

# VIRGINIA

TOWN & CITY

VOLUME 47 NO. 8 OCTOBER 2012

The magazine of the Virginia Municipal League

*Be a part of history in Williamsburg*



VML Annual Conference  
Sept. 23-25, 2012



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**About the cover**

*Guests of all ages enjoy exploring the Historic Area of Colonial Williamsburg and its unique world-class museums, intriguing exhibits, lively lectures and hands-on activities for children. Photo courtesy of Colonial Williamsburg.*



**VML Annual Conference  
 Sept. 23-25, 2012**

*"I hope that walking in the footsteps of patriots will inspire you, motivate you, and affirm your dedication to those ideals that drew all of us to serve our communities, our Commonwealth and our nation."*

**... Williamsburg Mayor  
 Clyde A. Haulman**

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The magazine of the Virginia Municipal League

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**Virginia Municipal League Annual Report**



After a very busy and very productive year of representing the interests of local government, the Virginia Municipal League pauses to reflect on its many accomplishments. From the state capitol in Richmond to the halls of Congress in Washington, VML continues to be an essential voice in the debates surrounding some of the most important public policy issues of the times.

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### Purcellville... Something for Everyone

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**2012 Siemens Sustainable Community Award Winner**

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**CITY OF WILLIAMSBURG**  
Office of the Mayor and City Council

Greetings!

On behalf of my fellow Council members and the residents of Williamsburg, I am pleased and honored to welcome the members and families of the Virginia Municipal League, as you gather in Williamsburg for your annual conference Sept. 23-25, 2012.

You've chosen a beautiful time of year to visit, and I invite you to take some time to explore all we have to offer.

Established in 1699, the City of Williamsburg is rich in historical and cultural resources. We're home to two internationally renowned institutions, the Colonial Williamsburg Foundation, the world's largest living history museum and a national center for civics education; and the College of William and Mary, the second oldest university in the United States. William & Mary produced the first student honor code, the first law school in America, and is the alma mater of Presidents Thomas Jefferson, John Tyler and James Monroe.

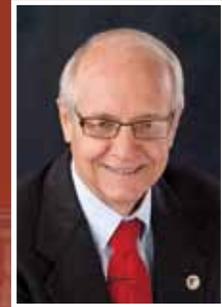
It's fitting that you, as individuals who have answered the call to serve, come to the city where the ideals that formed our nation were nurtured by patriots such as George Washington, Thomas Jefferson and Patrick Henry. Although today we face difficult challenges that can be frustrating and disillusioning, we can't lose sight of those ideals – a belief in responsible leadership, public service, self-government, individual liberty and equal opportunity.

I invite you to take the time you're here to remember that in spite of the frustrations and disappointments we may face, we're continuing the good fight those patriots began in the 18th century, and that we're stewards of the liberties they risked their lives to secure.

I hope that walking in the footsteps of patriots will inspire you, motivate you, and affirm your dedication to those ideals that drew all of us to serve our communities, our Commonwealth and our nation.

Sincerely,

Clyde A. Haulman  
Mayor  
City of Williamsburg



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Mayor



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a forum for Norfolk's residents and community leaders to meet, exchange ideas and explore opportunities for collaboration around the Neighbors Building Neighborhoods theme.

### **NBN Experience**

Training to provide residents the fundamentals and principles of effective community organizing, engagement and sustainable healthy neighborhood practices.

## **Neighbors Building Neighborhoods**

Changing the mindset, changing Norfolk

The City of Norfolk is empowering residents to create an environment where all members of the community work together to identify and mobilize the positive attributes of the neighborhood and promote it as a great place in which to live, work and invest.

To learn more about Neighbors Building Neighborhoods and this dynamic initiative, visit our interactive website at [www.norfolk.gov/nbn](http://www.norfolk.gov/nbn)

NEIGHBORS  
BUILDING  
*Neighborhoods*

# A commitment to performance

## *Better measurement yields better management that yields better results in Williamsburg*

**M**EASURING performance in government is inherently difficult but inescapably necessary. Local governments, large and small, struggle with finding meaningful measures for many lines of municipal business. And they have struggled to put timely performance data in the hands of the people who can best use them to become better “evidence-based” policymakers and managers.

To watch a short instructional video for first-time users of the Williamsburg Dashboard technology, go to [www.williamsburgva.gov/dashboards](http://www.williamsburgva.gov/dashboards).

As part of its ongoing effort to improve performance and transparency, the City of Williamsburg has launched a groundbreaking web-based system of public dashboards that graphically display real time data on the city’s performance across all of its operations. Anyone with internet access can view at any time the information directly from city databases. They can view the dashboards on their own PC, laptop or tablet, or even on a computer in the lobby of the Municipal Building.

In addition to real-time information, the charts and graphs include data from previous fiscal years to show trends and comparisons. The dashboards are both integrated with and an extension of the city’s Performance Management System, which received a 2010 Governor’s Technology Award as a driver for

innovation and increased efficiency, and the International City/County Management Association Center for Performance Measurement Certificate of Distinction.

The data are organized by 10 specific areas of city council’s Goals, Initiatives and Outcomes (GIOs), representing the major goals that the governing body hopes to accomplish within the biennium. These range from Community Engagement and Character of the City to Economic Vitality and Environmental Sustainability. Contained within these major goal areas are metrics that help the city determine how it is progressing against achieving these stated



**A link to the dashboards is included on the homepage of the city website.**

goals, such as retail sales, hotel room rentals, energy usage in city facilities and EMS response times. Measures also come from the National Citizen Survey conducted for Williamsburg in 2008, 2010 and 2012, and include national benchmarks.

### **Adaptable for changing audiences and interests**

As a subset of Economic Vitality, a special dashboard on tourism was introduced in early 2012 and includes: Meal and Room Tax Revenue, Hotel Occupancy, Room Nights Sold, Number of Restaurants and Hotels in the city, and – perhaps most significantly for stakeholders and policymakers – a Tourism Return on Investment. It shows the amount of revenue realized by the city versus the amount of money allocated for tourism promotion through contributions by the city to the Colonial Williamsburg Foundation and the Greater Williamsburg Chamber & Tourism Alliance.

### **Development of a performance management system**

The citywide Performance Management System enables every department to track specific indicators showing performance trends and targets, and report those measures via reports and web-based dashboards. This program is the response to the city’s challenge to build an effective, comprehensive performance management system resulting in better outcomes for Williamsburg citizens, and do so with no additional city staff and at a time of declining annual budgets. This innovative system includes buy-in and participation among all levels of staff in all departments and results in greater transparency, accountability and improved service to citizens. It’s also an example of how a creative use of technology not only supports the city’s strategies and goals, but by its flexibility and responsiveness to data, can actually help define those goals, now and in the future.

In 2008 an application was created to expand citywide data collection and reporting capabilities with dynamic departmental operat-



**Residents can track a dizzying display of performance measures and trends using the dashboards.**

ing reports with real time data. Created by private software developer EMGovPower (Charlotte, N.C.), in partnership with the city’s finance and IT directors, the new software cost about \$17,000 and interfaces with the city’s financial, tax and utility billing, codes compliance, human resources, work orders, and property assessment systems. The new software standardizes, expands and automates several hundred performance metrics for the monthly departmental operating reports. The software pulls numbers from other city databases, as well as direct input by city staff. As a result, city staff members now only enter new data once each month.

Monthly reports are used by city staff, but the reports are shared with City Council and the public for council deliberations and public conversations.

The second phase of the system produces charts and graphs organized into user-specific dashboards to display performance metrics, monitor departmental operations and budgets, and see longer term trends. Development of the system cost \$10,000 and is managed by the city’s IT staff. City employees create dashboards related to their specific work tasks and budgets, and they have access to other dashboards, giving them insights into other departments and their functions, as

well as how their own work relates to the larger organization. Dashboards are updated continuously from live databases, providing the most current trend data available. Real time dashboards are tailored for public use and available on the city’s website.

In addition to the technical requirements of the system to record, track and analyze data, it needed to be relevant and easy both for staff to input and use to improve performance. It also needed to be an effective and flexible to tool

to educate and inform Council and citizens about the work of staff.

**Innovation and technology solve problems, expand possibilities**

The city’s performance measurement initiative is changing the way staff thinks about service delivery. Staff continues to identify meaningful measures, analyze data, and actually use the information to improve



**Dashboards can be viewed on a computer in the lobby of the Municipal Building.**

*“The Public Dashboards are the latest component of the larger vision of city leadership to find systems and tools that measure operational progress and lead to better performance. They provide the data for making assessments and enable staff, council and the public to make the connection between performance, productivity, the budget and achievement of goals.”*

Jack Tuttle  
City Manager

performance. It drives outcome indicators and input/output metrics to every level in the organization. Simply put, it helps managers make better decisions. And in the current economy where cities have to do more with less, smart decisions are essential to maintain service levels and show the citizens they’re getting the most bang for their buck.

The innovative system has transformed the way employees collect and report data. Data tracking is assigned to key staff members, with strict timelines for data to be added so reports are more accurate and timely. Additionally, the use of data-driven dashboards puts the information in front of the manager, supervisor or employee so that decisions are based on actual data.

By creating a system that is easy to use and efficient, the performance measurement culture continues to grow stronger. Since more data than ever is made public each month, there is more impetus to make the data and measures accurate. The city’s commitment is evidenced by the strong staff involvement on many levels.

City Council routinely asks question about data presented in the monthly operating reports, and now staff is ready with answers. All monthly reports are available on the city’s website. Meetings are broadcast live and archived for public viewing, all increasing transparency and accountability to the citizens.

All this is possible with existing staff resources, even for a small city with only 182 employees. To continue the journey, the city manager,

assistant city manager, finance director and IT director, together with all seven department heads, make up a strategic planning team. Performance management will continue to be the first priority, even in a time of declining annual budgets. In fact, city government must continuously improve in such times if it is to fulfill the vision for Williamsburg.

### **Dashboards in action**

- The city manager noticed that police average responsive times were low compared to Emergency Medical Service (EMS) response times. That metric led to a plan to dispatch both a police officer and EMS to emergency medical calls. Equipped with AEDs and basic first aid training, a police officer’s earlier arrival can now save a life in that critical gap. Better measurement yields better management, which yields better results.

- The fire chief watches records of the number of inspections on a monthly basis to track fire safety and prevention measures.

- The Public Works director tracks the level of the Waller Mill Reservoir (the city’s water source) to assess when to increase water conservation awareness or consider purchasing water from alternate sources.

- The building facilities director tracks electricity usage and other “green” metrics.

- The information on health insurance claims and usage was indispensable when, due to budget constraints, the assistant city manager, finance director and human resources special-

ist needed to evaluate and choose alternative health insurance providers for the FY13 budget.

- Tourism is the engine that drives the Williamsburg economy, and by including tourism-related data, City Council, staff, local businesses and decision makers, as well as residents, have up-to-the-date information and statistics for economic and policy planning.

- Dashboards are useful in providing data to media and have been featured in local news stories and by the Virginia Coalition for Open Government as “Ideas that Work.”

### **Plans for the future**

The city manager’s goal is “a dashboard for everyone.” Currently, 79 of 182 city employees have been trained and are using a dashboard tailored to their needs.

The public dashboards have averaged about 135 users every month, and the city continues to promote their use, with a link on the home page of its website and social media outreach. In May 2012, City Manager Jack Tuttle, IT Director Mark Barham and Finance Director Phil Serra, led a nationally televised webinar about the dashboards and performance management system for the Alliance for Innovation. More than 50 localities from across the nation participated.

*“We created the Performance Management system to expand citywide data collection and reporting capabilities with dynamic departmental operating reports with real time data. With this new capability we can take that information to the next step, using technology not only to inform the public but to engage and educate them about their city government.”*

Mark Barham  
IT Director

Performance Management has always been Williamsburg’s first priority. Because of ingenuity and strategic use of staff time and resources, the city has developed a performance management system that is effective now and will be adaptable in the future. 

# Get Closer

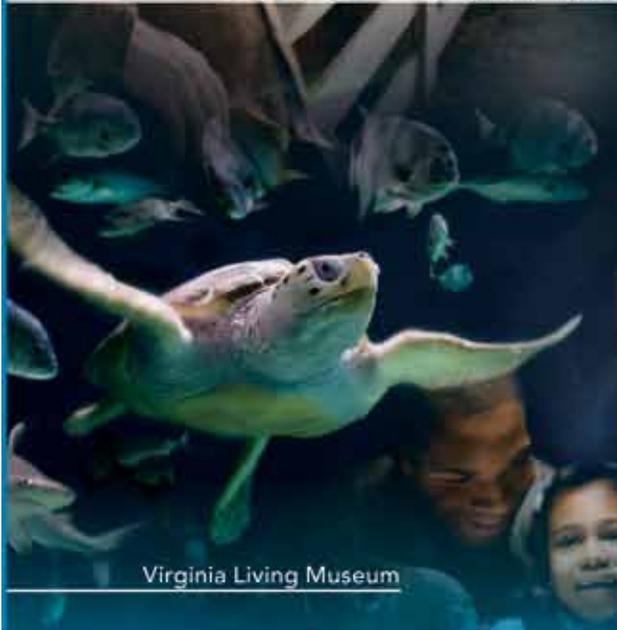
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# Williamsburg Farmers Market

*Attraction celebrates 10 years of providing fresh, local food*

**O**N SATURDAY mornings, locals and visitors alike gather in Colonial Williamsburg's Merchants Square for the Williamsburg Farmers Market. They ask about the vegetable varieties (What are those little orange tomatoes?); discover new chocolate creations (Yum: cranberry and coconut!); and seek out tips on cooking heirloom breeds of chickens (about 30 minutes longer). The vendors grow or raise all of those items and more in Virginia.

The Williamsburg Farmers Market, which is celebrating its 10th anniversary this year, has evolved into one of the most popular events in the city.

"We have more than 32,000 people visit us at the Farmers Market throughout the year. I hear wonderful compliments about how much they love the location, the vendors and

all of the fresh food, specialty items and the healthy potted plants and cut flowers," said Libbey Oliver, market manager for the past decade.

Over those 10 years, the Williamsburg Farmers Market has received many, well-deserved accolades and recognition: One of "America's Favorite Farmers Markets" by the American Farmland Trust; the "Best Farmers Market" by *Hampton Roads* magazine in 2011 and 2012, and one of the top three markets in the Eastern region by *Virginia Living* magazine.

"The market's key to success is the integrity of local area growers and producers, never middlemen, offering their best directly to their neighbors in Williamsburg's best public space," said Williamsburg City Manager Jack Tuttle. "On Saturday mornings, something both ever-changing and ancient, something magical happens

of Duke of Gloucester Street."

The market embodies the bustling sense of "market day" common in Colonial times. In fact, one of the primary roles of city government was to operate outdoor markets in "Market Square." There are additional events beyond the vendors' stalls: Live music, children dancing, chefs demonstrating techniques and sharing recipes, and people enjoying their morning coffee. After sampling all the market has to offer, there is plenty more to do in the area, including visiting Colonial Williamsburg's Historic Area.

The two good friends who initiated the idea of a farmers market in Merchant Square, Tom Power and Tom Austin, were inspired by other farmers markets and thought Williamsburg needed the same access to locally-produced food – and they knew just the spot to hold one. Power



**The Farmers Market in Merchants Square attracts more than 32,000 people each year.**



**Farmers Market visitors have access to as many as 40 vendors on any given Saturday.**

is the owner of The Fat Canary and The Cheese Shop restaurants, and Austin is the owner of Berret's Seafood Restaurant and Taphouse Grill. All are located in Merchants Square.

Local organizations enthusiastically embraced the idea and met to discuss making it a reality. The Farmers' Market Advisory Committee united members from all over the community, including the Merchants Square Association, City of Williamsburg, The Colonial Williamsburg Foundation, Williamsburg Land Conservancy, the College of William and Mary and James City County

Extension Services. The groups joined together to revive the historic role of the Williamsburg town center as a place for markets. This collective effort launched the Farmers Market's first full season in 2002. Ten years later, The Colonial Williamsburg

Foundation, Merchants Square Association and the City of Williamsburg continue to be founding sponsors and supporters of the weekly markets.

There were 25 vendors at the market in 2002, and eight of those original vendors remain. For the 2012 season, the number of vendors has grown to 50. The first year the market was open for just 18 market days during the height of the season, but today it's open for 36 consecutive Saturdays, as well as holiday and winter markets. Today, on a market Saturday, about 40 vendors fill Duke of Gloucester Street – joined by more

than 1,000 people.

Rising awareness of the benefits of eating local foods means that the amount of money spent per person at the market has increased as well. In Virginia, the number of markets has increased to more than 200 today. People are spending more money at farmers markets as well. The average sale per customer at the Williamsburg market has jumped from about \$9 in 2002 to around \$30 today. While vegetables, seafood and fresh cut flowers have always been popular, items such as pork, beef, eggs and buffalo meat have grown in popularity. The market provides cooler bags for shoppers to keep their purchases fresh. Additional products such as honey, chocolate, goat cheese and herbs have been added because of customer demand and their availability.

The market opens on Saturday mornings at 8 a.m. and runs until noon. The regular season ends Oct. 27. For a complete list of vendors and events, visit [www.williamsburgfarmermarket.com](http://www.williamsburgfarmermarket.com). 

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**Better Every Day.**



# Arts district adds pizzazz to pulse of the city

**I**N 2006, THE CITY and the Economic Development Authority (EDA) identified the creative economy as a target industry for economic diversification in the City's Economic Development Plan. The Creative Economy, which creates

In 2009, to reinforce its decision that the creative economy is a growth sector for the city, the EDA commissioned the College of William & Mary to quantify and assess the creative economy potential in Williamsburg. The resulting white paper reinforced

feasibility of further initiatives, including affordable live-and-work space for artists and potential locations for an Arts District in the city.

After several public meetings, one of which attracted 120 artists on a rare snowy evening, and analysis with Artspace's expertise, the Task Force recommended the creation of an Arts District in an older mixed-use area with 22 percent commercial vacancy and 78 percent renter-occupied housing stock.

After several highly-attended public discussions and meetings, City Council approved the Arts District in February 2011. The long-term vision is to create a vibrant, walkable area where creative businesses such as art galleries, jazz clubs, bakeries, cafes, artist studios and antique stores will co-exist with creative professionals such as software engineers, architects, graphic designers and artists living and working in the district. The result? Vibrancy and coolness – a place where all generations (college students, young professionals, retirees and visitors) will live, work, shop, eat and have fun.

Since the designation of the district, seven creative businesses have opened there, creating 32 jobs. They include bakeries, antique shops, a jewelry store-art gallery, an art education center, and a dancers' boutique.

Future steps include looking for workspace for artists, convening the district businesses to form an association to market the area, investigating a creative business incubator, assisting redevelopment opportunities, and seeking opportunities to facilitate affordable artist live-work space. City Council will fold these next steps into its biennial Goals, Initiatives & Objectives document to be adopted this fall, and the EDA is incorporating them into its Economic Development Plan update. **VTC**



**A standing room only crowd was on hand Jan. 25 for the ceremonial “cupcake cutting” at the fifth creative business to open in the city’s Arts District. (L-R) City Manager Jack Tuttle, Economic Development Director Michele Mixner DeWitt, Arts Task Force Chair Jeanne Zeidler, owners Dyana and Adam Steely, Mayor Clyde Haulman, Planning Commission member and landlord Demetrios Florakis, City Council Member Doug Pons and Vice Mayor Paul Freiling.**

wealth and jobs with the intellectual capital of creative professionals and artists, is an economic growth sector in an increasingly globalized world and enhances the city's existing economic drivers of hospitality and education.

In 2006, City Council implemented the Comprehensive Plan's vision to allow artists to live and work in one of the city's residential zoning classifications. With the change the zoning hurdle was crossed. Williamsburg now offered artists the opportunity to live and work in homes in residential areas of the city.

the economic benefits to be gained by a creative economy and arts initiative. That same year, the General Assembly passed legislation that allows localities to create Arts and Cultural Districts and provide tax rebates, grants, technical assistance, or other incentives to attract and grow the creative economy and the arts. Later that year, then-Mayor Jeanne Zeidler appointed an Arts and Creative Economy Task Force to work with a consultant, Artspace Inc., a nationally renowned nonprofit specializing in affordable live-and-work space for artists. They then analyzed the



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Virginia



# Colonial Williamsburg

## Come be a part of historic story during visit

### Join the revolution

Become a resident of a city on the verge of war – or in the midst of it – as you explore the government buildings, shops, homes, gardens and taverns of Williamsburg. Meet the locals – townspeople, tradespeople, shopkeepers, political figures, women and slaves – and learn of their hopes, struggles, and fears in these uncer-

tain times.

Buzzing with political discussion and dispute, the city comes alive. Enter the residents' homes or learn about their workplaces; see where they sleep, where they eat, and where they socialize.

Depending on which day of the

week

you visit, you may find yourself in Day 1: The Old Order Collapses, 1775–1776 or Day 2: Building a New Nation, 1779–1781.

### Engage with your surroundings

Colonial Williamsburg invites you to join one of its more than 20 guided and self-guided tours that are offered daily and included in an admission ticket that you may purchase. Enter the homes and gardens of Williamsburg's 18th-century residents, get a

For more information on ticketing and events, visit Colonial Williamsburg online at [www.colonialwilliamsburg.com](http://www.colonialwilliamsburg.com) or call 1-800-447-8679.

firsthand perspective from a museum curator, or see the city by foot on a walking tour.

### Have a hands-on experience

Whether marching with the Fifes and Drums, helping with daily Colonial chores, or creating a work of art to take home – your children will find memorable hands-on experiences throughout the Revolutionary City.

### Save the revolution!

The city also explodes with activity led by a cast of real characters from history in Colonial Williamsburg's alternate reality spy game. This past summer, during *RevQuest: The Lion and the Unicorn*, players uncovered an 18th century spy using their cell phones and their wits. Come join in on your visit this fall.

A Colonial Williamsburg experience is a unique one. Guests of all ages will enjoy exploring the Revolutionary City and meeting residents living in this tumultuous period of the nation's history. World-class museums offer intriguing exhibits, lively lectures, and hands-on activities for children. For those looking to relax, Colonial Williamsburg offers convenient hotels, restaurants, golf courses and even a spa. However you'd like to spend a visit – for a day or for a week – you'll find it. 

# William & Mary prepares students to make a difference

**C**ONSIDERED A “PUBLIC Ivy” and one of the world’s great liberal arts universities, William & Mary blends the intimacy of a liberal arts college with the reach of a research university.

Founded by Royal Charter in 1693, it is the second oldest college and the first university in the country. Today, enrollment stands at just over 8,000 full-time (graduate and undergraduate) students with a 12-1 student/faculty ratio, among the lowest of public universities.

William & Mary includes five separate schools in Arts & Sciences, Business, Education, Law and Marine Science. *U.S. News and World Report* ranks William & Mary 33rd overall and sixth among all public universities in the country. In August, *Forbes* magazine rated it as the second-best state-supported school in the country.

William & Mary is a vibrant

member of the Williamsburg community and a vital part of the Commonwealth of Virginia. Its research and outreach programs have significant economic impacts on the region and the state. Seventy-five percent of students at William & Mary participate in service projects, contributing more than 323,000 service hours each year through 90 regional partnerships and dozens of national and international service trips.

William & Mary continues to redefine the academic community through engaged learning. This occurs in many forms – from intimate freshmen seminars or

participation in faculty-led programs to service trips abroad or hands-on work in professors’ labs or research programs. From their very first day on campus, students are given unprecedented opportunities to work with peers and experienced faculty mentors on projects that inspire them.

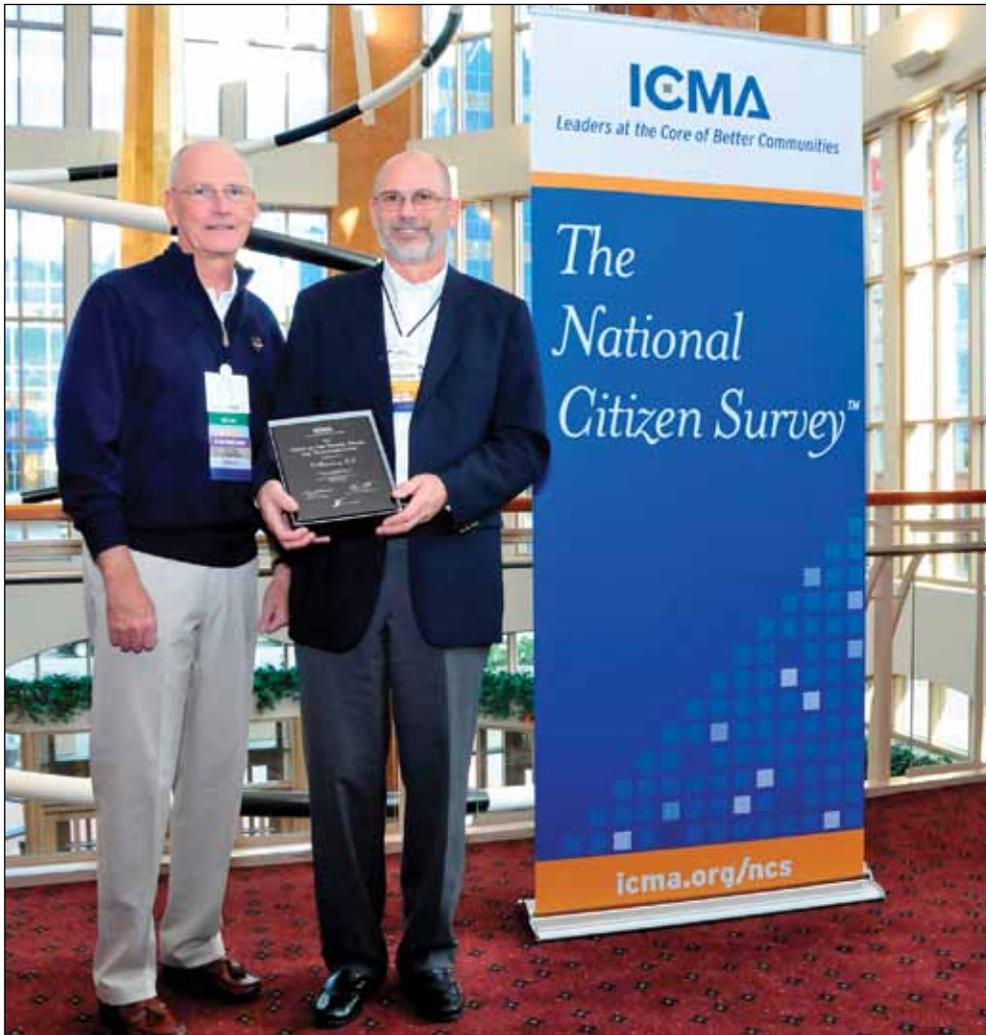
Through small classes, close interaction between professors and students, and the intense experience of discovery through research and service,

William & Mary prepares students to make a difference – to be leaders – regardless of their fields. 



**A statue of Lord Botetourt (top) sits on the grounds of the iconic Sir Christopher Wren Building, the oldest college building in the United States and the oldest of the restored public buildings in Williamsburg.**

# Williamsburg receives ICMA service recognition



**ICMA Executive Director Bob O'Neill (I) with Williamsburg City Manager Jack Tuttle in Milwaukee.**

**W**ILLIAMSBURG'S city government has earned national recognition for its responsiveness to citizens and innovative management in recent years.

The International City-County Management Association (ICMA) recognized the city for receiving exceptional service ratings in the 2010 National Citizen Survey and for distinction in its performance management system when compared to other cities and counties across the nation.

ICMA and National Research Center, Inc. (NRC), a leading survey

research firm for local government, recognized 10 communities at ICMA's 97th Annual Conference last year in Milwaukee, with "Voice of the People" Awards for their use of citizen surveys to improve service quality. They all participated in the 2010 National Citizen Survey™ (NCSTM), which enables local governments to gather and compare citizen evaluations of local government services at a low cost.

The city received three "Voice of the People" Awards, which recognize communities that have the highest rated services or biggest improvement in service ratings according to a

representative sample of their own residents.

The city's Fire Services and Emergency Medical Services each received the Voice of the People Award for Excellence. To qualify, communities had a service quality rating that was in the top three among all eligible jurisdictions and in the top ten percent among over 500 jurisdictions in the NRC database of citizen surveys.

The city's Recreation Programs and Classes received a Voice of the People Award for Transformation, signifying significant improvement in service. Communities that received the Award for Transformation had a service quality rating improvement that was significantly higher than the rating from their most recent prior survey and larger than improvements shown in all other eligible jurisdictions in 2010.

"ICMA describes the award recipients as 'communities that listen,' and that makes the recognition even more meaningful," said City Manager Jack Tuttle. "We always strive to provide excellent service, and participating in

the citizen survey enables us to learn from residents what they value about the Williamsburg community and the services we provide."

Together with the "Voice of the People" awards, ICMA's Center for Performance Measurement awarded the city its Certificate of Distinction for superior performance management efforts. The city was recognized for its exceptional reporting of performance data to the public, data verification and staff training, and use of performance data in strategic planning and operational decision making. 



# More than just coverage.





When local resources are limited, risk management can still be a priority. VML Insurance Programs is there to help.

Our value-added resources enhance the coverages we offer by providing risk management consulting on topics such as safety, human resources, building and facility protection, contract review, and law enforcement. That is in addition to more than \$200,000 in grant funds made available to members each year.



[www.vmlins.org](http://www.vmlins.org) | 800-963-6800

# The Virginia Municipal League

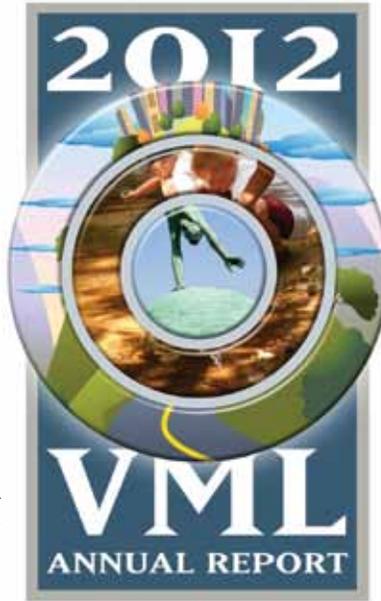
## Mission statement

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. The membership includes 39 cities, 158 towns and 10 counties.

## Services

VML provides an array of services including the following:

- Advocacy and monitoring of activities of the Virginia General Assembly, state departments and agencies.
- Monitoring of issues important to local governments before the U.S. Congress and federal agencies.
- Group insurance programs providing workers' compensation and automobile and general liability coverage.
- VML/VACo Finance is the financial services arm of the Virginia Municipal League and Virginia Association of Counties. Through this successful program, VML members access high quality, low cost services including project financing, equipment leasing, pooled investment, and accounting support. Since its founding, VML/VACo Finance has made more than \$750 million in loans to Virginia localities through its long-term and interim financing programs. The VML/VACo Pooled OPEB Trust is the largest pooled OPEB trust fund in the nation – and a leading provider of OPEB actuarial services. The Accounting Services program places accounting professionals to assist local governments throughout the Commonwealth. VML/VACo Finance is a financial partner you can count on to put your locality's inter-



ests first. • Legal assistance through the services of a general counsel.

- Research, surveys, technical assistance and responses to questions on local, state and federal governments.

- Conferences and training, including the VML Annual Conference, the Virginia Mayor's Institute, VML Legislative Day, the Newly-Elected Officials Conference and seminars on topics of interest to local elected and appointed officials.

- Information and news through publication of the monthly *Virginia Town & City* magazine, the biweekly *VML eNews* newsletter and the *Legislative Bulletin*, published while the General Assembly is in session. In addition,

the league maintains an Internet website at [www.vml.org](http://www.vml.org), a Facebook page and a Twitter presence.

- Other services through organizations, including the Virginia Local Government Management Association, Municipal Electric Power Association of Virginia, Virginia Building and Code Officials Association, Virginia Energy Purchasing Government Association, Hampton Roads Sanitation District and Virginia Association of Housing and Community Development Officials.

## Organization

An executive committee made up of the VML president, a president-elect, a vice president, six at-large members, three section chairs and the immediate past president governs VML. The executive committee is elected by the league membership at the annual conference and provides overall guidance to the league staff.

VML's policy and steering committees recommend positions of the league on issues of concern through

development of annual policy statements. Policy committee members are nominated by member localities. The VML president appoints steering committee members when needed.

The VML Legislative Committee recommends the VML Legislative Program for adoption at the annual conference. The VML president appoints the committee's members.

VML consists of a 70-member staff headed by the executive director. The staff performs the ongoing functions of the league under the direction of the executive committee, the executive director and the VML policy statements and legislative program.

## 2011-2012 Executive Committee

President – Rosemary Wilson, Virginia Beach Council Member

President-Elect – Ed C. Daley, Hopewell City Manager

Vice President – David P. Helms, Marion Mayor

At-large member – William D. Euille, Alexandria Mayor

At-large member – Ron Rordam, Blacksburg Mayor

At-large member – Dwight C. Jones, Richmond Mayor

At-large member – Robert Coiner, Gordonsville Mayor

At-large member – Mary Hynes, Arlington County Board Chair

At-large member – Edythe Frankel Kelleher, Vienna Council Member

Urban Section chair – Ceasor Johnson, Lynchburg Vice Mayor

City Section chair – Mimi Elrod, Lexington Mayor

Town Section chair – Katie Sheldon Hammler, Leesburg Council Member

Immediate Past President – James P. Council III, Franklin Mayor (left office July 1) 

# A message from the president

**A**S MY YEAR as VML president draws to a close, I would like to share a few thoughts. First of all, thank-you for the privilege to serve in this capacity. Representing the outstanding local government officials of Virginia has been a high honor.

As you know, I chose volunteerism as a theme of my presidency. With the able assistance of Nikki Nicholau, a retired expert on the subject from Richmond, and VML Director of Policy Development Janet Areson, VML has offered an array of tools to assist in establishing and improving volunteer programs for local governments.

Using our outstanding Virginia Beach volunteer program as a template, a wide-range of best practices has been identified and posted on the VML website. In addition, presentations on volunteerism were made at this year's four Town Section meetings, two webinars were conducted, and a special workshop on managing volunteers in emergencies will be held at the annual conference in Williamsburg. With more than 4 percent of Virginia Beach's population serving as volunteers, I have seen first-hand the high quality service and budget savings that result from our well-run volunteer program headed by the incomparable Mary Russo.

The 2012 General Assembly session proved challenging, with much of the action centering on the state budget. Final budget amendments provided higher levels of support for public education and helped preserve the safety net for our most financially-strapped citizens. The state, however, still underfunds these required services.

A change to VRS legislation in the session's final hours, the so-called '5 for 5' plan, placed added pressure on many local budgets. The so called "Local Aid to the Commonwealth" program was reduced modestly, which we hope is the start of phasing out this onerous state budget-balancing maneuver.

The General Assembly also adopted a budget amendment to expropriate local fines and fees for state purposes, primarily to reduce state general fund support for teacher retirement. It is vital in the coming

afforded me the opportunity to meet local officials from other southern states. I learned quickly that we all face similar challenges in dealing with our state legislatures. Attendance at the two annual meetings of the

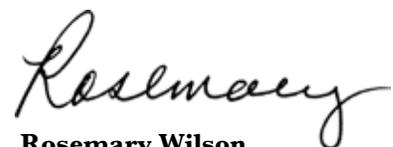
National League of Cities provided a first-hand look at how municipalities were dealing with the economic challenges still festering as a result of the Great Recession.

In addition to VML's central mission of legislative advocacy, the league offers a broad range of useful service programs. The VML Insurance Programs provides workers compensation, property and liability and Line of Duty Act coverage. In its 32nd year of operation, it has set the industry standard for self-insurance pools in Virginia.

The VML-VACo Finance program continues to offer an assortment of innovative financial products that have been responsive to the financial challenges local governments have faced in recent years.

Other valuable service programs included on-line auctions of surplus property, code service for small localities, training for elected officials, a group on-line purchasing program, the *Virginia Town & City* magazine and new *VML eNews* newsletter.

Please join me in thanking our 13-member Executive Committee, who set the overall direction of the league, and our wonderful staff in Richmond. I want to thank the Virginia Beach staff and City Council for their continued support. My husband, Tom, has been able to attend many VML activities over the past year. Both of us are in awe of the many dedicated local officials we have met who so ably serve their home communities.



**Rosemary Wilson**  
President



**Rosemary Wilson**  
*Virginia Beach Council Member*

months that local officials engage their General Assembly members in discussions about the importance of strengthening the fraying state-local partnership.

As president of VML, I have seen the outstanding work carried out by local officials throughout the Commonwealth. I attended Town Section meetings in Leesburg, Farmville and Marion. VML-sponsored meetings such as Legislative Day and our first ever Finance Forum drew hundreds of local officials to Richmond. Our VML Annual Conference in Henrico County faced some last-minute logistical challenges, but our staff "saved the day" in fine fashion.

As a member of the Southern Municipal Conference, I was able to attend several regional meetings that

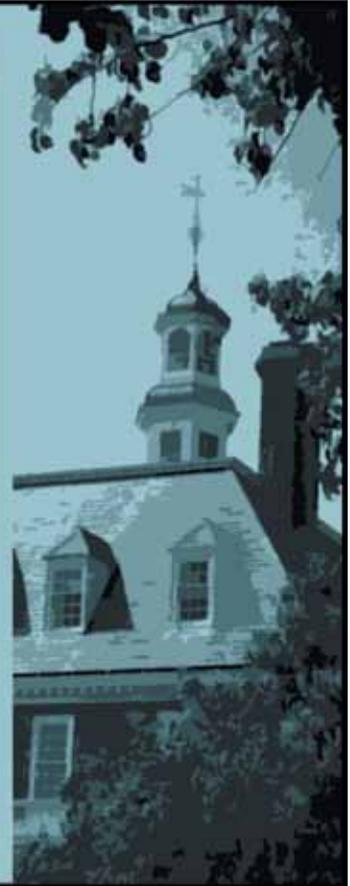


The City of Virginia Beach  
is proud to recognize  
*City Councilmember  
Rosemary Wilson*  
President of the  
Virginia Municipal League

*Named one of the most Influential Women in Virginia  
for 2012 by Virginia Lawyers Media*

Rosemary was honored for her strong support of statewide economic development initiatives, her efforts to raise the profile of grassroots community volunteerism, and her dedication to preserving the unique historic heritage of Virginia Beach.

Congratulations, Rosemary! We're proud of you!



## DOWNTOWN LEESBURG. DISCOVER OUR TAKE ON THE ARTS.

Downtown Leesburg is filled with fun and exciting things for all ages. Sample the exquisite wines of our local vineyards at any one of our nearby wine festivals, shop at unique stores and enjoy our art galleries, dine in delightful restaurants and play in our expansive parks. Practice the art of living well, right here in Leesburg, Virginia.

703-737-7019 • [www.leesburgva.gov](http://www.leesburgva.gov)

*Leesburg* ★  
*discover the charm.*





# VML Executive Committee 2011-2012



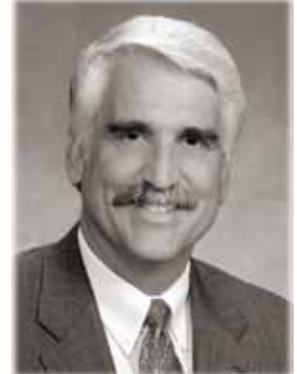
**Ed C. Daley**  
President-Elect  
*City Manager, Hopewell*



**David P. Helms**  
Vice President  
*Mayor, Marion*



**William D. Euille**  
At-large member  
*Mayor, Alexandria*



**Ron Rordam**  
At-large member  
*Mayor, Blacksburg*



**Dwight C. Jones**  
At-large member  
*Mayor, Richmond*



**Robert K. Coiner**  
At-large member  
*Mayor, Gordonsville*



**Mary Hynes**  
At-large member  
*Board Chair, Arlington County*



**Edythe Frankel Kelleher**  
At-large member  
*Council Member, Vienna*



**Katie Sheldon Hammler**  
Town Section Chair  
*Council Member, Leesburg*



**Mimi Elrod**  
City Section Chair  
*Mayor, Lexington*



**Ceasor Johnson**  
Urban Section Chair  
*Vice Mayor, Lynchburg*



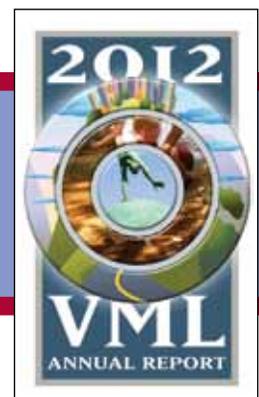
**James P. Council III**  
Immediate Past President  
*Mayor, Franklin (left office July 1)*

# 2012 VML Financial Statements

Statements of financial position June 30, 2012 with 2011 comparative amounts

Assets		2012		2011
Cash	\$	475,567	\$	378,453
Pooled Investments		2,871,458		3,042,391
Investments		4,611,849		4,324,093
Accounts receivable		11,186		35,070
Receivable from affiliated organizations		32,028		7,993
Prepaid expenses		5,051		919
<b>Total:</b>	<b>\$</b>	<b>8,007,139</b>	<b>\$</b>	<b>7,788,919</b>
Property and Equipment				
Land		144,800		144,800
Buildings and improvements		366,733		362,111
Furniture, equipment and automobile		365,094		364,020
<b>Total:</b>	<b>\$</b>	<b>876,627</b>	<b>\$</b>	<b>870,931</b>
Less accumulated depreciation		(667,923)		(645,453)
		<b>208,704</b>		<b>225,478</b>
<b>Total assets</b>	<b>\$</b>	<b>8,215,843</b>	<b>\$</b>	<b>8,014,397</b>
<b>Liabilities and Net Assets</b>				
Accounts payable		60,462		48,408
Dues and fees collected in advance		151,251		180,142
Accrued compensated consolidated leave		183,702		163,928
Liability under capital leases		26,377		33,810
Pooled investments		1,096,000		1,149,000
Deferred obligations to employees		4,611,849		4,324,093
Deferred rent		-		-
<b>Total liabilities</b>		<b>6,129,641</b>		<b>5,899,381</b>
Net assets unrestricted		2,086,202		2,115,016
<b>Total liabilities and net assets</b>	<b>\$</b>	<b>8,215,843</b>	<b>\$</b>	<b>8,014,397</b>

[www.vml.org](http://www.vml.org)  
Information @ your fingertips



# Statements of activities

June 30, 2012 with  
comparative totals for 2011

Revenue	2012	2011
Membership dues	1,111,378	1,099,738
Conference fees	163,398	170,808
Conference exhibits	37,900	46,125
Conference contributions	17,250	17,175
Regional meetings/workshops	14,768	20,561
Affiliated groups	45,631	44,211
Professional services contributions	30,780	-
Interest	2,542	2,530
Income (loss) from deferred compensation investments	88,432	543,468
Magazine	72,270	77,074
Publications	-	700
Insurance administration	616,540	626,718
Other administration fees	34,056	59,656
Gain / (Loss) on sale of fixed assets	150	-
Sponsorship	160,198	165,140
Miscellaneous	46,600	24,711
<b>Total revenue</b>	<b>2,441,893</b>	<b>2,898,615</b>
<b>Expenses</b>		
Employment compensation and benefits	1,455,549	1,423,552
Deferred compensation	88,432	543,468
Annual conference	172,749	138,632
Regional meetings/workshops	17,043	40,934
Travel	42,899	47,538
Office supplies and postage	45,787	39,215
Office maintenance and equipment rentals	17,636	15,212
Office rent	17,508	2,508
Computer services	4,660	9,804
Dues and subscriptions	18,118	18,983
National League of Cities dues	21,192	21,192
Telephone	18,658	22,288
Insurance	14,383	16,773
Professional fees	97,044	78,348
Policy advocates	131,705	133,330
Magazine publishing (except salaries)	67,986	71,540
Executive Committee	25,011	24,135
Retirement	142,602	138,215
Depreciation	25,004	30,074
Miscellaneous	27,914	23,389
Interest	4,288	5,219
Property taxes	6,913	7,100
Accumulated leave earned	7,626	15,144
<b>Total Expenses</b>	<b>2,470,707</b>	<b>2,866,593</b>
<b>Transfer to related party</b>	<b>-</b>	<b>-</b>
<b>Change in net assets</b>	<b>(28,814)</b>	<b>32,022</b>
Net assets:		
Beginning	2,115,016	2,082,994
Ending	2,086,202	2,115,016

## 2012 Legislative Committee

**Chair:** Manassas Mayor Hal Parrish  
(Urban Section)

**Vice chair:** Newport News Council  
Member Sharon Scott (Urban Section)

### Urban Section

Danville Council Member Larry Campbell  
Virginia Beach Council Member Glenn  
Davis

Harrisonburg Council Member Kai Degner  
Lynchburg City Manager Kim Payne  
Roanoke Council Member Anita Price  
Chesapeake Council Member Debbie Ritter  
Richmond City Council Vice President  
Ellen F. Robertson

Henrico County Supervisor Frank  
Thornton

Hampton Vice Mayor George Wallace  
Portsmouth Mayor Kenneth Wright

### City Section

Staunton Council Member Carolyn Dull  
Salem Mayor Byron R. Foley  
Fredericksburg Mayor Mary Katherine  
Greenlaw

Winchester Mayor Elizabeth A. Minor  
Petersburg Mayor Brian A. Moore  
Hopewell Vice Mayor Wayne Walton

### Town Section

Culpeper Mayor Chip Coleman  
Bluefield Mayor Donald R. Harris  
Herndon Vice Mayor Connie Hutchinson  
Purcellville Mayor Robert Lazaro  
Strasburg Mayor Tim Taylor  
Smithfield Council Member Denise Tynes

## 2012 Community & Economic Development Policy Committee

**Chair:** Hopewell Vice Mayor Wayne  
Walton

**Vice Chair:** Newport News Council  
Member Tina L. Vick

Martinsville Mayor Kim Adkins  
Hillsville Vice Mayor Orba Alderman  
Harrisonburg Mayor Richard A. Baugh  
Suffolk Council Member Leroy Bennett  
Blacksburg Council Member Krisha M.  
Chachra

Purcellville Assistant Town Manager Patrick  
Childs

Petersburg Council Member David R.  
Coleman

Saint Paul Mayor Hubert Fletcher  
Dumfries Mayor Gerald M. Foreman II  
Henrico County Board of Supervisors  
Chairman Richard W. Glover

City of Fairfax Council Member Jeffrey C.  
Greenfield

Emporia Assistant City Manager Steven B.  
Hall

Leesburg Council Member Katie Sheldon  
Hammler

Manassas Vice Mayor Andrew L. Harrover  
Herndon Vice Mayor Connie H.  
Hutchinson

Salem Council Member Jane W. Johnson

Staunton Council Member Ophie Kier  
Vinton Town Manager Christopher S.  
Lawrence

Hopewell Mayor Christina J. Luman-Bailey  
Galax Grants Administrator Brenda Marrah  
Chesapeake Council Member Scott  
Matheson

Hampton Council Member Will J. Moffett  
Portsmouth Council Member William E.  
Moody Jr.

Petersburg Council Member Howard Myers  
Front Royal Council Member N. Shae  
Parker

Norton City Manager Fred L. Ramey Jr.  
Culpeper Council Member James C.  
Risner

Roanoke Council Member Courtney G.  
Rosen

Dumfries Community & Economic  
Development Director Debra Sandlin  
Front Royal Council Member Thomas H.  
Sayre

Colonial Heights Director of Planning  
George Schanzenbacher

Newport News Member Sharon P. Scott  
Christiansburg Council Member Henry D.  
Showalter

Vienna Council Member Carey Sienicki  
Henrico County Deputy Manger Randall  
R. Silber

Farmville Council Member Sally B.  
Thompson

Bristol Planning Director Andrew Trivette  
Harrisonburg Planning Director Stacy  
Turner

Manassas Community Development  
Director Elizabeth Via-Gossman  
Chesapeake Council Member Ella P. Ward  
Herndon Council Member Grace H. Wolf

## 2012 Environmental Quality Policy Committee

**Chair:** Harrisonburg Council Member Kai  
E. Degner

**Vice Chair:** Fredericksburg Council  
Member George Solley

Roanoke Environmental Administrator  
Christopher Blakeman  
Front Royal Town Manager Steven M.  
Burke

Leesburg Council Member David S. Butler  
Harrisonburg Public Utilities Director Mike  
Collins

Staunton Council Member Erik Curren  
Bristol City Engineer Steve Drummer  
Suffolk Council Member Michael D.  
Duman

Salem Director of Solid Waste Management  
James M. Fender Jr.

Salem Council Member Lisa D. Garst  
Vinton Mayor Bradley E. Grose  
Chesapeake Council Member Clifton E.  
Hayes Jr.

Colonial Heights Public Works Director  
William E. Henley

Hampton Council Member W.H. Hobbs  
Lynchburg Vice Mayor Ceasor T. Johnson  
Purcellville Mayor Robert W. Lazaro Jr.

Vinton Planning Director Anita McMillan  
Lynchburg Public Utilities Director  
Timothy A. Mitchell

Martinsville City Attorney Eric H. Monday  
Manassas Public Works & Utilities Director  
Michael C. Moon

Henrico County Supervisor Patricia S.  
O'Bannon

Herndon Council Member Sheila Olem  
Manassas Council Member J. Steven  
Randolph

Norton Water Plant Superintendent  
Tommy Roberts

Vienna Mayor M. Jane Seeman  
Fairfax Council Member Steven C.  
Stombres

Blacksburg Council Member Michael  
Sutphin

Dumfries Public Works Director Greg Tkac  
Christiansburg Council Member James W.  
Vanhoozier

Dumfries Council Member Gwen  
Washington

Emporia Council Member Doris T. White  
Henrico County Public Works Director  
Steve Yob

## 2012 Transportation Policy Committee

**Chair:** Chesapeake Council Member Debbie  
Ritter

**Vice Chair:** Virginia Beach Council  
Member James L. Wood

Vinton Council Member Robert R. Atice  
Manassas Park Council Member Preston  
Banks

Dumfries Council Member Dorothea D.  
Barr

Salem City Manager Kevin S. Boggess  
Suffolk Vice Mayor Charles F. Brown  
Harrisonburg Council Member Charles R.  
Chenault

Vienna Vice Mayor Laurie Genevro Cole  
Bristol Director of Public Works Tabitha H.  
Crowder

Staunton Council Member Bruce Elder  
Henrico Deputy County Manager Timothy  
A. Foster

Poquoson Vice Mayor Carey L. Freeman  
Colonial Heights Council Member Kenneth  
B. Frenier

Salem Vice Mayor John C. Givens  
Blacksburg Council Member Leslie  
Hager-Smith

Front Royal Vice Mayor Chris W.  
Holloway

Roanoke Transportation Division Manager  
Mark Jamison

Chesapeake Council Member Suzy Kelly  
Norton Public Works Director Steve  
McElroy

Henrico County Supervisor Tyrone E.  
Nelson

Petersburg Council Member Kenneth M.  
Pritchett

Martinsville Vice Mayor Kimble Reynolds  
Jr.

Harrisonburg Director of Transportation  
Reggie Smith

Windsor Town Manager Michael Stallings

Christiansburg Council Member Bradford J. Stipes  
 Front Royal Council Member Hollis L. Tharpe  
 Hampton Council Member Donnie R. Tuck  
 Manassas Council Member Jonathan L. Way  
 Dumfries Assistant Director of Public Works Richard West  
 Portsmouth Vice Mayor Charles B. Whitehurst Sr.  
 Newport News Council Member Patricia P. Woodbury  
 Vinton Public Works Director Gary W. Woodson

## 2012 Finance Policy Committee

**Chair:** Staunton Council Member Carolyn Dull  
**Vice Chair:** Emporia City Manager Brian Thrower  
 Bristol Director of Finance / Clerk Steve Allen  
 Herndon Town Manager Art Anselene  
 Christiansburg Vice Mayor D. Michael Barber  
 Manassas City Manager John A. Budesky  
 Portsmouth Council Member Paige D. Cherry  
 Front Royal Council Member Thomas E. Conkey

Colonial Heights Mayor C. Scott Davis  
 Chesapeake Vice Mayor John M. deTriquet  
 Vienna Council Member Laurie DiRocco  
 Fredericksburg Council Member Bradford Ellis  
 Front Royal Finance Director Kim Gilkey-Breeden  
 Manassas Commissioner of Revenue John P. Grzejka  
 Vinton Council Member Matthew S. Hare  
 Dumfries Council Member Michele Jurgensen  
 Henrico County Board of Supervisors Vice Chair David A. Kaechele  
 Dumfries Treasurer Retta S. Ladd  
 Culpeper Council Member David B. Lochridge  
 Suffolk Council Member Curtis R. Milteer  
 Martinsville City Manager Clarence Monday  
 Lynchburg City Manager Kimball Payne III  
 Harrisonburg Director of Finance Larry Propst  
 Newport News Assistant City Manager Cynthia D. Rohlf  
 Petersburg Council Member Michael Ross  
 Fairfax Council Member Eleanor D. Schmidt  
 Roanoke Director of Finance Ann H. Shawver  
 Norton Director of Finance Jeffery A. Shupe  
 Hampton Council Member Christopher G. Stuart  
 Vinton Finance Director / Treasurer Barry W. Thompson  
 Martinsville Interim City Manager Leon E. Towarnicki  
 Salem Finance Director Frank P. Turk  
 Henrico Deputy County Manager John A. Vithoulkas  
 Leesburg Vice Mayor Kevin D. Wright  
 Hillsville Council Member Gregory D. Yonce

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 Environmental Engineers & Scientists  
 Water | Wastewater | Stormwater

**Engineering**  
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**2012**

**VML**  
 ANNUAL REPORT

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Colonial Heights  
Covington  
Danville  
Emporia  
Fairfax  
Falls Church  
Franklin  
Fredericksburg  
Galax  
Hampton  
Harrisonburg  
Hopewell  
Lexington  
Lynchburg  
Manassas  
Manassas Park  
Martinsville  
Newport News  
Norfolk  
Norton  
Petersburg  
Poquoson  
Portsmouth  
Radford  
Richmond  
Roanoke  
Salem

Staunton  
Suffolk  
Virginia Beach  
Waynesboro  
Williamsburg  
Winchester

### Towns

Abingdon  
Accomac  
Alberta  
Altavista  
Amherst  
Appalachia  
Appomattox  
Ashland  
Berryville  
Big Stone Gap  
Blacksburg  
Blackstone  
Bluefield  
Boones Mill  
Bowling Green  
Boynton  
Boykins  
Branchville  
Bridgewater  
Broadway  
Brookneal  
Buchanan  
Burkeville  
Cape Charles  
Cedar Bluff

Charlotte Court  
House  
Chase City  
Chatham  
Chilhowie  
Chincoteague  
Christiansburg  
Claremont  
Clarksville  
Clifton  
Clifton Forge  
Clintwood  
Coeburn  
Colonial Beach  
Courtland  
Craigs ville  
Crewe  
Culpeper  
Damascus  
Dayton  
Dillwyn  
Drakes Branch  
Dublin  
Duffield  
Dumfries  
Eastville  
Edinburg  
Elkton  
Exmore  
Farmville  
Fincastle  
Floyd  
Fries  
Front Royal  
Gate City  
Glade Spring  
Glasgow

Gordonsville  
Gretna  
Grottoes  
Grundy  
Halifax  
Hallwood  
Hamilton  
Haymarket  
Haysi  
Herndon  
Hillsville  
Hurt  
Independence  
Iron Gate  
Irvington  
Ivor  
Jarratt  
Jonesville  
Kenbridge  
Keysville  
Kilmarnock  
LaCrosse  
Lawrenceville  
Lebanon  
Leesburg  
Louisa  
Lovettsville  
Luray  
Madison  
Marion  
McKenney  
Middleburg  
Middletown  
Mineral  
Montross  
Mount Crawford  
Mount Jackson

Narrows  
Nassawadox  
New Market  
Newsoms  
Occoquan  
Onancock  
Onley  
Orange  
Painter  
Pamplin  
Parksley  
Pearisburg  
Pembroke  
Pennington Gap  
Phenix  
Pound  
Pulaski  
Purcellville  
Quantico  
Remington  
Rich Creek  
Richlands  
Ridgeway  
Rocky Mount  
Round Hill  
Rural Retreat  
Saint Paul  
Scottsville  
Shenandoah  
Smithfield  
South Boston  
South Hill  
Stanardsville  
Stanley  
Stephens City  
Stony Creek  
Strasburg

Stuart  
Tangier  
Tappahannock  
Tazewell  
The Plains  
Timberville  
Toms Brook  
Troutville  
Urbanna  
Victoria  
Vienna  
Vinton  
Wakefield  
Warrenton  
Warsaw  
Washington  
Waverly  
Weber City  
West Point  
White Stone  
Windsor  
Wise  
Woodstock  
Wytheville

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Alleghany  
Arlington  
Bath  
Henrico  
James City  
Loudoun  
Prince George  
Roanoke  
York

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Library  
Clark Nexsen  
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Inc.  
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Pepper's Ferry Regional  
Wastewater Treatment  
Authority  
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*Deputy Managing Director VML Insurance Programs Director of Finance*

Steven Bergman  
*Director of IT and Operations*

Christine Stevens  
*Director of Human Resources*

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Janet Areson  
*Director of Policy Development*

Sherrall Dementi  
*Executive Assistant*

Mary Jo Fields  
*Director of Research*

Mark Flynn  
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Kimberly Pollard  
*Legislative Associate*

Joni Terry  
*Office Coordinator*

Manuel Timbreza  
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Charles Finley  
*Director of Liability Claims*

Cathie Moreland Hasty  
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*Law Enforcement Specialist*

Jannie Butler  
*First Report Processor*

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*Underwriter*

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*PLC Claims Representative*

Fonda Craig  
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Judy Huang  
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*WC Med Only Claims Representative*

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Pamela Pitts  
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Kimberly Price  
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Matthew Reid  
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Wendy Rice  
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Lisa Schenk  
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Anne Schwartz  
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Ruth Slayton  
*Senior WC Med Only Claims Representative*

Jackie Stauffer  
*Administrative Specialist*

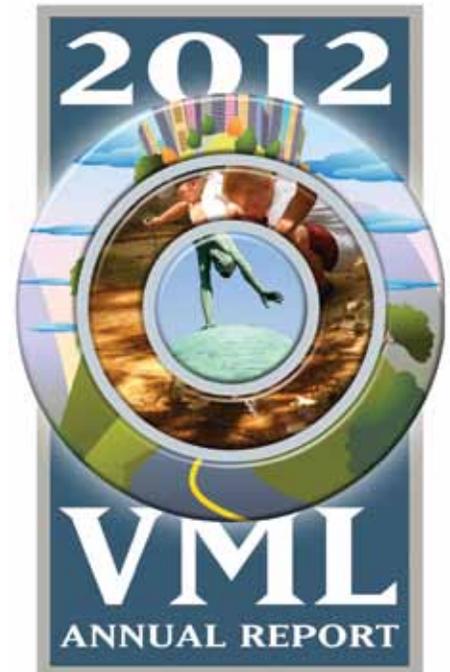
Charles Strickler  
*Safety Consultant*

Karen Wall  
*Senior Administrative Assistant*

Tina Wetsch  
*WC Indemnity Claims Representative*

Robin Wiley  
*Administrative Assistant*

Elizabeth Willoughby  
*WC Senior Indemnity Claims Representative*



# VMLIP continues to offer stability and value through difficult economic times

**F**OR YEARS the resources of local governments have continued to diminish while obligations and financial responsibilities have not. Fortunately for VML Insurance Programs (VMLIP) members, the pool's financial strength has permitted stability in premiums throughout this period – helping members' to effectively budget from year to year. In addition to flat rates, for the last five years the pool has expanded coverage and offered new resources and services that add value to the program for members.

"Last year we began offering Cyber Liability, Pollution and Excess Flood coverage to eligible members at no additional cost," said VMLIP Managing Director Steve Craig. "However, we also saw a need for members to purchase Line of Duty Act (LODA) coverage, as the potentially significant financial burden of that responsibility was moved from the state to local governments."

In response VMLIP developed a LODA program through an actuarial study performed to set rates. A plan was submitted to the Bureau of Insurance and coverage was made available to members with property and liability coverage in July, 2011. This is part of VMLIP's mission to become partners in risk management with members of the program.

"Our goal has always been to work with members to identify emerging issues that they are facing, and create solutions, coverages or programs that will help them address those issues," said Craig.

One way VMLIP does this is by providing more than just coverage. With a team of experienced claims staff and specialized service providers, including nurses, human resources, law enforcement, communications and safety professionals, VMLIP offers a mix of resources to meet the needs of all Virginia local governments – from the smallest to the largest.

"We provide guidance to members on law enforcement and employment liability issues and on safety best practices, in addition to contract review, property appraisals, and workplace safety and building and facility protection information," said Craig. "Our goal is to help members prevent claims so we can continue to keep premiums low."

Stable premiums, however, do not hinder the pool's financial strength. With more than \$64.7 million in member equity VMLIP is the most financially secure pool in the state.

"Pools with adequate equity have greater flexibility when it comes to setting rates, determining reinsurance retention levels, and on expanding coverages," said Craig.

One way the pool is utilizing equity to assist members is through the Risk Management Grant (RMG) program. Since 2010 the amount of RMG funding has increased from \$150,000 to \$250,000. In 2011 all funding was allocated in a record 89 days. The grant funds are used to enhance risk management efforts. They have been used to purchase lightning rods, antibacterial static sprayers, shields and cell extraction equipment, safer playground equipment and vehicle stabilization equipment such as the City of Williamsburg bought for its fire department.

"We also provide members with free webinars each month on a number of topics, as well as access to free online training through the VMLIP Online University," said Craig.

Courses available through the uni-

versity include Conflict Management, Motivation in the Workplace, Stress Management, Working Outdoors, Slip Trip and Fall Prevention, and a course on handling hand and power tools.



**VML Insurance Programs Managing Director Steve Craig.**

All of these value-added resources, in addition to the availability of a 10 percent credit off of member insurance premiums for scoring 100 percent on a Risk Management Guidelines assessment, add up to a strong value proposition from the pool.

"Just because budgets have become more constrained does not mean that a focus on safety must go by the wayside," said Craig. "As partners in risk management we are stepping up to provide additional resources to help our members continue to develop safer communities in which to live, work, and learn."

For more information on VMLIP and its offerings, visit [www.vmlins.org](http://www.vmlins.org) or follow VMLIP on Facebook at [www.facebook.com/vmlip](http://www.facebook.com/vmlip). Additional news and resources can also be found on the VMLIP blog at: [www.vmlip.wordpress.com](http://www.vmlip.wordpress.com). 

# VLGMA helped establish local government week in Va.

**W**HEN STAUNTON CITY Council appointed the nation's first city manager on April 2, 1908, it created a new way to manage communities that has become the most prominent form of local government in the United States. In commemoration of that historic date, the Virginia Local Government Management Association (VLGMA) succeeded in getting the 2012 Virginia General Assembly to approve a resolution to designate the first week

of government Virginia News" group on Facebook. VLGMA members can now post news items and announcements from and about their local governments.

Training and professional development are integral to VLGMA's mission. Along with two major conferences each year, the association offered professional development sessions for its deputies, assistants and other local management team members, as well as webinars for members in partnership with the Alliance for Innovation.

The professional development committee is looking for new issues to highlight. At the 2012 mid-winter conference, members heard from Charlottesville City Manager Maurice Jones and Police Chief Timothy Longo about the lessons learned by their city leaders and staff when the "Occupy" movement came to town.

Many VLGMA members actively participate in the International City/County Management Association; this year two Virginians serve on ICMA's Executive Board. Portsmouth City Manager Ken Chandler is the Southeast regional vice president, and Lynchburg Deputy City Manager Bonnie Svrcek serves as ICMA president-elect. At the ICMA annual conference in October, Svrcek will become

ICMA president. She is the first woman who serves as a deputy city manager to be elected to this leadership post.

Two other members of VLGMA are being recognized with ICMA honors this year. The City of Hampton and City Manager Mary Bunting will receive a "Strategic Leadership and Governance" award for its I VALUE civic engagement program. Retired Staunton City Manager Bob Stripling will be awarded the ICMA Academic Award in Memory of Stephen B. Sweeney for his leadership on the joint VLGMA and Virginia Tech

initiative to create a graduate certificate program focused specifically on local government management.

VLGMA demonstrated its dedication to the future of the local government profession nationwide by approving a major one-time contribution for ICMA's Life, Well Run campaign. Its goal is to raise awareness of and appreciation for the value professional local government managers bring to building great communities. VLGMA President Jack Tuttle, city manager of Williamsburg, presented ICMA Executive Director Bob O'Neill with a \$40,000 contribution from the association at the VLGMA annual conference in June. This brings VLGMA's overall contribution to this campaign to \$50,000.

Staunton City Manager Steve Owen has been elected to serve as VLGMA president for 2012-13. Owen's goals for the coming year include:

- Reaching out to inactive members to re-engage them in VLGMA;
- Increasing sponsorships by private sector partners;
- Increasing the number of ICMA-credential managers; and
- Continuing support of managers in transition or experiencing personal or workplace difficulties.

Other association officers are Poquoson City Manager James R. "Randy" Wheeler, president-elect; Gloucester County Administrator Brenda G. Garton, first vice president; Goochland County Administrator Rebecca T. Dickson, second vice president; Abingdon Town Manager Gregory W. Kelly, third vice president; and Charlottesville City Manager Maurice T. Jones, secretary. Williamsburg City Manager Jackson C. Tuttle II is the immediate past president.

VLGMA is an ICMA and VML affiliate. VML Director of Policy Development Janet Areson serves as its executive secretary. 



STAUNTON NEWS LEADER

**VLGMA President Steve Owen.**

of April as "Local Government Week in Virginia." The association's civic engagement committee spearheaded this effort, and is developing a list of public awareness and educational activities for local governments to use next April.

VLGMA worked on a number of other fronts to promote the local management profession both state-wide and nationally, and to promote communications, training and support for its members within the state.

To help members share important news about their communities, the association created a "Local Gov-

# VBCOA shares in state building code recognition

**T**HE VIRGINIA Building and Code Officials Association's primary mission is improving public safety through building code enforcement. Virginia's long-standing support of strong building codes had a big payback this year. Virginia and Florida received the highest rankings among 18 states included in The Insurance Institute for Business and Home Safety's assessment of building code and enforcement safety. The analysis, evaluation and comparison of building code and enforcement systems was conducted for residential buildings in the 18 states most vulnerable to catastrophic hurricanes. That ranking would not have been achieved had the Virginia Board of Housing and Community Development been unwilling to adopt strong building codes, and had VBCOA's members not promoted and enforced them.

Looking toward the future, VBCOA promises to continue working toward improving building safety and the safety of all those who live, work and visit in the state. The 980-member association undertook an initiative this past year in opening up membership opportunities to Virginia college students. The VBCOA Board of Directors voted in April to establish a new membership category in order to encourage participation by students in the association, and to establish another avenue for encouraging students to consider building safety as a career option.

Building Safety Month is an annual event of keen interest to VBCOA, whose members this year promoted green energy initiatives, disaster safety and mitigation, fire safety and awareness and backyard safety. VBCOA members participated by hosting community events and by providing educational materials to contractors and the general public.

VBCOA provides training for its members through two conferences held each year. The 2012 spring

meeting focused on decks and energy code training. The annual meeting in October will continue a focus on the energy code and will also include a session on construction and debris management.

tured Housing Board, and the State Technical Advisory Review Board. Many members also serve as instructors in the Jack A. Proctor Virginia Building Code Academy.

VBCOA's officers for 2011-12 are



**VBCOA President Vernell Woods of Norfolk.**

VBCOA members actively promote building safety and improved code enforcement on the international, national and state levels, as well as in their home communities. William D. Dupler, Chesterfield County deputy county administrator for community development, is president of the International Code Council, which is the association that develops the building codes used in most of the United States, as well as in many countries around the world. Fairfax County Code Specialist Guy Tomberlin serves on the ICC Board of Directors. Numerous Virginia officials serve on the ICC committees that develop codes and ensure professional standards for building safety professionals.

VBCOA members promote building safety at the state level through membership on the Board of Housing and Community Development, the Board for Contractors, the Manufac-

President Vernell Woods, Norfolk; First Vice President Kris Bridges, Martinsville; Second Vice President Cathy Cook, Blacksburg; Sergeant At Arms Sean Farrell, Prince William County, and Immediate Past President Joel Baker, Roanoke County.

VBCOA members were saddened this year by the death of Jean Stanley, a leader in building safety. Stanley, who served as president of the Virginia Chapter of the International Electrical Inspectors Association, was a combination building inspector/supervisor in Chesterfield County. She was an active member of VBCOA and state and national building code committees.

VBCOA's website at [www.vbcoa.org](http://www.vbcoa.org) has links to educational and promotional materials on VBCOA.

VBCOA is a VML affiliate. VML Director of Research Mary Jo Fields serves as its executive director. 

# VEPGA continues to negotiate more savings for members

**T**HROUGH membership in the Virginia Energy Purchasing Governmental Association (VEPGA), Virginia local governments are afforded the unique opportunity to negotiate their electricity rates. In 2011 VEPGA, on behalf of its more than 175 counties, cities, towns and other political subdivisions in Virginia, agreed to a 3½-year contract with Dominion Virginia Power that will save its members about \$16 million annually.

The \$16 million translates into a 4.3 percent reduction annually in the amount that VEPGA members would have paid if they were bound by rates set by the State Corporation Commission. For more than two decades, the Virginia Municipal League and the Virginia Association of Counties jointly sponsored a “steering committee” to negotiate rates and service with Dominion. In response to state deregulation legislation passed in 1999, the steering committee formally organized in 2002 as VEPGA, a joint

coming years will be crucial in determining Virginia’s energy future as the effects of re-regulation play out and as pressure increases to implement energy conservation measures and use of clean and renewable energy. This new regulatory environment presents both opportunities and risks for Virginia’s local governments.

In 2012 VEPGA successfully negotiated an amendment to the existing contract that makes LED (light emitting diode) streetlight fixtures a more realistic operating alternative. This is important because LED fixtures are more energy efficient and last longer than traditional light fixtures. This will result in additional savings for members.

Also in 2012, VEPGA expanded its guidance for local officials by developing a set of timely fact sheets on complex issues surrounding renewable energy and energy importing.

The VEPGA fact sheet titled “*Should Virginia’s policy be to encourage solar generation by utilities and to discourage*

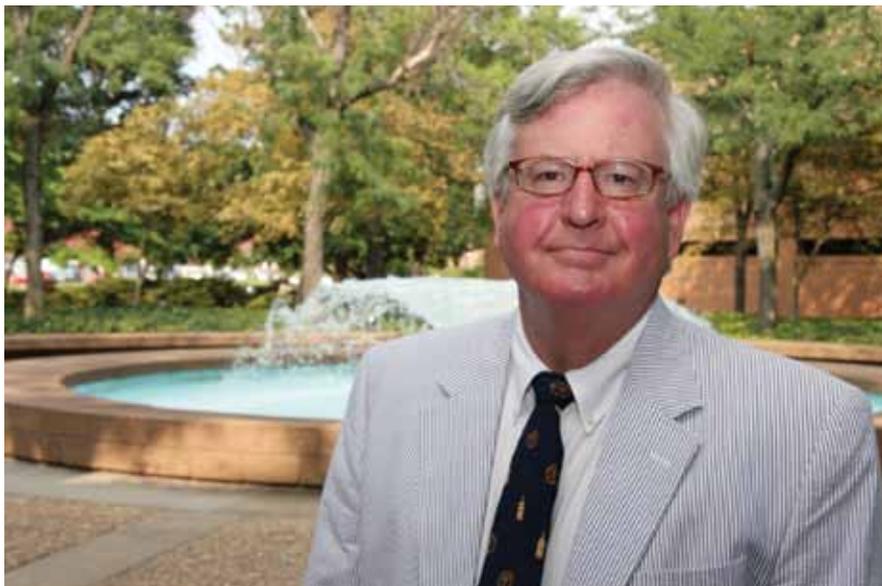
the same time Dominion Virginia Power is seeking to expand its own use of distributed solar generation at its customer’s sites. One specific legal obstacle is that Virginia Power interprets existing law to not allow renewable energy companies within its service area (primarily solar and some small wind) to develop projects with end-use customers through a financing mechanism known as a third-party power purchase agreement (PPA). The “PPA” financing model allows customers to install projects with no upfront cost in large part because the third-party energy provider can utilize federal tax credits not available to non-profit entities such as local governments. Under this arrangement, the installer retains ownership of the project after installation, with the customer paying the installer for the power that is generated. However, efforts to allow PPAs are ongoing and may result in legislation in next year’s General Assembly.

A second fact sheet titled “*Why it’s important to set the record straight on misleading claims that Virginia is the second largest importer of electricity*” explains how the justification for building billions of dollars of new power plants will unnecessarily drive up electricity rates.

The last fact sheet titled “*Is Virginia’s approach to a renewable portfolio standard (RPS) a bad deal for consumers and for renewable energy in Virginia?*” explains how Virginia’s voluntary RPS may confer a windfall, worth potentially hundreds of millions of dollars, to utility shareholders at the expense of utility customers and at the expense of the development of new renewable energy resources.

The fact sheets, along with other information on VEPGA, can be found at [www.vepga.org](http://www.vepga.org).

Steve Sinclair, chief of the Public Utilities Branch for Fairfax County, is chairman of VEPGA, a VML affiliate organization. VML Director of Environmental Policy Joe Lerch serves as its executive secretary. 



**VEPGA Chairman Steve Sinclair of Fairfax County.**

powers association created pursuant to authority provided in the state code.

In 2007, the General Assembly changed course and largely abandoned deregulation, replacing it with a unique form of re-regulation. The

*solar generation by customers?*” explains how recent developments may result in significant costs and legal hurdles for customers (including local governments) seeking to utilize solar power to meet their energy needs. At

# Public power is hometown power



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Association of Virginia, more than a quarter million residents across the Commonwealth don't have to worry if there will be power to turn on, because it's always there. MEPAV members are your not-for-profit, community-owned utilities that provide reliable and safe electricity at a reasonable price. Our commitment to the communities that we serve goes beyond keeping the lights on and appliances running. Our success is intertwined with that of each family and local business. MEPAV is part of a vital American tradition that makes communities better places to live and work. It's a tradition that works.



# Abundance of state legislation kept MEPAV busy in 2012

**T**HE 2012 GENERAL Assembly considered more than 80 significant energy and environmental-related measures of interest to the Municipal Electric Power Association of Virginia and its members. The legislature approved for referendum a proposed constitu-



**MEPAV President Mike Moon of Manassas.**

tional amendment limiting condemnation that remains a concern for most local governments. In response to this, efforts were successful to pass legislation providing protection for government-owned utilities utilizing condemnation and clarifying that utility services provided by a locality are inherently public uses.

Legislation was enacted regulating the pole attachment fees charged by the state's electric cooperatives. MEPAV was successful in keeping the municipalities from any regulation of these fees by the Virginia State Corporation Commission. Also approved was legislation continuing the Commission on Electric Utility Regulation through July 1, 2015.

The General Assembly passed

legislation expanding the Commonwealth's Energy Plan objectives to include supply from within the state. Legislation also passed requiring that new state buildings more than 5,000 gross square feet in size conform to Virginia Energy Conservation and Environmental Standards and be operated to comply with the high performance building certification program.

The legislature considered and rejected legislation that would have required all electric utilities except those owned by municipalities to have a certain amount of renewable energy generation. Legislation to study the creation of a state renewable energy utility also failed. Legislation allowing a customer to contract with a firm to own or operate renewable energy generation and sell it back to the customer was carried over to the 2013 General Assembly session for further study.

The association and its legislative consultant, Thomas Dick, monitored the work of the legislative committees and subcommittees as they reviewed proposed legislation. The association worked with the utility industry and interested groups to make sure that any proposed legislation did not create problems for municipally-owned electric utilities.

The MEPAV Annual Conference was held in Virginia Beach May 23-25 with presentations by speakers on an assortment of topics.

Sue Kelly, American Public Power Association (APPA), made a presentation on various federal regulations and how they can coexist; Jack Lesko with PowerHub Systems talked about community energy storage on the local grid and how it can decrease the locality's daily electricity consumption; and Cynthia Adams, executive director of the Local Energy Alliance Program, discussed energy efficiency in Virginia and the barriers and opportunities for the people, programs and utilities that serve them.

The conference was attended by about 80 members and guests, and

supported by 23 businesses; 10 utility members were represented, eager to learn and share information.

In addition to the conference, members and vendors also met at a fall Engineering & Operations Workshop held in Manassas. The program included topics on voltage regulators, APPA reliability survey results, power cable designs and technologies, internal fault detection on distribution transformers and driver safety and awareness, to name a few. Thirty-three people representing eight municipalities attended in addition to 10 vendors and associate members.

The spring meeting was held in Bristol. There were 55 attendees with nine municipals represented and 12 associate members and vendors. Topics discussed included: load tap changer maintenance, safety attitudes, current transformer applications and technologies, pole attachment strategies, and protective relay coordination and methodologies.

In its 58<sup>th</sup> year, MEPAV has 46 individual members who work for the 16 municipal electric utilities in the state. The membership also includes 15 honorary members and 30 companies with interest in the operation of municipal electric utilities.

Municipal electric utilities in Virginia have effectively served their customer-owners since the late 1800s. MEPAV's mission remains focused on meeting the needs of its members by providing information and support to those 16 localities that operate electric utilities. The municipal electric systems continue to be self-regulated by their local governments, providing them with the flexibility to address energy efficiency and conservation issues based on local needs.

MEPAV is a VML affiliate organization. Mike Moon, director of utilities in Manassas, serves as president. VML Director of Marketing and Member Services Kimberly Pollard serves as its executive secretary-treasurer. 

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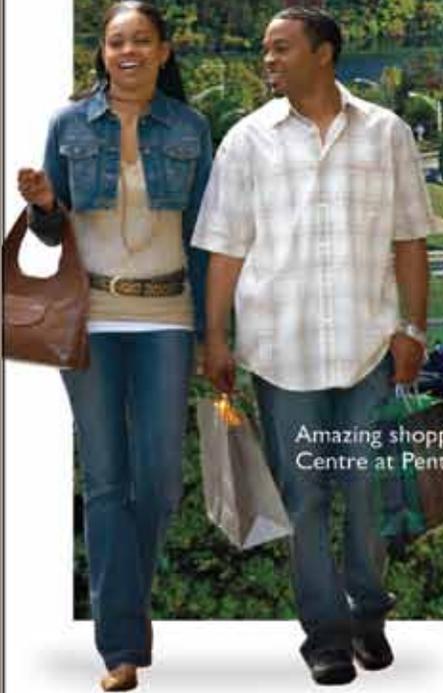
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