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### Cup of Joe to Go



**Joe Casey**

### Cup of Joe to Go

Becky Dickson. I could not go through this year of a President's Message without a remembrance of her. It was two years ago that Becky completed her final act of public service in helping Chesterfield County in a part-time role for three months. Being a new County Administrator in July 2016 with a vacant Deputy County Administrator, I was honored that Becky agreed to come back home to Chesterfield. In just three months, she did amazing things.

Some of my peers in our profession suggested to me to just let Becky enjoy her retirement and devote her time to taking care of herself. In my heart, I knew that while Becky couldn't commit the full-time plus needed as Goochland's County Administrator, that she wasn't done. One of the first calls I made after being selected County Administrator was to Becky and we had a great conversation. I offered her the opportunity to come back to Chesterfield; a locality where she started many years ago in their budget office. I knew that she had many doctor appointments and treatments for the cancer that would unfortunately take her life six months later. However, I also knew that she would be welcomed in Chesterfield, like the celebrity that returns to their hometown. I also knew the "Becky equivalence" factor of her 3-day a week schedule would exceed most full-time workers.

What I didn't realize was that the good girl coming home story would help me in many manners that I didn't foresee. First, those who weren't sure about the "new guy" coming into lead the County realized that if I was a friend of Becky's and she agreed to come back to work, that I may not be as much of an outsider as they thought. Second, Becky confirmed quickly with her hint of sarcasm, some old issues that still existed when she left Chesterfield many years ago and we worked on plans to get through these issues.

However, her greatest gift to me was her approach and perseverance in being a public servant while faced with the cancer that would eventually take her life. She showed me that being a public servant is not just knowing the issues, balancing a budget and asking the right questions. It was the value and engagement of relationships of employees and citizens in living a purposeful life. For that, I am eternally thankful.

I did get to see her a few more times post her employment; they were pleasant visits with an old friend. For those that knew Becky, I know that much of this story could have just as easily been written by you. For those that didn't know her, perhaps it provides a glimpse into the epitome of a true public servant.

Pluto never made a full orbit around the sun from the time it was discovered to when it was declassified as a planet. Becky's "orbit" with us was also cut short, but her impact upon the profession and us as public servants will continue eternal pathways.

Please join me in welcoming our newest VLGMA members:

Emily Baker, Deputy City Manager, City of Alexandria  
Rachel Chieppa, Assistant County Administrator, Charles City County  
Patricia Davidson, Director of Finance, Rockingham County  
C. Scott Davis, Assistant Town Manager, Town of Farmville  
Jason Day, JBLE Army Support Activity Commander, Yorktown  
Reed Fowler, Deputy County Administrator, Gloucester County  
Anne Marie Green, Director of Human Resources, Roanoke County  
Randy Keaton, County Administrator, Isle of Wight County  
Christopher Price, Deputy County Administrator, Prince William County  
Lenora Reid, Deputy Chief Administrator Officer, City of Richmond  
Donald Robertson, Assistant County Administrator, Isle of Wight County  
Jonathan Sweet, County Administrator, Pulaski County  
Luttrell Tadlock, County Administrator, Northumberland County  
Graham Wilson, Assistant City Manager, City of Poquoson  
Charlette Woolridge, Ph.D., County Administrator, Brunswick County  
Alan Yost, Director, Econ Development & Tourism, Greene County

[Contact Joe Casey.](#)

#### Position Changes and Other Events

#### August 2018

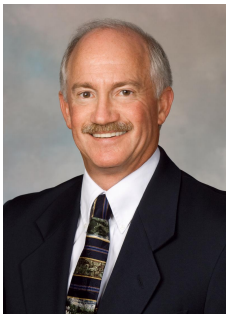
- Michael Murphy, assistant manager for Charlottesville since 2015, has been appointed interim manager there.

- Lawrence (Larry) Hughes, retired Manassas city manager and multiple interim manager, has been appointed interim town manager for Lovettsville.
- Scott Stevens, Goldsboro, NC city manager since 2011, has been appointed James City County administrator.
- Marvin Collins, former Williamsburg city manager, has been appointed town manager for Wendell, NC.
- Rob Ritter, town manager for Dumfries since May, 2017, was terminated.
- Gene Swearingen, town manager for Garrett Park, Maryland, and former manager for Haymarket, VA, announced his retirement effective end of December.
- R. Randy Martin, city manager for Franklin since 2012, announced his retirement from that post.
- Tim Wilson, Essex County administrator since January 2017, was asked to tender his resignation by September 7th.



Editorial: Globalism is actually helping Danville (and lots other places)  
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[Link here](#)

Tedd's Take



Tedd Povar

**Two Important Notices  
 &  
 A "Taxing" Article**

**Notice #1**

For those attending the ICMA Conference in Baltimore at the end of the month:

You are invited to attend the annual **VLGMA/Senior Executive Institute Reception**-always a great gathering of peers and friends from Virginia and across the country. Complimentary.

**Where:** Pratt Street Ale House, directly across the street from conference center. Second floor.

**When:** Monday, September 24, 2018, from 5:30 pm until 7:30 pm.

**We also want to thank our generous sponsors:**

Springsted, Davenport & Co., McGill, and The Riverlink Group, LLC.

**Notice #2**

**For Retired Virginia Managers/Administrators:**

You are invited to a **Luncheon Reunion-Inaugural Event**.

Bob Noe and I have organized this event as an opportunity for retirees to gather and reconnect in a relaxed and interesting environment. We hope enough folks will be interested so we can hold this event and others around the state in the future.

**Where:** Hanover Tavern. 13181 Hanover Courthouse Rd, Hanover, VA 23069.  
 \$25/pp.

**When:** Wednesday, October 17, 2018, from 11:00 am until 2:00 pm.

If you plan to attend, please reserve a spot via email or phone no later than **September 20th**. Contact Tedd Povar at [tep3e@virginia.edu](mailto:tep3e@virginia.edu) or 804-371-0202.

### Recommended Article

If you, like me, are frustrated by the fact that citizens of this country seem to feel that taxes should only be cut and government doesn't have to pay for things like everyone else, take a moment to read this article.

***The Atlantic: Why Canada Is Able to Do Things Better***

<https://www.theatlantic.com/business/archive/2017/07/canada-america-taxes/533847/>

[Contact Tedd Povar](#)

### A DAO in the Life - Mandy Belyea



Mandy Belyea

### A DAO in the Life

By Mandy Belyea, Woodstock Deputy Town Manager

In a couple of months, I will have been serving as Deputy Town Manager with the Town of Woodstock for two years. Having previously held Director of Finance positions for over ten years, many with the Town, I have been reflecting on my transition from a department director to a deputy administrator; having led small finance departments, I suppose it is probably more accurate to say that I have been reflecting on my transition from a 'specialty leader' to a 'generalist leader.' [1] Though I have been a finance 'specialist' my entire local government career, I have also been fortunate to be involved in some projects that fell outside the confines of the finance discipline (the beauty of working in a smaller organization but undeniably enabled by thoughtful leadership and mentoring of the administrators with whom I have worked). Certainly though, most deputies and assistants come to their positions with an expert knowledge in a particular discipline so you may relate to my experiences during this transition.

Although I spent the majority of my career with the Town, I still experienced moments of unease initially as anyone would when moving into a new role; not long after I began this position, the audit partner who oversees our financial statement audit made the comment, "*I guess you are hanging up your accounting shoes*" as I of course had a more limited role in the audit compared to previous years. This was my first real awareness that my identity in the organization had markedly changed. I was no longer the 'SME' in the finance arena (and more importantly, we have a very capable and knowledgeable Director of Finance who serves in that capacity). Additionally, I was managing people and projects that were completely outside of my area of expertise. There were moments that I was enormously excited for new projects and challenges, but there were also moments that I was grieving the loss of the familiarity, comfort, and confidence I held in that 'specialist' position.

Around this same time, a colleague who I supervise stated in passing conversation that he expects his managers to be technically proficient in *every aspect* that he/she manages. Though I know that it is completely unreasonable and unfair to

expect any administrator to be an expert in *everything* he/she oversees, the comment affected me. We desire for those working under us to meet our expectations of them, but likewise, we aspire to meet expectations that our staff has for us; this was one expectation I would never meet and that inner critic was being pretty harsh (as it sometimes is)! Fortunately, also around this time, I had the opportunity to read the ICMA Career Compass No. 55 *I'm Not Ready* that addressed this very topic (*if you are not reading these articles, you need to-they are wonderful*), and I also shared it with all of our staff. I think it is important for the development of our future leaders to ensure that they are not self-inhibited by what they perceive as a lack of expertise because in leadership positions, being the expert in everything is not the expectation. Plus, being vulnerable and admitting your limitations actually make you a stronger leader.

To aid in combatting these thoughts that were swirling around in my head during transition - from the imposter syndrome to the 'I want to be all things to all people' - I followed the guidance in the aforementioned article, particularly focusing more on the big picture and reframing my new role through the lens of a generalist. I was now in the unique position (*with my amazing Town Manager, by the way*) to help craft and lead an organization-wide strategic plan that sets forth goals and objectives to support our community's vision. Some of those goals and objectives that I am helping to lead relate to finance - right in my wheelhouse; however, for those that do not, I am relying on the talented staff in the field that we have carefully recruited for their expert knowledge. Further, I have tried to link elements of my previous experiences to current projects; for example, I am leading our bicycle and pedestrian trail master plan process with a consultant. While I do not have direct, specific experience in *trail* planning, I have a lot of experience in planning (e.g., strategic, financial, etc.) that I can draw upon during this project. The question of *'how many feet of buffer space for a shared-use path is required by VDOT'* can be left to the experts so I can instead focus on the higher-level components of the master plan that will enhance the quality of life for our community members/visitors. Ultimately, though I understand and appreciate that I will no longer be wearing them all of the time, it does help to know that I can dust off those accounting shoes periodically to draw upon past experiences that will help to advance our future desired community vision.

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[1] Wallace, Wanda T. and David Creelman. "Leading People When They Know More Than You Do" *Harvard Business Blog* June 18, 2015.

[Contact Mandy Belyea](#)

Fall DAO Meeting - Registration Closes September 12

Date: Friday, September 21, 2018

Host: Orange County, VA

Url: <http://orangecountyva.gov/index.aspx>

Location: Lewis Hall Classroom at James Madison's Montpelier

Url: <https://www.montpelier.org/>





For our DAO fall meeting, we are planning an informative day with a focus on a few of Orange County's current projects. These include a long-term growth management plan, our broadband initiative (leveraging e-rate funding and our procurement of a public safety radio system with the provision of broadband to the unserved and underserved residents of the County), and some recent tourism initiatives. Our day will also include a complimentary tour of James Madison's home, Montpelier. We look forward to hosting you in Orange County! [Online registration](#) and [More information](#).  
[Contact Glenda Bradley](#).

### Certificate News

The fall is a busy time for the Certificate program. Below are some updates to the various happenings in the program. If you have any questions, please contact Stephanie Davis at [sddavis@vt.edu](mailto:sddavis@vt.edu) or 804-980-5549.

### Fall Semester

The fall semester is off to a great start. Our instructors and students have hit the ground running and the next three months will be busy yet rewarding for all involved. If you know a student or professor, please reach out to them and offer support. Every encouraging word helps during the education process, especially when those case study deadlines roll around.

### THE Graduate Certificate in Local Government Management



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

### Recruitment and Succession Planning

The Certificate program is an excellent opportunity to start looking to the future for your organization. Over the next two months, the director will be planning the recruitment sessions and conference visits for the calendar year 2018. These programs are great ways to introduce up and coming staff to the Certificate program and to help strengthen the leadership of tomorrow. If you are interested in hosting a recruitment session for your employees, please email Stephanie Davis.

### Internships

If your locality is interested in hosting a MPA intern for Summer 2018, please email Stephanie Davis. We are always looking for opportunities to place our students with local governments.

### Scholarship Support

We are also always looking for ways to support our students. In addition to hosting internships and recruitment sessions, one of the key ways that VLGMA members and localities can support the program is through scholarship donations. Since the program's inception, scholarships have been used as a way to encourage mid-career professionals to become a part of the next generation of local government leaders. Any support to this program is greatly appreciated, and the benefits reaped will be innumerable in the years to come.

[Contact Stephanie Davis](#)

Civic Engagement - Bring Your Child/Grandchild To Work Day

**Prince George County - Bring Your Child/Grandchild To Work Day**

By Jeff Stoke



Jeff Stoke

## Prince George Deputy County Administrator

Every year, our Human Resources Department coordinates a "Bring Your Child/Grandchild To Work Day". The recent August 17th event educated 25 children on the functions of County government and showed our youth the experiences of their parents/grandparents work day. The children toured Company 1 Fire Department, witnessed a fire extinguisher demonstration and drone flight, visited the Emergency Communications Center, investigated a mock crime scene (who is eating my candy?), pet Coal the Therapy Dog, and toured the Police Department and Courthouse. After lunch, the group played games in Scott Park and spent some time in the adult's workplace.

My nine year old daughter participated in this event and I had the opportunity to attend most of the functions. An interesting thing happened as I mingled with the co-workers and spouses, they began asking me questions about various County projects and activities occurring within our community. The day formulated for children gave me the opportunity to interact with adults related to our team but, not necessarily on the County government's working front line. From information on fiber broadband construction to new businesses to summer activities, the time spent interacting with the public was a one-to-one opportunity that I did not anticipate.

There will be times when we do not expect the questions, especially at an internal event. For me, this was a reminder that we are always on call for the public.

Sometimes, the best civic engagement opportunities are with our own team and their families. It reinforces the positive local achievements and allows a chance to show the employee's family how their County worker continues to contribute to our success.

[Contact Jeff Stoke](#)

## Innovation Edge

### 25th Anniversary

With the 25th anniversary of the Alliance's Transforming Local Government conference coming up next April, we're looking for the brightest and best municipal innovators to share their successes!! Download the [application](#) to present your Showcase Innovation (formerly know as case studies) at TLG next year in Reno, Nevada, April 9-12. The deadline is September 7, so don't delay. This conference is the platform to highlight your organization's innovations. VLGMA members are a strong element of the Alliance community, and we want to hear about the good work in local government that goes on throughout the Commonwealth.



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).

Protecting Your Organization and Your Employees

## Protecting Your Organization and Your Employees

by McGill Associates



It is estimated that five to ten Arc Flash incidents occur each day in the United States. An Arc Flash is an explosion caused by an arc of electrical energy between phase to ground (energized part and grounded part) or phase to phase (energized part to energized part). These potentially fatal explosions occur for a variety of reasons, such as improperly maintained equipment and lack safety precautions.

Is your organization protected? What about your employees? Are you compliant with current state and federal laws? Many facilities McGill visits across North Carolina, Tennessee, and Virginia are not complying with Occupation Safety and Health Administration (OSHA) requirements.

An Arc Flash incident can be fatal to employees who may be nearby. Should they survive, a myriad of potential injuries can affect them. Not only personal injury but large fines can result from being out of compliance with the regulations. Arc Flash explosions reach temperatures four times hotter than the sun, causing serious burns and sending ~2,000 victims to burn centers each year. The sound is severe enough to cause hearing loss, and the burning light can result in permanent blindness. In addition, the pressure from the explosion can launch the employee off the ground, and his / her fall can lead to concussions, broken bones, and damaged lungs.

The labeling requirements of Arc Flash hazards first appeared in the National Electric Code (NEC) in 2002. Flash Protection Article (110.16) of this code states that electrical equipment must be field marked as a warning of potential electric arc flash hazards. The marking should be placed in a visible location, easily seen by professionals before examination, adjustment, servicing, or maintenance of the equipment. The labeling of electrical equipment includes such things as switchboards, panelboards, industrial control panels, meter socket enclosures, and motor control centers.

Water and wastewater facilities use much of this equipment to power and control the production process. OSHA considers NEC's Flash Protection Article to be an industry practice and in most jurisdictions a code requirement. OSHA citations have been increasing, and an audit after an arc flash incident or "near miss" can cost the municipality / utility in fines, loss production, and litigation. Multiple sources report that the average cost of a single incident is estimated at 15 million dollars.

Not only does OSHA require facilities to guard against hazardous electrical conditions for employees but also requires it for contractors. Hiring contractors does not release facility owners from liability should an incident occur. The National Fire Protection Association (NFPA) requires the facility owner to provide



electrical contractors with "information about the employer's installation that the contract employer needs to make the assessments required," [NFPA 70E Article 110.3(A)(2)].

Our team at McGill strives to educate the towns and cities we serve, and we are available to help you and your facilities comply with OSHA requirements by performing an Arc Flash study. This study provides calculations for the degree of arc flash hazard, which will then determine the level of Personal Protective Equipment (PPE) needed to be worn by personnel working on the live equipment. The study also involves a short circuit analysis along with a protective device coordination study. Both studies help determine if the equipment is over-dutied or miscoordinated, which could lead to higher incident energy at the equipment being serviced. Once the Arc Flash study is completed, we can provide information on proper employee safety such as proper training, proper access to PPE, and proper maintenance of electrical gear.

Our goal is to assist you in providing a safe work environment for your employees. For questions concerning how your facility could benefit from an Arc Flash study, please contact Nick Huffman, PE, Electrical Project Manager, at 828.328.2024 or [nick.huffman@mcgillengineers.com](mailto:nick.huffman@mcgillengineers.com).

### Mel's Poetry Corner



Mel Gillies

### Harvest

Sow thought seeds of possibility and wait.  
Perhaps an audacious intention will germinate.  
Water it with patience and gratitude.  
No telling what may debut.

Perhaps an opportunity or new friend might appear  
or a decision becomes crystal clear.  
Maybe everything falls gently into place  
with effortless grace.

The willingness to let go of control  
and to un-know  
allows Life to bless  
with a perpetual, serendipitous harvest.

What an abundant, exquisite surprise -  
the ceaseless bounty of loving, grace filled lives.

[Contact Mel Gillies](#)

### Calendar

#### Upcoming Events

Fall DAO Meeting - September 21, 2018 at Montpelier in the County of Orange.  
Registration closes September 12

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

[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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[Weldon Cooper Center for Public Service](#)

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