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### Cup of Joe to Go



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I find myself using two words more and more - engagement and volunteerism. Both have a sense of commitment from someone to give of their time and attention to someone else. ICMA has engagement as one of its four key traits in earning citizen trust. Often, we may define engagement in the workplace in how we position our customer service and information to best serve the customer.

**Joe Casey** Such engagement has evolved from traditional customers visiting our offices, to our deployment of staff into the community or perhaps via web and social media portals to meet the customer's needs 24-7. I often ask employees how they serve the customer and often the response starts with "when the customer comes in the door..." whereas I respond - "why is the customer coming in the door?." Nobody has on their bucket list to take vacation time from their work to visit their government.

No matter what type of engagement is deployed, we need to take advantage of the volunteer spirit that resides in all of us. The more our citizens can find pathways to volunteering back into their community, the higher their vested interest. There are many roles we can play in tapping such spirit. In some respects, we can serve as a matchmaker between NPOs and the citizens.

Ideally, we can help enable citizens to define the what, where, and when of roles they would like to play and finding the NPOs to meet such prospective volunteers.

A Margaret Wheatley quote captures this spirit - "There is no power for change greater than a community discovering what it cares about."

We can also serve as role models ourselves. In Chesterfield, we enable every employee 24 hours of paid time off to volunteer and have begun more formal manners of promoting and tracking to ensure we leverage this benefit to its fullest. We are also beginning to have orientation to new, existing and retiring employees about volunteerism. Many companies offer community service paid time off and we are further working with them as well; especially since many of these companies struggle to find team-building community service activities.

With VLGMA, we also preach engagement and volunteerism. Our committees, conferences and many of our activities rely upon our members to volunteer their time back to the organization. Please get involved in any manner possible. No different than a citizen making their community better, you as a member can make your professional organization better.

For all us, private or public sector, as employees or citizens, engagement and volunteerism need to be topics to focus further upon. "The key is not to prioritize what's on your schedule, but to schedule your priorities" - Stephen Covey.

Please join me in welcoming our newest VLGMA members:  
Keith Rogers, Richmond Senior Policy Advisor; Meredith Warfield, Lexington Communications Director; Robert Lee, Newport News Assistant Fire Chief - EMS; Keith Chisolm, Colonial Heights City Project Coordinator; Michelle Bixler, Strasburg Economic Development & Marketing Manager; Regina Coyle, Fairfax Special Projects Coordinator; Tiffany Garner, International Association of Chiefs of Police Project Coordinator and Reid Walters, Independence Town Manager

[Contact Joe Casey.](#)

## Position Changes and Other Events

### October 2018

- Peter Huber, retired Pulaski County administrator, is returning to the county in the role of New Community Workforce Innovation Advisor.
- Ken Vittum, retired Pearisburg town manager, has been appointed interim town manager for Abingdon effective October 14th.
- Melissa Hynes, town planner and zoning administrator for Round Hill since 2014, has been appointed town manager there.
- Brannon Godfrey, Warrenton town manager since 2015, was terminated. Public Works Director Edward "Bo" Tucker was appointed interim manager.
- John Barkley, former Greene County administrator, has been appointed city manager for Winslow, Arizona.
- David Whittington, administrator for Greensville County since 1984, announced his retirement effective January 31, 2019.



## Tedd's Take



Tedd Povar

## Local Government Retirees Luncheon October 17, 2018 Hanover Tavern



October 17, 2018 Local government retirees luncheon held at Hanover Tavern

On Wednesday, October 17th, 27 former managers and administrators and three spouses gathered over lunch at the Hanover Tavern in Hanover County to renew professional and personal relationships and share old and recent events. Folks traveled Northern and Southern Virginia, the Valley, and the Eastern Shore, and even Chapel Hill, NC, to see their friends and peers, in some cases for the first time in decades.

The lunch was the inspiration of Bob Noe, who formerly served as Prince William County administrator, Leesburg town manager, and VLGMA president. Current president, Joe Casey, representing the VLGMA membership, welcomed attendees to this inaugural event and joined them for lunch.

It was the unanimous opinion of all those present that this should become part of the VLGMA's annual agenda and that the venue be moved around the state to facilitate attendance by retirees from different locations. It was also suggested that a statewide get-together be held in addition to the regional luncheons.

The following individuals attended the October gathering:

Art Anselene	John Anzivino	Roger Baker	Keith Bull
Pat Coffield	Ed Daley	John Doane	George Drumwright
Jon Ellestad	Aubrey Houghton*	Joe Morgan	Bob Noe
Kim Payne	Bill Porter	Tedd Povar	Bill Pruitt
Lane Ramsey	Pete Stith	Bob Stripling	Clint Strong
Bob Taylor	Ron Waller	Aubrey Watts	Bill Whitley
CM Williams	Clay Wirt	Ed Wyatt	

\*93 and going strong!

[Contact Tedd Povar](#)

## Fall DAO Meeting Recap

### Fall DAO Meeting Recap

Glenda Bradley, Orange Assistant County Administrator for Management Services

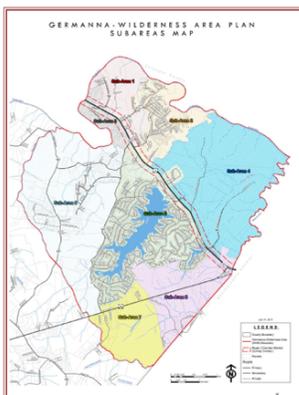


On September 21, 2018, the fall meeting for DAOs (Deputies, Assistants, and Others) was hosted by Orange County at Montpelier, the home of James Madison. Approximately forty (40) attendees were welcomed by Orange County Administrator, Bryan David and Orange County Chairman of the Board of Supervisors, Jim White.

Agenda topics included a presentation by Phil Rodenberg, General Manager for Lake of the Woods in which he explained the "parallel universe" of managing a large-scale community association. Lake of the Woods (LOW) is a private, planned residential community of single-family homes located in the northeastern tip of Orange County, Virginia. The LOW community covers approximately 2,600 acres with 4,260 lots (850 with lake frontage). Phil (former City Manager for Fredericksburg, Va.) shared his thoughts on the similarities and differences between managing a city vs. a large community association; and how city and county administrators can work with community associations to improve the overall quality of life for their residents. Several DAOs remembered working with Phil one of his previous roles and enjoyed catching up and telling a few tales from "back in the day"!



Lake of the Woods

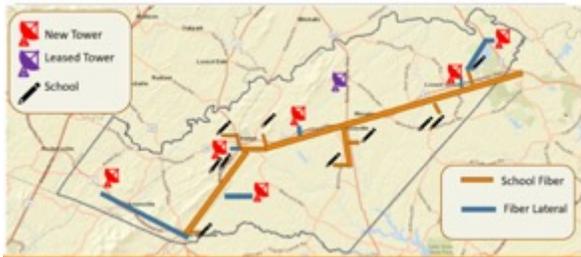


Next, attendees heard from Bryan David and Phil Geer, Orange County Economic Development Director on the Germanna-Wilderness Area Plan. This is an Orange County long-term growth management plan (fifty (50) year planning period) that creates the atmosphere for a competitive local economy; plans for adequate and appropriate public facilities and services; promotes and protects local historic and environmental assets; and, guides public and private investments to create an attractive and livable community. In September 2013, the Board of Supervisors, Economic Development Authority, and Planning Commission created the Route 3 Strategic Visioning Initiative Steering

Committee and appointed two (2) of their respective members to serve as representatives on the Committee. The Steering Committee initiated a public comment and review period for the working draft of the Germanna-Wilderness Area Plan (GWAP). The Plan was subdivided into eight (8) subareas, each of which

represented unique characteristics in existing land uses; natural, cultural, and historic features; infrastructure; and economic development. Most recently, the Steering Committee's work has been focused on transportation (in collaboration with VDOT) and the current and future availability of utilities.

Stephanie Straub, Orange County Director of Management Services presented information on the County's Broadband initiative which focuses on increasing access to affordable, reliable high-speed broadband service. Particularly considering the rural geography of the County, broadband access is important for fostering economic development, improving educational opportunities, ensuring public safety, and enhancing the overall quality of life for the citizens of Orange County.



Stephanie described how Orange County's broadband initiative will leverage e-rate educational funding and the acquisition of a new public safety land mobile radio (LMR) system to facilitate the provision of affordable broadband service to businesses, governmental agencies, and the public.

Emily Voss, Education and Outreach Manager for The Robert H. Smith Center for the Constitution (located at Montpelier), gave a brief overview of the Center which offers immersive, residential seminars for professionals throughout the calendar year. Seminar participants engage in interactive lectures and discussions with leading constitutional experts, as well draw inspiration from peers and explore the Montpelier house and grounds. Through essential questions and thought-provoking readings, participants discuss the theoretical foundations of the Constitution in the context of modern-day constitutional challenges.



Vivian McGettigan, York County Deputy Administrator and Cindy Mester, City of Falls Church Deputy City Manager reviewed the benefits of VLGMA membership along with the partnerships with UVA and Virginia Tech. A "special guest", James Madison joined the group for lunch and reflected on the issues of his day and took questions from the group. The day ended with an informative tour of the house and grounds which included the newest exhibit The Mere Distinction of Colour.

[Contact Glenda Bradley](#)

DAO in the Life - Laura Fitzpatrick



Laura Fitzpatrick

## A DAO in the Life

Laura A. Fitzpatrick, Deputy City Manager, City of Chesapeake and ICMA Executive Board Member (Southeast Region)

On July 1st of this year, the most pivotal mentor in my life retired after a long career in city management. This mentor is my father, Daniel Fitzpatrick, former City Manager of Rochester, New Hampshire. In the June edition of this column, I shared three lessons that I learned from my dad. These lessons were part of a speech I gave at his retirement party. As I said in June, a good mentor can be hard to find. I am fortunate to have one that is genetically obligated to impart his wisdom on me. Please indulge this grateful and proud daughter as I share three more lessons from my father.

## **SERVICE**

*Provide great service!*

It sounds trite to talk about service in a piece about leadership lessons in local government; however, it is the basis for all that we do! We have no product in local government. All we have is our service. Furthermore, when we make mistakes we are unable to give away free services to make amends, unlike the private sector. This makes the stakes even higher. In recent years, my dad has been studying servant leadership and discussing those principles. It has made me reflect on the service we provide to those on our staff team as well as the citizens. Our attitude affects how citizens feel about where they live and how employees feel about where they work. Our service is impactful to those we serve!

## **RELATIONSHIPS**

*Good relationships are critical to our work!*

We accomplish nothing alone in local government. Everything is a joint effort. We work with the Chief Administrative Officer (CAO) to support the governing body with good staff work as they make decisions that shape the community. We work to get results and carry out policy for the governing body. The work of department directors and their teams is critical to these efforts and to the success of the CAO. It is essential that we nurture strong relationships on the team and in the community. Not only is it productive, but it also makes work gratifying and fun!

My dad describes the role of city manager as that of a "relationship manager." The manager and staff team are balancing relationships with the elected body, department heads, other employees, citizens and public officials in other jurisdictions. Weak relationships in one area have an impact on other areas. Strong relationships allow us to provide better service and better results.

## **HIRE SMART**

*Select! Don't settle.*

In our work to deliver services, who we invite to join the team is critical. Highly competent professionals with a service-based approach and good relationship skills are essential to getting the results we need. Every position in local government is important. Good department leadership is the lifeblood for the CAO. Sometimes when we are hiring we may encounter a mediocre candidate pool. Under pressure to fill a vacancy, we may be tempted to "settle" on a sub-par candidate. My dad says, "Select! Don't settle." I have often repeated this mantra at work when

discussing recruitments. Sometimes multiple advertising cycles are required to get the best candidate. Sometimes multiple rounds of interviews are needed.

I share some wisdom from a Police Chief who worked with my dad. When looking at candidates with question marks in their background that give us pause, Chief Seifert of Oak Park, Michigan would say, "Give the [hiring] organization the benefit of the doubt!" My dad has quoted Chief Seifert and I do the same during recruitments. Hires that turn out to be a bad fit and damaging to the organization can be the result of "settling" when there are red flags. Select! Don't settle. The organization and community deserve great employees. It is worth the wait!

Service, relationships, and hiring are at the foundation of what we do. They are interrelated. I carry this awareness with me as I navigate the world of work. Thanks, Dad for all the insights and discussions. I look forward to many more!

[Contact Laura Fitzpatrick](#)

Civic Engagement - Hanover County

### **Civic Engagement ~ Hanover County**

Kathy Seay, Hanover Deputy County Administrator

At its core, local government's responsibility is to represent and protect the needs of its citizens. Without citizen engagement, including a strong relationship and two-way communications, local government cannot be fully successful in identifying those needs. Relationships depend on conversation, which can be started through e-mail notifications, print or social media. In today's environment, citizen engagement tools are most effective when they are dynamic.



**Kathy Seay**

Hanover County's Public Information Office developed a Strategic Communications Plan that identifies citizen engagement as a primary focus of our efforts. Every three years, the County distributes a Citizens Survey whose results tell us what kind of a job we are doing and trends. The results of this survey help us identify priorities for future enhancements as reflected in the Strategic Communications Plan.

People are busier than ever and spend much of their time on the go, causing them to rely on social media apps and online news sources to stay informed. In today's society, we have found it imperative that local government tap into these platforms to keep their citizens safe and aware of what's happening around them.

Social media offers a free means of sharing information, developing dialogue and communicating current issues and topics. Videos and posts about emergency information, road construction and traffic alerts receive a great deal of response from Hanover residents.

Short, informative videos attract many viewers. Well-done video content can enable viewers to forge an emotional connection with their local government that is hard to replicate with other media. Don't just tell your residents what you are doing, show them by telling a good story and enabling them to meet people in your

organization and your community that are helping to make it a better place to live.

The relationship between citizens and local government continues to evolve rapidly with technological and cultural changes. But the need to engage our citizens 'where they live' is greater than ever. Providing citizens with the opportunity to engage with us in ways of their own choosing can pose challenges, but it also gives citizens the opportunity to become more fully invested in their local government.

[Contact Kathy Seay](#)

Innovation Edge



**Innovation Edge**

**Turning the Innovation  
Skeptic into an Ally**



You come up with a great new idea or program that you want to work on for your organization. You take the time to gather a team together of people whose input you value to discuss your idea. Immediately after you present, someone in the meeting starts telling you all the reasons the new idea won't work. Congratulations, you have run into the innovation skeptic. When the innovation skeptic strikes, it can be tempting to dismiss the skeptic as the person that fears change, is uncreative, or just a negative person. However, instead of dismissing that person, if you can use their views and talents it can help you improve your new idea and increase the likelihood of success. Read more [here](#) from Catherine Tkachyk. She's the Chief Innovation and Performance Officer in Cuyahoga County, Ohio.

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. We are accessible and valuable to all levels of an organization. You can learn more about the Alliance at [www.transformgov.org](http://www.transformgov.org) or contact me at [saburnett@transformgov.org](mailto:saburnett@transformgov.org).

2019 Frontiers in Resilience Symposium

2019 Frontiers in Resilience Symposium and Call for Proposals



## 2019 FRONTIERS IN RESILIENCE SYMPOSIUM

*Critical Infrastructure Resilience Through  
Communication, Coordination, and Collaboration*

Sandia National Laboratories and George Mason University's Schar School of Policy and Government invite you to attend the annual Frontiers in Resilience Symposium, January 14-15, 2019.

The 2019 Frontiers in Resilience Symposium will focus on the role of communication, coordination, and collaboration for critical infrastructure resilience. This theme recognizes the increasing importance of multi-stakeholder partnerships—across the public, private, and nonprofit sectors—in promoting resilience within and across increasingly interdependent critical infrastructure sectors.

The Symposium will bring together thought leaders, practitioners, and multidisciplinary academics in a two-day, highly interactive format. Speakers and participants will provide insights into best practices to promote resilience through communication, coordination, and collaboration as well as challenges and opportunities for specific critical infrastructure sectors. The Symposium will also provide a forum for developing novel multi-stakeholder partnerships and research agendas.

The Symposium will feature keynotes, moderated roundtables, a tabletop exercise, and panels. These sessions will explore theoretical approaches to communication, coordination, and collaboration as well as application cases within and across four critical infrastructure sectors: energy, transportation, water, and communications.

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Monday, January 14, 8:00 AM – 6:30 PM  
Tuesday, January 15, 8:00 AM – 3:30 PM  
George Mason University's Schar School of Policy and Government  
Founders Hall, 3351 Fairfax Drive, Arlington, Virginia 22201

*Registration is required for all attendees. Registration is \$200.00, and includes both days of event participation, two sponsored lunches, all breaks, and a networking reception. Discounted rates for government officials, students, and Schar School alumni are available.*

To register for this event, please visit <http://ssc.gmu.edu/frontiers/>

For more information, please contact Dr. Tonya T. Neeves at [frontier@gmu.edu](mailto:frontier@gmu.edu) or 703-993-9377.

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#### SYMPOSIUM THEME

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We seek submissions on theoretical approaches to communication, coordination, and collaboration as well as application cases within and across four critical infrastructure sectors: energy, transportation, water, and communications.

#### SUBMISSION INSTRUCTIONS

To submit a proposal, please provide a one-page document with the presentation title; author name(s), title(s), and contact information; track (i.e., Communication, Coordination, and Collaboration; Energy; Transportation; Water; or Communications); and a 250-word abstract. Proposals are due November 12, 2018 and should be submitted electronically to [frontier@gmu.edu](mailto:frontier@gmu.edu). Approvals will be made by November 19, 2018.

#### REGISTRATION

Registration is required for all attendees and presenters must register by December 3, 2018 to be included in the program. To register for this event, please visit <http://psc.gmu.edu/frontiers/>.

Registration is \$200.00, and includes both days of event participation, two sponsored lunches, all breaks, and a networking reception. Discounted rates for government officials, students, and Schar School alumni are available.

For more information, please contact Dr. Tonya T. Neaves at [frontier@gmu.edu](mailto:frontier@gmu.edu) or 703-993-9377.

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Mel's Poetry Corner

Stretch Ability

Stretching is a fundamental exercise  
to increase the capacity to realize  
that limits are truly self imposed.  
There are no boundaries in the unknown.

Once you begin to extend and create,  
mind never returns to its original shape.  
Imagination can reach past the toes,  
no limit on how far it can eventually go.

By releasing tension and negativity,  
you can hold the position of infinite possibility  
and by twisting around even further,  
entertain an idea of revolutionary caliber.

Breathe deeply into each sustained pose  
and feel answers to questions begin to flow.  
With ever increasing elasticity,  
release the endorphins of creativity.

Moving both vertically and horizontally around  
let's the world be viewed upside down.  
From this angle, the conventional appears contorted  
and is an eye opener to beliefs and values distorted.

This endeavor, try never to forget or skip  
and stay perpetually holistically fit.  
Rise up now and stretch infinitely far,  
your range of motion can reach to the stars.



Mel Gillies

[Contact Mel Gillies](#)

Calendar

## Upcoming Events

2019 VLGMA Winter Conference - Feb. 20-22 in Staunton at the Stonewall Jackson Hotel - More info 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](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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