30am on January 17, 2017, my volunteer fire department was dispatched to the report of a house fire in the Town of Bedford. I responded from home and was able to catch the ladder truck on the way to the fire. While we were en route to the scene, the Engine crew ahead of us reported on scene and noted that this was a working house fire with multiple children trapped inside. The Engine crew proceeded to make 3 rescues (one adult and two children), but couldn't find the third child. I will never forget getting out of the ladder truck upon arrival and seeing the fire victims laying in the front yard. For a brief moment, I thought, "Where is EMS?", but the ladder company was assigned to find the missing child, so there wasn't much time to think about it - at least they were out of the burning building.

As assigned, another firefighter and I went to the second floor to search. We were met with the hottest fire conditions and the thickest black smoke I've experienced in 13 years. After searching in zero visibility conditions, my partner's air was running low and we had to leave without finding the child. When I got outside, I quickly changed my air bottle and another firefighter and I began a second attempt to locate the child.

On this second search and rescue effort my partner found the four year old girl and brought her to me and I took her outside. I then looked for EMS to hand her off so that she could be treated.

There were still no EMS crews on scene.

Two of the three career units were tied up on other, non-related EMS calls and the third was responding but, from 25 miles away. The first, second, and third due volunteer rescue squads who were dispatched that night never responded. Eventually, the remaining career unit arrived along with two non-emergency transport ambulances from the local hospital and they were able to get all of the victims to the appropriate facility. While the first three victims lived, the victim I helped rescue died on the way to the hospital. I learned afterwards that she was no more than 4 or 5 feet away from where we were searching the first time, but all I can say is that we missed her. I wish we didn't, but we did. I also wish that there was sufficient EMS readily available, but there wasn't.

This moment has been difficult for the family, me, and the greater Bedford community. I share this as an example of how a single event can expose to us deficiencies in our communities; deficiencies we sometimes experience very personally and, to be candid, painfully. While we all struggled with the death of a child and a tremendous amount of guilt for not finding her before it was too late, I felt (as any of you would) the added struggle of having to respond objectively as an appointed leader in my community to make the system work so that something this extreme can be avoided in the future. Of course, there will always be house fires and unfortunately some will be fatal. But that day, we exposed EMS system flaws that shouldn't exist and it showed me the importance of focusing on

improving service delivery within EMS. While we remain committed to providing an opportunity to volunteer in our community, we must know that we have to build a basic EMS safety net that unfortunately is not yet complete. This is not what a lot of people want to hear.

To say the least, spending money and growing the government payroll is a highly unpopular topic in our community and probably many of your communities. However, we have a professional and moral obligation to advance a policy discussion of what is right, even if it is unpopular. Even something as basic as EMS service is tremendously controversial because it is very expensive and paid units represent to many people a threat to the volunteer community organizations. But our professional obligation is to actively work to advance services in our community and to challenge our elected bodies to discuss them and seek solutions. And when we are smacked in the face with a deficiency that we didn't totally see coming, we have to respond and fight for what is right, even if our stakeholders are initially resistant. As such, in Bedford we are adding career ambulances, and implementing more tracking to help us know when we should be alerted to potential failures of the system. For a variety of reasons, these are neither popular nor simple solutions, but we are doing it because it's right.

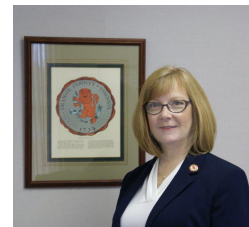
We all know public administration a tough way to make a living and with the rhetoric presently playing out, it's not getting any easier for the foreseeable future. It's tough to keep enough people happy to keep our jobs and continue paying the mortgage, much less adding in actively working towards things that aren't politically popular. But, I hope that when I retire, I will be able to look back and be proud of the things that I accomplished for the people that I serve, even if they weren't popular at the time. Yes, it's much better when everyone agrees, but sometimes we have an obligation to push what is right for the community, not what is most politically expedient. I think that is what defines us as professionals and leaders.

[Contact Reid Wodicka](#)

Civic Engagement and Orange County, VA

Civic Engagement and Orange County, Virginia

Glenda E. Bradley
Assistant County Administrator
for Finance & Management Services
County of Orange, Virginia



Glenda Bradley

Since joining the Civic Engagement Committee for VLGMA, I've been considering the subject of civic engagement, its purpose, and the characteristics of truly successful civic engagement initiatives. In today's polarized political climate, creating opportunities for productive civic engagement can be daunting; however, it has probably never been more relevant or more critical to the decision-making process.

The most important aspect of any civic engagement effort, and the thing that makes it different from other forms of contact with the public, is the direction of the flow of information. As public administration professionals, we need to remember that civic engagement is about learning from the public; it is different from informing, educating, or marketing our communities. Because resources are

always limited, almost all local government decisions involve the weighing of priorities and trade-offs between choices that impact the lives of our citizens. By engaging the public, we will receive a clearer understanding of our community's history and a values, and by extension, where our resources should be directed.



In Orange County, the Economic Development Department, led by Tommy Miller, recently conducted a highly successful civic engagement initiative in the development of a strategic plan. The purpose for engaging the public was to establish economic development priorities and to identify the community's existing strengths

and weaknesses in relation to economic development.

The department identified stakeholders from diverse groups within the community, including major employers, the Chamber of Commerce, the Piedmont Environmental Council, civic clubs, minority and women's groups, churches, home owners' associations, town councils, the School Board, the Board of Supervisors, and the Economic Development Authority. In meetings with these stakeholder groups, attendees discussed business attraction efforts, business retention efforts, entrepreneurial support, workforce development, and quality of life. Upon completion of group discussion, the entire stakeholder group was asked to vote on the top priorities with color-coded dots as a ranking system. The priorities identified by various stakeholders were then compiled, analyzed, and organized by categorical weight to identify economic development priorities. The results became a list of seven (7) related economic development categories including business attraction efforts, creation of a favorable business climate, proper utility infrastructure, plan proposals, quality of life improvements, available commercial real estate, and workforce development. The following are highlights of the priorities identified in each of these areas:

Business Attraction:

- Retail Options (i.e. grocery store, retail options)
- Recreation / Entertainment (i.e. park facilities, movie theater, bowling)
- Accommodations
- High Wage Jobs

Business Climate:

- Existing Business Roundtables / Visitation
- Business Friendly (i.e. streamline internal policies and processes, improve perception)
- Support (i.e. incentives for business investment, assistance programs)

Infrastructure:

- Broadband
- Utilities

Plan Proposals:

- Promotion (i.e. quality of life, local attractions, marketing strategy)
- Plan Elements (i.e. community ambassadors of Orange, elevator speech)

Quality of Life / Tourism:

- Recreation (i.e. parks, trails, river)
- Curb Appeal (i.e. beautification, gateways)

Real Estate:

- Industrial Property
- Mixed Use

Workforce Development:

- Training (i.e. Orange County Public Schools & Germanna Community College programs, soft skill development)
- Promotion (i.e. educational tours, workforce roundtables)

By engaging the public, the seven (7) identified categories and other feedback from the stakeholder groups informed the formulation of goals and specific strategies for the Orange County Economic Development Department. An example of one goal and the supporting strategies is presented below.

Goal - Attract new and diverse business investment with the creation of higher wage employment.

- Strategy 1: Ensure updated marketing collateral, to include print and web-based material, promoting all aspects of quality of life, cost of doing business, available workforce, and real estate opportunities within the county.
- Strategy 2: Formalize an incentive policy which promotes capital investment and job creation in the community, accessible to existing businesses, entrepreneurs, and new businesses looking to locate in Orange County.
- Strategy 3: Continue improvements to the Thomas E. Lee Industrial Park, assess potential for future industrial real estate opportunities, and infrastructure needs.
- Strategy 4: Conduct two (2) marketing trips per year with various partners including, CVPED, Virginia Economic Development Partnership (VEDP), Port of Virginia, or personal network to target identified base industries.
- Strategy 5: Cultivate and grow marketing network with CVPED and VEDP staff through quarterly face-to-face interaction and professional networking events.
- Strategy 6: Encourage and propagate an effective network of site consultants and commercial brokerage advisors through professional networking events and a quarterly visitation schedule.
- Strategy 7: Meet quarterly with identified property owners and towns staff to gauge interest in willingness to develop, sell, or lease properties.

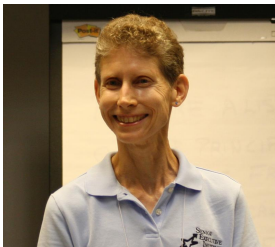
The civic engagement efforts by the Orange County Economic Development Department resulted in specific tasks and strategies designed to accomplish the stated goals of the stakeholders. The success of the initiative can be largely attributed to the use of several key engagement principals, including starting with a learning mindset, respecting everyone's experience, and establishing trust.

Effective civic engagement ultimately involves building relationships which requires time and an ongoing effort by public administrators.

An excellent resource for learning more about civic engagement is the National Civic League which was founded in 1894. Its mission is to advance civic engagement to create inclusive, thriving communities and, to that end, the organization is launching a program called All America Conversations to help localities and other groups "understand residents' aspirations for the community, the divisions facing the community and, most importantly, the small, specific actions that give people a sense of confidence that we can work across dividing lines." The group offers a helpful toolkit, support, and even coaching calls to help communities maximize opportunities to engage and collect feedback from their citizenry. To learn more about the program, see <http://www.nationalcivicleague.org/all-america-conversations/>.

[Contact Glenda Bradley](#)

Mel's Poetry Corner



Mel Gillies

Celebrating 30 Years of VLGMA

The professional manager has a critical role in engaging citizens and letting quality governance grow. As master gardeners, your expertise ensures our democratic ideals and fundamental rights endure.

Collaboration, responsiveness, patience, ingenuity become the secret to having a leadership green thumb.

A code of ethics serves as a guide when seeds of corruption happen to arise.

A garden requires constant attention and activity to be an expression of beautiful and productive artistry. Likewise your conscientious commitment to public service promotes communities that bloom with a higher purpose.

Not just in your mind but in your heart and soul, the future of the profession evolves and unfolds - through the freshness, energy, innovation of the young, the stewardship and wisdom of this retiring generation.

And all that hard work of leadership is worth being a part of positive change and progressive growth on earth. VLGMA has evolved and grown with the love and synergy that has turned this organization into a virtual family.

[Contact Mel Gillies](#)

BIG Hour on 7-17-17



We're continuing the conversation from BIG Ideas 2016 which was based on Reframing Digital Disruption. How are the new technologies changing our lives personally and on a local government level? How can you prepare, plan and regulate? The BIG Ideas Toolkit will help you get started with facilitating this discussion at this event that is set to take place in communities across the nation. Learn more, and sign up [here](#) to participate.

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



Here's what's up and coming at ICMA!

[Emerging Leaders Development Program | October 2017](#)

This program is designed build knowledge, skills, and abilities in the basic management and technical topics that managers need to know to be successful. >> Recommended for students and early career professionals | Applications currently being accepted

[Williamsburg Leadership Institute | November 5 - 8, 2017](#)

Uncover the relevance of Williamsburg in the 1770s with what is happening in our communities today, enabling you to become the type of leader that provides citizens with the best tools and information to create a well informed and involved community. >> Recommended for executive and encore career professionals | Applications currently being accepted

[Leadership ICMA | December 2017](#)

Join some of ICMA's future world class local government leaders in a program designed to cultivate competencies needed for successful leadership at all levels of local government management. >> Recommended for early- and mid-career professionals | Applications accepted on a rolling basis through November 10, 2017.

New Civic Engagement Video Online

The new Civic Engagement video is online
at: http://legacy.icma.org/en/va/resources/civic_education
Check it out and share it!

Upcoming Events

Fall DAO Meeting - September 29, 2017 held in and hosted by Hanover County.
More details coming soon.

[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](#).

Future Newsletter Articles

[VLGMA Website](#)
[ICMA Website](#)
[Alliance for Innovation](#)
[Virginia Municipal League](#)
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