



Executive Committee Meeting  
Virginia Beach Hilton  
3001 Atlantic Ave., Virginia Beach, VA 23451  
August 12, 2017  
9:00 a.m.

I. Call to Order

Action Agenda

II. Additions to Agenda

III. Presentation of Report on VML's Strengths and Weaknesses

IV. Consideration of Minutes from May 6, 2017 [Tab 1]

V. Approval of Financial Report as of June 30, 2017 [Tab 2]

VI. Consideration of Proposal for Advocacy Team Training [Tab 3]

VII. Proposal for Joint Local Revenue/Finance Advocacy Work [Tab 4]

Information/Discussion Agenda

VIII. Executive Director's Report [Tab 5]

IX. Staff Report on Interim Legislative Activities [Tab 6]

X. Report on Federal Issues [Tab 7]

XI. Staff Report on Amicus Briefs [Tab 8]

XII. Go Green Update

XIII. Staff Report on the 2017 Annual Conference [Tab 9]

XIV. If I Were Mayor Essay Contest [Tab 10]

XV. Future Meetings:

a. October 1 Williamsburg

b. January 31, 2018 Richmond

XVI. Items Proposed for Discussion at Future Meetings

XVII. Other Matters

XVIII. Adjournment



Executive Committee Meeting  
Gordonsville Town Hall  
112 S. Main St., Gordonsville  
May 6, 2017

***In attendance:*** Jill Carson, Bob Coiner, Laurie DiRocco, Willie Greene, Ophie Kier, Christina Luman-Bailey, A.D. “Chuckie” Reid, Tommy Smigiel, and Pat Woodbury.

***Staff:*** Michelle Gowdy, Kim Winn

**Call to Order.** At 8:57 a.m. President Coiner called the meeting to order and informed the group that the Executive Committee would be taking up the issue of the Executive Director’s evaluation first.

**Executive Director’s Evaluation.** There was an extensive discussion by the Executive Committee regarding concerns about the turnover in personnel at VML, among other issues. Upon the Executive Director’s return to the room, she was informed that the following motion was approved on a 7-1 vote. Motion: The chair will select a personnel committee to hire a firm to do an assessment on VML’s strengths, weaknesses, and the areas needing the most attention. The chair established a committee of Ophie Kier, Staunton, Tommy Smigiel, Norfolk, and Pat Woodbury, Newport News. The chair will serve as an ex-officio member of the committee.

**Additions to Agenda.** There were none.

**Consideration of Minutes from January 25, 2017.** Luman-Bailey moved and Carson seconded a motion to approve the minutes from January 25, 2017, as presented. Motion approved without objection.

**Approval of Financial Report as of March 31, 2017.** Kier moved and Carson seconded a motion to approve the Financial Report as of March 31, 2017, as presented. Motion approved without objection.

**Consideration of 2017 – 2018 Budget.** Winn reviewed the proposed 2017 – 2018 budget. President Coiner asked that the proposed capital expenditure regarding the basement at 13 E. Franklin be postponed. Woodbury moved and Luman-Bailey seconded a motion to approve the 2017 – 2018 budget as presented. Motion approved without objection.

**Executive Director’s Report.** Winn reviewed the Executive Director’s report.

**Staff Report on 2017 General Assembly.** Gowdy presented a review of the 2017 legislative session.

**Report on Federal Issues.** Winn reviewed key issues at the federal level along with recent activities of the Federal Advisory Council.

**Staff Report on Amicus Briefs.** Gowdy reviewed the request from the City of Fredericksburg to file an amicus brief regarding notices prior to a decree of sale for

distressed property. Staff recommendation was to decline this request and no motion was offered.

**Stairway to Success.** Winn reviewed the Stairway to Success plans for 2017 and indicated that Michelle Gowdy had been asked to handle this program at this time.

**Go Green Update.** Luman-Bailey provided an update on the activities of the Go Green Advisory Committee and the annual awards program.

**Future Meetings.** The dates and locations of future meetings were reviewed.

- a. August 11/12 Virginia Beach
- b. October 1 Williamsburg (with the conference)

**Items Proposed for Discussion at August and October Meetings.** None.

**Adjournment.** There being no other business to come before the body, the meeting was adjourned at 12:46 p.m.

Respectfully Submitted,

Kimberly A. Winn  
Executive Director

## Financial Report as of June 30, 2017

Just a few notes regarding the financial report:

- These are unaudited end of year numbers so there will be adjustments once the auditors complete their work. The Executive Committee should be receiving the audit as part of the October board packet,
- Current numbers show a net of \$235,373 for 2016 – 2017. This amount will add to our reserves.
- With regard to the publications, it seems that we overestimated our revenues here. There are two issues that we need to consider. First, despite the fact that there is a subscription rate (\$8/year) for members, it is my understanding that we do not actually charge that fee. We do charge non-members (\$16/year). This doesn't come close to covering the cost of printing and/or mailing. The Communications staff and I have discussed this and we are going to do some analysis and bring back a proposal at a later date. In addition, we have seen declining interest in advertising. Again, we will include this in our analysis as well.
- The “sponsorships” line includes VML Bond/Finance Program and US Communities. The checks from both of those entities arrive at different times of the year and are a bit volatile in that it depends on purchases made by our members. We may want to lower the expectation on this line in the future.

Virginia Municipal League  
Statement of Revenues and Expenses  
For the Twelve Months Ending 6/30/2017

	Annual Budget	YTD Budget	YTD Actual	YTD Variance
<b>REVENUES</b>				
Membership Dues	\$1,187,040.00	\$1,187,040.00	\$1,163,646.00	\$ (23,394.00)
Annual Conference	305,500.00	305,500.00	293,707.50	\$ (11,792.50)
Workshops/Seminars	40,000.00	40,000.00	37,945.84	\$ (2,054.16)
Advocacy	42,000.00	42,000.00	36,350.00	\$ (5,650.00)
Investment Income	4,000.00	4,000.00	20,580.98	\$ 16,580.98
Publications	72,000.00	72,000.00	49,139.00	\$ (22,861.00)
Insurance Programs	900,000.00	900,000.00	925,000.00	\$ 25,000.00
Sponsorships	140,000.00	140,000.00	119,088.68	\$ (20,911.32)
Affiliated Groups	87,000.00	87,000.00	89,150.04	\$ 2,150.04
Miscellaneous Income	30,000.00	30,000.00	38,557.78	\$ 8,557.78
Gain from Disposal of Asset	2,000.00	2,000.00		\$ (2,000.00)
<b>Total Revenues</b>	<b>2,809,540.00</b>	<b>2,809,540.00</b>	<b>2,773,165.82</b>	<b>\$ (36,374.18)</b>
<b>EXPENSES</b>				
Compensation and Benefits	1,710,000.00	1,710,000.00	1,595,012.07	\$ (114,987.93)
Annual Conference	270,500.00	270,500.00	217,457.61	\$ (53,042.39)
Workshops/Seminars	40,000.00	40,000.00	46,857.36	\$ 6,857.36
HR & Financial Services	20,000.00	20,000.00	33,267.57	\$ 13,267.57
Travel	45,000.00	45,000.00	46,251.73	\$ 1,251.73
Office Supplies & Postage	30,000.00	30,000.00	24,205.00	\$ (5,795.00)
Office Maintenance & Equipment	20,000.00	20,000.00	25,344.12	\$ 5,344.12
Office Rent	3,000.00	3,000.00	4,102.00	\$ 1,102.00
Building Repairs & Utilities	40,000.00	40,000.00	41,391.89	\$ 1,391.89
Computer Services	43,000.00	43,000.00	30,788.91	\$ (12,211.09)
Dues & Subscriptions	23,000.00	23,000.00	8,697.06	\$ (14,302.94)
National League of Cities Dues	26,000.00	26,000.00	22,048.00	\$ (3,952.00)
Insurance Expense	25,000.00	25,000.00	15,915.49	\$ (9,084.51)
Professional Fees	50,000.00	50,000.00	46,353.79	\$ (3,646.21)
Advocacy	150,000.00	150,000.00	144,834.80	\$ (5,165.20)
Publications	76,000.00	76,000.00	70,731.60	\$ (5,268.40)
Executive Committee	37,000.00	37,000.00	30,243.13	\$ (6,756.87)
Depreciation Expense	35,000.00	35,000.00		\$ (35,000.00)
Miscellaneous	27,000.00	27,000.00	35,232.67	\$ 8,232.67
Special Projects	40,000.00	40,000.00	1,528.91	\$ (38,471.09)
Real Estate Tax	7,000.00	7,000.00	6,975.00	\$ (25.00)
Accumulated Leave Earned	50,000.00	50,000.00	90,554.08	\$ 40,554.08
<b>Total Expenses</b>	<b>2,767,500.00</b>	<b>2,767,500.00</b>	<b>2,537,792.79</b>	<b>\$ (229,707.21)</b>
<b>Net Revenue</b>	<b>42,040.00</b>	<b>42,040.00</b>	<b>235,373.03</b>	<b>193,333.03</b>
Checking Account			195,813.41	195,813.41
Invested Reserves			2,620,121.22	2,620,121.22



To: VML Executive Committee  
From: Kim Winn, Executive Director  
Date: July 27, 2017  
Re: Advocacy Team Training

With the recognition that we are going to have a relatively new advocacy team, I approached former legislator Preston Bryant about doing some team building and strategy discussions with the advocacy staff. You may recall that Mr. Bryant has worked with us over the last year on environmental issues and he will continue to do that. However, he is also a professional facilitator/mediator and he has agreed to work with us for a fee that is significantly lower than his regular charge. He has estimated a cost of \$5,000 for working with us in this manner. I am asking the Executive Committee to approve adding this amount to the staff training line in the VML budget.

For those of you that have not worked with Mr. Bryant before, his bio is below:

Preston is a senior vice president at McGuireWoods Consulting, where he works in the firm's infrastructure and economic development group. His experience lies in water, wastewater, and energy generation projects, and he advises clients on project site selection and regulatory affairs.

For the past 15 years, Preston's experience in environmental and energy matters has developed from his work in both the private and public sectors.

Preston was a partner for nearly a decade at Hurt & Proffitt, Inc., a Virginia-based civil engineering, surveying, and planning firm that specializes in large-scale residential, commercial, industrial, and institutional developments as well as transportation facilities. He also represented the City of Lynchburg and Amherst County in the Virginia House of Delegates for 10 years, where he was House patron of the state's nationally regarded public-private partnership statute (known as "PPEA"), passed landmark legislation on wetlands conservation, developed the nation's largest market-based nutrient credit exchange program (phosphorus and nitrogen) to advance upgrades to more than one hundred wastewater treatment plants, and overhauled Virginia's stormwater management programs.

As Virginia Secretary of Natural Resources in the cabinet of Governor Timothy M. Kaine, Preston led the state's six environmental, recreational, wildlife, and historic resources agencies, a staff of 2,200, and a \$420 million annual budget. He also helped write Virginia's first-ever statewide energy plan.

In 2009, President Obama appointed Preston to chair the National Capital Planning Commission, the central planning agency for all federal lands and buildings in Washington, DC, suburban Maryland, and Northern Virginia. At NCPC, he presides over a staff of some 45 planners, architects, engineers and other professionals



To: VML Executive Committee  
From: Kim Winn, Executive Director  
Date: July 27, 2017  
Re: Tax Reform Proposal

We are very concerned about the talk in Washington and Richmond about “tax reform.” That discussion generally includes locals losing revenue so that the state or federal governments can return it to some special interest.

It is time to consider a new strategy when it comes to our approach to this issue. I am afraid that if we keep saying “no” when we are up against monied interests that support campaigns, we will lose in the end.

Based on the experience that I had with this issue previously, I know that the business community can be an important partner. I have been working to develop a relationship with the state chamber. We have met jointly, VML advertises their events, and we participate in several of their events.

However, local chambers are often even more aligned with local governments than the state chamber. In conjunction with Dean Lynch at VACo, we have secured a proposal from a consulting firm to work with us to develop those relationships. The cost would be split between our two organizations.

The full proposal is attached, but the monthly cost to us would be \$2,750. They are recommending working with us through the 2018 session and then regrouping to see what our needs are.

## **Proposal to Support the Virginia Association of Counties and the Virginia Municipal League**

*Updated by Access Point Public Affairs, LLC*

*July 2, 2017*

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### **INTRODUCTION**

Thank you for our continued discussions about VML's and VACo's priorities with regard to local revenue and finance issues. As we discussed, we believe Access Point Public Affairs is uniquely well positioned to provide guidance and support to VML and VACo at a time when there is discussion about these issues among the gubernatorial candidates, as well as statewide, regional and local business organizations. Given that attention around these issues will continue to increase over the coming months, now is the time to develop and implement a strategy to ensure the interests of local governments are maximized in the discussions. The following briefly outlines how Access Point proposes to leverage its experience, relationships and credibility to advance and protect VML and VACo's interests on these important issues.

### **PROPOSED SCOPE OF WORK**

Per our discussions, given the enormity of the local revenue issues being discussed in various settings, we recommend a two-phased approach. The first phase will focus on messaging, outreach, relationship development and consensus-building around a narrower scope of issues where there may be agreement among local government and the business community. This first phase may then be followed by more traditionally substantive, potentially comprehensive work following the 2018 legislative session, where relationships and trust are more firmly established and perhaps compromise on some of the broader, more controversial revenue issues can be contemplated. We recommend further defining the components that may comprise the second phase of our efforts together following the conclusion of the 2018 session, when we can assess the status of efforts to date and identify appropriate next steps.

Additional detail about the items we propose to include in the initial phase of our work together are outlined below.

**Message and Policy Development** – Access Point will begin our work with a thorough review and evaluation of all relevant VML and VACo finance/revenue-related position statements and documents. Reviewing this information will familiarize Access Point with local government revenue positions and the rationale for those positions. Drawing from our awareness of the positioning of business organizations on revenue issues, we will also share strategic recommendations on messaging around your policy positions, as appropriate.



At this point in our efforts, it will also be important to ensure that we clearly define VML and VACo's critical priorities, preferences, and areas where there is room for compromise/movement on an issue. In addition, to the extent there are differences between the positions of VML and VACo, it will be important to reach consensus positions in these areas that both organizations can accept and support.

Included in position and message development will be an assessment of all data and information that may be used to objectively educate business organizations and policymakers about the fiscal challenges local governments face. We will work with VML and VACo members and staff to gather data that articulates services provided by local governments, impact of revenue streams, existing taxing authority, and other potentially relevant information. In addition to the challenges faced by local governments, we will also want to clearly articulate the opportunities you see and to the extent it's known, the potential pathways to pursuing those opportunities.

As part of this message and policy development effort, we will want to consider likely positioning, not only by business and key industry groups, but also policymakers, including the gubernatorial candidates, House and Senate leadership and money committee members and staff. Contemplating their priorities and how they communicate about those priorities as we refine and develop messaging and positions for VML and VACo can help to demonstrate where and how our priorities may align. This can also help to prepare us for the likely focus business and policymakers may have in our planned interactions.

Messaging and policy development will be ongoing throughout the course of our work together, but this up-front work will be critical to establishing a foundation for future efforts.

**Strategic Relationship Development** – Access Point will begin the relationship development component of our efforts by creating an inventory that characterizes and provides details about VML and VACo's existing relationships with business and industry stakeholders, as well as relevant policymakers. This will help us to understand any history that could impact collaboration with individuals and/or groups moving forward. We will want to track outreach and contact with key stakeholders and policymakers throughout our work together to enable us to better understand individual and organization priorities, sensitivities, and preferences as our relationship development efforts are implemented. Having this information will be extremely important to enable us to tailor our strategy and messages to maximize the opportunity for success.

A key focus throughout this relationship development effort will be educational. We will seek to, as objectively as possible, share the goals, challenges and perceived opportunities of local government as part of our outreach. Hand-in-hand with this will be listening and learning more about the business community's priorities, challenges and perceived opportunities.

As we discussed at our recent meeting, we may begin our outreach with business leaders with a discussion of some of the fiscal challenges facing local governments and ask that they share some of the challenges they face. Focusing on and reaching agreement on the outcomes we all desire for our communities and our Commonwealth, as opposed to the specific items that traditionally have divided business and local government interests, will be much more likely to lead to compromise and consensus. Support for economic development resources, infrastructure investment, K-12 funding, and reduction of unfunded mandates on local governments may be areas where shared priorities can be identified and pursued collaboratively, potentially during the 2018 legislative session.

We understand there likely will be areas where compromise can't be reached on specific issues. Operating professionally, honestly and with integrity in those instances where we will need to agree to disagree will be critical to establishing positive relationships of trust and respect.

From a process standpoint, Access Point will work with VML and VACo leadership and staff on our approach to conducting the outreach, which will include outreach at the state, regional and local level. Leveraging connections between regional and local chambers and their local governments will be extremely important in our outreach. It may well be the local and regional business organizations that we are better able to find consensus with because they tend to be closer to their communities than statewide groups. Strategically considering who serves in leadership for some of the statewide groups and the extent to which those individuals are locally connected may help in our outreach at the state level. We will work with you to incorporate this type of strategic thinking into our relationship development efforts to ensure we are doing all we can to maximize our success.

We understand that there are varying challenges and opportunities among Virginia's diverse communities. It will be important to ensure the interests of all within that range of communities, from rural to suburban to urban, be incorporated in our outreach and discussions.

Given the focus on these issues in the current environment, we recommend that outreach begin as soon as possible. Our hope is that this relationship development outreach can temper the tone and tenor around these issues as the elections approach, but timing will be important.

**Strategic Government Affairs Support** – VML's and VACo's efforts to strengthen relationships with business and industry groups should also be complimented with policymaker outreach that seeks to accomplish many of the same things. The government affairs component of our efforts may involve outreach beyond those policymakers who your organizations traditionally target. With all 100 members of the House of Delegates up for election in November, the timing is good to be communicating with them and using this opportunity to build and strengthen relationships. Similar to the goals of our outreach to business and industry, we recommend that educating and learning be the primary goals of our initial policymaker outreach. Primary targets of this outreach will be on the gubernatorial candidates, House and Senate leadership, and key members of the money committees. We believe that working with Access Point and leveraging our relationships in the legislative environment will help to compliment and broaden your existing relationships, potentially contributing to many successful outcomes for your organizations in the future.

Beyond relationship development, to the extent shared policy priorities are identified between local government and the business community, Access Point will work to coordinate legislative efforts to advance those priorities during the 2018 legislative session. This may include consensus development, legislative drafting, identification of patron(s), co-patron(s) and other supporters, legislative outreach, message and advocacy materials development, testimony before relevant legislative committees and subcommittees, overall advocacy coordination, and any other efforts necessary to advance identified consensus policies.

The scope of this work will only be limited to lobbying and advocacy for those policies where agreement has been reached by VML, VACo and a significant portion of the business community.

## **CAPABILITIES**

The partners at Access Point have been providing expert public affairs and direct lobbying support for more than 40 combined years. They have represented a broad spectrum of businesses and organizations, from small start-ups to multibillion-dollar global corporations, working on issues from tax and regulatory matters, to healthcare, education, workforce, energy, development and transportation.

The firm is bi-partisan, having supported elected officials on both sides of the political aisle and earning a strong reputation as a being policy-focused as opposed to politically focused. Access Point's outcome-focused approach to supporting client needs is another key differentiator. In addition, when working with Access Point, our clients receive direct, high level support from one or both of the firm's owners.

Among the firms' experience is representation of a number of major Virginia business organizations. This includes the Virginia Business Council, which includes the CEOs and senior executives of some of Virginia's largest employers, the Northern Virginia Chamber Partnership (includes the Dulles Regional, Greater Reston, Loudoun County and Mount Vernon Lee chambers of commerce), and the Virginia Association of Community-Based Providers, an association of private-sector behavioral health services providers throughout Virginia.

From a personal volunteer leadership standpoint, both Mike and Mindy Carlin are active and engaged leaders at the state and regional level. Mike is a past Chairman of the Board, current Board of Directors member and PAC member for the Northern Virginia Chamber of Commerce. He is also a past Board of Directors member, past Policy Committee Chairman and current PAC member for the Prince William Chamber of Commerce. Mindy is a past Chairman of the Board, past Policy Committee Chairman, past Executive Committee member and current Board of Directors member of the Loudoun County Chamber of Commerce, as well as a current Board member for the Dulles Regional Chamber of Commerce and a past Policy Committee Chairman and Board of Directors member for the Greater Reston Chamber of Commerce. Mindy also serves on the statewide Leadership Council for the National Federation of Independent Business (NFIB) and Mike is a past member of the Board of Directors for the Virginia Chamber of Commerce.

These strong business connections and relationships could be very valuable as VML and VACo seek to strengthen relationships and advance and protect the interests of your members on tax and local revenue issues.

More information about the leadership roles Mike and Mindy Carlin have played at the state and local level is available at: <http://www.accesspointpa.com/capabilities/>. In addition, more information about the firm's specific client experience is available at: <http://www.accesspointpa.com/selected-clients/>.

## **PROPOSED BUDGET AND TERM**

Access Point's approach to client relationships consists of a scope of work and letter of agreement that clearly articulates a fixed monthly or project fee that ensures the focus is on the delivery of high quality support and achieving the outcomes that are most important to clients.

For the items outlined in this scope of work, Access Point proposes an initial agreement term of 10 months, beginning upon signature to an agreement formalizing our relationship in July 2017 and concluding April 30, 2018. For this term, we propose a fixed monthly fee of \$5,500, which includes ordinary office and administrative expenses.

At the conclusion of the 2018 legislative session, we recommend assessing the status of our efforts and developing a plan for moving forward that may include an extension of our agreement at that time.

## **CONCLUSION**

Thank you, once again, for the opportunity to submit this proposal for your consideration. We believe Access Point is unmatched in its ability to leverage its relationships, credibility and proven track record of success in the legislative environment to help VML and VACo broaden its relationships to advance and protect the interests of your members on local revenue-related issues. Expanding the traditional focus of your outreach and relationships has the potential to significantly increase the credibility of your organizations among both business leaders and policymakers. We welcome the opportunity to discuss further how we may support your efforts and look forward to the opportunity to work with you.



In January of 2013, the VML Executive Committee met to begin the process of establishing a vision and strategic goals for the organization. They met again in February of 2014 to finalize the specifics. These are reviewed annually.

The RFP that was issued asking for an assessment of VML’s strengths and weaknesses focused on our strategic goals so I thought it might be helpful to have a brief overview of each goal, where we were in January of 2014, and where we are today. This is by no means comprehensive, it is simply an overview of accomplishments and challenges.

## Mission

*“The Virginia Municipal League is a statewide, nonprofit, nonpartisan association of city, town and county governments established in 1905 to improve and assist local governments through legislative advocacy, research, education and other services.”*

## Vision Statement

VML Shall:

- Work to build strong relationships among local, state, and federal officials;
- Serve as a communications hub for local governments;
- Facilitate the engagement of our members with the organization and facilitate the engagement of citizens with their local governments; and
- Maintain a financially stable organization that is staffed to serve the needs of the membership.

# Strategic Goals

## Building Relationships

Relationships are the critical foundation upon which successful organizations must be built. VML is committed to forming and maintaining relationships in order to provide excellent service to the membership and to promote the principles of good government.

- VML will develop and maintain strong working relationships with members of the General Assembly, the State Administration, and the Federal Delegation.  
Jan 1, 2014 – VML had a great working relationship with the new Governor, but I heard complaints (and witnessed for myself) that our staff was very negative in their approach with the General Assembly. Our staff was recognized as the experts in a number of areas including education finance and local human services. There was virtually no relationship with the federal delegation or the National League of Cities.

Today – Because we did not have a strong relationship with him, we worked to develop one with Speaker Howell. It turns out that this was critical when it came to stopping the initial Airbnb bill that would have preempted localities. We continue to have a strong working relationship with the current Governor and we have made contact with members of both campaigns to build a similar relationship with the next Governor.

We have established a Federal Advisory Council that developed a federal policy statement and we hosted our first reception on the Hill. In large part because of our increased involvement with NLC, we are going to be a part of a session in D.C. next week to discuss infrastructure and workforce development. We need to continue to expand our influence among all members of the General Assembly and the federal delegation.

- VML will facilitate networking among the membership and between VML and local government officials.  
Jan 1, 2014 – The VML Annual Conference and the Town Section meetings were good opportunities for local officials to network with one another and with VML staff. VML/VACo Day in Richmond, however, had become quite stale and some questioned why we were bringing folks to Richmond for a boxed lunch and a few staff presentations. The Executive Committee was particularly vocal about the need to change this event.

Today – The regional suppers have afforded an opportunity for staff and our members to get together on a regional level to discuss critical issues. In addition, these suppers include our member cities who were not a focus of the Town Section meetings. The

overhaul of VML Day has been a terrific success with local officials, members of the General Assembly, and members of the Administration actively participating.

- VML will build and maintain partnerships with peer associations, the business community, and other groups with mutual interests.

Jan 1, 2014 – As I made the rounds with our peer associations and other key partners, it became clear that there was very little participation on the part of the Executive Director or any other VML staff member. The split between VML and VMLIP in 2013 was an example of the brokenness in these relationships.

Today – This has been a key priority for me personally. VMLIP provides a little more than 1/3 of all of our revenues and the agreement with them expires in 2018. Their Managing Director, Steve Craig, and I have developed a great working relationship and I have been an active member of the VMLIP Board. This is a significantly improved relationship from when I arrived. I have also stepped up our participation in the National League of Cities. For the past year and a half, I have been serving as the Region 2 representative on the State League Steering Committee. This year, I was selected as Chair of that steering committee to represent the 49 Executive Directors across the country. In addition, I have served on the NLC Board, Executive Committee, Nominating Committee, and Finance Committee.

Dean Lynch at VACo and I try to have lunch together routinely and we have recently been working on a couple of projects to enhance our lobbying at the state level. In particular, we are trying to develop a program to establish stronger relationships with the business community as we believe this will be critical during the upcoming “tax reform” debates. In addition, we have made sure that our officers get together at least once a year. I am also a very active member on a variety of boards that are a part of VML/VACo Finance (another group that provides significant revenue to VML).

- The VML Executive Committee will promote and implement principles of ethical and effective leadership throughout the organization.

Jan 1, 2014 – As a general rule, the Executive Committee has been made up of individuals who are committed to this organization and want the best for our member localities. Board packets were being sent out in hard-copy notebooks.

Today – While we have done a couple of planning sessions since my arrival, we haven’t really done any specific board training. We established electronic packets which can be found on the VML website for both ease of access and enhanced transparency.

# Communications

Timely and substantive communication is critical to the overall mission of VML. As such we are committed to establishing both print and electronic communications to achieve the research, training, and advocacy goals of the organization.

- VML will develop a comprehensive communications strategy in order to tell the local government story and to establish VML as the primary information hub for local government officials.

Jan 1, 2014 – VML has a wonderful print publication in *Virginia Town & City*, but it was still being produced in black and white upon my arrival. The articles in both *VTC* and the *E-News* were too long for today's reader, but all of the publications included pertinent information. The website had a ton of information, but was hard to navigate and was not very interactive (no online conference registration, for example). There was virtually no social media presence.

Today – We have an established communications strategy (although I think that is something that will always been in flux depending on technologies and readers' preferences). *VTC* is now a full color publication with shorter articles and more graphics. The number of *E-News* publications has been reduced and the articles have been shortened to focus on the most critical issues. We have launched a very small social media presence, but I am hopeful that this will gain steam in the coming months.

- VML will explore and maximize ways to use communications in order to promote the legislative agenda of the organization.

Jan 1, 2014 – The promotion of the legislative agenda came primarily in the form of the *E-News*. We were sending the *E-News* three times a week, plus additional "alert" communications. The technology behind our electronic communications is outdated and it has limited some of our options.

Today – We now produce one weekly *E-News* on Fridays and only send alerts when there is something critical happening throughout the week. We have also used a webinar format on a number of occasions (prior to VML Day and after the session as a wrap-up). We are working to integrate our communications list with our database so that we can target individuals more effectively (e.g., contact local officials who have a member on a particular committee).

We have undertaken a technology assessment of the entire organization and we are into the implementation phase. This will migrate our website to a better platform, provide staff development and training, and update our database. All of our internal systems will benefit from the upgrades.



- VML will develop a comprehensive marketing strategy in order to build stronger relationships with the business community and to provide appropriate avenues for businesses to offer their services to the VML membership.

Jan 1, 2014 – There was no marketing strategy. When I asked about how we sought vendors for the conference, I was told that we sent a form to those that had been a vendor the previous year and other than that, we sent them information only if the vendor contacted us directly and asked for it. The same was true for our “sustaining” members.

Today – We developed a corporate engagement strategy that includes various levels of participation and offers packages to those that want to partner with us in this manner. It includes levels for those that simply want to be a sustaining member as well as those that would like to be more significant sponsors. We significantly increased the number of vendors at the trade show and we are working to develop an enhanced marketing database so that we can reach out to sectors of the business community that we have not reached before (e.g., accounting firms).

- VML will work to educate and assist the membership in learning to tell their story in a manner that effectively demonstrates the community building accomplished by local governments.

Jan 1, 2014 – While VML did a good job of telling the stories of our members’ successes, we had done little in the way of encouraging members to tell their own story.

Today – We have conducted several trainings at our Annual Conference to encourage members to develop ways to discuss both their accomplishments and challenges. VMLIP has developed a specific service in this area and we have referred individual communities to their communications staff for assistance.

## Engagement

Developing and maintaining an engaged membership is vital to both the short and long term success of VML. We will actively seek ways to engage our membership and to support citizen engagement in our local governments.

- VML will evaluate new ways to demonstrate the value of membership in VML along with the value of being an active participant in the association and our conferences.

Jan 1, 2014 – I was really surprised to learn about the small attendance at VML conferences. More concerning was the fact that many attendees were leaving the Annual Conference before the banquet in large part because of the length of the overall event. In addition, we held few training events and our training recognition program (VEOLA) had very few participants (as little as 15 when I asked for a list of active members).

Today – Working with the conference planning committee, we reduced the overall length of the conference and, despite a hurricane at the 2016 conference, we had to go to the overflow seating at the annual banquet! We received very positive feedback about this change. We have also established the Virginia Leadership Academy which incorporates the trainings that we were already doing into a multi-level training program. We have only held three free-standing events (one in person training and two webinars), but I am excited about the possibilities here. Our staff has just returned from the State Municipal League Staff Workshop where they had a chance to see what other state leagues have been doing in this area and they are excited to try some new things!

- VML will work to identify ways to improve citizen engagement, including ways to enhance the civics knowledge of Virginia’s students.

Jan 1, 2014 – VML wasn’t involved in any citizen engagement program of which I am aware.

Today – Beginning in 2014, we established the “If I Were Mayor” essay contest. To date, nearly 3,000 children have written essays about what they wanted for their communities and what it would be like to have their voice heard. In addition to the teachers that have been involved, mayors have gotten into the act as well, hosting town hall-like sessions, tours of city hall, and more. This summer, we are conducting a survey to find out which communities have youth councils or youth representatives involved in the city or town. We hope to put together a pilot program for youth delegates to attend our conference.

- VML will identify and implement programs to encourage the membership to play a more active role in advocacy at both the state and federal level.

Jan 1, 2014 – Advocacy clearly was the primary goal at VML and, at the state level, the membership seemed relatively involved. There was no involvement at the federal level. And, the Executive Committee did not play a role in the policy process, even though the board is called upon to make decisions during the session from time to time.

Today – We have enhanced our work at the federal level, but we still have work to do in this regard. There is also a need to evaluate the entire policy process to see if there are ways to further engage the membership.

## Finance

In order to evaluate existing programs and plan for the future of the organization, VML must maintain a strong financial position. VML is committed to maintaining and modernizing accurate and appropriate financial systems.

- VML will evaluate existing programs, seek efficiencies, and make recommendations for staffing changes in order to accomplish the strategic goals of the organization.

Jan 1, 2014 – VML was, and is, a financially stable organization. However, it had been some time since programs were evaluated and strategic goals established. For example, the VML staff leave policy allowed for 90 days (675 hours) of leave to be accrued by each employee. That left us with an outstanding liability of nearly \$300,000 on a budget of approximately \$2.5 million. When I inquired about an internal budget for the annual conference (with expenses in excess of \$200,000), I was told that we don't do that.

Today -- The Executive Committee established specific strategic goals and those have guided most decisions. In addition, each program was evaluated, and changes suggested where appropriate. The leave time accrual was reduced to 60 days of leave. With that policy change and several retirements, we have cut that liability nearly in half. We now do an internal budget for the annual conference and I track staff salaries and benefits so we can know where we are at any given time.

- VML will seek strategic partnerships, where possible, in order to enhance our ability to provide top quality programming and services for the membership.

Jan 1, 2014 – VML was doing a good job of working with various groups and individuals for the purpose of providing substance during our events, such as the annual conference.

Today – As we enhance our programming, we are looking at ways to enhance these relationships. For example, trainings hosted by VMLIP will be counted as credit toward our Virginia Leadership Academy training. And, I have now met with folks from three different PDC's with the hope that we can find areas of common ground for partnership.

- VML will enhance financial reporting and modernize financial systems where appropriate.

Jan 1, 2014 – I was quite shocked at the lack of financial reporting for the Executive Committee as well as some of the financial practices of the organization. We did not take credit/purchasing cards and we did not have credit/purchasing cards for staff. This meant that for our members, there was no online registration and I am told that when a card was necessary, the Executive Director used his personal credit card for transactions. In addition, when the Director or a few other staff members wanted to, they were allowed to cash in leave time for cash. All staff was not aware of this option and there was no limitation on the practice.

Today – I spent a good deal of time in my first six months setting up a new chart of accounts for the organization. We needed the ability to track revenues and expenditures with regard to the established budget. In addition, we now take credit/purchasing cards and each staff member has been issued a credit/purchasing card. This has allowed for online registration for our members and much better internal tracking and controls of expenditures. With regard to leave time, I established a consistent policy that any employee that wanted to cash out leave time could do so once a year in an amount up to 5 days.

The Executive Committee now receives multi-year reports as part of their budget process and updated year-to-date financials at each board meeting. Finally, the folks that had been doing the audit tried to charge us \$27,000 in my first year (an amount equal to what they charged for auditing VML, our affiliates, and VMLIP). As you can imagine, VMLIP was a significant portion of that and I questioned this. I was able to negotiate a reduction of the charge for year one. We then did an RFQ for proposals and we ended up using the same firm, but at a price of \$17,500, \$18,000, and \$18,500 for the next three years (saving the organization in excess of \$25,000).

To: Executive Committee

From: Michelle Gowdy, General Counsel  
Janet Areson, Director of Policy Development  
Michael Polychrones, Director of Member Services

Date: July 10, 2017

Re: Interim Legislative Activities

The Policy Committees met on July 20 and 21<sup>st</sup> in Richmond. Here are summaries of their programs and who hosted each committee meeting.

**The General Laws Policy Committee (Michelle Gowdy)**

The General Laws Policy Committee, chaired by Town of Crewe Councilman Phil Miskovic, will have a presentation by the York County Fire Department & Sheriff's Office joint drone team. They will demonstrate the usefulness of drones as well as begin a discussion on local governments use of drones.

An update on the latest Wireless Infrastructure workgroup and proposed legislation will also be provided and a discussion on the FOIA issues and 2 major FOIA cases that have been decided recently.

This committee has also asked for brief updates on emergency shelters and guns, pension reform, HB599 funding, Internet-based businesses, Landscape materials, consumer fireworks and the Party-ID bills.

**Finance Policy Committee (Janet Areson and Sandy Harrington)**

The Finance Policy Committee will have a presentation from Jim Regimbal, Principal, Fiscal Analytics, Ltd. on Virginia's financial state. They will then hear a presentation from Martha Mavredes, Auditor of Public Accounts on how to measure local fiscal distress. Given all of the communications talk in Virginia lately, Joseph Mayer, a lead tax policy analyst from the Department of Taxation will talk about the Virginia Communications Sales Tax. The staff will also provide updates on HB599 (state assistance to local police), taxing, licensing and regulating internet based businesses and services, lotteries for localities and reverse mortgages/tax deferral programs.

**The Transportation Policy Committee (Mike Polychrones)**

Will have a presentation by the Virginia Department of Rail and Public Transportation on the impending fiscal cliff approaching those localities who operate a transit service in 2018-2020 timeframe and available (if any) means to prepare and assist in the continuing operation. Also, there will be a brief presentation on the new Commonwealth Maintenance reimbursement funds. We have requested some assistance from VDOT to explain how this will affect the cities and

towns. There will also be revised and additional language in the draft policy statements on both subjects, in addition to general discussion for any changes to the policy statement that the current committee wishes to make. Also included will be language on Floor for regional gas tax, using the state's floor.

### **The Environmental Quality Policy Committee (Mike Polychrones)**

There will be a joint session on Solar Energy that may lead to some committee discussion and possible inclusion in the policy statement, etc. about the localities abilities to regulate in this increasingly popular green energy producing effort. Also, there will be a discussion to create policy language to show our support of the Green economy efforts, solar/wind farms etc. as to encourage furtherance of this as an Economic Development effort. Revisiting VML position on the Regional Greenhouse gas initiative will be discussed. Additionally, there will also be a general discussion for any changes to the policy statement that the current committee wishes to make.

### **Community and Economic Development Committee (Michelle Gowdy)**

The Community and Economic Development Committee, chaired by Town of Marion Manager W.T. "Bill" Rush, will have a presentation from Chris Lloyd, Senior VP and Director, Infrastructure and Economic Development, McGuireWoods Consulting on GO Virginia and Short-term rentals. There will also be an update on the short-term rental bill and discussions with local jurisdictions.

Matt Weaver from the Department of Housing and Community Development will provide an update on CDBG Grants. Updates from staff will also be provided on broadband, proffers and land use in general. Steve Marzolf from VITA will also discuss next generation 911.

At the end of the day, they will meet with the Environmental Policy Committee to hear a presentation by Alexander Macaulay on the future of Solar Energy in Virginia.

### **Human Development and Education Committee (Janet Areson and Sandy Harrington)**

The Human Development & Education Policy Committee, chaired by Virginia Beach Councilwoman Shannon Kane, will take up two issues referred by the Legislative Committee: opioids, and decriminalization of marijuana.

The committee will discuss the information available from other states that have pursued decriminalization and local government stances on the issue for consideration by the Committee.

Jodi Manz, Policy Advisor in the Office of the Secretary of Health and Human Resources, will talk to the Committee about the opioids issues and policy initiatives at the state level. Jodi is the expert on the issue in the HHR Secretary's office; her presentation will be very helpful to the Committee as it considers principals and potential policy/legislative positions on this topic.

In addition to those two issues, the Committee will hear from Jennifer Faison with the Virginia Association of Community Services Boards regarding the Deeds Study of Mental Health in

Virginia (now in its third year) as well as other initiatives that affect CSB services and potentially the local government match and local responsibility for behavioral health services. Each year the Deeds Study has become more specific in its recommendations, and this coming year is going to be important in terms of issues of financing and responsibility of services at the community level.

Jim Regimbal with Fiscal Analytics will talk about education funding and issues that may affect local governments in the coming months/next session.

To: Executive Committee

From: Michelle Gowdy

Date: July 10, 2017

Re: GO Virginia

GO Virginia has asked that VML consider joining its coalition and I have attached the GO Virginia Commitment Form. To list some of their other partners: Virginia Chamber of Commerce, Virginia Association of Planning District Commissions, various regional groups as well as higher education institutions. The full list can be found at: [GOVirginia](#).

VML has in the 2017 Community and Economic Development Policy statement the following language: “Incentive programs, such as GO Virginia, the Commonwealth’s Opportunity Fund and the Virginia Enterprise Zone Program are important economic development tools, particularly in a challenging economy. The state should work with local governments to ensure that economic development efforts focus on improving opportunities in economically troubled areas.” In addition, the policy committee had presentation from Chris Lloyd, Sr. Vice President and Director, Infrastructure and Economic Development for McGuireWoods Consulting on GO Virginia.

Mr. Lloyd has also asked if GO Virginia could present at the VML Annual Conference later this fall.





VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

# GO Virginia Coalition Commitment Form

GO Virginia is a statewide grassroots campaign to mobilize business and community leaders, partners in education and government, and interested citizens to work for state policies that will help secure a future of expanding opportunity for all Virginians. **Bipartisan and business-led**, GO Virginia provides a regional framework for implementing other private sector-focused economic strategies, including Governor McAuliffe's *New Virginia Economy* plan, the General Assembly's *Top Jobs* legislation, the Virginia Chamber's *Blueprint Virginia*, and VBHEC's *Grow by Degrees* initiative.

## Our Goals

- **To raise awareness** of Virginia's significant, new economic challenges and opportunities;
- **To mobilize business, education, and community leaders** in each part of Virginia to work collaboratively for economic development, job creation, and career readiness; and
- **To make Virginia's state government a strong and effective catalyst** for this strategic, job-focused regional collaboration through financial incentives, technical support, and other assistance.

## Statement of Support

I stand with the Virginia Business Higher Education Council, the Council on Virginia's Future, and a bipartisan coalition of state business, civic, and education leaders in support of the GO Virginia initiative to help strengthen Virginia's economy in each region. The success and sustainability of Virginia's economic future depends on strong *private-sector* growth in each region, and I support state policies that encourage business, education, and local governments to work together to create jobs and achieve shared economic development goals. I believe state investments can help leverage private, local, and other investment to grow key industry sectors, encourage localities to cooperate rather than compete for new business investment, better align education and training programs with marketplace demand, and develop needed infrastructure to support economic growth.

By completing this form, I authorize GO Virginia to list myself or my organization, as indicated below, as a coalition member on the GO Virginia website at [govirginia.org](http://govirginia.org) and in other written materials and to send me periodic updates via e-mail. Additionally, my organization will publicly support GO Virginia through one or more of the following:

- Participate in coalition-sponsored events such as roundtables, news events, etc.
- Actively participate in the legislative process via letters/e-mails or testimony at public meetings
- Share information about GO Virginia with our membership/colleagues or through various communication channels such as e-mail, Facebook and Twitter
- Lend our name to press statements and participate in media opportunities as appropriate
- Author/submit opinion pieces or letters-to-the-editor for publication in local newspapers

Yes, I agree to serve as a GO Virginia coalition member as an:                      **Individual**                      **Organization**

Signature: \_\_\_\_\_

Date:

Printed Name:

Title:

Organization:

Phone:

E-mail:

Address:

**Please fill out and return to [info@govirginia.org](mailto:info@govirginia.org).**



CONGRESSMAN  
**BOBBY SCOTT**  
REPRESENTING THE THIRD DISTRICT OF VIRGINIA

FOR IMMEDIATE RELEASE  
July 25, 2017

CONTACT  
[Gabrielle Brown](#), (202) 225-8351

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## **Scott joins National League of Cities to Highlight Need for Workforce Development**

WASHINGTON, D.C. – Today, Congressman Bobby Scott (VA-03), the Ranking Member of the Committee on Education and the Workforce, hosted a policy briefing in coordination with the National League of Cities (NLC) on their recent report “The Future of Work in Cities.” The policy discussion highlighted strategies that can provide support to cities and the economic impacts of workforce development at the federal level.

The briefing included testimony from Dr. Patricia P. Woodbury, Councilmember, Newport News, Virginia. A South Hampton native, Dr. Woodbury has a long history of supporting workforce development programs that increase the employability of citizens within Newport News. Her on-the-ground experience provided an in-depth analysis on the trends and real-world implications of workforce development.

“Investing in our workforce is now more important than ever,” said Rep. Scott. “The technological innovations that make our day-to-day lives easier also present a challenge to maintaining job growth in our cities. Driverless cars and other innovations present the same threats to jobs that ATM’s posed to bank tellers and self-check-in kiosks posed to jobs at airports. When jobs disappear, problems appear: crime, drug use, and teen pregnancy in addition to loss of homes and an eroding tax base. When technology threatens to displace workers, we must invest in a workforce development system that can quickly respond and prepare workers for a changing labor market.”

###

*Congressman Robert C. "Bobby" Scott represents the 3rd Congressional District of Virginia, which includes all of the cities of Franklin, Newport News and Portsmouth, parts of the cities of Chesapeake, Hampton, Norfolk and Suffolk, and all of the county of Isle of Wight. In Congress, he serves as the Ranking Member of the Committee on Education and the Workforce.*

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1201 Longworth House Office Bldg. Washington, DC 20515



To: Executive Committee

From: Michelle Gowdy, General Counsel

Date: July 10, 2017

Re: Amicus Update

As you recall, the below listed request was made in the fall of 2016 and VML did contribute along with VACo and LGA to submit an amicus brief on this important local government issue. Sharon Pandak of Greehan, Taves, Pandak & Stoner drafted the amicus brief.

The Virginia Supreme Court ("Court") after hearing oral argument (which I attended) issued their opinion on June 15, 2017. In the end, the court remanded the case for further proceedings. I will summarize the specific findings.

The first question that the court considered was whether the Circuit Court's finding that the complaint from the insurance companies failed to state a claim for inverse condemnation. The Court found that the trial court was correct on this question.

The second question was whether the Circuit Court properly denied that insurer's motion for leave to amend their complaint; the Court found that the Circuit Court should have allowed leave to amend the complaint. Therefore the case will have to be remanded and litigated again in Circuit Court.

The Court spends a lot of time in the opinion discussing what inverse condemnation is legally and how it can be applied. They also strongly assert that compensation for damage if an inverse condemnation is successful could apply to either personal or real property.

### **Original Request**

The County of Arlington has asked VML to consider an amicus brief on the matter of *AGCS Marine Insurance Company, A/K/A Allianz Global Corporate & Specialty A/S/O Harris Teeter, et. al. v. Arlington County (Record No. 160221)*.

The appeal was granted by the Supreme Court of Virginia on September 14, 2016, which makes the appellants' brief due on October 24<sup>th</sup> and the County and any amicus briefs due on November 18<sup>th</sup> <sup>provided</sup> everyone is timely in their filings.

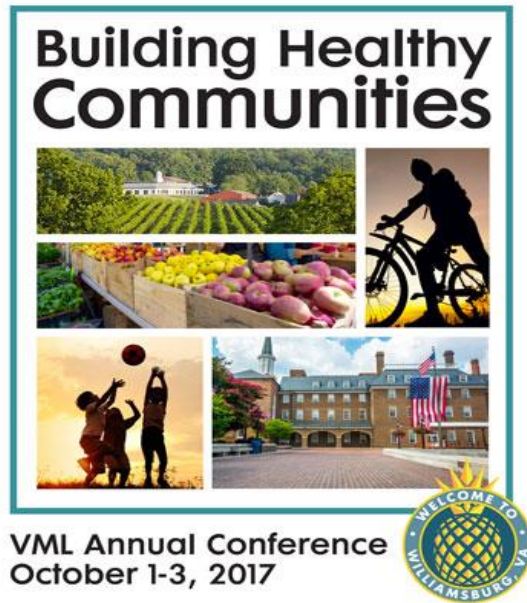
The assignments of error as listed by the Supreme Court are the following:

1. The Circuit Court erred in sustaining the County's demurrer when Plaintiffs' complaint contained sufficient allegations of material fact to state a claim against the County for inverse condemnation.
2. The Circuit Court abused its discretion by denying Plaintiffs' motion to amend their complaint when the amended complaint sufficiently stated a claim against the County for inverse condemnation.

Currently, I am waiting on information from the Local Government Attorney's Association Amicus Committee ("LGA") which should clarify exactly what issues the Supreme Court will hear. If the Supreme Court is going to hear any testimony on the matter of converting a sovereign immunity claim

into a tort claim, then I would recommend that VML work with the LGA and Virginia Association of Counties (“VACo”) on an amicus brief.

Discussion thus far have included potentially contributing up to \$2,000 by each entity to hire Monica Taylor Monday, an appellate attorney at Gentry, Locke, Rakes and Moore in Roanoke, Virginia. LGA had consulted with her prior to contacting us; I would recommend working on a process with LGA and VACO on how these decisions are made in the future.



**Sunday, October 1**

- |                    |   |
|--------------------|---|
| 10:00 am – 6:00 pm | <b>Registration</b>   |
| 10:00 am – 6:00 pm | <b>Exhibit Hall Open</b>  |
| 12:00 pm – 1:00 pm | <b>Executive Committee Lunch</b><br>Jefferson Ballroom                |
| 1:00 pm – 2:00 pm  | <b>Executive Committee Meeting</b><br>Jefferson Ballroom              |
| 1:00 pm – 3:00 pm  | <b>Mobile Workshop</b>  |
| 2:00 pm – 3:30 pm  | <b>Legislative Committee</b><br>Piedmont Room                         |
| 3:30 pm – 5:00 pm  | <b>Opening Session with Keynote</b><br>Colony Room                    |
| 6:30 pm – 9:30 pm  | <b>Host City Night</b><br>Williamsburg Capitol                        |
| 9:00 pm – 10:00 pm | <b>Outgoing President’s Reception</b><br>Historic George Tucker House |

**Monday, October 2**

- |                   |  |
|-------------------|--|
| 7:45 am – 8:45 am | <b>Nominating Committee Meeting &amp; Breakfast</b><br>Heritage Room |
|-------------------|--|

7:45 am – 8:45 am	<b>Women In Local Government Breakfast</b> Allegheny Room
8:00 am – 8:45 am	<b>Continental Breakfast in Exhibit Hall</b>
8:00 am – 1:00 pm	<b>Exhibit Hall Open</b>
8:00 am – 3:00 pm	<b>Registration</b>
9:00 am – 10:00 am	<b>General Session with Keynote</b> Colony Room
10:30 am – 11:45 am	<b>Business Meeting</b>
11:45 am – 1:00 pm	<b>Spouses Program Luncheon</b> Offsite
11:45 am – 1:00 pm	<b>NBC-LEO Program &amp; Luncheon</b> Patriot Room
11:45 am – 1:00 pm	<b>VLGMA Luncheon</b> Allegheny AB
11:45 am – 1:00 pm	<b>First Cities Luncheon (or breakfast TBD)</b> Colony Room
12:00 pm – 1:00 pm	<b>Lunch in Exhibit Hall</b>
1:30 pm – 2:45 pm	<b>Section Meetings (elections &amp; workshops)</b>
1:15 pm – 3:00 pm	<b>VLGMA Board Meeting</b> Piedmont Room
3:00 pm – 4:00 pm	<b>Workshops</b>
3:00 pm – 4:00 pm	<b>Past President's Meeting</b> Piedmont Room A
3:00 pm – 5:00 pm	<b>Mobile Workshop</b>
4:00 pm – 5:00 pm	<b>Workshops</b>
6:30 pm – 7:00 pm	<b>President's Reception</b> Piedmont Room BC
6:30 pm – 7:00 pm	<b>Banquet Reception</b> Virginia Room ABC
7:00 pm – 8:15 pm	<b>Annual Banquet</b> Virginia Room DEF

8:15 pm – 10:00 pm **Entertainment**

9:30 pm – 10:30 pm **Incoming President's Reception**

**Tuesday, October 3**

8:00 am – 10:00 am **Continental Breakfast & Roundtables**  
Virginia Room

10:00 am – 11:30 am **Closing Session**  
Colony Room

- Recognition of VEOLA Graduates
- Presentation of Go Green certificates
- Heal Campaign Awards
- Stairway to Success Awards
- Keynote Speaker/Panel



# Virginia Municipal League

# If I Were Mayor

## ESSAY CONTEST

### Contest Rules

- The contest is open to all Virginia students enrolled in the 7th Grade during the 2017-2018 school year.
- Each entry must include the student's name, school, teacher's name and teacher's email.
- Essays must be typed.
- Essays must be 200 – 500 words.
- Essays must address the subject of what the student would do if they were elected mayor.
- Only one essay may be submitted per student.
- Essays will be judged based on the following: originality, persuasiveness, understanding of city, town and county services, and proper use of composition and written expression.
- Essays must be received at the VML office by Monday, Dec. 4. Winners will be notified in early January 2018.
- Essays will not be returned.
- VML retains the right to publish essays along with the names of each student.
- Submit entries to: VML, Attn: 7th Grade Essay Contest, P.O. Box 12164, Richmond, VA 23241.



THE VIRGINIA MUNICIPAL LEAGUE (VML) invites all Virginia 7th Graders to join its essay contest, "If I Were Mayor," to tell others what they would do as mayor to make their cities and towns great places to live.

Promoting good local government is important to VML, and this essay contest provides students the opportunity to reflect on the important role of elected officials in their own city or town.

Regional winners from around the state will be selected. Winners will receive a \$150 cash prize and plaque. One statewide winner will also be selected and will receive a \$250 cash prize and plaque. The winners, along with their teachers, will be recognized at a special ceremony in Richmond.

For more information, contact Sherall Dementi at [sdementi@vml.org](mailto:sdementi@vml.org) or visit <https://www.vml.org/education/essay-contest>.



Trey Mitchell of Lawrenceville, Va., was the 2016-17 statewide winner of the League's annual "If I Were Mayor" Essay Contest.