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Greetings from Greg



Greg Kelly

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

I hope everyone is having a great Spring. The weather has been incredible in Abingdon, and even the rain is acceptable despite the dandelions that it seems to bring in my front yard. But then again everything is beautiful in its own way. In that regard, my wife and I spent Easter Sunday with our youngest daughter who attends East Tennessee State University in Johnson City, TN about an hour south of Abingdon. My family is Episcopalian so please don't hold that against us. Regardless of your religious beliefs this message will

hopefully make sense and somehow relate to our profession.

As I sat through the Easter Service and prayed, sang and reflected, I could not help but get lost in the eclectic nature of the congregation. Looking around, I saw many economic classes, many races, many children and many open hearts. In particular, I glued in on an older gentleman who wore a colorful bandana around his head as if it were a crown. Perhaps it was. He was noticeably proud of it but also noticeably

mentally challenged. As the congregation had finished communion, the colorfully bandana clad gentleman walked down every aisle to shake every hand in the overloaded church to wish us all a happy Easter. As he did this there was a hush throughout the church that could be heard throughout the heavens. Perhaps that hush was meant to be.

This innocent and uninhibited gesture from a challenged man gave me reason to pray, to be thankful and to have hope for all that we as local government leaders do each day. It made me reconcile that even the challenged and meekest in our midst have a voice, not just, in church, on Easter Sunday but in everyday life each day. I thought to myself...Stop! Pay Attention! Listen! Learn! Isn't that what we all do or strive to in our work as local government administrators. Yet, I fear we lose sight of that far too often. I truly believe that local government will be much better served if we will stop and listen to that person in the colorful bandana, the person who cannot afford their sewer bill or taxes, or simply someone who is meek and only wants to be a part of the community without any scrutiny or without feeling inferior. While I'm not a man of extraordinary wealth I am a man with extraordinary compassion for those less fortunate than me. A few years ago, I had a young adult with a family who only had a part time job come into my office and tell me that he had gotten a notice of a sewer cutoff for failure to pay his bill. He told me that he had a small child and that he was diabetic and if he paid the sewer bill, he could not afford his insulin medication. I took a chance and ask how much his medicine costed. Then I reached in my wallet and gave him enough to cover a few months and told him to pay his sewer bill and pay me back when he could afford to. Realistically, I never thought I would ever receive a dime back, but as it turned out, this young guy found better work and one day I received an envelope in the mail with cash for his pay back and a pleasant thank you note. I realize that if I did this every day, I probably would be bankrupt and I would be asking someone to pay for my sewer bill, but there is a message here to be learned.

The message...Give reverence to what we are expected to do and be thankful for what we really do that goes beyond our job descriptions. Folks, we really impact and change people's lives each day, regardless of rich, poor, race or mentally or physically challenged. At the end of the day, if we go home feeling good about what we have done, imagine how others we have impacted must feel. We ultimately fill a void of what some people desire and what they actually get. We all know and we have constantly been told that local government is "where the rubber hits the road", but in reality it's where the rubber gets made and the roads get paved and maintained, and where the hard working and often unknown in sweaty clothes and bloody knuckles make it happen. So, this month, my hat is off and my thanks is given to all of those who are on our team, who give it all, who sweat, ache and bleed to really make things happen in our respective communities for which we or politicians ultimately get the credit for but we don't really deserve. Here's to the Team, to the Collaboration and to the Moral Compass that drives us all and those we lead to be the best we can be. In sum, here's to the "Salt of the Earth" and in true spirit to my past messages...another song link by my favorite band of all time.... The Rolling Stones.

<https://www.youtube.com/watch?v=P2bxix3vFYM>

Please join me in welcoming Mary Blowe, CFO/Director of Support Services, City of Winchester as our newest member of VLGMA. I look forward to greeting her in person soon, perhaps at the VLGMA Summer Conference.

Until next time, peace be with you all!

[Contact Greg Kelly](#)

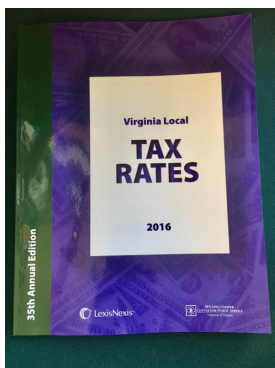
Position Changes and Other Events

April 2017

- A. Reese Peck, former Essex County administrator, has been appointed Bowling Green town manager.
- Ryan Spitzer, Strasburg town manager, has announced that he is leaving that post effective May 3rd to become town manager for Pineville, NC.
- Steve Biggs, Christiansburg town manager since July, 2016, died of a self-inflicted wound. Assistant town manager Randy Wingfield, has been appointed interim town manager.
- Charlie Kolakowski, town manager for Bedford for the past 11 years, has been appointed Northampton County administrator, effective May 22nd.
- Bart Warner, assistant town manager for Bedford, has been appointed interim manager there.
- Rob Lohr, Purcellville town manager for the past 25 years, has announced that he will retire from that post effective July 1st.
- Michael Mason, finance director and acting administrator for Accomack County, has been appointed administrator there.



Virginia Local Tax Rates: 2016



CHARLOTTESVILLE - The Weldon Cooper Center for Public Service at the University of Virginia is pleased to announce that the publication "Virginia Local Tax Rates: 2016," 35th Annual Edition, is in print and is available through LexisNexis.

The 375-page book features tax information for all 38 Virginia cities, all 95 counties and for 137 of the state's 192 incorporated towns. The soft-cover book was compiled by Stephen C. Kulp, research specialist with Weldon Cooper's Center for Economic and Policy Studies.

Many Virginia localities impose different types of taxes for local services and all have differing tax rates. For example, 29 cities and two counties impose tobacco taxes and net a total of more than \$70 million from such taxes, which amounts to less than 0.5 percent of all local revenue. Tax rates on cigarettes range from a high of \$1.15 per pack in Alexandria to 55 cents in Charlottesville to 10 cents a pack in Petersburg.

The new Virginia Local Tax Rates, 2016 book references all the tax categories permitted in the Code of Virginia. Readers can find data on taxes for real property, merchants' capital, tangible personal property, utilities, motor vehicle

licenses, business licenses, tobacco, meals, lodging and more.

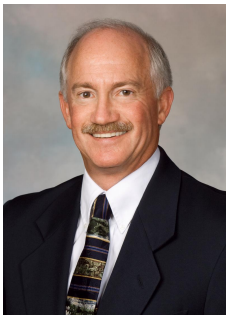
The only comprehensive view of local taxation in Virginia is prepared annually by the Weldon Cooper Center for Public Service. It is an indispensable resource for anyone involved with local governments in Virginia, either as a taxpayer, elected official, administrator, business leader, or researcher.

The printed book and eBook can be pre-ordered online at the LexisNexis Store: <https://store.lexisnexis.com/categories/product/virginia-tax-rates-2016-35th-annual-edition-skuusku22860439>.

The Cooper Center is a research and training organization focused on the Commonwealth of Virginia. The Center provides objective information, data, applied research, technical assistance, and practical training to state and local officials, community leaders, and members of the general public.

The Cooper Center's 60-member staff includes experts in public management, demography, economics and public finance, political science, leadership and organizational development, workforce issues and survey research. What's the deal?

Tedd's Take



Tedd Povar

Conference Courtesy

You are asked to speak to a high school civics class. You prepare a solid presentation. You go to the class and are introduced. Soon after you begin, you notice that half the class is looking at their phones, iPads, or laptops, and a couple of kids are chatting. Irritated? You bet! Going back to that class? No way!

How is this classroom scenario different from what goes on during the conference sessions we all attend? It's become an epidemic. Presenters scan their audience and see only a small portion of the attendees making eye contact and actively listening, with many more peering down at their hands or laps, while still others are engrossed in covert conversations.

And there seems to be a sense that this behavior is acceptable. It's like when everyone drives 15 mph over the speed limit-it becomes the "new norm," so it's allowable.

Some justify doing two things at the same time-e.g., sending emails while listening to a speaker-insisting they are multitasking. Well, science has verified that this is a myth: one cannot answer emails and absorb a lecture at the same time. Just go to www.psychologytoday.com and search multitasking. Granted that a few in the audience may actually be taking notes on their electronic devices, but most are using their phones, etc., for reasons unrelated to the lecture.

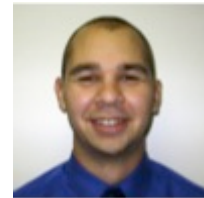
Given that attendees set up away messages on their work phones and email accounts when they leave for a conference, why is it so imperative to respond to emails immediately as though they are at the office? If they are away, they are away, emergencies excepted.

Why not be attentive when attending a conference session. If there is work to do, or a conversation to be held, step outside. It's the courteous and adult thing to do. [Contact Tedd Povar](#)

Thirty Years of VLGMA

Thirty years of VLGMA

Ryan Spitzer has been in local government in Virginia for nine years. He started in Glasgow, VA. as a Town Manager. He then went to Vinton, Va. as an Assistant Town Manager and finally to Strasburg, VA. as their Town Manager. Ryan is also a member of the VLGMA Board.



Ryan Spitzer

30 Years - I was Just Starting Kindergarten!

When I was asked to write an article for the VLGMA Newsletter I had no idea where to start and like an ISTJ I demanded direction. Well I never got any so like any self-righteous millennial I procrastinated. So here I am deftly trying to finish my term paper.

In case you don't know I am the person that leaned in to an oxidation tank to drag out a deer. It was my first month on the job and I was the new, naïve Town Manager trying to prove, to my five employees, that I belonged there and I would do anything to help the Town. It just so happened that this time I had to help bambi get out of the tank. I should had known that something was wrong when the plant manager just stared and didn't attempt to help. However, I did it for the good of the Town. After all, how could they afford to buy a new pump when the entire budget was only \$750,000!

This organization has been around for 30 years; that is pretty amazing. If you would have asked me thirty years ago what I would be doing as a full-time profession this would not have even entered my mind. But like most of us as we grow up we feel a bigger calling. One where we want to help out our neighbors. Can you believe that the form of government that touches people's lives the most and in the most profound ways is actually the youngest? How can that be? We are here to do what is right for our communities. What other branch of government can say that? There should be no political views that indoctrinate what we do or that control how we act. It is our job to stay neutral. That is becoming harder as the national political stage is becoming more divisive, but that is why we are the professionals.

I also want to say that in the next 30 years our society and profession is going to become way more diverse so we all need to work on being more inclusive. Not only for our community but also in our workplace and in our professional organization. We all got in this so we could do the right thing and that, in its simplest form, is to treat everyone with dignity and respect. If there is one thing that this organization has taught me it is how to be professional and that there are great managers in the State of Virginia that all of us young people can learn from. I encourage all of the 'seasoned' professionals to reach out to the younger managers, DAOs, or

department heads and mentor them a little bit because they and we are the future.

This article was hard to write as I will be moving to North Carolina this month to take the Town Manager job in Pineville, NC. I have made a lot of great friends in the last nine years of being in this organization. I have also had some great mentors along the way (Bob, Kim, Bonnie, Chris to name a few). I couldn't have gotten through without them or for that matter everyone else. While I may be leaving, the State probably can't get rid of me that easy.

One last bit of advice that I imparted on my Council this past week. The Oxford Comma is very, very important. If you don't believe me, just check out this [article](#). [Contact Ryan Spitzer](#)

Certificate News

THE Graduate Certificate in Local Government Management



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

Another academic year is winding down, and graduation is just around the corner on May 7th. The Certificate students have worked hard in their classes, and for the soon to be alumni, a well-earned rest comes with commencement. This is truly a time to celebrate with our students, graduating or not, for all of their accomplishments. And, for the lucky ones who get to come back to class next semester, there is still fun to be had.

While celebrating our new alumni will be the focus of the graduation festivities on May 7th, this is also a time to look forward to supporting the future of the Certificate program. 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.

If you or a coworker is interested in the Certificate program, Stephanie Davis is focusing on attending a number of conferences this year, so be on the lookout for her. She has also scheduled a recruitment session in Loudoun County on May 25th. For information, please contact Stephanie at sddavis@vt.edu or 804-980-5549.

Civic Engagement Survey



Vivian McGettigan and Stephanie Jones request your help with a short survey related to local government education. Vivian is the York County's Deputy County Administrator and VLGMA's Civic Engagement Committee Chair, and Stephanie is the Program Manager/Compliance Officer for the Virginia Resource Authority and a Virginia Tech Certificate program student.

Please complete the quick survey or forward this message to local government staff who work on civic education and engagement. The survey asks about your locality's civic education and engagement programs.

We will compile the results and share them at the VLGMA Winter Conference in Charlottesville as well as posting on the VLGMA website as an ongoing resource. With your help, we'll describe our localities' successes, and also we'll share some ideas for 2018's Local Government Education Week. We'll feature best practices in Virginia, along with ideas from other states and the ICMA's Life, Well Run campaign.

Civic engagement and local government education is an important part of our work: we get better long-term results when our citizens understand and participate in their local government. In 2012 the General Assembly adopted a resolution proclaiming the first week of April as Local Government Education Week, honoring the April 2, 1908 formation of the Council-Manager form of government in Staunton. VLGMA Civic Engagement Committee developed a plan to develop Local Government Education Week in order to:

- acknowledge good works;
- educate on all local government services provided at the local level including education; and
- increase student awareness of career opportunities in local government.

This survey will help VLGMA to understand the current mix of civic education efforts, including those which are part of Local Government Education Week.

Survey deadline is May 31st.

Thank you very much for your help, and for all your work in public service,
Vivian and Stephanie

<https://www.surveymonkey.com/r/XNFB889>

VLGMA Celebrates its 30th Anniversary



Celebrating
30 YEARS VLGMA

VLGMA Celebrates its 30th Anniversary

...and you are invited to the party!

Thursday, June 22, 2017 6 p.m. – 10 p.m.

Virginia Beach Museum of Cultural Arts (MOCA)
2200 Parks Avenue
Virginia Beach, Virginia

Celebrating
30 YEARS VLGMA

The invitation features a blue background with white and red text. It includes the VLGMA 30th anniversary logo in the top left and bottom right corners. The text is centered and includes the event name, date, time, and location. There are two clusters of colorful balloons (red, green, yellow, blue) on the right and left sides of the invitation.



Conference Materials and registration are online [here](#)

A DAO in the Life - Doug Walker



Doug Walker

So Your Boss Is Taking Another Job - Now What?

For the second time in a career (and through no fault of my own I think) I have found myself as the interim chief administrative officer (ICAO). No offense to Kim, who went "home" to Lynchburg or to Tom, who found a great opportunity in Stafford County, but enough already! This is NOT what I signed up for!

As a DAO, you may very well find yourself in this situation with very little time to plan or prepare for the very significant changes about to occur - for you, your family, your elected body and your organization. So throw together something of a process matrix (or first aid kit) as a reference tool for any first-timers who may be in this position. This is just my take and is from the view of the DAO that is staying, not the CAO that is leaving.

1st - Act Purposefully to Move from Private to Public: From my experience, the time it takes to get from your boss' private "I'm leaving" conversation with you to a public announcement seems lightning fast. Do not dawdle.

- Congratulate her/him on the decision and then take a few deep breaths. Breathe some more!
- Make a schedule of the specific nature and rapid timing of the sequence of events that will conclude with a formal announcement. This is both to help the CAO and to prepare yourself for the reverb from the sudden change about to hit the electeds, the organization and the community.
- Decide if you want to be considered for the ICAO position (this may be harder than you think) and be prepared to answer this question if asked. For me, this happened the same meeting that the CAO announced his resignation. We worked quickly to put the Board in a position to use the moment of resignation to also highlight leadership continuity.
- If you are at all interested in the permanent position, encourage the use of an executive search firm. In addition to expertise, an outside firm creates

time and space for you to both serve as interim and participate as a candidate without awkward relations with the Board or staff.

2nd - Develop and Execute a Transition Plan: The DAO and CAO are busy doing very different things, all the time, and transitioning from DAO to ICAO is not like flipping a switch. Key work priorities and working relationships have to change and having even a few weeks with the departing CAO to plan the transition is vital.

- Complete a "stop, start, continue" assessment. With the departing CAO and key team members, determine the primary issues that need the majority of your attention. This may well be community or Board oriented policy work in the realm of the CAO so a shift away from primary focus on operations may be imperative.
- Shadow the departing CAO as much as possible. Knowledge transfer is essential for productive succession and continuity. Emails, reportsfiles and Board minutes don't tell the whole story
- Identify bench strength. You're losing a key leader and workload water-carrier and probably can't maintain status quo without giving a battlefield promotion or two. It is a great opportunity to empower emerging leaders to step into opportunity. Also, the "urgency" of the moment can generate significant positive energy for productivity.
- Triage and prioritize. Avoid or delegate Q1 activities like your life depended on it.

3rd - Negotiate a Contract: The ICAO is not a classified position and so should have the additional benefit of an employment agreement during the ICAO engagement.

- Agree on compensation. Albemarle has a formal policy for "acting" assignments. That said, any temporary additional compensation that reasonably reflects the additional responsibility and workload would be appropriate.
- Preserve a return to the DAO position. Language that assures a return to the previous position may be important. In my case, the agreement made clear that a return to this role could be triggered either by 1) filling of the CAO position; 2) Board action at any time during the interim period; 3) voluntary resignation as ICAO.
- Have an end date. Having a defined term clarifies the temporary nature of the position and enables the ICAO to renegotiate terms if the assignment is extended - generally beyond a year.

4th - Communicate, Communicate, Communicate

- Communicate earnestly with your elected body to manage expectations during the transition period including areas of priority focus and any notable changes in leadership/management approach. Explain your views on the role of the ICAO and how it is distinct from the role of the DAO and CAO.
- Communicate openly with your immediate staff about any transition issues and work with them to maximize team capacity. They will want to help. Let them.
- Communicate with other key leaders/employees to reassure confidence in continuity of operations and organizational stability

- Communicate with agency partners about any notable transition concerns
- Phone a friend!

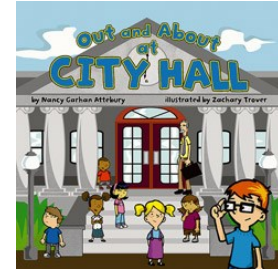
5th - Remember Rule #6!

[Contact Doug Walker](#)

Civic Engagement - 2017 Local Government Education Week

2017 Local Government Education Week- How Did We Do?

Prepared by Vivian McGettigan, Civic Engagement Committee Chair



In 2012, the Virginia General Assembly adopted House Joint Resolution #93 proclaiming the first week of April as Local Government Education week in honor of the formation of the Council-Manager form of government in the City of Staunton, Virginia. In honor of Local Government Education Week, the VLGMA promotes tools to engage students - our future leaders - in order to acknowledge good community building work, provide education on local government services at the local level, and to increase student's awareness of career and service opportunities in local government.

As a part of this effort, VLGMA asked each locality's governing body to adopt a proclamation honoring Local Government Education Week and to develop engagement plans to get schools and students involved in their local governments. The Civic Engagement Committee thanks VLGMA, VML, VACo, and the Clerk's Association for spreading the word through emails and magazine articles. I am pleased with the response this year as I have currently received 10 proclamations. I am sure this doesn't represent every government proclamation that was adopted this year as I will continue to receive proclamations for the next few weeks. At the summer conference, three localities will be drawn from the list of those who have submitted proclamations and the winners will receive a copy of Out and About at City Hall.

Even more exciting is the breadth of great activities that were undertaken during the first week of April and year round. The Civic Committee wants to share your community stories, so please email me with your initiatives. Stay tuned for highlights in upcoming eNews articles. To share an example: this year, York County embraced Local Government Education Week by planning new activities for elementary and middle school students. The children of Dare Elementary School enthusiastically welcomed County Administrator Neil Morgan who took time out of his busy schedule to read "Out and About at City Hall" with the children and discuss how local government works and the practical impacts of local government in their lives. To engage middle school students, Kevin Smith, York County's Library Director, introduced a "If I were County Administrator" essay contest. The essay winner was recognized in anticipation of Local Government Education Week and received a \$50 Amazon gift card.

As a reminder, here are some ideas to further develop your year round program:

1. Place in school and public libraries the elementary-level book, "Out and About City Hall," available at: <http://www.capstonepub.com> for \$20 (hard

cover). This illustrated book is a great resource that describes the services provided by a locality (paper back also available)

2. Conduct guest readings of the books to elementary classes
3. Participate in VML's "If I were Mayor/County Administrator" essay contest
4. Conduct 7th grade website scavenger hunt to learn about public services
5. Develop a high school service learning program
6. Conduct mock Governing Body meetings
7. Share the Teacher's Resource Guide, including sample lesson plans designed for upper middle/high school students, to be used as part of the curriculum for meeting civics/social studies standards of learning
8. Be a guest speaker to middle or high school students regarding your career as a County/City or Deputy Manager and/or discuss community projects (e.g., annual budget, redevelopment effort or capital infrastructure improvements) that the students will see occurring or read in the news.

Check out this website link www.icma.org/vlgma for additional great resources and feel free to contact us with questions or to share additional ideas.

[Contact Vivian McGettigan](#)

Mel's Poetry Corner



Mel Gillies

A Silent Blessing

In silence, we awaken to our true Self
and discover the abundance of our spiritual wealth.
And if solitude is our home of choice,
a dialogue ensues with a still small Voice.

Visit often our inner, sacred hermitage.
Here we can see, face, and dredge
fears and doubts that poison our life
with the illusions of ego-maintained strife.

A daily listening discipline allows grace to
rejuvenate and renew
for it takes concentrated in-sight
to ascend to ever higher vibrations of Light.

And whatsoever is true, whatsoever is honest,
whatsoever is just, whatsoever is pure,
whatsoever is lovely, whatsoever is of good report,
if there be any virtue,
and if there be any praise,
dwell upon these things in silent ways.

[Contact Mel Gillies](#)

Innovation Edge

Sparkling Innovation

How do you spark innovation in your organization? Try an Innovation and Technology Fair. In October, Hennepin County's Center of Innovation and Excellence and IT departments partnered for an Innovation and Technology Fair (lovingly referred to by Mike Sable as "Innotechxpo"). The event was an opportunity to grow a culture of innovation-to showcase innovation happening across Hennepin County, Minnesota, to bring in inspiring speakers and presenters, and to provide hands-on opportunities to practice innovation tools and techniques. Read more [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

April DAO Meeting



April 28th a warm and sunny day, after four days of rain, found 40 participating in the DAO meeting in the City of Falls Church. Attendees represented 19 localities-counties, towns and cities. DAO meetings have now covered the Commonwealth from the Southwest, Tidewater, Central and now in Northern Virginia which is a great way to experience first-hand the diversity of Virginia.

The April DAO meeting focused on "Creating Vibrant Communities and Economic Benefits Through Arts and Cultural Resources and Public-Private Partnerships". This included an update on the 2017 revised arts and cultural districts state code, how the City began its efforts, the Falls Church Arts and Humanities Council's role and the City's grant programs. After touring The Falls Church historic chapel and learning of its role in the community, everyone loaded onto a school bus to continue our learning experience. We toured private-public partnerships including Creative Cauldron community theatre, and the Tinner Hill Heritage Trail and Civil Rights Monument. We had lunch at the Tinner Hill Historic Site park pavilion (see group photo). The final session was a dynamic discussion by panel members representing planning, arts non-profits and developers. The day ended with a tour and tasting at a local brewery and restaurant which was a great example of the business as art in the dining area as well as how the brewery's community festivals can help build a vibrant community with economic benefits to the locality.

Key take-aways included:

- 1) Ensure locality planning documents (Vision, Comp Plan, Area Plans) include arts and culture emphasis that is aligned with community goals
- 2) Determine what is special about your locality and capitalize on those assets
- 3) Don't need to focus on one big cultural center requiring a lot of capital as the synergy of many smaller venues can be more sustainable
- 4) Important to message the value of arts and cultural but also to quantify the economic benefit or spin off revenues
- 5) Best outcomes are when the arts community and/or local advocates take the lead and the locality starts in a supportive role and then becomes a partner
- 6) Success comes from true partnerships when all parties gain something in return versus just a mindset of getting the most you can from a private sector partner
- 7) Work with a developer who understands the value of arts and cultural to their bottom line
- 8) Value and celebrate volunteers that help a locality build arts and cultural assets
- 9) Explore incentive options as permitted in the state code but often it is not the funding that is required by the developer but rather a give and take during the land use application approval process
- 10) Often small financial incentives or grants can make a huge difference to a non-profit's sustainability

The next DAO meeting will be in October and hosted by Hanover County, stay tuned for additional details.

[Contact Cindy Mester](#)

Calendar

Upcoming Events

VLGMA Summer Conference - June 21-23, 2017 at the Virginia Beach Sheraton Oceanfront Hotel. [Registration](#) open now.

[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](#)

[VA Association of Counties](#)

[Weldon Cooper Center for Public Service](#)

[ELGL](#)

[Website Contact](#)



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