

Governor Northam Presents Budget to Money Committees



Governor Northam presented his final budget proposals to the General Assembly on December 16, reflecting on successes and challenges over his four-year term, and expressing confidence that his successor, Governor-Elect Glenn Youngkin, will inherit a strong economy that is poised for future growth. The Governor's proposed amendments to the current fiscal year's budget (the "caboose" bill) and his proposed biennium budget benefitted from unusually strong revenue growth, enabling significant investments in employee compensation, school capital needs, behavioral health, housing, water quality, and the state's reserve funds.

Secretary of Finance K. Joseph Flores [provided details](#) to members of the "money committees" regarding the state's revenue forecast, which was developed over a series of meetings this fall with economists, business leaders, and legislators. The state concluded FY 2021 with a significant surplus of \$2.6 billion, reflecting total General Fund (GF) revenue growth of 14.4 percent, far ahead of the forecast of 2.7 percent growth, a performance Secretary Flores attributed to the rollout of COVID-19 vaccines in the latter part of the fiscal year, as well as the passage of two federal relief bills. According to Secretary Flores, continued growth is expected, although inflation is a concern, as underscored by the release of projections this week by the Federal Reserve's Open Markets Committee signaling expected interest rate increases in 2022.

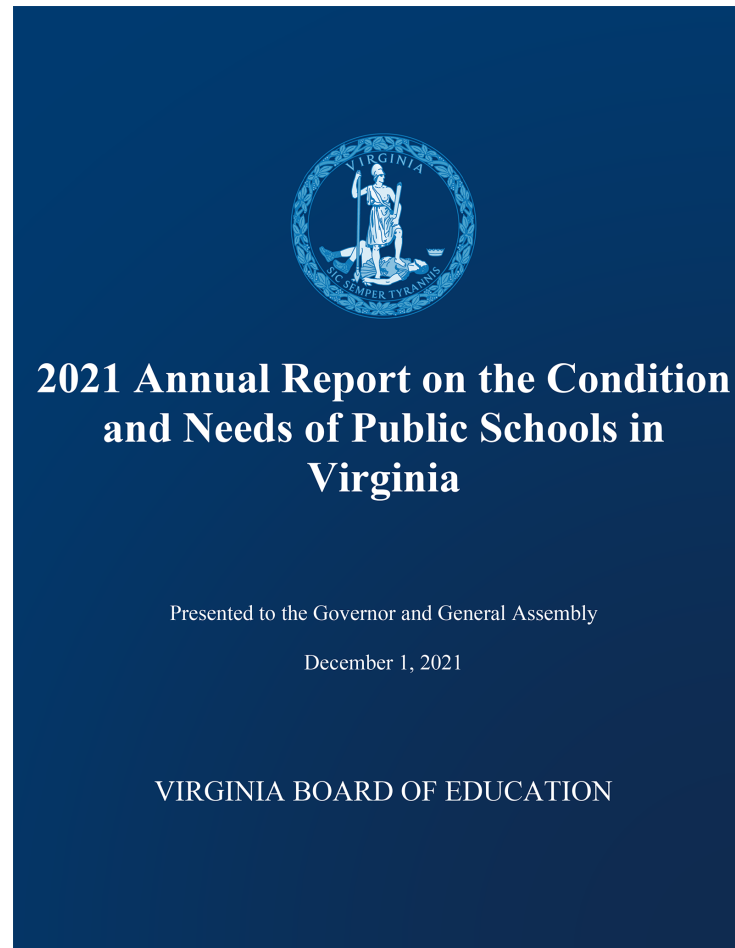
Most members of the state's Joint Advisory Board of Economists recommended a conservative approach to forecasting revenues for the upcoming biennium, noting that Virginia would likely experience slower growth in income and employment than the nation as a whole (having been spared the job and income losses experienced in other states). This view was shared by the majority of the Governor's Advisory Council on Revenue Estimates (GACRE) at its November meeting. The December forecast predicts total FY 2022 GF revenue growth of 4.2 percent (assuming that Virginia conforms with the federal income tax code). GACRE's forecast for the biennium predicts revenue growth of 4.8 percent in FY 2023 and 4.2 percent in FY 2024. After factoring in a series of tax policy adjustments being proposed in the biennium budget, a decline of 0.6 percent is forecasted for FY 2023, and 8.9 percent growth is projected for FY 2024. Substantial surplus revenues from the caboose will carry over to the biennium budget; as outlined by Department of Planning

and Budget Director Daniel S. Timberlake, approximately \$13 billion in additional revenue is available over the three fiscal years. Director Timberlake's presentation is available at [this link](#).

Following is a preliminary overview of some of the major proposals presented by the Governor; VACo will provide a more detailed analysis in a forthcoming edition of Capitol Contact.

- **Appropriates \$1.1 billion** for a mandatory Revenue Stabilization Fund deposit in FY 2023 and provides a \$564 million voluntary deposit to the Revenue Reserve Fund in FY 2022.
- **Deposits approximately \$924 million** to the Virginia Retirement System in FY 2023 to reduce unfunded liabilities (contingent on meeting the revenue forecast for FY 2022). Diverges from VRS Board of Trustees recommendations to lower employer contribution rates by maintaining current rates.
- **Provides \$806.8 million** over the biennium to increase salaries for state employees and state-supported local employees by five percent in each year of the biennium.
- **Provides \$751 million** over the biennium to increase salaries for funded Standards of Quality instructional and support positions by 5 percent in each year of the biennium.
- **Provides \$74 million** over the biennium to increase the entry level salary for sworn sheriffs' deputies and regional jail officers, and \$15.5 million over the biennium to provide a compression adjustment for certain sworn personnel funded through the Compensation Board.
- **Provides \$500 million** in FY 2023 for school construction and modernization in the form of one-time grants to school divisions for nonrecurring costs, including school construction, additions, renovations, and technology costs.
- **Appropriates \$331.6 million** over the biennium for Standards of Quality rebenchmarking. Provides an additional \$354.5 million to hold school divisions harmless for rebenchmarking data that was affected by pandemic-related school closures.
- **Provides \$268.5 million** over the biennium as support for educationally at-risk students by increasing the At-Risk Add-On program maximum add-on percentages from 26 percent to 49.5 percent in FY 2023 and from 26 percent to 36 percent in FY 2024.
- **Eliminates the state portion** of the sales tax on food for home consumption. Provides \$158 million over the biennium in one-time funding to hold school divisions harmless for the lost revenue associated with the portion of the sales tax on groceries that is currently distributed to localities based on school-age population.
- **Provides \$560 million** to support behavioral health needs, including salary increases for direct care staff at state hospitals and implementation of the final three services required by STEP-VA.
- **Provides \$37.6 million** over the biennium to support staffing needs in jails associated with new behavioral health care standards that were directed by the General Assembly in 2019 and are currently before the Board of Local and Regional Jails.
- **Appropriates the \$313 million** mandatory deposit to the Water Quality Improvement Fund in FY 2023.
- **Provides \$26.5 million** as a supplemental deposit to the Virginia Natural Resources Commitment Fund in FY 2024, which will assist the Virginia Agricultural Cost-Share Program.
- **Provides \$20 million** in FY 2023 to support the Dam Safety, Flood Prevention, and Protection Assistance Fund.
- **Provides \$17.6 million** over the biennium to meet the anticipated increase in Virginia Clean Water Revolving Loan Fund match amounts as a result of the Infrastructure Investment and Jobs Act.
- **Provides \$19.1 million** over the biennium for agriculture and forestry initiatives, including funding for land conservation, farmland preservation, increased tree-planting, and the Urban and Community Forestry Program.
- **Provides \$99.5 million** in General Fund dollars over the biennium, in addition to the more than \$700 million previously appropriated in American Rescue Plan Act funding in FY 2022, to expand broadband infrastructure through the Virginia Telecommunications Initiative (VATI).
- **Provides \$190 million** over the biennium to support the Housing Trust Fund.
- **Appropriates \$150 million** in FY 2022 to support the Virginia Business-Ready Sites Program.

Proposed K-12 Salary Increase Likely to Have Major Local Fiscal Impact



As part of his “Thank you, Virginia” tour, Governor Northam [announced](#) on December 6 that his outgoing two-year budget proposal will contain a 10 percent pay raise for teachers, the largest in 15 years. The amount proposed to be set aside for the state share of these raises in General Funds is \$246,955,292 the first year and \$508,788,035 the second year. As has been the case with previous pay raise incentives from the state, local funds will need to be provided to access the state share of these increases. The estimated local share of this compensation supplement would be \$198.7 million in FY 2023 and \$409.9 million in FY 2024. These figures are only for instructional and support positions recognized under the Standards of Quality, and as such, the costs for providing a compensation supplement to all actual K-12 employees would be higher. For many localities, this can be challenging as they are already funding the costs of K-12 education at levels well beyond the amount at which they are required.

According to the Virginia Board of Education’s ([VBOE](#)) 2021 Annual Report on the Condition and Needs of Public Schools in Virginia, local governments are providing substantial shares of K-12 funding. The report found that in Virginia:

- Local governments invest approximately \$4.4 billion beyond their required local effort.
- Local governments provide the majority (55%) of overall K-12 funding, while the state contributes 40% of public-school funding, with 6 percent from federal sources.

- From 2008-09 to 2018-19, the state's share of total funding has decreased. Local governments have taken on a larger share of funding.

The fact that local governments continue to provide a greater share of funding causes inequitable resources and opportunities for low-income students. In aggregate, the state funds 55% of Standard of Quality costs, while localities fund 45%. However, as the data from the Annual Report suggests, localities are funding a far greater share for the "true costs" of education. Furthermore, the state's method of calculating prevailing statewide teacher salary costs does not reflect the simple average and yields a prevailing cost figure actually lower than the simple average. Efforts by the Governor and the General Assembly to increase teacher compensation must take these facts into consideration.

According to VBOE's Annual Report, like much of the nation, Virginia continues to face a shortage of educators entering and remaining in Virginia's public schools. This shortage predated the pandemic but is likely to be severely exacerbated by it for years to come. This decline is correlated with low teacher salaries, and challenging working conditions. As expected, salary and earning potential play a role in career choice selection. As of 2019-2020, Virginia ranks 26th in average salary for K-12 public school teachers, and 26th in average salary for K-12 public school instructional staff. According to the National Education Association's *Rankings of States 2020* report, the average teacher salary in Virginia is \$57,665 while the national average is \$64,133. Comparing teacher salaries to those of other college graduates, Virginia is 50th in the nation.

The Governor's budget [proposal](#) stipulates that the state will provide the state share of up to a 5 percent salary increase effective July 1, 2022, to school divisions that certify to the Department of Education that an equivalent increase will be provided to instructional and support personnel the first year. Sufficient funds are appropriated in this act to finance, on a statewide basis, the state share of up to an additional 5 percent salary increase effective July 1, 2023, to school divisions that certify to the Department of Education that an equivalent increase will be provided to instructional and support personnel the second year. In order to access these funds in FY 2023, a school division must provide at least an average 2.5 percent salary increase the first year. In order to access these funds in FY 2024, a school division must provide at least an average 2.5 percent salary increase the first year and at least an additional average 2.5 percent salary increase the second year.

VACo supports voluntary incentives that encourage localities to increase teacher salaries to reflect the national average in compensation, as long as this is done without a required minimum local match. Former VACo President Jeff McKay [reiterated](#) this point during the 2021 General Assembly session. As Governor-elect Glenn Youngkin and the General Assembly consider amendments to Governor Northam's budget proposal, VACo encourages its members to ask their legislative delegations for maximum local flexibility to fund K-12 salary increases.

VBOE's full 2021 Annual Report may be viewed [here](#).

VACo Contact: [Jeremy R. Bennett](#)

Visit Scott County and the Kilgore Fort House



The Kilgore Fort House is a two-story timber building with gable roof and rests on a limestone foundation. On the northeast gable end is a massive stone chimney laid in lime mortar with two insets or splays that narrow the stone pile in its rise to the stack. The building's construction is in the simplest form, being of hewn rectangular timbers, V-notched at the corners. The first, second and attic floor joists are also set into the structural timbers. The second-story openings are apparently their original small size. The doorways and all window openings are finished by simple framing boards. During the 18th century, frontier forts were built to guard mountain gateways, river valleys, and other strategic points, and also as places of refuge for neighboring frontiersmen and their families during times of danger. By circa 1785-1790, strongly-built and fortified houses were taking the place of the earlier blockhouse and stockaded forts. Robert Kilgore's Fort House represents this stage in frontier social and architectural development. Robert Kilgore was a locally prominent primitive Baptist minister as well as a farmer. He was pastor of the Nickelsville Baptist Church for more than forty years. He lived in the log fort house until his death in 1854 at the age of 88. The house stood neglected for many years but was restored in the 1970s by the Lenowisco Planning District Commission with the assistance of other area agencies to serve as a visitor attraction for a wayside park. The Kilgore Fort House is now privately owned.

SOURCE: [Virginia Department of Historic Resources](#)

CHAIRPERSONS' INSTITUTE



FRIDAY, FEBRUARY 4, 2022 AND SATURDAY, FEBRUARY 5, 2022

\$350 ATTENDEE | [AGENDA](#) | OMNI RICHMOND HOTEL

NAME: _____

TITLE: _____

EMAIL: _____

COUNTY/ORGANIZATION: _____

CREDIT CARD NUMBER: _____

EXPIRATION DATE: _____

NAME ON THE CARD: _____

Hotel Reservation Details: Lodging costs are not covered in the registration fee. The Chairpersons' Institute is held at the Omni Richmond Hotel, 100 South 12th Street, Richmond, VA 23219. Room rates start at \$162 (single room occupancy). To reserve a hotel room, call 804.344.7000 by January 31, 2022, with this code: **Government Legislative Day 2022 Group** or reserve a room at this [Omni Richmond Hotel link](#).

Fax completed registration form with credit card information to 804.788.0083.

Or please make check payable to VACo. Mail check and completed registration form to 1207 East Main Street, Richmond, VA 23219.

PLEASE CONTACT
VALERIE RUSSELL AT
VRUSSELL@VACO.ORG
WITH ANY QUESTIONS.

Registration Fee: \$350 Attendee | \$175 Guest

Or [click here](#) to register online.



Refund Policy: Requests for registration refunds are honored if received by January 21, 2022. Substitutions are allowed in the event a supervisor is unable to attend. For more information, call VACo at 804.788.6652.



VACo's Associate Membership Program is the most efficient and cost-effective way to showcase your company to decision makers from Virginia's 95 counties. This access can play a major role in your marketing efforts, and it benefits counties by identifying potential suppliers in a broad range of services. See how these four VACo Associate Members can help your county.



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ENERGIX RENEWABLES

Energix Renewables is an independent power producer that develops, constructs, owns, and operates renewable energy projects in the United States. We are the subsidiary of an Israeli publicly-traded company (TASE: ENRG). We use our financial stability and extensive project experience to build projects that create long-term value for local communities, landowners, our stakeholders, and the environment.

Headquartered in Arlington, Virginia, Energix Renewables is one of the leading solar energy developers in Virginia with seven projects in operation, several more in various stages of construction and many more in development.

OVER
40

**EMPLOYEES
ACROSS THE U.S.**



LONG TERM PARTNER

Energix is a long-term partner for the communities in which we operate. We develop, construct, own, and operate projects through their entire lifecycle, which makes us a reliable partner through every step of the process and a unique partner in the market.

OVER
450
MM

**INVESTED
IN THE US**



INVESTMENT IN COMMUNITIES

Every time Energix develops a top-tier solar facility, it makes a commitment to the community it joins. We work closely with local governments to provide meaningful benefits to the areas where we operate. This is not just a slogan - it is our mission.

OVER
6
GW

**IN DEVELOPMENT
PIPELINE IN THE U.S.**



EXPERIENCED PARTNER

Energix has over 6GW of renewable energy projects currently in its pipeline. That is enough carbon-free energy to power more than 1.5 million homes. Our growth has given us great financial stability, making us an excellent partner with a substantial business network.

OVER
170
MW

**IN COMMERCIAL
OPERATION**



BUY AMERICAN

We are committed to the US economy and therefore procure the majority of our equipment here in the U.S.



ENVIRONMENTAL PROTECTION

In addition to providing necessary clean energy to protect our planet, we also take extraordinary measures to preserve local cultural resources, wildlife, and critical habitats. We also guarantee decommissioning and site restoration.



COMMUNITY BENEFITS

Our projects boost local economies through increased tax revenues, creating well-paying construction jobs, and stimulating local hospitality industry. All of these benefits require no investment from the local community.





Lumos is on the Move!

Lumos has a bold vision for tomorrow—a future that includes expansion into new communities and an ambitious growth strategy in Virginia and North Carolina then throughout the Mid-Atlantic. And we will continue bringing ultra-high-speed fiber internet service to underserved communities through public-private partnerships.

We're growing because there is a need for ultra-high-speed fiber internet service that can only be provided by a world-class fiber optic network like the one Lumos has. Only a 100% fiber-optic network can provide virtually unlimited data transmission capacity and synchronous download and upload speeds necessary for today's ultra-high-bandwidth applications, including HD quality video meetings, virtual learning, latency-free VR gaming, e-commerce, and cloud computing.

Our company brings its 100% Fiber-To-The-Premise internet service to nearly 200,000 residential and business locations in Virginia and North Carolina. We are fully committed to extending our fiber-optic network to more communities and neighborhoods in short order. In 2022 alone, we will reach nearly 300,000 homes and businesses with a multi-gig fiber internet tier with speeds up to 2 Gbps for consumers and 10 Gbps for small businesses in most areas.

Watch what's next from Lumos!

For information about Lumos, including public/private partnerships, contact cat.mosley@lumosfiber.com.

The Siemens logo is displayed in a white box with a teal border. The background of the entire page features a digital landscape with glowing blue and green lines representing data and energy connections over a city and rural areas, with wind turbines and solar panels visible.

Siemens is focused on deploying technologies and services that intelligently connect energy systems to buildings and industry, always with an eye toward energy efficiency, reliability and smaller carbon footprints. From decentralizing power generation, deep electrification and creating resilient microgrids to making buildings smarter to manage long-term operating costs, Siemens is committed to doing its part to lead and advocate for sustainable and equitable policies that drive U.S. innovation and leadership.

Siemens also has a long history of partnering and driving solutions for local government. This work includes Energy Savings Performance Contracts (ESPC) that have long been an opportunity for governments to tackle deferred maintenance and reduce energy bills. Additionally, ESPCs are budget-neutral infrastructure projects that include multiple partners from the manufacturing, construction, and small business communities. Siemens helps cities of all sizes evolve and succeed. In the last five years alone, we've worked with more than 200 local U.S. governments to modernize their infrastructure, generating almost \$1 billion in energy and operational savings.

Siemens provides the technology, financing, and partnership you need to create the perfect place. And we are already invested. Sharing your vision of economic development, Siemens has nearly 100 field offices across the country to better serve our customers.

Jim Wood is Siemens' market lead for Local Government and K-12 in Virginia. Jim has over two decades of experience in Local Government, including 19 years on the Virginia Beach City Council and 3 years as Vice Mayor. He has expertise in municipal finance, regional organizations and local budgeting.

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[Siemens Smart Infrastructure](https://www.siemens.com/us/smart-infrastructure)



Siemens is a global powerhouse in higher education, energy infrastructure, electronics, and electrical engineering.



For more than 170 years, Siemens has built a reputation for leading-edge innovation and the quality of its products, services and solutions.



Siemens in the USA reported revenue of around \$20 billion and employs 60,000 people throughout all 50 states and Puerto Rico.



Joint Commission on Health Care Adopts Policy Recommendations

The Joint Commission on Health Care met on December 7 to consider policy options presented by staff as a result of the three studies directed by the Commission this year. The Commission also approved a plan for staff studies in the upcoming year; planned study topics include local health department structure and financing, ways to reduce unnecessary emergency department utilization, the affordability of assisted living facilities, and ways to enhance provider data sharing to improve quality of care.

The Commission had previously received staff reports on the three studies undertaken this year, each of which included a series of policy proposals. A summary of each study and the recommendations adopted by the Commission follows below.

Strategies to support aging Virginians in their communities: This study examined the services necessary to support aging in place and potential gaps in availability of these services, as well as the coordination of state and local programs. Staff found that an increasing number of older residents require services to remain in the community, with home care and affordable housing the largest unmet needs, and offered a series of recommendations for enhancing Virginia's support for community-based care. The Commission approved the following recommendations:

- Direct the Department of Medical Assistance Services (DMAS) to develop a plan to amend Virginia's Medicaid program to offer a home- and community-based services option with criteria that are less stringent than current eligibility requirements for the home- and community-based services waiver. The plan would specify the eligibility criteria and services offered.
- Direct the Department of Aging and Rehabilitative Services to estimate the amount of additional state funding required to address the current unmet need for home care and home modification services.
- Provide a tax credit to eligible family caregivers to offset the cost of caregiving expenses.
- Direct the Department of Housing and Community Development to target older Virginians in its housing efforts and to develop proposals for increasing the supply of permanent supportive housing for older Virginians.

Workforce challenges in Virginia's nursing homes: This study was charged with an examination of workforce shortages in nursing facilities and an analysis of how staffing and quality could be improved. The issue of staffing standards in nursing homes has been debated at the General Assembly for many years, and generated the most discussion in the Commission's consideration of the staff report. Staff found that nursing homes across the Commonwealth experience difficulties with staff recruitment and retention, and that 21 percent of facilities do not provide enough hours of direct nursing care relative to the expected hours calculated by the Centers for Medicare and Medicaid Services (CMS). Nursing homes with lower staffing are more likely to receive lower ratings from CMS on health inspection criteria. The report points out that nursing homes that serve a higher proportion of Medicaid recipients have lower staffing levels on average; typically, facilities offset lower reimbursements from Medicaid with the higher rates paid by Medicare and private-pay residents, and facilities serving large numbers of Medicaid payments are limited in their ability to raise revenues to fund additional staffing. The Commission approved the following recommendations:

- Direct DMAS to develop a plan to increase Medicaid reimbursement rates for nursing homes with

a disproportionate share of Medicaid-funded residents.

- Implement a staffing standard based on resident acuity (each nursing home would be required to provide the number of expected total direct care hours and total registered nursing hours that are calculated by CMS, with compliance determined by the Virginia Department of Health on a quarterly basis).
- Provide a general fund appropriation to the Long-Term Facility Nursing Scholarship program, which was established in 2016 but not funded. The program offers scholarships contingent on a commitment to work in a Virginia nursing facility.
- Direct DMAS to design and seek CMS approval for a quality improvement program for nursing homes, to be funded with penalties collected for federal violations or non-compliance.
- Direct DMAS to include a formal evaluation of the proposed Value-Based Purchasing program's effectiveness at increasing staffing and quality as part of the development of the program. In 2021, the legislature directed DMAS to develop a Value-Based Purchasing program; the program is currently being designed and is scheduled to begin implementation in July 2022. The staff report noted, "Pay-for-performance initiatives are highly variable and need to be designed and implemented effectively to improve nursing home quality," suggesting the inclusion of a formal evaluation to assess effectiveness as part of the program's design.
- Direct DMAS to develop a plan for an enhanced reimbursement rate for nursing homes for residents with behavioral health diagnoses. The staff report noted that nursing homes are serving larger numbers of residents with behavioral health needs, who often require more staff time.
- Endorse a request from the Virginia Community College System to increase the capacity of nursing education programs.

Health insurance affordability in the individual market: Commission staff were directed to review activities in other states to address health insurance affordability in the individual marketplace, identify options to make health insurance coverage more affordable and accessible to Virginians, and estimate the impact of these options on costs and the number of uninsured Virginians. The report outlined challenges experienced by Virginians in recent years, as a lack of competition in some localities, federal actions and political uncertainty surrounding federal assistance with premium costs, and adverse selection (the withdrawal of healthier individuals from the marketplace, leaving those individuals who are more expensive to insure) resulted in increasing premiums. Staff recommended additional outreach efforts, as a large number of uninsured adults in Virginia are unaware of potential coverage options, but also noted that the effect of federal initiatives to reduce premium costs far outweighs the impact of state initiatives. Recommendations approved by the Commission include the following:

- Appropriate \$3.7 million in General Funds to the state-based exchange to develop an annual marketing program, and direct the exchange administrator to prepare an annual marketing plan for outreach.
- Eliminate the tobacco surcharge on insurance plans. The report found that this surcharge, which is intended to encourage enrollment in tobacco cessation programs, is not effective in discouraging smoking, but does increase premiums and may discourage enrollment in insurance.
- Direct Commission staff to work with the Urban Institute to model estimated costs and enrollment effects of enhancing federal cost-sharing reductions for individuals up to 250 percent of the federal poverty level. Currently, cost-sharing reductions, which help to reduce out-of-pocket costs for deductibles, co-payments, or co-insurance, apply to individuals with household income at or below 250 percent of the federal policy level.

Libraries encouraged to participate in program to distribute free at-home COVID-19 testing kits



A [new program](#) launched by the Virginia Department of Health (VDH) in November allows participating libraries to provide COVID-19 rapid antigen at-home test kits at no cost. Tests can then be completed at home with digital results in 15 minutes. The program is designed to increase access to COVID-19 testing, especially among rural, remote, under-resourced communities, and other vulnerable populations. Since launch of the program, 45 libraries have enrolled and distributed more than 34,000 test kits.

The at-home test kit uses the [eMed](#) digital platform. Users will need a [mobile device or computer](#) to [create an account](#) and to join a virtual testing session with an eMed assistant who guides users through the testing process. Once the test has been completed, the user will receive a test result within 15 minutes, and eMed will report the results to VDH.

VDH recommends that tests be used within two weeks to avoid expiration. If feeling ill, citizens can call the library about contactless pick-up options or send someone to pick up the test kit for them.

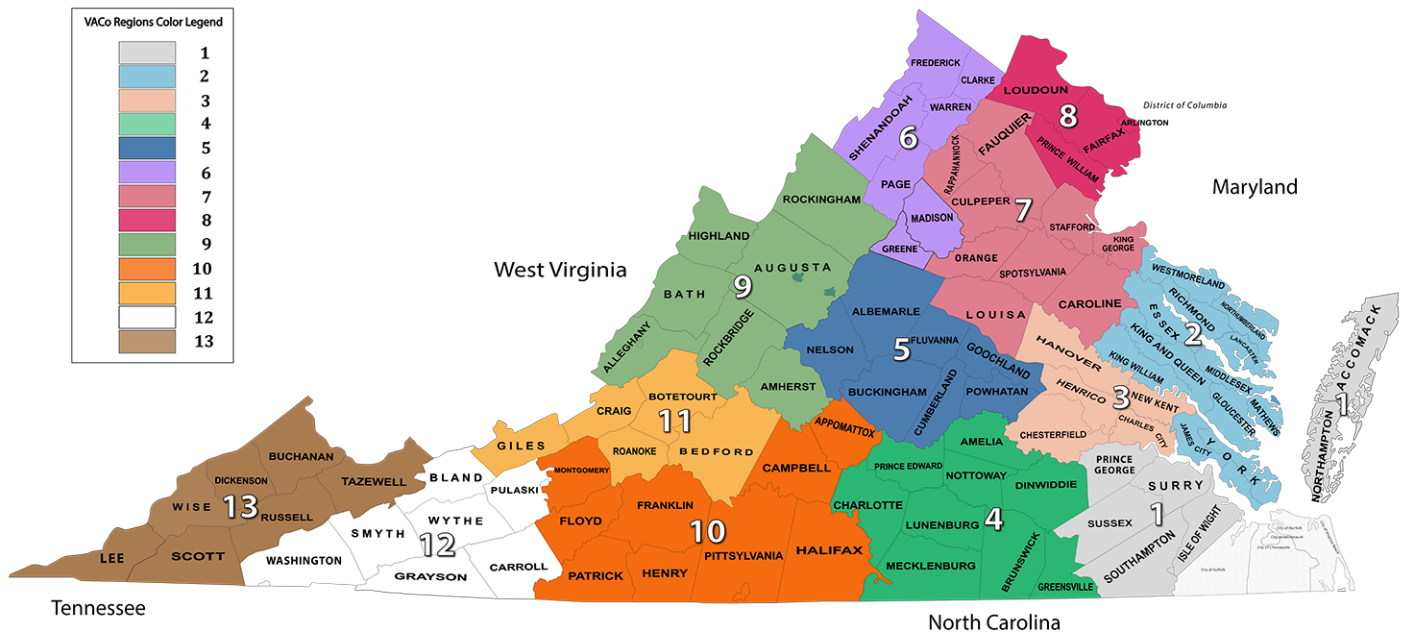
The [library program webpage](#) provides a listing of participating libraries. VDH recommends local governments encourage their libraries to participate. For more information contact testinginfo@vdh.virginia.gov.

Federal policy provides aid to localities to administer building and floodplain ordinances upon major disaster declaration

Pursuant to the Federal Disaster Recovery Reform Act of 2018, the Federal Emergency Management Administration (FEMA) has implemented a [policy](#) to provide local governments resources needed to effectively administer and enforce state and locally adopted building codes and floodplain management ordinances for a period of no longer than 180 days after the date of the major disaster declaration. This [factsheet](#) provides more information regarding costs eligible for reimbursement.

For more information or questions contact Charles Baker at charles.baker@fema.dhs.gov.

Virginia Association of Counties Regions



Revised 3/15/17

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www.vaco.org



Share your thoughts to the VACo Region Reapportionment Committee

VACo's reapportionment committee has been formed under the leadership of Chair Steve Bowen and Vice Chair Penny Gross and is in the process of collecting information to assist in the reapportionment process. The committee seeks your input on regional representation on the VACo Board of Directors.

Please share your thoughts by [clicking on this link](#) and filling out the form.



Premier Partner Spotlight

VML/VACo Finance



VML/VACo Finance Pooled OPEB Trust

Local governments, school districts, and authorities that provide health insurance and other non-pension post-employment benefits (OPEB) to retirees are required by governmental accounting standards to report the future costs of benefits in their financial statements. To avoid reporting potentially large and increasing liabilities, and to demonstrate strong financial management, well-run political subdivisions generally fund their OPEB liabilities as they accrue.

For those that fund OPEB, the VACo/VML Pooled OPEB Trust is, hands down, Virginia's most popular investment vehicle.

Watch the [Premier Partner Video](#)

Governor Northam Announces Virginia Deploys \$2 Billion to Achieve Near-Universal Broadband

State, federal, local, private investment to bring high-speed internet to 90% of Virginians ~
Commonwealth now on track to be one of first states to achieve universal access

Universal Broadband Coverage in 2018



Universal Broadband Coverage in 2022



GOOCHLAND—Governor Ralph Northam recently announced new grants that will advance Virginia 90% to the goal of achieving universal access to broadband and high-speed internet, placing Virginia on track to being one of the first states successfully charting a path to universal access to broadband.

The dramatic progress results from a combination of state, federal, local, and private-sector investments that Virginia has accelerated over the past four years. The Governor said the pandemic highlighted the need for swift and bold action to extend high-speed internet across Virginia, and he thanked the partners who made this progress possible.

“Broadband access impacts every facet of our daily lives, from education to business to health care,” said Governor Northam. “It’s a necessity for navigating today’s digital world, and this new funding will close Virginia’s digital divide with universal broadband by 2024.”

Virginia has taken dramatic steps on broadband since Governor Northam took office in 2018, as Virginia's first rural Governor in a generation. He set out a clear goal: achieve universal access to broadband within 10 years. The goal was bold, as Virginia's broadband program was investing just \$4 million a year and 660,000 Virginians did not have access to high-speed internet.

Since then, Virginia has invested more than \$846 million to connect more than 429,000 Virginia homes, businesses, and community anchors to broadband service. Governor Northam recently [announced](#) that Virginia has received a record number of local and private sector applications to leverage state broadband investments, putting the Commonwealth on track to become one of the first states to achieve universal broadband access by 2024.

Today's announcement comes as Virginia allocates more than \$722 million to provide universal broadband infrastructure in 70 localities, which will close 90% of Virginia's digital divide. The funding—from the Virginia Telecommunication Initiative (VATI) and the federal American Rescue Plan Act (ARPA)—will support 35 projects, connecting more than 278,000 households, businesses, and community anchor institutions to high-speed internet, and leverages more than \$1 billion in private and local investments, pushing the total broadband investment in Virginia above \$2 billion over the past four years.

“Virginia and the VATI program continue to be the national model for closing the digital divide and today's announcement cements our success,” said Secretary of Commerce and Trade Brian Ball. “This round of grants will connect more than 278,550 households/businesses to high-speed internet, ensuring more communities across the Commonwealth have access to the necessities of modern life.”

The Department of Housing and Community Development administers the VATI program, which provides targeted financial assistance to extend broadband service to areas that are currently unserved by a provider. Projects were selected through a competitive process that evaluated each project for demonstrated need and benefit for the community, applicant readiness and capacity, and the cost and leverage of the proposed project. The level of funding awarded is based on the infrastructure needs in the project area.

In this application year, VATI received 57 applications from 84 localities that partnered with 25 internet service providers, requesting more than \$943 million in funding. Additional information on VATI is available [here](#).

[CLICK HERE TO SEE THE AWARDS](#)

Qualtrics is a VACo Premier Partner

Governor Northam Announces Qualtrics to Expand in Fairfax, Creating 400 New Jobs

~ *Experience management software company to invest \$15.9 million* ~

RICHMOND—Governor Ralph Northam recently announced Qualtrics, an experience management software company, will invest \$15.9 million to expand in Fairfax County. Virginia successfully competed with Pennsylvania and Ohio for the project, which will create 400 new jobs.

“Virginia offers access to the highest concentration of tech talent in the United States,” **said Governor Northam**. “The Commonwealth’s diverse tech ecosystem is driven by our stable business climate, competitive operating costs, and a world-class workforce. We look forward to Qualtrics’ continued success in Fairfax County.”

Qualtrics is the leader and creator of the Experience Management (XM) category, one of the sector’s fastest-growing markets. The company helps organizations understand what customers and employees are thinking and feeling and enables them to act on that feedback to provide optimal experiences. The Qualtrics XM Platform™ is used by more than 13,500 organizations around the world to drive customer and citizen engagement, improve loyalty and retention, and grow revenue. Qualtrics recently acquired the Reston-based company Clarabridge, a leader in omni-channel conversational analytics.

“The Commonwealth has become one of North America’s premier locations for the tech sector, providing the ideal environment for fast-growing software companies to thrive,” **said Secretary of Commerce and Trade Brian Ball**. “We are excited to see Qualtrics expand its presence and advance cutting-edge technology in Fairfax County while creating high-quality, 21st-century jobs.”

“Organizations everywhere are undergoing an experience transformation and Qualtrics has an incredible opportunity in front of us. With its strong talent pool, Virginia is a perfect place for us to grow,” **said Qualtrics Chief Executive Officer Zig Serafin**. “The investments we’re making today will put us in an even stronger position to help our customers build their next great customer, employee, product, and brand experiences.”

The Virginia Economic Development Partnership worked with the Fairfax County Economic Development Authority to secure the project for Virginia. Governor Northam approved a \$1.4 million grant from the Commonwealth’s Opportunity Fund to assist Fairfax County with the project.

The Governor also approved \$2 million in funds from the Virginia Economic Development Incentive Grant. The Virginia Economic Development Incentive Grant was established as a self-funded program of performance-based incentives that the Commonwealth awards to exceptional economic development projects with large numbers of employees and very high wages relative to average wages for that particular area.

Support for job creation will be provided through the Virginia Talent Accelerator Program, a workforce initiative created by the Virginia Economic Development Partnership in collaboration with the Virginia Community College System and other higher education partners, with funding support from the Northam administration and the Virginia General Assembly. Launched in 2019, the program accelerates new facility start-ups through the direct delivery of recruitment and training services that are fully customized to a company’s unique products, processes, equipment, standards, and culture. All program services are provided at no cost to qualified new and expanding companies as an incentive for job creation.

“This marks the second vote of confidence that Qualtrics has made in our business community this year,” **said Fairfax County Economic Development Authority President and Chief Executive Officer Victor Hoskins**. “First was the purchase of Clarabridge, a homegrown tech success story, and now the expansion being announced today. We thank and congratulate Qualtrics for this tremendous growth and we stand ready to assist the company further as it expands its footprint here.”

“Congratulations to Qualtrics on expanding their offices in Fairfax County,” **said Senator Janet Howell**. “Qualtrics, with their innovative spirit, customer obsessed-solutions, and data-driven analytics, will find itself right at home, where some of the world’s leading cloud-based IT companies flourish and continue to find tremendous success.”



Premier Partner Spotlight Qualtrics



Qualtrics

More than 250 government agencies across all 50 states use Qualtrics to improve the citizen experience, increase employee engagement, improve their reputation and to boost public trust in government by utilizing their robust research, cloud-based, platform. Qualtrics is also ECOS approved in Virginia. Please watch as Dean Lynch and Jeff Steinberg discuss the many different applications of Qualtrics for government organizations.

For more information, please visit www.qualtrics/government.com.

Watch the [Premier Partner Video](#)

Roanoke County Board Appoints New Administrator

The Roanoke County Board of Supervisors is pleased to announce the appointment of Mr. Richard L. Caywood, P.E. as its new County Administrator. At its meeting on December 14, the Board of Supervisors unanimously approved an employment agreement with Mr. Caywood. The Board conducted a national search for the new County Administrator, assisted by The Berkley Group, of Bridgewater, Virginia.

Board Chair Jason Peters said, "While we conducted a national search, we were delighted to find the right person for this position within the County organization. Richard has been an important part of many significant initiatives, both completed and currently underway. He has proven himself time and again and we believe that he will provide continuity and stability during this important time for Roanoke County and the region. The Board looks forward to working with Richard to further improve the county organization and its services."

Mr. Caywood has served as Roanoke County's Assistant County Administrator since March 2013 with management responsibilities over a wide range of County operations, including public safety, social services, community planning and development, libraries, and parks, recreation, and tourism.

"It is my privilege to continue my service to the residents of Roanoke County as their next administrator," said Mr. Caywood. "I share the Board's vision to drive responsible growth and prosperity while preserving the outstanding natural assets that cause so many of us to call Roanoke County home. I look forward to working collaboratively with the Board, citizens and an outstanding team of dedicated County employees to achieve this vision. I believe there is much we can accomplish when we work together for a common goal."

Mr. Caywood received a Bachelor of Science degree in Civil Engineering from the University of Virginia and a Master of Science degree in Civil Engineering from Virginia Tech. He has been an International City / County Management Association (ICMA) Credentialed Manager since 2017 and he completed the Senior Executive Institute conducted by the Weldon Cooper Center for Public Service at the University of Virginia in 2019. Mr. Caywood was named the Marcia Mashaw Memorial Award (Assistant of the Year) recipient by the Virginia Local Government Management Association (VLGMA) in 2017 and he served on the VLGMA Executive Committee from 2017 – 2020. He has been a licensed Professional Engineer in Virginia since 1999. Prior to joining Roanoke County, Mr. Caywood spent 20 years with the Virginia Department of Transportation (VDOT) in various administrative roles.

Since coming to the County, Mr. Caywood has served as project manager for major capital improvement projects, including the construction of the new Vinton Library, the North County water tower, and the full renovation of the Department of Social Services building. He has also served as the County's staff lead for the Mountain Valley Pipeline project. Mr. Caywood currently represents Roanoke County on agency boards and commissions, including: Roanoke Valley Transportation Planning Organization, Blue Ridge Behavioral Health Care, Regional Court Community Corrections Advisory Board, Regional Drug Court Advisory Board, Regional Center for Animal Care and Protection, Roanoke Valley Regional Detention Center Commission, and the South Peak Community Development Authority.

Mr. Caywood, his wife Amy and two sons have resided in Roanoke County since 2004. Their older son Andrew will commission as a Second Lieutenant in the Army upon graduation from the U.S. Military Academy at West Point in May. Their younger son Alex is in his sophomore year in high school.

Mr. Caywood will replace Daniel R. O'Donnell who is retiring after serving 3 years as County Administrator and 19 years as Assistant County Administrator.

Mr. Caywood will assume his duties as Roanoke County Administrator on February 1, 2022.



VDOT Local Assistance Division Newsletter

Providing guidance for localities and serving as a liaison to local governments throughout the state


The Local Assistance Division's Newsletter for Winter 2021 is complete and is now posted on the [Division's webpage](#) under the "Local Assistance Division Newsletters" section.

The purpose of the newsletter is to communicate general information about locally administered programs to local government and VDOT staff. This edition of the newsletter features updates regarding funding programs, training opportunities, and performance of locally administered projects. There is also information regarding updates to NVAP, LAP MAP, as well as the Annual Comprehensive Final Report (ACFR) for fiscal year 2021.

As always, we welcome your feedback regarding this newsletter and any of our programs. Please share with your staff as appropriate. If you have questions, please let us know.

VACo/VML/VAPDC/
Virginia Rural Center

Local Government Day



VACo/VML/VAPDC/
Virginia Rural Center

LOCAL GOVERNMENT DAY

www.vaco.org

Event Details

LOCATION
Omni Richmond Hotel

TIME & DATE
Thursday, February 3, 2022

COST - PLEASE CHECK BOX BELOW

\$100 Day Briefing only (Noon-2pm) ☐

\$100 Reception only (530pm) ☐

\$150 for both | \$175 late registration ☐

AGENDA

| | |
|-----------|---|
| 9am | VACo Board of Directors |
| 11am | Registration |
| 1130am | Lunch |
| Noon | Local Government Day |
| Afternoon | Visit the Capitol to speak with legislators |
| 530pm | Reception |

Hotel Reservation Details: Lodging costs are not covered in the registration fee. Local Government Day is held at the Omni Richmond Hotel, 100 South 12th Street, Richmond, VA 23219. Room rates start at \$182 (single room occupancy). To reserve a hotel room, call 804.344.7000 by January 24, 2022, with this code: **Government Legislative Day 2022 Group** or reserve a room at this [Omni Richmond Hotel link](#).

FAX COMPLETED REGISTRATION FORM WITH CREDIT CARD INFORMATION TO 804.788.0083.

OR PLEASE MAKE CHECK PAYABLE TO VACO.
MAIL CHECK AND REGISTRATION FORM TO 1207 EAST MAIN STREET, RICHMOND, VA 23219.

REGISTRATION

NAME

TITLE

COUNTY/ORGANIZATION

EMAIL

CREDIT CARD NUMBER

EXPIRATION DATE

NAME ON CARD

[CLICK HERE TO REGISTER ONLINE](#)

Refund Policy: Requests for registration refunds are honored if received by January 14, 2022. Substitutions are allowed in the event a supervisor is unable to attend. For more information, call VACO at 804.788.6652.

**Register
Today
for Local
Government
Day!**

[Click here](#)
for more
information.



Celebrate Your County's Most Innovative Programs

2022 NACo Achievement Awards

Applications are now open for the National Association of Counties (NACo) [2022 Achievement Awards](#). Please join us in celebrating 52 years of county innovation by applying today.

Since 1970, the NACo Achievement Awards have recognized outstanding county government programs and services. Through a non-competitive application process, noteworthy programs receive awards in 18 categories that cover a vast range of county responsibilities. By participating, your county can earn national recognition.

NACo will highlight the 18 “best of category” winners, as well as feature all winners in NACo materials and online. We also provide a customizable press release for you to share the good news with the media and residents.

We encourage all counties, parishes and boroughs to apply.

EARLY BIRD APPLICATION DEADLINE: March 4, 2022 (save \$25 off the application fee)

REGULAR APPLICATION DEADLINE: March 31, 2022

For more information, please review the Achievement Awards [online brochure](#), or email awards@naco.org with any questions.

[APPLY TODAY](#)

VACo releases its 2022 Legislative Priorities

**Click on the cover to read the 2022
VACo Legislative Priorities**



2022 VACo LEGISLATIVE PRIORITIES

VIRGINIA ASSOCIATION OF COUNTIES

How Virginia Counties Can Bring Renewed Purpose to Historic Civic Centers



By Andrew Moore and
Gary Walker

History runs deep in each of Virginia's 95 counties. For centuries, county courthouse greens and municipal centers served as vibrant civic spaces where citizens come together. Current needs have forced many Virginia counties to reconsider these spaces. We firmly believe that county leaders should transform historic buildings or incorporate new construction in historic areas to create modern facilities that continue to serve as civic gathering spaces rather than create new complexes on greenfield sites far from traditional county centers.

Three best practices are vital to revitalize your county's historic civic spaces and ensure they meet the needs of today's citizens.

First, ask for input early. Think hard about your stakeholders and what matters to them. That buy-in will be critical as plans are crafted. Another benefit of involving citizens is that they'll be more likely to engage with the enhanced civic spaces.

Second, embrace traditional design principles. Citizens recognize the civic importance of courthouses and municipal buildings because of well-established architectural and spatial clues. Traditional elements also have the benefit of staying power. For example, brick and stone are

[More on Next Page](#)



[Click here](#)
to see more
photos of the
new Charlotte
County
Courthouse

durable and associated with meaningful institutions. Likewise, traditional approaches boast an efficient use of space and are often more energy efficient than contemporary architectural trends.

Third, less can be more. An intense focus tying new and existing facilities together will ensure that renovated or new buildings honor an area's historic significance and blend with the existing character, often a source of pride for residents.

Charlotte County offers an insightful case study. Following a feasibility review of the historic courthouse square, a new courthouse was designed to complete the square and through a connection to the historic Circuit Court Clerk's office, enabled a secure, consolidated facility for the various courts. The feasibility study also helped courthouse users understand that an efficient design could both respect the historic nature of the place and maximize stewardship of the County's resources, while meeting the [Virginia Courthouse Facility Guidelines](#).

New construction seamlessly fit in with the traditional fabric of the courthouse green and the existing courthouse, designed by Thomas Jefferson. The new building relied heavily on traditional design principles, ensuring a connection to the existing structures while providing the additional space and modern amenities required.

Feedback about the courthouse complex is overwhelmingly positive because the new building evokes the community's existing architecture, while preserving the area's walkability and sense of place.

These three lessons should guide Virginia counties as they consider how to enhance historic civic centers to foster growth and greater efficiency while boosting civic engagement and community pride.

Gary Walker is the current Chair of the Charlotte County Board of Supervisors. He has served on the Board since 1996. He can be reached at gwalker@charlottecountyva.gov.

Andrew Moore AIA, LEED AP BD+C, CDT is a Senior Principal at Glavé & Holmes Architecture in Richmond, VA. As founder and Director of the firm's Urban Architecture Studio, he seeks to create buildings and places that enhance community life in the public realm. He can be contacted at amoore@glaveandholmes.com.



Dear VACo Members -

Please consider participating in the Virginia Tech Financial Health Check Case Study Partnership, which is a component of the Public and Nonprofit Financial Management Graduate Certificate Program in the School of Public and International Affairs. **We are seeking a locality partner for Spring 2022 and applications are requested by December 17, 2021 (email to baileysd@vt.edu).**

[Partnership Application](#) | [Partnership Information Brochure](#)

The Financial Health Check Case Study Partnership is a **win-win** for both the community partner and the graduate students. The locality partner will acquire a **customized Financial Health Check report** as the capstone semester project in the SPIA 5674 Financial Health of Public and Nonprofit Organizations course. And the graduate students will gain valuable, real world experience and deepen their understanding through integrating knowledge and practice.

In keeping with the Virginia Tech motto, *Ut Prosim* (That I May Serve), the field lab, service learning approach was instituted in SPIA 5674 in Spring 2021, with the City of Hampton as the first community partner. Hampton received a robust, Financial Health Check report as the capstone project that semester. Kindly see a video of this Hampton project at the attached link: https://video.vt.edu/media/Virginia+Tech+-+Hampton+Financial+Health+Check+Partnership+Video+Record/1_pz9ppod6

We sincerely look forward to partnering with another locality in Spring 2022! Please contact Dr. Sheryl Bailey at baileysd@vt.edu if you have any questions or additional suggestions.

VACo and VML Host Webinar on Opioid Litigation Settlement and Opioid Abatement Fund



VACo along with VML hosted representatives from the Office of the Attorney General, local government attorneys, and law firms involved in litigation with opioid manufacturers and distributors for a webinar on October 25 to inform localities about participation in the \$26 billion national settlement with Janssen (a manufacturer of opioids) and several opioid distributors. Virginia stands to receive approximately \$530 million over the course of the settlement period, with the exact amount dependent on participation by local governments. Local governments must join the settlement by January 2, 2022, to receive funds; participation requires a locality to adopt resolutions approving a Memorandum of Understanding with the Commonwealth and entering into the settlement agreement.

Under the terms of the settlement, 15 percent of the funds will be distributed to participating localities and are not restricted in their use, 15 percent will be distributed to participating localities for abatement purposes, 15 percent will remain with the Commonwealth, and 55 percent will be deposited to the Opioid Abatement Fund, which was established in the 2021 legislative session.

The Opioid Abatement Fund, which will be administered by the Opioid Abatement Authority, will divide its funds as follows: 15 percent to participating localities, 35 percent to participating localities' regional partnerships, 15 percent to state agencies, and 35 percent for any of the preceding purposes or for administrative expenses. The statute creating the Authority states that its purpose is "to abate and remediate the opioid epidemic in the Commonwealth through financial support from the Fund, in the form of grants, donations, or other assistance, for efforts to treat, prevent, and reduce opioid use disorder and the misuse of opioids in the Commonwealth." The Honorable James Holland, Chair of the Chesterfield County Board of Supervisors, serves on the Board of Directors of the Authority.

A recording of the October 25 webinar as well as the slide presentation and sample resolutions to approve the Memorandum of Understanding and participation in the settlement may be found on VACo's website at this link: <https://www.vaco.org/legislative/virginia-opioid-abatement-information/>.

VACo Contacts: [Katie Boyle](#) and [Phyllis A. Errico, Esq., CAE](#)



VACo Supervisors' Forum

Friday, April 29, 2022 and Saturday, April 30, 2022
Omni Richmond Hotel



Registration is now open for the 2022 NACo Legislative Conference

February 12–16, 2022 | Washington Hilton | Washington, D.C.

The National Association of Counties (NACo) Legislative Conference brings together nearly 2,000 elected and appointed county officials to focus on federal policy issues that impact counties and our residents. Attendees have the opportunity to engage in second-to-none policy sessions, interact with federal officials and participate in congressional briefings and meetings.

This is a one-of-a-kind advocacy opportunity you will not want to miss.

REGISTRATION

Register today to secure early bird rates and hotel availability.

[REGISTER TODAY](#) | [VIEW SCHEDULE](#)

QUESTIONS?

We're happy to help. Contact nacomeetings@naco.org or call 202-942-4292.



For Immediate Release
November 19, 2021

VAcrop Releases Newly Designed Website and Logo

Contact: Stephanie Heintzleman, Member Services Director
540-986-2706

Over the past few months, VAcrop has been working to develop and launch a refreshed brand platform and website, www.vacorp.org, ahead of the November 2021 VACo Conference.

VAcrop has established itself as an industry innovator, and its fresh, new website and logo better reflect its forward-thinking approach to risk management. While the look has been updated, the daily operations and responsive staff remain unchanged. Members can expect the same consistent level of excellence in service that VAcrop has provided since its inception in 1993.

The updated website further illustrates VAcrop's unwavering commitment to its founding principles. Packed with useful information and easier than ever to navigate; the newly released version also introduces a new "schedule viewer" tool in the secure member portal which allows members to view covered property, vehicles, and equipment, as well as payroll information applicable to workers' compensation coverage. This complements other longstanding website features such as the "claim viewer" and "report generator" tools that empower members to view claim information and create loss runs without ever having to pick up the phone.

VAcrop was founded upon several fundamental principles:

- Providing the most comprehensive coverage possible tailored specifically to the public sector member entities
- Simplifying the process of safeguarding organizations holistically through specialized coverages and risk management services
- Remaining agile and proactive in protecting its member base through innovation
- Maintaining price stability and transparency

Today, VAcrop is the largest group self-insurance pool of its kind in Virginia with more members and more covered exposures than any other. Its continued success is a testament to the value it brings to hundreds of members across the Commonwealth. This updated website will be yet another valuable resource to help members address their risk management needs in the new year and beyond!

#

REBOOTING EDUCATION WITH FURNITURE AND SANITATION

It's 2021 and schools are faced with the complex task of getting students, faculty, and staff back into classrooms safely. This task will require a variety of well thought out plans. Plans that address the logistics and scheduling of a greater number of smaller class sizes and plans that support keeping those spaces clean. With extensive experience, The Supply Room can help ease the stress of designing and executing these plans.

FURNITURE



Desk and table shields with mobile and multi-functional furniture is one key factor in making spaces both safe and flexible. Creative plans will include scenarios for how and when to turn a gymnasium, cafeteria, or common area into a classroom and back in minutes. Flip-top tables can be nested and moved aside quickly when not in use. These tables and shields can also create health checkpoints, sanitation stations, and help direct the flow of traffic at building entrances and in common areas. This combined with clear and consistent signage will ensure students and faculty have the time and space to keep safe.

SANITATION

Knowing the difference between cleaning, disinfecting and sanitizing and when to do each is the second key to developing your plan. To start, what is the difference?

- **Cleaning:** removes visible dirt, soil and debris – it does not disinfect.
- **Disinfecting:** eliminates bacteria, fungi and certain viruses – it does not remove dirt.
- **Sanitizing:** reduces the number of germs on surfaces or objects to a safe level, as judged by public health standards or requirements – it does not fully eliminate them.



Sanitizing and disinfecting products also vary in their dwell time (the length of time that a chemical must be in contact with the surface and remain wet, in order to achieve the product's advertised kill rate.) Dwell times can range from a matter of seconds to 10 minutes. Our janitorial and sanitation experts are here to help recommend the best products for your space and put your plan in place.



While the situation with the pandemic is rapidly evolving in every direction, it is important that the solutions you create are adaptable and resilient. Designing a creative plan to keep your faculty and students safe with the ability to flex will help reduce infection and create a stable learning environment. Let's start a conversation – visit our website or call to get help with your plans and implementation today.



ADVANCING LEADERSHIP FOR NEWLY ELECTED COUNTY OFFICIALS

Can you imagine what would happen if General Colin Powell, Fortune 1000 CEOs and other executives came together with career coaches and professors from the most prestigious universities to mentor your frontline leaders? What if we could leverage such talent and expertise to advance excellence in county government?

Thanks to the [NACo High Performance Leadership Academy](#), we can.

A 12-week online program was designed — in partnership with the Professional Development Academy — to enable newly elected officials to achieve their fullest potential, making them smarter, more effective leaders.

Additionally, and importantly, the academy is designed to be non-disruptive to newly elected officials' busy schedules. It requires just a few hours of time each week, and there's no travel away from the county required.

The NACo High Performance Leadership Academy will help to retain rising stars in county government and enable them to be better leaders.

"You can't put into words the value of this course. Fantastic moderators and video viewpoints from amazing leaders. Highly recommended for all level of leaders."

– *Polk County Wisconsin Commissioner*

"This program has taught me new leadership tactics, reinforced 30 years of leadership training and experience, and created a nationwide network of leaders." – *Magoffin*

County Kentucky Judge

"This program has connected me to others who share the same struggles that I am going through as a leader. This enables me to use them as a support system when needed." – *Wapello County Iowa County Recorder*

Take this opportunity to close the leadership gap. The next programs begin January 2022 and we would love to see you be a part of it.

End To End Computing (EEC)
a vetted GSA HACS approved contract holder
has developed ...

A Tailored Cybersecurity Program for VACo members



Carlton Harris CTO of EEC will join Dean Lynch Executive Director of VACo in this month's premier partner spotlight to discuss how VACo members can take advantage of our tailored cybersecurity program to make cybersecurity services more accessible. This program will feature:

01

Cyber Hygiene Assessment

A complementary cyber hygiene assessment program for members to identify gaps in their cybersecurity program and strategize methods for closing those gaps.

02

Informative Training

A series of joint training sessions scheduled throughout the year to registered members. Sessions will also include training collateral for combating common threats and best practices.

03

Special Membership Pricing

A catalog of discounted pricing to VACo members.
(Ability to leverage GSA schedule for ease of procurement.)



Carlton Harris CTO of EEC

**View this VACo
Premier Partner
Spotlight Video**

[https://www.youtube.com/
watch?v=RnmFDYlHKol](https://www.youtube.com/watch?v=RnmFDYlHKol)



www.eecomputing.com/events



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info@eecomputing.com

833-720-7770



With the release of the American Rescue Plan Act (ARP) funds, local governments have the opportunity to address the economic fallout and unequal impact of COVID-19. This is an incredible opportunity to increase trust in local government and tell your community's story of recovery. The Berkley Group can help your community develop a roadmap to maximize return on investment and take the pressure off of managing all aspects of the funds and projects by offering the following services:

- Community Engagement;
- Strategic Planning;
- Capital Improvement Planning;
- Project Management; and
- Program Administration.

Take this time to reimagine your community - building a strong and socially equitable foundation for the future.



Darren K. Coffey, AICP | Director of Strategic Partnerships
434-981-2026 | www.bgllc.net

VIRGINIA COUNTY SUPERVISORS' MANUAL

EIGHTH EDITION, 2019

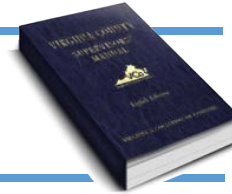


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Virginia County Supervisors' Manual 8th Edition



The Eighth Edition (2019) of VACo's ***Virginia County Supervisors' Manual*** is in stock. The Supervisors' Manual is the number one resource on the framework of county government and the responsibilities of the county board.

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 Richmond, VA 23219-3627

Or FAX credit card purchases to 804.788.0083

Questions? Call 804.788.6652.



The Virginia Association of Counties accepts employment ads in a PDF file or a link to a job site. Please include information for applying, and a link to other important information. Please do not fax your employment ad. VACo members are not charged for placing an employment ad. The cost is \$50 per ad for non-VACo members. VACo publishes the ad on its website and mobile app as well as the upcoming County Connections issue. If you have any questions or concerns, please email [Valerie.Russell](mailto:Valerie.Russell@vacounty.org).



SHELTER ASSISTANT-PART TIME | Montgomery County
| Posted December 16



RECREATION PROGRAM SUPERVISOR | City of Harrisonburg
| Posted December 16



EXECUTIVE DIRECTOR | Central Virginia Planning District Commission
| Posted December 16



DEPUTY DIRECTOR OF EMS OPERATIONS | Montgomery County
| Posted December 16



PROJECT MANAGER | City of Galax
| Posted December 16



DEPUTY COMMISSIONER-CHIEF OPERATIONS OFFICER | VA Department of Taxation (GovHR)
| Posted December 15



CONSTRUCTION PROGRAM INSPECTOR | City of Harrisonburg
| Posted December 15



TECHNICIAN I - PARK MAINTENANCE | City of Harrisonburg
| Posted December 14



UTILITIES ENGINEER | Chesterfield County
| Posted December 14



GEOGRAPHIC INFORMATION SYSTEMS (GIS) ANALYST | Gloucester County
| Posted December 14



DIRECTOR OF HUMAN RESOURCES BROCHURE | Shenandoah County
| Posted December 14



DIRECTOR OF GENERAL SERVICES | Chesterfield County
| Posted December 13



MOTOR EQUIPMENT OPERATOR I OR II | Roanoke County
| Posted December 13



FIREFIGHTER/EMT | Roanoke County
| Posted December 13



POLICE RECRUIT 2022 | Roanoke County
| Posted December 13



POLICE OFFICER 2022 - CURRENT VA CERTIFIED | Roanoke County
| Posted December 13



MOTOR EQUIPMENT OPERATOR II - PARKS, RECREATION & TOURISM | Roanoke County
| Posted December 13



MOTOR EQUIPMENT OPERATOR I - PARKS, RECREATION & TOURISM | Roanoke County
| Posted December 13



SENIOR LIBRARY ASSISTANT - GLENVAR LIBRARY | Roanoke County
| Posted December 13



BENEFIT PROGRAM SPECIALIST | Roanoke County
| Posted December 13



FAMILY SERVICES SPECIALIST | Roanoke County
| Posted December 13



PARAMEDIC/FIREFIGHTER | Roanoke County
| Posted December 13



DEPUTY SHERIFF |

Roanoke County | Posted December 13



POLICE SERGEANT |

Roanoke County | Posted December 13



BUDGET

ADMINISTRATOR | Roanoke County | Posted December 13



ACCOUNTING MANAGER |

Roanoke County | Posted December 13



UTILITY OPERATOR -

DOSWELL WASTEWATER PLANT | Hanover County | Posted December 13



UTILITY FIELD

AGENT II - PART TIME | Hanover County | Posted December 13



UTILITY TECHNICIAN -

CONSTRUCTION | Hanover County | Posted December 13



UTILITY OPERATOR

DOSWELL WATER TREATMENT PLANT | Hanover County | Posted December 13



COUNTY PLANNER IV |

Henrico County | Posted December 13



JUDICIAL LAW CLERK |

Montgomery County | Posted December 13



REGIONAL PLANNER I OR

II | Central Virginia Planning District Commission | Posted December 13



DIRECTOR OF FINANCE |

City of Colonial Heights | Posted December 13



WATER/

WASTEWATER ADMINISTRATOR | City of Chesapeake | Posted December 10



STORMWATER & ENVIRONMENTAL MANAGER |

Town of Leesburg | Posted December 10



SENIOR MANAGEMENT & BUDGET

ANALYST | Town of Leesburg | Posted December 10



SENIOR BUYER/ CONTRACTS ADMINISTRATOR |

Town of Leesburg | Posted December 10



PLANNER-ZONING

ADMINISTRATION | Town of Leesburg | Posted December 10



PRETRIAL OFFICER |

Gloucester County | Posted December 10



EXECUTIVE DIRECTOR |

Southeastern Public Service Authority (SPSA) | Posted December 10



DEPUTY SHERIFF |

Prince George County | Posted December 10



SEASONAL SNOWPLOW

OPERATOR | Town of Front Royal | Posted December 9



DEPUTY II CIRCUIT

COURT | Gloucester County | Posted December 9



UTILITIES ENGINEER |

Chesterfield County | Posted December 9



WATER ELECTRICAL CONTROL SPECIALIST (JOURNEYMAN ELCTRICIAN) |

Chesterfield County | Posted December 9



UTILITIES

MAINTENANCE MECHANIC | King George County | Posted December 9

VALUE OF VACo



ADVOCACY

VACo's lobbying efforts have helped stem the tide of unfunded mandates and have saved Counties millions of dollars every year.



EDUCATION

Our educational programs offer County leaders and staff opportunities to become more effective in their communities.



MEMBERSHIP ENGAGEMENT

Some of VACo's best moments are when members convene and work to improve communities all over the Commonwealth.



BUSINESS DEVELOPMENT

Our business development opportunities offer savings and innovative approaches to delivering services at the County level.

VACo LEADERSHIP



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