



# Connections

The Newsletter of the Virginia Association of Counties

November 15, 2007

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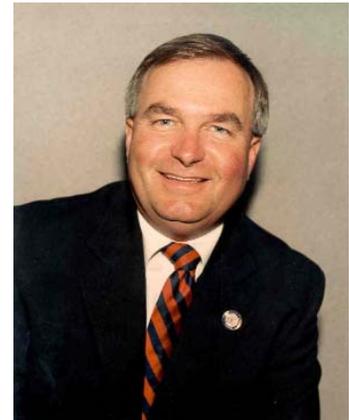
## VACo Names Kyger President Local Officials Select Regional Representatives to the Board

The membership of the Virginia Association of Counties installed Rockingham County Supervisor William B. Kyger, Jr., as 2007-2008 president during the association's 73rd annual conference in Bath County. Kyger and other officers began their terms at VACo's Annual Business Meeting on Nov. 13.

"As a teacher and civil servant, Bill is knowledgeable about the intricacies of government at all levels," VACo Executive Director James Campbell said. "He has a balanced view on the issues that face Virginia and is a terrific communicator among local, state and federal officials. We strongly value his contributions to the association."

Kyger began his first term on the Rockingham County Board of Supervisors in January of 1988. He currently serves as chairman. He's been an active member of VACo's Board of Directors since 1999. Kyger is a teacher in the Social Studies Department at Turner Ashby High School in Bridgewater.

As a dedicated civil servant, Kyger has served his community over the years as a member of the Bridgewater Volunteer



William B. Kyger, Jr.

Rescue Squad, Bridgewater Volunteer Fire Department, Central Shenandoah Emergency Medical Services Council, Bridgewater Town Council, and the Dayton-Bridgewater Lion's Club. He received his undergraduate degree in history and political science and international studies from Bridgewater College in 1977.

### 2007/2008 VACo Executive Committee

President: William B. Kyger Jr., Rockingham County

President-Elect: Donald L. Hart, Jr, Accomack County

First Vice President: Phillip A. Bradshaw, Isle of Wight County  
continued on page 2

**Board of Directors**

Continued from page 1

Second Vice President: Robert R. Adkins, Wise County

Secretary-Treasurer: Barbara Favola, Arlington County

Immediate Past President: Teresa L. Altemus, Gloucester County

**Board of Directors**

VACo's Board of Directors comprises 24 elected officials representing 13 regions of the state.

The terms are on a two-year cycle and the number of directors, per region, is based on the population of that specific region.

The Nominating Committee presents a slate of officers for the Executive Committee to the general membership for election at VACo's annual meeting each November. Regional directors are selected by the member counties within the region. This year, representatives were selected in regions 2, 3, 4, 7, 8, 9, 10, 11 and 13.

Newly elected board members include Gilbert A. Smith, Charles City County supervisor; James B. Howard, King George County supervisor; Richard C. Flora, Roanoke County supervisor; and Claude B. Ray, Lee County supervisor. All other directors in the regions listed above were re-elected to the board.



2007/2008 Executive Committee  
left to right: (front) Barbara Favola, William Kyger, Robert Adkins, Teresa Altemus (back) Donald Hart, Phillip Bradshaw

Region 1 - Judy S. Lyttle, Surry County

Region 2 - John D. Miller, Middlesex County

Region 3 - Gilbert A. Smith, Charles City County

Region 3 - David A. Kaechele, Henrico County

Region 3 - Arthur S. Warren, Chesterfield County

Region 4 - Harrison A. Moody, Dinwiddie County

Region 5 - Constance Brennan, Nelson County

Region 6 - John R. Staelin, Clarke County

Region 7 - Steven L. Walker, Culpeper County

Region 7 - James B. Howard, King George County

Region 8 - John D. Jenkins, Prince William County

Region 8 - J. Walter Tejada, Arlington County

Region 8 - Linda Q. Smyth, Fairfax County

Region 8 - Gerry W. Hyland, Fairfax County

Region 8 - Maureen S. Caddigan, Prince William County

Region 8 - Scott K. York, Loudoun County

Region 8 - Catherine M. Hudgins, Fairfax County

Region 8 - Penelope A. Gross, Fairfax County

Region 9 - Tracy C. Pyles Jr., Augusta County

Region 10 - Hugh T. Pendleton Jr., Campbell County

Region 10 - Paula M. Burnette, Henry County

Region 11 - Richard C. Flora, Roanoke County

Region 12 - Danny C. McDaniel, Wythe County

Region 13 - Claude B. Ray, Lee County

**Past Presidents**

Malvern "Rudy" Butler, Goochland County

Gerald E. Connolly, Fairfax County

Wayne A. Acors, Caroline County ☼

## Chichester Receives Jefferson Cup

The membership of the Virginia Association of Counties awarded Sen. John Chichester the prestigious Jefferson Cup during the Annual Banquet on Nov. 11.

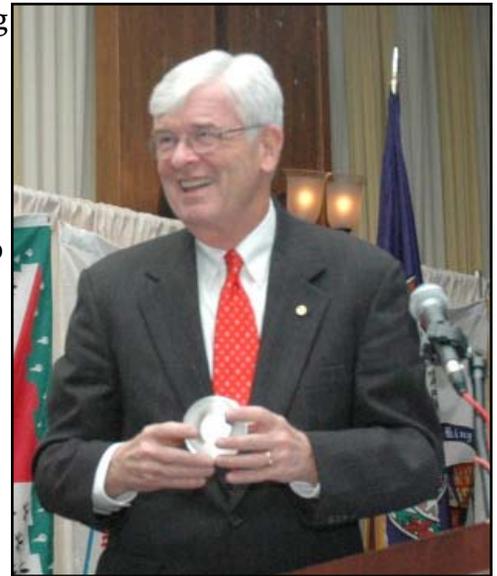
Established in 1964, the cup is presented to Virginians who have made outstanding contributions to the Commonwealth. Sen. Chichester has long understood that local government leaders require a reliable state funding partner. He has dedicated his career to supporting public education.

In addition to generating approximately \$1.6 billion for core services in 2004, his reforms also included several important tax cuts such as phasing out the state sales and use tax on food, eliminating the "marriage penalty" and assisting low-income taxpayers. Sen.

Chichester also serves as a strong advocate for restoring the Chesapeake Bay. He will retire as the President pro tempore of the Senate at the end of this year.

Sen. Chichester was elected to the Virginia Senate in 1978 and represents the 28th district, serving as chairman of the Senate Finance Committee since 2000. In addition, he also serves on several other committees: Agriculture, Conservation and Natural Resources; Commerce and Labor; Senate Rules; and Joint Rules.

Sen. Chichester has received widespread recognition for his distinguished service to the Commonwealth and has been honored by various organizations both here in Virginia and nationally. In 2004, he was selected as one of *Governing Magazine's*



Sen. John Chichester received the prestigious Jefferson Cup Award during VACo's Annual Banquet on Nov. 11.

Public Officials of the Year. In 2005, he received the prestigious Excellence in State Legislative Leadership Award from the National Conference of State Legislatures and the State Legislative Leaders Foundation. ⌘

## Conference Highlights...

photos by Wendy Jenkins



Darrell Richmond and Jerry Peaks represent Bury + Partners in the Exhibit Hall



left: Supervisors received recognition for 10, 20, 30 and 40 years of service at the annual banquet. Pictured: 20 year recipients

right: Outgoing VACo President Teresa Altemus is recognized for a job well done during the business meeting.



## JLARC Reports on Pre-K

In its latest mandated report, *Virginia Preschool Initiative (VPI): Current Implementation and Potential Changes*, the Joint Legislative Audit and Review Commission gave VPI a favorable report, indicating positive classroom learning environments, high student engagement and favorable literacy test results.

JLARC also noted national research suggesting that quality pre-K programs have positive impacts on at-risk children. VPI is Virginia's optional preschool program for "at-risk" four-year-olds. The entire report is available on the JLARC website: <http://jlarc.state.va.us>.

The commission found that the governor's pre-k initiative will "continue and expand the state's focus on at-risk children." JLARC staff is skeptical, however, that the governor's proposal will expand the program by 17,000 participants by 2012. JLARC suggested that the current low per pupil estimate of

\$5,700 inhibits local participation. The total cost is apportioned between the state and

**Since Inception of VPI, Virginia and Participating Localities Have Spent an Estimated \$570 to \$606 Million—**

- State costs: \$269 million
- Local match costs: \$178 million
- Local costs above match: \$123 to \$159 million

*\*Information provided by JLARC*

locality using the local composite index. Therefore, participating localities must pay the required local share as well as 100 percent of the remaining actual costs. Lack of facility space also limits program expansion. JLARC estimates actual per-pupil costs using Virginia data to range from \$6,790 to \$7,920.

JLARC was directed by the legislature to study the VPI program and "universal preschool," or preschool for four-year-old children. Commission staff presented the findings on Nov. 12. The General Assembly has not previously evaluated VPI.

VACo adopted a 2008 policy statement during the conference regarding early education initiatives. The statement indicates VACo's support for voluntary state initiatives intended to expand access to high-quality preschool for Virginia's four-year-olds.

The JLARC report also offers four options for expanding access to Pre-K in Virginia including:

- Enacting an alternative revenue source including a sliding scale of parent fees. The fee would be based on parents' income.
- Offering a half-day versus full-day program.
- Establishing a five-week summer program versus full school year.
- Requiring all school divisions to offer pre-K program.

Gov. Kaine will release his Start Strong proposal prior to the 2008 legislative session. ☞

## Membership Adopts Legislative Program

Key budget issues highlight the adopted 2008 Legislative Program including adequate state funding for K-12 public education, mental health and the Comprehensive Services Act. The VACo membership adopted the 2008 Legislative Program during the annual business meeting on Nov. 13 in Bath County.

The Commonwealth is required to re-benchmark the costs of the K-12 Standards of Quality in 2008. The governor will announce the total cost when he releases his proposed budget in mid-December. VACo expects this annual inflationary cost to exceed \$1.3 billion for the biennium.

The final program calls on the state to fully fund public education and also prioritizes two key health and human service funding issues, mental health for at-risk children and the Comprehensive Services Act.

For the second year in a row, VACo supports the optional local Constitutional homestead amendment granting homeowners partial real estate tax exemptions (up to 20 percent of assessed value). The amendment will be considered by the voters in November of next year if it is adopted by the 2008 General Assembly.

The 2008 legislative process was initiated last spring when VACo board members hosted regional Courthouse meetings. The Board of Directors recently agreed to reinstate the meetings next spring. This year, VACo members are urged to bring their legislators to the meetings.

Sign up now to serve on a 2008 VACo steering committee. A committee interest form is available on page 9 and is posted on the VACo web site at [www.vaco.org](http://www.vaco.org). Committee members will be appointed in January. ☞

## Keynote Speakers Discuss Legislature, At-Risk Youth and Virginia's Future

Senator John Chichester, along with Gov. Timothy Kaine and First Lady Anne Holton, served as keynote speakers during the Opening Session of VACo's Annual Conference.

Sen. Chichester told an audience of local government officials that he believed Virginia is facing a leadership crisis as legislative candidates seek more "power, prestige and self promotion."

He warned legislators against paying attention to "artfully worded polls on hot-button issues" and said that last year's transportation solution was no solution at all. Sen. Chichester told local officials that costs will shift back to local governments if transportation is left in the general fund. Stop layering on new expenses in the general fund and stop using it as a backstop for every political campaign, he said.

Sen. Chichester advised Virginians to choose legislative leaders based on the best and brightest grassroots candidates.

Before introducing Gov. Kaine, First Lady Holton asked for help from local officials to

improve foster care and permanent placements for Virginia's at-risk youth. The state is severely overusing congregate care compared to national standards, she said. Local officials need to send their suggestions to the governor's office so that state agencies and state money can be part of the solution to this problem.

Governor Kaine focused on Virginia's successes as he compared today's Virginia to 1957, the two years that Queen Elizabeth II visited the state.

"I can make a persuasive case that the golden age of Virginia is today's generation," he said as he mentioned the state's high per capita income and low unemployment rate.

Virginia's two strongest assets include a strong and improving public education system along with global connections such as an international airport and ports

for international shipments. If we harvest the value of education and global connections we will continue to prosper, he said.

However, the governor did warn local officials that the state cannot afford to send off the signal that others are not welcome in our communities.

Virginia's challenges include

the continued transportation debate and the current revenue shortfall resulting from a slowdown in the economy. He called for innovative ideas to invest in the community, especially when it comes to mental health services. The governor also called for expansion of the state's pre-K initiative that will reduce the number of children repeating grades.

The state budget will need prioritization as opposed to new funds, he said. ☞



Local officials welcomed Gov. Timothy Kaine and First Lady Anne Holton with a standing ovation during the Opening Session on Monday morning.

## Multimodal Grant Available

The Commonwealth's Multimodal Planning Office is pleased to announce another Multimodal Grant Program aimed at providing assistance and support for innovative multimodal transportation planning initiatives for 2008. A 10 percent in-kind services match is required from all grant recipients and there is no maximum award.

Applicants are requested to submit a grant letter of intent outlining the proposed project by Dec. 4. Grant recipients will be announced Feb. 15, 2008. For more information on the grant application process and schedule go to [www.vtrans.org](http://www.vtrans.org) or contact the Commonwealth's Multimodal Transportation Planning Office toll free at 1-866-835-6070 or [statewideplan@vdot.virginia.gov](mailto:statewideplan@vdot.virginia.gov). ☞



## Mark Your Calendar...

### 2007 Virginia/West Virginia Water Research Symposium

“Connecting Management to Aquatic Communities”

Nov. 26-30, The Inn at Virginia Tech and Skelton Conference Center, Blacksburg

Topics will span a wide range of water quality and water supply issues. <http://www.vwrrc.vt.edu/symposium2007/default.html>

### Baldrige Criteria for Performance Excellence Workshop

Dec. 10 & 11, Suffolk

This two-day workshop will give an in-depth introduction to performance excellence terminology, as well as the criteria and core values that drive high performance in organizations. For details and to register, visit [www.spqa-va.org](http://www.spqa-va.org).

### Succeeding as a First Time Supervisor

Dec. 5, 8:30 am-3:30 pm, U.Va. Richmond Center

Sponsored by the Virginia Institute of Government  
Ease your move into management by learning how to handle difficult personnel problems, confront a crisis with confidence, and keep your staffs motivated, focused and productive. In partnership with Chesterfield County. Registration: \$100 (includes lunch). Contact Jessica Smith at (804) 371-0202, email [jessicasmith@virginia.edu](mailto:jessicasmith@virginia.edu), or visit [www.VaInstituteofGovernment.org](http://www.VaInstituteofGovernment.org).

### Virginia Agriculture Summit

Dec. 11-12, The Southwest Virginia Higher Education Center, Abingdon  
Earlybird registration deadline is Dec. 1.  
<http://www.agsummit.com/> ☞

## Congress Finalizes Internet Moratorium

The U.S. House of Representatives agreed to U.S. Senate amendments the week of Oct. 26 extending the Internet Tax Freedom Act. President Bush signed the bill into law. H.R. 3678 places a seven-year moratorium on state and local taxation of Internet access, but maintains a grandfather clause for those states already taxing such access. Virginia never enacted legislation allowing such taxation.

The former moratorium would have expired on Nov. 1. The final House vote was taken under suspension of the rules, which requires a two-thirds majority for passage and does not allow for any amendments. The vote was 402-0. ☞

## Congratulations!

The NACo Conference Planning Committee has won a 2007 Best in Virginia Award from the International Association of Business Communicators. The award will be presented at a dinner on Dec. 6 at the Richmond Marriott West.

Innovative Wireless Technologies (IWT), a designer of wireless technologies, will invest \$5.6 million to locate in the New London Office Park in **Bedford County**. The project will support IWT's planned business growth, creating 50 new engineering and professional jobs over the next several years. Virginia successfully competed with North Carolina and Pennsylvania for the project.

GridPoint, Inc., a clean technology company, will invest \$5 million as it relocates its operations from Washington, D.C., to **Arlington County** and continues to expand its business. The project expects to create approximately 250 new jobs over the next three years.

Daniel A. Norman, PE, has joined the Charlottesville office of **Draper Aden Associates** as a Project Manager for the Utilities Team. Lisa J. Kitchens has joined the Administrative Support Team in the Blacksburg office. Jim O'Dowd, PE, has been selected to assume the position of utilities team leader for the Blacksburg office. ☞

# Employment Opportunities

Employment ads have been edited due to space considerations. To view the full versions, visit [www.vaco.org](http://www.vaco.org).

## **Airport Manager/Virginia Highlands Airport Authority**

Salary range \$50,000-\$60,000. Submit letter of application, detailed resume with salary history and work related references to: John A. Anzivino, Senior Vice President, Springsted Incorporated, 1564 East Parham Road, Richmond, VA 23228; Fax 804-726-9752 or e-mail [Richmond@springsted.com](mailto:Richmond@springsted.com) by December 1, 2007. For a complete community/ position profile visit [www.springsted.com](http://www.springsted.com).

## **Assistant Development Manager#712-1/James City County**

Salary \$74,999 +. To download an application visit [www.jcce.gov/JOBS](http://www.jcce.gov/JOBS). Applications will be accepted until position is filled.

## **Codes Compliance Officer (Environmental)/Gloucester County**

Salary: \$32,860 +. Closing date Nov. 29 at 4:30 pm. Submit cover letter and resume along with a Gloucester County application to Human Resource Department 6467 Main Street Gloucester, VA 23061 or (804)693-5690. [www.gloucesterva.info](http://www.gloucesterva.info).

## **Director of Finance/City of Suffolk**

Starting salary range \$95,000-\$105,000. Reports to City Manager. Submit resume and current salary by December 28 to: John T. Maxwell, Senior Vice President, Springsted Incorporated, 4698 Honeygrove Road, Suite 4, Virginia Beach, VA 23455, Fax (757) 422-6617 or email: [jmaxwell@springsted.com](mailto:jmaxwell@springsted.com).

## **Director of Finance & Human Resources/Town of Warrenton**

Salary: Mid \$70s Submit Town of Warrenton employment application (required) and resume to: Director of Finance & Human Resources, Town of Warrenton, P O Drawer 341, Warrenton, VA 20186, Fax 540/349-2414 or e-mail: [rheartley@warrentonva.gov](mailto:rheartley@warrentonva.gov). Deadline: Dec. 5.

## **Director of Parks and Recreation/Isle of Wight County**

Salary \$60,075-\$75,093 DOQ Interested candidates should submit an application and resume by 11/21/07 to: HR, P.O. Box 80, Isle of Wight, VA 23397. Visit our website at [www.iwus.net](http://www.iwus.net) or call (757) 365-6263.

## **Director of Planning/Prince George County**

Salary range \$57,811 - \$87,966. For a complete job description and County application, visit the County website at [www.princegeorgeva.org](http://www.princegeorgeva.org) or call (804) 722-8669. Deadline for applications is 4 p.m., Monday, December 28. Applications can be mailed to:

Attn: Human Resources, P.O. Box 68, Prince George, VA 23875. Faxed applications are not accepted. Postmarks are not considered as received.

## **Director of Social Services/Isle of Wight County**

Salary \$74,758-\$115,831 To be considered for this position, you must submit a completed Commonwealth of Virginia Applications for Employment (DPT Form 10-012) to: Emily Haywood, HR Director, Department of Human Resources, P.O. Box 80, 17090 Monument Circle, Isle of Wight, VA 23397. Deadline: Nov. 30

## **Division Chief of Planning & Community Development/ Dinwiddie County**

SALARY:DOQ/DOE. Applications available at [www.dinwiddieva.us](http://www.dinwiddieva.us) or by calling (804) 469-4500 ext 145. Open until filled.

## **Economic Development Director/The Rockbridge Partnership**

Salary negotiable. Contact Valerie Lewis @ (540) 463.7346 or [trp2@rockbridge.net](mailto:trp2@rockbridge.net) to obtain a detailed job description. Interested candidates should submit a letter of interest, resume, salary requirements, and work references to: The Rockbridge Partnership, ATTN: Search Committee, 6 S. Randolph Street, Lexington, VA 24450. Deadline: Dec. 15

Continued on page 8

**Employment**

Continued from page 7

**Editor/ Local Government Attorneys**

The Local Government Attorneys of Virginia, Inc. (LGA), is seeking proposals for the position of Editor of the LGA's Handbook of Virginia Local Government Law. One (1) complete proposal shall be submitted electronically in pdf format clearly marked "LGA Handbook Editor Proposal" by 2 p.m., Friday, Dec. 28. Complete proposals should be transmitted to: Blair Mitchell, County Attorney for Warren County at [bmitchell@warrencountyva.net](mailto:bmitchell@warrencountyva.net). For a copy of the RFP or to inquire about the project, contact Blair Mitchell, County Attorney for Warren County, Virginia at [bmitchell@warrencountyva.net](mailto:bmitchell@warrencountyva.net) or (540) 636-6674.

**Fire Chief /Louisa County**

Under the direction of the County Administrator, the Fire Chief will oversee the strategic development and management of the County's Fire Administration and Emergency Management Services. The Fire Chief is required to reside in Louisa County. For complete details, please visit our website at [www.louisacounty.com](http://www.louisacounty.com).

**GIS Analyst/Goochland County**

Salary range - \$35,694-\$53,674  
A Goochland County Employment Application is required for consideration of this position and is available at (804) 556-5831 or [www.co.goochland.va.us](http://www.co.goochland.va.us).

[goochland.va.us](http://goochland.va.us). Submit applications to 1800 Sandy Hook Rd., P. O. Box 10, Goochland, Virginia 23063 by Tuesday, Nov. 27 at 2 p.m. For more information, please call Qiana Foote @ (804) 556-5834 or email [programmer@co.goochland.va.us](mailto:programmer@co.goochland.va.us).

**Manager of Juvenile Services/ York County**

Base salary \$61,833 +  
A York County application is required and can be accessed at [www.yorkcounty.gov](http://www.yorkcounty.gov) or call (757) 890-3690. Hearing impaired TDD (757) 890-3300. Open until filled.

**Operations Manager/Lake of the Woods Association**

A large private home owners association in Orange County, Virginia is seeking a qualified applicant to fill the position of Operations Manager. Job description available at [www.lowa.org](http://www.lowa.org). Please send resume, cover letter and salary requirements to: General Manager, Lake of the Woods Association, 102 Lakeview Parkway, Locust Grove, VA 22508 or email them to [adminasst@lowa.org](mailto:adminasst@lowa.org).

**Planner/Mathews County**

Salary: \$32,000(+). A completed County of Mathews application, including salary history, along with a cover letter and resume may be submitted to the Department of Planning & Zoning, P.O. Box 839, Mathews, VA, 23109. A complete job description and application may be obtained at [www.co.mathews.va.us](http://www.co.mathews.va.us) or by calling (804) 725-

4034. Position open until filled.

**Program Administration Specialist II/Department of Housing and Community Development**

Hiring Range: \$40,000 - \$55,000  
Submit a state application at <https://jobs.agencies.virginia.gov>. Open until filled. For additional information call the Human Resource Office at (804) 371-7000

**Program Administration Specialist II, Access Management Program Specialist/VDOT**

#00570, \$40,959 - \$84,062  
(new band effective 11/25/07)  
A valid driver's license check and safe driving record is required Applications will ONLY be accepted online at <http://www.vdot.jobs>. TDD 1 (800) 828-1120 Apply by 5pm on Nov. 30.

**Regional Adult Detention Center Superintendent/Prince William County**

Salary: \$86,175 - \$137,881  
For a detailed position profile and information on how to apply, visit [www.pwcgov.org/jobs/](http://www.pwcgov.org/jobs/) or call (703-792-6640)  
Deadline: Nov. 30.

**Town Manager/ Town of Vinton**

Town residency required within 12 months. Send cover letter, resume, salary history, and three professional references to Beth Austin, Human Resource Director, 311 S. Pollard Street, Vinton, VA 24179. Deadline is Dec. 10 by 5 p.m. ☘

# VACo Committee Interest Form

VACo is looking for county supervisors and chief administrative officers interested in serving on the association's steering and operational committees. The steering committees consider proposals from member counties for inclusion in VACo's annual legislative program. They also provide direction to the VACo staff on policy issues arising from legislative and state agency studies. Steering committee members are selected from each of VACo's 13 regions. Committees also include several members appointed at-large. The operational and ad hoc committees are responsible for helping direct the staff in the activities, programs and functions of VACo.

Attendance will be expected of committee members at the VACo Annual Meeting, and at least two other committee meetings during the year. VACo asks that committee members or the counties they represent assume responsibility for travel arrangements and costs associated with attending committee meetings. Committee appointments are made each year by the president of VACo. **If you are interested in being considered for an appointment, complete this form and return it by December 15, 2007, to VACo, 1001 E. Broad St., Suite LL 20, Richmond, VA 23219-1928, fax (804) 788-0083.**

**County officials that currently serve on a committee need to submit this form by December 15 to be reappointed to a committee in 2008.**

name \_\_\_\_\_

title \_\_\_\_\_ county \_\_\_\_\_

address \_\_\_\_\_

phone number \_\_\_\_\_ e-mail \_\_\_\_\_

Please indicate your first, second and third choices:

## STEERING COMMITTEES

- Environment and Agriculture
- Finance
- Education
- Administration of Government
- Health and Human Services
- Community Development and Planning
- Telecommunications and Utilities
- Transportation

## OPERATIONAL COMMITTEES

- Nominating
- Budget
- Conference Planning
- Audit
- VACo/VML Task Force

1001 E. Broad St., Suite LL 20  
Richmond, VA 23219



### Executive Committee

**President:** William B. Kyger, Jr., Rockingham County  
**President-Elect:** Donald L. Hart Jr., Accomack County  
**1st Vice President:** Phillip A. Bradshaw, Isle of Wight County  
**2nd Vice President:** Robert R. Adkins, Wise County  
**Secretary Treasurer:** Barbara Favola, Arlington County  
**Immediate Past President:** Teresa L. Altemus, Gloucester County

### Staff

**Executive Director:** James D. Campbell, CAE  
**General Counsel:** Phyllis A. Errico, Esq.  
**Deputy Director for Legislative Affairs:** Michael L. Edwards  
**Director of Policy Development:** Larry J. Land, CAE  
**Director of Intergovernmental Affairs:** Dean A. Lynch, CAE  
**Director of Governmental Affairs:** Ted McCormack, AICP  
**Director of Administration:** Vicky D. Steinruck, CPA  
**Director of Technical Services:** John N. Kandris, A+, ACT, CCA  
**Director of Member Services:** Carol Huff  
**Director of Communications:** Wendy D. Jenkins  
**Administrative Assistant:** Kay H. Sheets  
**VACo Risk Management Programs:** Wayne A. Faddis, ARM,  
Administrator, (888) 822-6772

VACo exists to support county officials and to effectively represent, promote and protect the interests of counties to better serve the people of Virginia.

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