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Greetings from Greg



Greg Kelly

Greetings from Greg "You Can't Make This Stuff Up"

As I indicated last month, this is my belated Groundhog Day story. Before I begin, let me start by thanking Cindy Mester, VLGMA PDC Chair and Winter Conference co-chairs Bryan Foster, Tim Fitzgerald and Matt Lawless for a fabulous Winter Conference in Staunton a few weeks ago. It was for sure one of the most well attended and interactive that I can remember. And of course, it was good to see and be with those who listen to your woes, give you great sound advice, console you in your time of need and encourage you to carry on despite those woes.

That said, here's my Groundhog Day story. Let me preface this story by reminding you of my background as Town Attorney for several years in private practice and later as becoming Abingdon's first fulltime employed staff attorney. Several of you have probably heard me tell this story before so please indulge me one more time. When I was barely a month in to my career as Town Manager I received a telephone call from a highly acclaimed "Blue Blood" attorney from Abingdon. I had known her, and her brother and father who were both judges in Washington County since I was a child. As it turns out she actually wrote a letter of recommendation for me when I applied for the job as Town Manager.

Herein lies my first Town Manager Groundhog Day dilemma. For decades this friend, colleague and highly acclaimed local attorney had made it clearly known that she had an axe to grind with the Town of Abingdon. Apparently, when she was a small child, a Mayor of the Town had shut down her lemonade stand in a prominent location in town for not having a business license, encroachment permit and vendor's permit. Needless to say, she never forgave the Town for such a trivial act. Actually, not so trivial because decades later she still carries the grudge from that childhood experience. Despite her recommendation of me I was no exception to her ire of the Town bureaucracy and its operational practices.

In my first February as Town Manager I received a message to stop by and see my fellow colleague attorney and professional reference at her law office one Friday afternoon. The message indicated that she had something she wanted to give me. Intrigued, but with not without great hesitation, I accepted her invitation and showed up to claim my prize. After I arrived and we chatted for an hour or so about her angst for the Town it became apparent she had forgotten about her gift, so I thanked her for our conversation and assured her that it was my intent to someday win her love for the Town that she grew up in, worked in and had ultimately grown to dislike. As I said that she remembered what she had to give me. She took me out back and in a cage, was a Groundhog that she had trapped on her law office property which she gladly attempted to present to me as "Property of the Town". Stunned at first but eventually engulfed in laughter, I quickly responded with profound wit and wisdom that as Town Manager I could assure her that this particular Groundhog was obviously a dual resident. Since it was caught in the Town, which under Virginia law is part of the County, the superior owner was the County and since she paid much higher taxes to the County than the Town, she would get much more bang for her buck by surrendering the Groundhog to the County Administrator rather than the Town Manager. It must have worked because I left that day with no Groundhog and a smile on my face and laughter from a lady who had long despised the Town of Abingdon. As I left she did present me with an antique manual typewriter and challenged me to use it to write down my stories of law and management because as we all know some stories are so unbelievable that no one in their right mind could ever make up. So, that's my story for this month that I simply "can't make up" and I'm sticking to it. The feud between my legal colleague still exists but I still continue to try to find a way to make a long-time resident love the Town that I manage. Perhaps a lifetime lemonade stand permit might work. Anyone have any other suggestions? In short, on one Groundhog Day I was offered a Groundhog as a gift to the Town of Abingdon but I refused it. I'm not sure where it wound up but I will surmise that it is still around somewhere to this day wandering around Washington County. At least, I hope he's still around with a smile on his face much like the one that me and my colleague had on ours when we departed that day. So, happy belated Groundhog Day to you all.

Let me close by saying what a great time I had with many of you in Staunton and again commend the PDC for the hard work that they did pulling off a stellar conference in Staunton, the "Queen City" and the home of the "Council-Manager" form of government. Many thanks to City Manager and VLGMA Past President, Steve Owen and his beautiful city for being the gracious host that they always are each time we come there.

Until next month, I hope everyone enjoys the coming of Spring and that you all have an easy time in working on your respective budgets. Also, please join me in welcoming our newest VLGMA members: John H. Hughes, IV, Assistant City Manager in Lynchburg; Donna Krauss, Director of Human Services in Stafford County; Angela Lawrence, Town Manager in Chase City; and Lee B. Rees, Lieutenant with the Town of Culpeper Police Department. I look forward to seeing you all in person soon.

Take Care.

[Contact Greg Kelly](#)

Position Changes

February 2017



- William (Bill) O'Brien, retired, long-time Rockingham County administrator, and current Virginia Resources Authority chairman, passed away.
- Mark Reeter, former Bedford County and Washington County administrator, has been appointed King William County administrator, effective March 1st.
- Kurt Hodgen, city manager for Harrisonburg since 2007, has announced his retirement, effective October 31st.
- Chris Morrill, city manager for Roanoke since 2010, is leaving that post to become executive director of the Government Finance Officers Association, effective May 1st.

IMPACT OF RECENT LODA CHANGES ON LOCALITIES



VACORP

IMPACT OF RECENT LODA CHANGES ON LOCALITIES

From its inception, the Line of Duty Act, which provides benefits for career and volunteer public safety personnel injured or killed in the line of duty, did not give localities any opportunity to provide input in the investigation or handling of claims. The locality was merely told how much to pay with no rights of appeal. Virginia Association of Counties Group Self-Insurance Risk Pool (VACORP) played a key role in influencing the legislation that will go into effect July 1, 2017 that requires all claims to be filed through the locality and provides the opportunity for localities to submit information during the eligibility determination process and again when disabilities are considered for recertification. VACORP is holding regional training sessions across the Commonwealth in addition to hosting a webinar that will afford an opportunity for participants to understand the statutory changes to the administration of the LODA program, including the resulting implications and sharing recommendations.

These changes afford an opportunity to reduce the expense of volunteer personnel claims. Volunteer Fire & Rescue Companies present a unique exposure to local government. They perform a vital public safety function, somewhat independently of the local governmental entity. Virginia localities cover four (4) times as many volunteers as career personnel. Local governments are ultimately responsible for payment of line of duty death and disability benefits and medical bills, in addition to Line of Duty Act obligations. To provide the most comprehensive benefits and care for your valuable volunteer emergency responders, VACORP is partnering with the VFIS, the largest provider of insurance, educational and consulting services to volunteer emergency responders. With this program, you will have access to the broadest coverage for your volunteers with workers' compensation and excess accident and sickness coverage, in addition to the vast training resources provided by both VACORP and VFIS.

VACORP has taken great care to analyze all aspects of the Line of Duty Act and to develop guidelines that can stabilize or reduce costs over time. Contact VACORP to find out how you can implement these guidelines and improve your risk management of line of duty personnel.

We've got you covered: www.vacorp.org

Tedd's Take



Tedd Povar

The 2016 EBIS Awards!

It is again time to recognize a few localities and individuals that, among many others, have contributed to the on-going success of the Institute's 20 year old Email Broadcast Information System (EBIS). While it is impossible to recognize all the staffers and localities that make an effort virtually every day to assist their fellow localities by providing responses to our members' inquiries, we try to say thank you via these awards to as many as possible, as frequently as possible.

Here are the "Special Merit" and Top Ten awardees that were announced at the winter VLGMA conference in Staunton!

SPECIAL MERIT - localities

Rockbridge County
Frederick County

SPECIAL MERIT - individuals

Eden Freeman - Winchester City Manager
Garrey Curry - Gloucester Co. deputy administrator

TOP TEN:

City of Emporia

Town of South Hill
Montgomery County
City of Manassas
Town of Rocky Mount
Roanoke County
Town of Leesburg
City of Galax
Westmoreland County

Congratulations to each, and we look forward to continuing this successful, cooperative program in the years ahead!

[Contact Tedd Povar](#)

Thirty Years of VLGMA

Thirty years of VLGMA

Earl Reynolds was promoted to Roanoke Assistant City Manager in 1986 and very quickly became actively involved in VLGMA. While serving as Martinsville City Manager (1992-2003), Earl was elected VLGMA President in 1998. During Earl's march from Roanoke Assistant City Manager to VLGMA President, the profession was greatly influenced by Steven Covey's 7 Habits of Highly Successful People and James Belasco's Teaching the Elephant to Dance; which led to the title of this article -- Covey, Belasco, and VLGMA.



Earl Reynolds

Covey, Belasco and VLGMA

By Earl Reynolds

Danville Deputy City Manager

In December of 2016 I ran into my old colleague Ed Daley at the VRA Infrastructure Financing Conference in Williamsburg, Virginia. During the short time that we spent together Ed asked me if I would write an article for the March, 2017 edition of the VLGMA Newsletter. In the days and months since, I have spent time recalling many of the men and women who were all deeply involved in the advancement of the profession through their involvement in VLGMA. For me, VLGMA was my rocket to the moon. I along with many others of my vintage, had the unique opportunity to meet, learn from, and be able to access (when needed) a host of the best managers in the profession. Just a few that Ed and I could recall during our December chance meeting are as follows:

Julien Hurst, Tom Nolen, John Thomas, Bob Matson, Wendell Seldon, Bob Noe, Cole Hendrix, Jack Gross, Jerry Burgess, Bob Herbert, Bill Paxton, Bob Stripling, Sonny Culverhouse, Jim Oliver, Wendell White, Bob O'Neill, Clint Strong, Guy Agner, Vola Lawson, Chuck Church, Tony Gardner, Bill Rolfe, Randy Smith, Steve Crosby, Claire Collins, Jerry Gwaltney, Robert Bobb, Lane Ramsey, George Wallace, Rob Stalzer, Kim Payne, and Claire Collins.

The future of VLGMA is anchored in a tradition of excellence unparalleled in the Nation. Encouraging new membership by reaching out to mid-level government managers; maintain communications with and encouraging the continued involvement of those who were once active in the management profession and

maintaining strong ties with ICMA are the building blocks that will keep the organization solid in the days ahead.

[Contact Earl Reynolds](#)

Certificate News

THE Graduate Certificate in Local Government Management



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

Spring has already sprung across Virginia, giving us all a taste of the even better times to come. As we witness all of the new growth in nature around us, we also see an abundance of growth in our students. Nearly halfway through the spring semester, our students have shown themselves to be talented additions to the Certificate program's ranks.

In addition to the growth in our students, the Certificate program is seeking growth in other areas of local government management. To assist with that task, the program is teaming up with the Alliance for Innovation to host a workshop on Local Government Challenges Today and Tomorrow. Dr. John Nalbandian will be leading the workshop through the topic of "Thinking Like a Leadership Team." The workshop will be in Newport News on April 11th from 9:00 a.m. to 4:00 p.m. This will surely be an opportunity not to be missed.

If you are interested in the workshop or any of the Certificate's courses or programming, Director Stephanie Davis is always willing to answer questions. She is focusing on attending a number of conferences this year, so be on the lookout for her. For any questions, feel free to contact her at sddavis@vt.edu or 804-980-5549.

Friends, Colleagues Remember Bill O'Brien



Jeanie, Bill and Kyle O'Brien

Friends, Colleagues Remember Bill O'Brien

By NOLAN STOUT and PETE DeLEA Daily News-Record

HARRISONBURG - Joe Paxton learned an important lesson from Bill O'Brien. Paxton, a former Rockingham County administrator who succeeded O'Brien, remembers taking drives around the county with O'Brien when he was second in command. "He would say we couldn't serve the people of the county if we didn't know the county," said Paxton, who served as assistant and deputy administrator under O'Brien.

William "Bill" O'Brien, who served as Rockingham County's second administrator for 26 years, died Tuesday, February 7th at Sunnyside Retirement Community after a monthlong battle with pancreatic cancer. The Port Republic resident was 73.

The Canonsburg, Pa., native was in the Marines during the Vietnam War. After the war, he graduated from Mansfield University of Pennsylvania and received a master's of public administration from Southeastern University, according to an obituary published in today's Daily News-Record.

O'Brien shaped Rockingham County and transformed its administration in his time as its top unelected officer from 1977 to 2003. He took over for Jim Moyers,

who was the county's first administrator from 1968 to 1977. "His role would expand to be more of a manager for the county as opposed to the previous role, which was the clerk to the board," Paxton said. "He gets a lot of credit for working with the board to develop the county organization."

Supervisor Fred Eberly opened Wednesday's Board of Supervisors meeting by calling O'Brien one of the "patriots" of the country and a servant to the county. Supervisor Pablo Cuevas, who joined the board in 1990, said O'Brien was a "great help" to him. O'Brien's ability to work with constituents, employees, constitutional officers, the school board and other localities was one of his greatest assets, Cuevas said. "He had a great deal of people skills," he said. "He knew how to talk to people." Cuevas also lauded the way in which O'Brien conducted himself outside of work and after he retired. "When he was away from Rockingham County, he had a way to carry his activities in a way that brought respect to the county," he said.

Supervisor Bill Kyger, who has been on the board since 1988, said O'Brien helped lead the county through urban and suburban growth at a manageable pace. "He was kind of the leader that brought Rockingham County to the modern era and helped it transform gradually and in a very comfortable way into the community that we are today," he said. "He did it with great thought, vision and compassion."

Former Supervisor Wanda Wilt, who was on the board that hired O'Brien, said she got a good impression when he came to Rockingham County for an interview. "He seemed like a very stable, family-type person," said Wilt, who would later become Broadway's mayor. "He seemed very energetic and very enthusiastic." At his retirement, O'Brien sent a letter to Wilt saying his hiring was "one of the defining moments of my life." Wilt still keeps the letter in a safe place today. "I treasure it highly," she said.

O'Brien guided the county through several changes on the Board of Supervisors, a contentious annexation battle with Harrisonburg, and population growth. Paxton pointed to the fiery battle between the city and county over annexation in the 1970s and 1980s as one of O'Brien's biggest challenges. Hostilities began when Harrisonburg expanded to its current size by annexing more than 11 square miles of Rockingham County in 1975. The city and county wrangled over the annexation in a court battle lasting seven years and reaching the Virginia Supreme Court. The court upheld the annexation in 1982, and the loss of land cost the county millions in revenue. "It took a long time for the city and the county to get over that," Paxton said. "But I give Bill a lot of credit for being able to bring the board and the city and the county and everybody back together." Legislation has since been passed by the General Assembly and renewed as needed to prevent so-called "hostile annexations."

Despite his role in navigating the county through several trying times, Paxton said O'Brien would deflect credit. "He would be the first one to say that he didn't accomplish anything - the county accomplished a lot," he said. "A lot of that was brought about by his being able to collaborate with a number of different members of the Board of Supervisors."

Beyond Rockingham - O'Brien retired from Rockingham County in 2003. He was replaced by Paxton, who held the post until 2016 and was replaced by Stephen King. But O'Brien stayed busy in his retirement, helping out several governments over the years. He was interim town manager in Timberville, Dayton and Front Royal and interim county administrator in Bath and Lunenburg counties. He also served on the Rockingham County Planning Commission. His son, and Broadway's town manager, Kyle O'Brien, said his father couldn't turn down opportunities when

called. "In each of those communities, he bettered them in the short time he was there," he said. While Bill O'Brien worked in Timberville, he would often meet with his son. "We were able to share a lot of lunches," he said.

Bill O'Brien was reappointed in 2016 to a four-year term as chairman of the Virginia Resources Authority's board of directors. The organization helps local governments and authorities across Virginia borrow money at low interest rates to finance projects ranging from water plant upgrades to road improvements to broadband installation. First named to the panel by Gov. Gerald Baliles in 1987, O'Brien was chosen as chairman of the 11-member body by Gov. Mark Warner in 2002. O'Brien also served on the Shenandoah Valley Regional Airport Commission for 15 years. Greg Campbell, SVRA's director, said O'Brien helped anyone who needed it. "There's a lot of organizations and a lot of people that benefited from his contributions over the years, including the airport," Campbell said. "We're going to miss him. The community is going to miss him."

'He Believed In Me' - While O'Brien accomplished a lot, his friends and colleagues say, he's best remembered for the way he treated people.

"He was an amazing individual with high integrity," Campbell said, adding that O'Brien was a mentor to him. "He put everything he had in everything he did." O'Brien hired Diana Stultz in 1981 as a secretary for the planning and zoning department and then zoning administrator in 1985. Stultz said he was a trailblazer, willing to give women jobs in key positions that many others wouldn't. "Bill hired me when very few women held this position," Stultz said. "He told me he believed in me, and he always stood behind me. That continued even after he retired."

Kyle O'Brien followed his father's footsteps, first in Grottoes for two years and then Broadway for the last 17 years. Wilt recalls Kyle being about 5 years old when Bill O'Brien took the job with the county. She sees tremendous talent in the late O'Brien's son. "I'm sure he inherited it from his dad," Wilt said. Kyle O'Brien said he was blessed to have his father help guide him through his career. "I was fortunate to have one of the best local government managers in Virginia at my fingertips," he said.

Paxton said O'Brien's best quality was his caring nature. "He had a passion for everything he did, especially when it came to the county," he said. "He put the interest of the community at the top."

A memorial service was held on Sunday, February 12th at Emmanuel Episcopal Church in Harrisonburg, followed by a celebration of life at Spotswood Country Club.

A DAO in the Life - Steve Ross



This month's DAO column is going to be a little different. Deviating from the norm can be healthy for the spirit. My spirit needs to have a little fun sometimes, so I'm using this as an opportunity to have some fun. Besides what do I have to

lose? I was the only one who said yes at the last minute to writing this month's column. You get what you ask for or pay for or something like that.

For those of you who don't know me or don't know me well, I'm pretty quiet and self-assuming until I get comfortable with people. At the same time, I like to have a good time and laugh because we only get one shot at this life, at least I think we do, and I want to enjoy it as much as I can. I don't know where that registers on the emotional intelligence or Myers-Briggs scales. That stuff still throws me even after going through the training multiple times. What can I say? I've always been a little slow on the uptake. At least that's the reason my mother gave me when I asked her why I was the last one to learn to tie my own shoes. My mother is from Brooklyn and that is all I'm going to say. She still doesn't get the whole biscuits and gravy thing and don't ask about grits.

Getting back on track, it was suggested I write about the VLGMA Winter Conference. First, I would like to congratulate the Professional Development Committee and the Conference Chairs for putting on a wonderful conference. Writing a summary of the conference just doesn't sound too exciting. At least, I don't know how to make a conference sound exciting where a bunch of public administrators listen to speakers talk about state and local government relationships, state highway and transit funding, cyber-security risk management, and the always invigorating legislative update. Don't get me wrong, I have a passion for what we do and know the difference we make in our communities. It's just if I write a summary of the conference it's going to sound like my ICMA Credentialed Manager professional development plan and that puts me to sleep and it's my plan.

So here are some thoughts garnered from the conference, In the popular 1980's television show Hill Street Blues, if you're not old enough to remember it Google it, Sgt. Esterhaus always ended the introductory roll call to each week's show with "Let's be careful out there". I wonder if today Sgt. Esterhaus would instead say, "Make sure your camera is on".

Police Officers wearing body cameras is obviously a significant topic of discussion in our communities. One definitely not to be taken lightly. The use of body cameras needs to be well thought out and not a knee jerk reaction or a trendy thing to do. Serious consideration needs to be given to how the use applies to the public safety needs of your community. One police chief referenced the impact body cameras can have on the victims of crime. I am far from being an expert on this subject but technology is leading us to places only the Jetsons may have thought about.

Are we at the point where we don't believe the word of a person sworn to serve and protect our community? I recognize people have made horrible decisions, some of which have been fatal, and there needs to be consequences. Are body cameras in the classroom coming soon because parents don't believe what teachers are reporting about their children? The lack of trust that is permeating our society today is concerning.

A video following the shooting last fall in Charlotte, North Carolina showed what a difference just talking and listening to each other can have on a situation. In the video, a police captain was able to diffuse a tense situation just by coming out from behind a barrier that separated the police and the demonstrators. The captain simply removed a physical barrier and gave the demonstrators a person to talk with, who listened, and who cared. This simple act is a lesson we all need to practice and not just for tense situations like the one in Charlotte, but in our everyday interactions. Listening, making a personal connection, or offering a

handshake doesn't cost anything but a little time and effort. Even a little fist bump will do.

Name tags can be a pain and not for the obvious reason. I missed a conference session because I share the same last name as someone. The conversation started out innocently enough. Next thing I know we're talking about family genealogy, and all of a sudden I'm learning all about what services I need from the gentleman's company. Live and learn.

Remembering Becky Dickson and Bill O'Brien for what they did professionally and personally was a really nice gesture. It lent some perspective to what we do and our priorities. It's important to sometimes take a moment to check the alignment of our perspective.

Chris Lawrence and Charles Hartgrove looked almost as happy as the retired managers who attended the conference now that they don't have to work for seven people. They saw the light and came back to the ranks of the DAO. Now instead of 4 or 5 people having to publicly vote to fire you it only takes one person behind a closed office door. Just saying. Welcome back.

Sounds like Bonnie Svrcek may want to start a revolution again in the Commonwealth by changing local government executive titles to mirror those of private sector executives. It made for a lively discussion. It's just not ready for prime time. By the way, Bonnie is a proud graduate of the DAO program and we'll miss her.

Has anyone noticed Tedd Povar's formula for EBIS Awards is as closely guarded as the Colonel's secret recipe? It's nice recognition and sometimes it's best to leave the unknown alone.

Well this is the end. Hopefully, my attempt at doing something a little different made you laugh a bit or at least smile with a couple of thought provoking nuggets thrown in there.

[Contact Steve Ross](#)

Civic Engagement - Town of Windsor

Civic Engagement: Unexpected Opportunities

By Michael Stallings
Windsor Town Manager



When most of us hear the term "civic engagement" we probably have flashbacks to a public hearing gone wrong, or the last time that the "Public Comments" portion of our Council or Board agenda turned into a Manager-bashing session. While these are definitely labeled as moments of "civic engagement", I would argue that they are not meaningful when it comes to actual engagement. We are all keenly aware that the majority of our citizens do not participate in the traditional forms of civic engagement.

Most of us have taken the leap into the realm of social media as a main player in our civic engagement tool bag. Social media reaches more people in my locality than any other method we have used in the past. In my small town of 2,626 people, we have 1,200 people that like our Facebook page. That is significantly more than the number of people that pick up the Town's weekly newspaper. It is also a different demographic than those that are reading the newspaper. I am willing to bet that most of us are actively involved in multiple forms of civic engagement-some we may not even think about. Most of us have multiple

programs and events that we don't even think of as opportunities for civic engagement. I will give you one example from my experience, and encourage you all to reflect on your experiences to identify what unexpected opportunities have presented themselves to you.

In Windsor we do a summer concert series, as do many other localities. These concerts have provided an opportunity for us to interact with our community in a non-traditional manner. It also provides a pool of people from which we have conducted surveys using an online survey or comment table at the events. Events like these bring people into Town from surrounding areas. It can be valuable to hear what they think about your community, as well as receive input from the residents. Arguably, just as valuable, it provides an opportunity for the community to interact with itself. Citizens are provided with an opportunity to interact with each other at these events. These interactions makes the community stronger. This concert series was started as a way to give back to the community and to get the community out and together. It has blossomed into an unexpected opportunity for so much more.

I encourage all of you to examine your current programs and events for opportunities to engage citizens. As our way of life changes, so must our methods of civic engagement. We must meet the people where they are if we want to receive input from them. Without active civic engagement, are we truly being responsive to our citizens?

[Contact Michael Stallings](#)

Mel's Poetry Corner



Mel Gillies

Our Purpose Here and Now

I can get so discouraged and depressed -
I watch the daily news, I confess.
It seems there is an endlessly repeating stream
of violence, conflict, political drama, the weather at its
most extreme.

But all that stuff ceaselessly swirling and orbiting around
is not where Reality is found.
The human ego projects all its fears and un-forgiveness
onto our collective consciousness.

When I take an eternal moment and explore
the Truth at the very depths of my core,
I can let my spiritual eyes open and see
beneath all outside appearances, a sacred harmony.

Immersed in this world's drama, our purpose here
is not to reinforce the prevailing energy of fear
but to let the joy and peace within be
a powerful wave of healing for humanity.

Our heart knows Home is not this façade of space and time
for we are spiritual, eternal, divine.
Relax, be still, and for a holy instant feel

our One Self, complete, unchanging, forever real.

[Contact Mel Gillies](#)

Innovation Edge

County of Chesterfield, VA Police Department Makes Best for Vets: Law Enforcement 2017 Rankings



Best for Vets: Law Enforcement 2017 is an editorially independent news project that evaluates the many factors that make an agency a good fit for military veterans and reservists, according to Military Times. Military Times invited law enforcement agencies across the country to take part in its detailed, roughly-100-question survey. Agencies were evaluated on their military recruiting efforts, service member-related policies, rules for reservists and department culture. Read more about Chesterfield's rankings [here](#).

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

Calendar

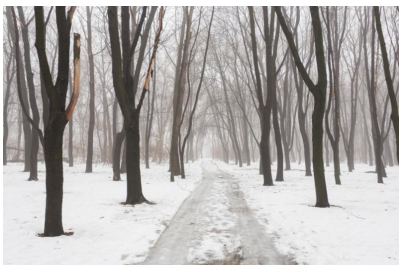
Upcoming Events

VLGMA DAO Meeting - April 28, 2017 held in and hosted by the City of Falls Church. More info online [here](#).

VLGMA Summer Conference - June 21-23, 2017 at the Virginia Beach Sheraton Oceanfront Hotel. More info and registration coming soon.

[More Dates](#)

Future Newsletter Articles



A goal of this e-newsletter is to keep you informed on activities relative to our profession. As with any membership-based organization, contributions by members are welcome and encouraged. Topics can range from a recent achievement in your locality to an upcoming event with networking potential to human interest stories about current or retired members. To contribute simply send your brief e-newsletter content (~5 sentences or less) via email to [Molly Harlow](#).

Future Newsletter Articles

