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Brenda's Bytes

Brenda's Bytes



Brenda Garton

Shock. That's the best one-word descriptor of what we have all been feeling since learning of the untimely death of our friend and colleague James O. "Mac" McReynolds, York County Administrator.

While I had an article ready to go for this month's newsletter, this unsettling event made me step back and think about his life and my life, and I expect that it elicited a similar response in all of you.

I have certainly not known Mac as well or as long as some of you, but based on what I knew, he was a very competent and capable leader in York County. He was certainly admired and respected by his colleagues and his board. Once you get past the shock, the most common comment I read in the emails following his passing said that he loved his family. I heard a member of his Board at a regional meeting describe Mac as being loved by everyone and always looking out for his staff. On a personal level, I certainly saw his kindness, his dedication to his community, his quiet wit, his sweet, slightly mischievous smile, and all of those personal characteristics which created an overall impression of Mac as a really nice human being.

But, what did it also make you think about when you learned of the untimely passing of our 59 year young colleague? It was a personal wake-up call for me.

When was the last time I had a complete physical? Am I paying enough attention to my health? Am I eating correctly? I need to exercise. I need to make the most of each day. Am I leading a balanced life? I need to spend more time with my loved ones. We need a better succession plan at work.

I am reading a book entitled Overwhelmed: work, love and play when no one has the time. Essentially, it's about how overwhelmed we all are, on a continuous basis, with detail, work, demands, responsibilities, appointments, and meetings -- all exacerbated by constant contact with our "smart" phones (which may be making us dumb).

The constant bombardment of people, phone calls, and, probably most insidiously, emails is a source of stress. So, not only are we under similar levels of stress as other managers, ours is all public, which adds, in my opinion, its own layer of stress. Research shows that people under an extreme amount of stress - especially stress that doesn't let up - are subject to numerous negative health consequences.

The WebMD website says, "Stress becomes negative when a person faces continuous challenges without relief or relaxation between challenges." Does that sound like every day to you? This site notes:

- "Forty-three percent of all adults suffer adverse health effects from stress.
- Seventy-five percent to 90% of all doctor's office visits are for stress-related ailments and complaints.
- Stress can play a part in problems such as headaches, high blood pressure, heart problems, diabetes, skin conditions, asthma, arthritis, depression, and anxiety.
- The Occupational Safety and Health Administration (OSHA) declared stress a hazard of the workplace. Stress costs American industry more than \$300 billion annually.
- The lifetime prevalence of an emotional disorder is more than 50%, often due to chronic, untreated stress reactions."

The Mayo Clinic website describes health problems which are linked to stress and discusses common effects of stress on the body, your mood, and your behavior. The website also lists stress management strategies and lists the following "10 Ways to Stop Stress Now" (slide show with more detail at <http://www.webmd.com/balance/ss/stop-stress-now>) :

- Chew bubble gum. (Who knew?)
- Spend time outside.
- Smile.
- Sniff some lavender.
- Listen to Latin choral music. (Again, who knew?)
- Focus on breathing.
- Stay positive and use compassionate self-talk.
- Jot down your thoughts, including being honest about your feelings. (As in a journal, NOT in an angry email to someone!)
- Talk to a friend or loved one. (Maybe a colleague?)
- Get moving (as in exercise or a long walk).

When a friend, colleague, and loved one is taken from us, we feel bereft and mourn that life is unfair. And it is. Life is short. None of us knows when ours will end. Today, not only do we mourn the loss of our dear friend and colleague, we need to sit up, pay attention, and make sure we and those around us take good care of ourselves. No one else is going to do it.

Management of the huge amount of stress we are all under on a daily basis is critical. Step back and take a deep breath. Take stock of your own situation, your own habits and behaviors, and your health. Be proactive. Please.

And, pick up the phone and chat with a friend - it's one of the stress reducers in the list above. But, perhaps more importantly, we never know when it just might be our last opportunity to tell that person how much we appreciate knowing them and having them in our lives.

We will miss you, Mac.

Reminders of upcoming events:

VML Legislative Day Meeting Space for VLGMA

Date of Meeting: 1/28/2015

Time of Meeting: 1:30 PM

Location: 8th Floor West Conference Room - House

VACo Legislative Day Meeting Space for VLGMA

Date of Meeting: 2/5/2015

Time of Meeting: 1:30 PM

Location: 5th Floor West Conference Room - House

Winter Conference

New Members, First Time Conference Attendees and Students can sign up to have a VLGMA mentor at the conference - more info in conference materials forthcoming.

I would like to take a moment to recognize our new VLGMA members: Ms. Eden E. Freeman, Winchester City Manager and Ms. Karen L. Pallansch, Alexandria Renew Enterprises CEO.

-Brenda

[Contact Brenda Garton](#)

Tedd's Take



Tedd Povar

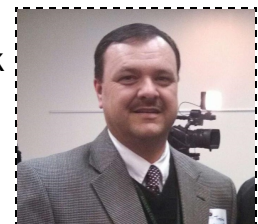
Life's Highs and Lows

The last couple of weeks have displayed life's whimsy - both joyous and then be deeply troubling in the blink of an eye. Lets start with the latter, and close on an up note.

What can be more disheartening than

A DAO in the Life

Fall is my favorite time of year, mostly because of sports. Think about it... what other time of the year can you watch both college and professional football, the World Series, and the start of the NBA season all at the same time? I personally have worn the last channel button out on my TV remote over the last several of weeks.



Tim Fitzgerald

one of our most respected, humble, and dedicated peers passing away too soon? James "Mac" McReynolds was that and so much more. I can think of no one who better personified all that is good about our profession, who cared less about himself than everyone else, and who gave so willingly of his time and talents. I cannot believe he's no longer here. He had so much left to give.

On a more positive note, someone was recognized recently for his numerous contributions in public service, but he, too, like Mac, is way too humble to let many people know. John Thomas, my boss, but more my co-worker and friend, received the Lifetime Achievement Award at the VCU Wilder School's annual Excellence in Virginia Government Awards program last week. John delights in working behind the scenes in so many capacities. He is the great enabler, as director of the Weldon Cooper Center at UVA, and virtually everywhere serious work is being done in Virginia about improving government and governance. His is truly a professional lifetime of achievement, now duly noted for its excellence.

[Contact Tedd Povar](#)

Certificate News

T.S. Eliot once wrote, "April is the cruelest month." For most students, November is pretty cruel too. This is the month when final projects and presentations are coming due in the mad rush to the end of the semester. Our students are good and will succeed; however, now is certainly the time for encouragement.

Of course, the students can only succeed because of the work of dedicated faculty members and advisors and the program has a number of excellent announcements. Dr. John



Couple that with the nip in the air and the brilliance of the changing leaves, and it confirms the Fall season provides something for everyone.

Not only are the leaves and temperatures changing, but so is local government. Our hands are always full with changes in funding levels, new funding requirements, new community needs, new Board members, new policies...and the list goes on and on. However, how we choose to deal with these changes defines us as local government managers. Do we remain constant with the "way we have always done things" motto or do we think "outside the box" with resiliency and creativity to take ownership of change? As local government managers we must be flexible and evolve into the environment that change has created.

As DAOs the pressure and stress created by change is often absorbed by the CAO. The CAO is often at risk to initiate change, and as DAOs we need to be mindful of that fact. With that said; however, DAOs are often the communicators and implementers of the change. As such, it is important for us to have the ability to anticipate the changes that will impact the organization. We must involve the appropriate staff in planning and implementing changes in a way that is consistent with the organization's vision and to clearly communicate the reason and process for making the changes. Change can be hard regardless of whether it is perceived as good or bad. As DAOs we should strive to foster change and remain strong, as strong leadership is essential to ensuring positive change results.

As the hockey legend Wayne Gretzky stated "You miss 100 percent of the shots you never take." So take your shots when given the opportunity to affect change, something great may happen.

Nalbandian has confirmed that he will continue as a Professor of Practice and counselor to the Certificate program, joining us again next August for the Local Government Conference. Stephanie Davis has also officially rejoined the Certificate team and will be coordinating efforts to develop an online version of the program.

The Certificate program will also welcome Anthony Romanello, Stafford County Administrator, as a new faculty member this coming spring. He has taught courses in local government at George Mason University and will be teaching the HR and Finance course in Fairfax for the Certificate. Anthony truly has a passion for local government and for bringing up the next generation of leaders. He will surely be a great addition to the team.

With so many positive moves for the program, now is a great time to think about becoming part of the Certificate family. The deadline to apply for the spring semester is January 1, and Bob Stripling would be happy to speak with anyone about the program. He can be reached at chars08@vt.edu or 540-448-1102.

Find the Certificate online:



Certified Public Manager Program(CPM)
School of Policy, Government and
International Affairs
George Mason University



On November 7th, George Mason University's School of Policy, Government and International Affairs (SPGIA) will launch the newly-created

[Contact Tim Fitzgerald](#)

Innovation Edge



Albemarle County Wins 1st Place at COVITS for IT as Efficiency Driver

I love to have the opportunity to show off Virginia cities and counties. This month, read about Albemarle County taking First Place in the **Information Technology (IT) as Efficiency Driver - Government to Government** category at the 17th annual Commonwealth of Virginia Innovation Technology Symposium (COVITS). The project was funded through the county's newly established Innovation Fund, and Crystal Rejonis, Technology Training Specialist in the IT Department, put the funds to good use in developing the Technology Training Anytime, Anywhere. Spreading best practices and innovation is what it's all about! Congratulate Tom Foley and Albemarle County, and read more about their success on the Alliance web site [here](#).

Questions? Comments? Please reach out to me saburnett@transformgov.org, or 800-777-2509 with any questions.

Visit the [Alliance for Innovation](#) for more information.

Mel's Poetry Corner

The Paramail Box



Mel Gillies

A patient herald on the roadside watching the day's activities go by, comfortably living as a kind of paradox both our friend and foe - the ambivalent mailbox.

Enveloping messages to simply discard or perhaps, a treasure to

Certified Public Manager Program (CPM). This program is designed to enhance the careers of those in public service management. The curriculum meets the criteria to be certified by the National CPM Consortium and is calibrated to provide management and leadership theory and practice to all enrollees.

The curriculum will focus on 12 critical topics including strategic management, public budgeting and finance, governance and ethics. Courses will meet in person twice per month for 12 months to enable working professionals to spend meaningful class time with a cohort of peers exploring public administration management theory and strategy. Successful participants will earn the distinction as a Certified Public Manager enabling the use of the CPM following their name.

The first class is being recruited from public safety agencies in Northern Virginia. With the experience gained from administering the first class, GMU will look to expand the CPM Program statewide. It is anticipated that the program will be offered by region when a sufficient number of students register for the CPM Program. The VLGMA Newsletter will be one of several ways of promoting the CPM Program. There is an Advisory Board for the Program and VLGMA has appointed to the Board as its representative [Cindy Mester](#), Assistant City Manager, Falls Church. The Program is being organized by [Tony Griffin](#), Mason's Practitioner-in-Residence and former Fairfax County Executive at Mason's Centers on the Public Service: 703-993-9377 or psc@gmu.edu

VLGMA Mourns the Loss of One of Their Own - Mac McReynolds

*By Ali Rockett
Daily Press*

York County Administrator James

keep and guard.

Each day it's up to me to choose
the impact I give this day's hand
delivered news.

As you open the parameters
of your mind,
what mail do you discover and find?
Junk accumulating to simply
throw away or perhaps a
hidden, heavenly communiqué?

To access what waits patiently
and silently inside
requires a receptive state of mind.
Spirit has left an invitation to explore
eternity through Mind's open door.

Our heart can read between the lines
and inspiration, even revelation, find.
Like the mailbox, simply silently abide
and feel the love arrive.

[Contact Mel Gillies](#)

P3 Leadership Workshop Schedule

**P3 Leadership Workshop
Leading Successful
Public-Private
Partnerships (P3)
November 7, 2014**



Workshop Schedule:

9 AM Registration and Breakfast

10 AM CULTURE: Understanding culture is a fundamental tool in the P3 toolkit. What are the characteristics of culture as understood by public and private partners and how can we better leverage the key components of culture to maximize P3 success?

11 AM The PUBLIC: How do we define "the public" and what is important to them? If residents, businesses, tax and rate payers, facility users and consumers, and perhaps others are all "the public," how can P3s create the most optimal value for our communities?

McReynolds died October 19th of an apparent heart attack, according to county officials. He was 59.



McReynolds, known by most as simply "Mac," had been the county's top official since 2001. He held the position longer than any of his predecessors, said a statement from the county.

"Mac was good man," said Supervisor Sheila Noll, who was on the board when it named McReynolds administrator. "Mac was an excellent public servant. He thought about others before himself. People had confidence in him. That had a lot to do with his success."

Sunday (Oct 19th) was Yorktown Day marking the 233rd anniversary of the pivotal battle where independence was won in America. The celebration and holiday that follows on Monday are now marred by the sad news of his passing, said Supervisor George Hrichak.

But Yorktown, maybe more than anywhere else in the county, is where McReynolds' footprint is largest. "Under his leadership, we have come a long way," Hrichak said mentioning the transformation of Yorktown's waterfront into a mixed-use, commercial hub and the county's AAA bond rating - "a huge reflection of his leadership," Hrichak said.

The news of his death came as a surprise. County officials said they hadn't heard of any illness. "He had a strong heart," Hrichak said. "That's why it was a double shock."

Sheriff Danny Diggs said he and McReynolds has always had a great working relationship. "He always understood the need of public safety," Diggs said. "He will certainly be sorely

12 PM Lunch

1 PM SHARED SPACE: A successful P3 consists of highly functional physical and ideological shared spaces. What do these unique shared operational and deal-making spaces look like, how do they work and why are they absolutely critical to P3 success?

2 PM TRUST: There is no substitute for trust. Trust sets the tone for the partnership and the project. What are the values and techniques for building and sustaining trust to ensure P3 success?

3 PM Conclusion and feedback

www.spia.vt.edu

Registration Fee: \$250

For registration information, please email Rosa Krewson at rosac@vt.edu

Free Webinar

Before You Say "Yes" to Serving on the Board Know What is Expected!



The Virginia State Bar, the Greater Richmond Bar Foundation, and Sands Anderson PC are pleased to announce a FREE webinar series for nonprofit board members, executive directors, officers, attorneys and other key players in the nonprofit field.

The webinar listed below is the third in the series and focuses on what nonprofit leaders and board members need for effective governance and best practices. If you have joined us for prior webinars this fall or this will be your first, join us by registering today!

Board Governance and Leadership - 9 Key Components
November 19, 2014

missed and it will be difficult to replace him"

McReynolds spent more than 30 years working with the county. He started as an accountant in 1983 and became director of budget and accounting in 1988. He directed the financial and management services, one of the county's five major departments, from 1992 to 2001, when he was tapped to replace long-time administrator Danny Stuck who left the county to become city manager in Portsmouth. "His background in finance has kept the county on the right path during some really hard times," Noll said.

McReynolds was born in Newport News, raised in Hampton and graduated from Bethel High School in 1973. He went on to earn a bachelor's degree in accounting at the College of William and Mary in 1977, and worked as the college's assistant director of general accounting before being employed by York County. He lived in York County with his wife, Pam, and is also survived by two children, James and Melissa.

Contingency plans are in place for the county to continue to operate in the absence of its county administrator, the statement said. The Board has named Assistant County Administrator Mark Carter as Interim County Administrator.

"It's just going to be a different world," said James Barnett, the county's attorney. Barnett said the two worked closely while McReynolds was administrator. "The guy cared about his job and he cared about the county," Barnett said. "No matter what time I worked, he was in there with his light on. He had a personal sense of mission for the county. I think the county was extremely well served by him."

Presenter: Phyllis Katz
Panel: Jesse Bausch, Ali Fannon

Register [here](#)

For more information about the webinars, please contact:

Karl Doss at Virginia State Bar: 804-775-0522 or Doss@vsb.org

[Calendar](#)

Upcoming Events

VML Legislative Day VLGMA Meeting - Jan. 28, 2015 at 1:30p.m. in the 8th Floor West Conference Room - House

VACo Legislative Day VLGMA Meeting - Feb 5, 2015 at 1:30p.m. in the 5th Floor West Conference Room - House

2015 VLGMA Winter Conference - Feb. 11-13 at the Stonewall Jackson Hotel in Staunton

[More Dates](#)

[Save the Date](#)

Save the date for the VRA



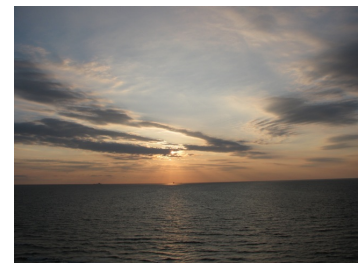
Infrastructure

Financing Conference December 10-12, 2014 in Roanoke.

[Contact Jean Bass](#)

[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](#).

Quick Links

[VLGMA Website](#)

[ICMA Website](#)

[Alliance for Innovation](#)

[Virginia Municipal League](#)

[VA Association of Counties](#)

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Try it FREE today.

VLGMA | P.O. Box 400206 | Charlottesville | VA | 22904

Friday, November 7, 2014
Virginia Tech Research Center
900 N Glebe Rd, Arlington, Virginia

P3 Leadership Workshop



Leading Successful Public-Private Partnerships (P3s)

Workshop Schedule:

- 9 AM Registration and Breakfast**
- 10 AM CULTURE:** Understanding culture is a fundamental tool in the P3 toolkit. What are the characteristics of culture as understood by public and private partners and how can we better leverage the key components of culture to maximize P3 success?
- 11 AM The PUBLIC:** How do we define “the public” and what is important to them? If residents, businesses, tax and rate payers, facility users and consumers, and perhaps others are all “the public,” how can P3s create the most optimal value for our communities?
- 12 PM Lunch**
- 1 PM SHARED SPACE:** A successful P3 consists of highly functional physical and ideological shared spaces. What do these unique shared operational and deal-making spaces look like, how do they work and why are they absolutely critical to P3 success?
- 2 PM TRUST:** There is no substitute for trust. Trust sets the tone for the partnership and the project. What are the values and techniques for building and sustaining trust to ensure P3 success?
- 3 PM Conclusion and feedback**

Registration Fee: \$250

For registration information, please email Rosa Krewson at rosac@vt.edu

Virginia Tech’s School of Public and International Affairs (SPIA)

is pleased to announce its first P3 Leadership Workshop on Friday, November 7, 2014 at the Virginia Tech Research Center in Arlington, VA. This is an opportunity for professionals in various technical and leadership capacities to examine and engage in discussions surrounding the role of leadership in successful public-private partnerships (P3s).

There is no question P3s are emerging as a primary public policy choice for infrastructure, facilities and public services across the Commonwealth. But while the benefits of a P3 approach are recognized, such as increased creativity at decreased costs, so too are the challenges, such as complexities of commitments and shortened time frames. An outside observer may note several significant differences between partners – in language used to describe the deal, in financial metrics and expectations, in understanding the project and its impact on community and in the definition of transparency. Where does a leader need to concentrate? This workshop brings together practitioners from both the private and public sectors who have experienced these leadership challenges first hand to discuss the critical elements of P3 success – culture, the public, shared space and trust – to describe what works and what doesn’t.

Workshop participants will engage in group discussions, examine case studies and be challenged to consider P3s as more than just mediums for transportation and utilities projects. Rather, the workshop will describe ways in which P3s are transforming a new “social infrastructure” where the focus is to maximize public land assets with higher density mixed use development in order to provide public value in the larger context of a community.

