



BETTER COMMUNITIES THROUGH
SOUND GOVERNMENT

DRAFT AGENDA
October 9th – 5:00pm
Meeting and Dinner
Norfolk Waterside Marriott

Meeting October 9th - 5:00pm

- I. **Call to Order**
- II. **Presentation by Robert Lauterburg or Steve Mulroy VML/VACo Finance**
- III. **Review of Conference Schedule**
- IV. **Approval of Minutes – June – who were the two guys from VRSA?**
 - a. **Keylly moved approval, Dany seconded**
- V. **Strategic Plan – New Updates**
 - a. Brief Discussion/Preparation on the Business Meeting
 - b. One locality that has asked for it to be noted that they don't agree with VML's position, sets a bad precedence? Collective bargaining, current position is to maintain the status quo
- VI. **Operational Action-Items**
 - a. Review of Financials
 - b. Curtis had a number of questions but is not here, we will put the answers in an email
- VII. **Future Meetings**
 - a. February 3-5 Board Dinner and Legislative Day
 - b. TBD Leesburg
 - c. October 15-19 Richmond
 - d. There may be an additional meeting before February since there will be a new board makeup – moving to new districts, at least five (5) new members

MEETING RHYTHM

Meeting 1 – June - Strategic Planning Retreat (~~Richmond~~) Leesburg

Create annual workplan (incl. revenue, programming, etc.)

Approve Budget

Meeting 2 – October (Conference location)

Next year's dates

Meeting 3 – January/February (Richmond)

Legislative Update

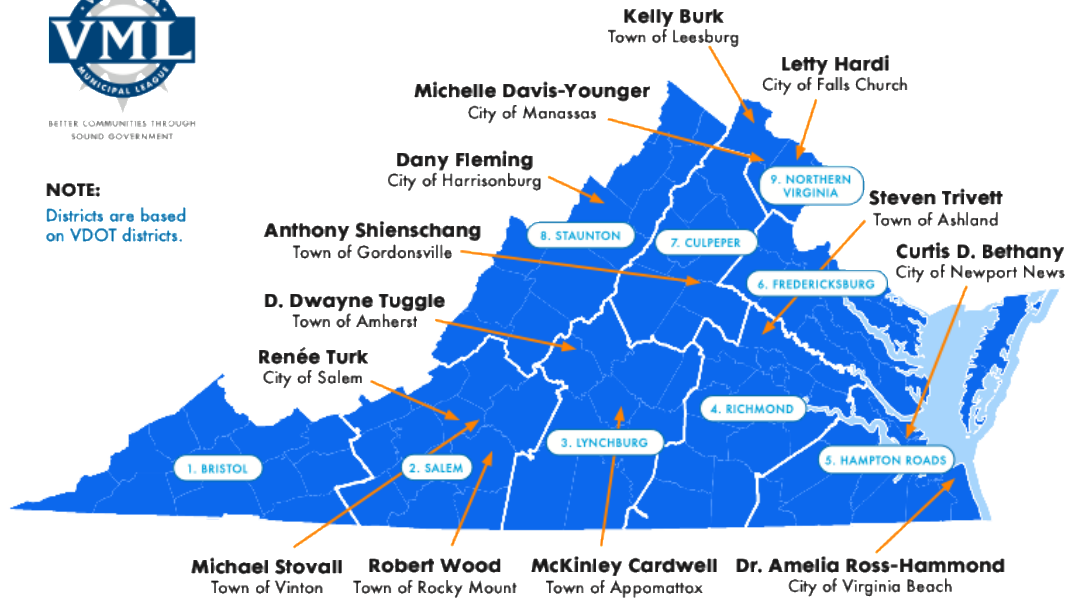
VML Board of Directors

as of August 2026



NOTE:

Districts are based on VDOT districts.



STRATEGIC GOALS

- 1. Elevate the Impact of Local Government by Strengthening Relationships with and Between Municipalities**
 - 1.1. Increase connection with our locality members across the state
 - 1.2. Grow our outreach and support with municipal staffs
 - 1.3. Facilitate collaborative peer-to-peer connections
- 2. Accelerate Local Elected Official and Municipal Staff Impact Through Expanded Value-Added Programming**
 - 2.1. Expand support for newly elected officials
 - 2.2. Bolster education through strategic partnerships with higher education
 - 2.3. Maintain strong advocacy efforts and grow member voice with the General Assembly
 - 2.4. Emphasize member localities' leading practices and successes
 - 2.5. Establish member connections leveraging 21st century communication
- 3. Cultivate 21st Century Leadership By Streamlining Our Governance Structure**
 - 3.1. Update our governance structure to include a broader range of municipal voices
 - 3.2. Designate and articulate clear entry-points and pathways for leadership participation by members
 - 3.3. Fully deploy and empower VML staff
 - 3.4. Renew membership categories for broader participation and engagement
- 4. Support Strategic Initiatives Through Organizational Strength**
 - 4.1. Align current and new staff to support stronger relationships and member value
 - 4.2. Cultivate a strong brand through focused and strategic communication
 - 4.3. Re-envision the annual conference to strengthen relationships, engage members, and equip members for excellent leadership

MINUTES
VML BOARD OF DIRECTORS
Sweet Briar College

June 26, 2026

In attendance: Dwayne Tuggle, Kelly Burk, Curtis Bethany, Steve Trivett, Dr. Amelia Ross Hammond, Anthony Schienschang, Robert Wood, Letty Hardi (arrived 9:35 a.m.), Dany Fleming, Michael Stovall, McKinley Cardwell, Michelle Gowdy (Executive Director), Rebecca Rowe (Chief Administrative Officer), Jordan Feldman (Intern, arrived 9:07 a.m.), Sarah Milston (Facilitator)

Call to Order: President Tuggle called the meeting to order at 9:03 a.m. McKinley Cardwell was introduced as a new Board member, replacing Becky Nave.

Consideration of Minutes: The Board considered minutes from their February meeting and May meetings. A motion to approve was made and passed unanimously.

Discussion of Amicus Request from the Town of Purcellville: Ms. Gowdy provided an overview of the history of the request and the points of contention, with Ms. Burk providing additional context. General discussion occurred, and a motion was made to deny the request for monetary support. There was a request that VML review the language of the order once it is signed by the Judge in case further action should be considered. The motion passed with eight (8) yes votes and one (1) no vote.

Strategic Plan: Sarah Milton led the Board in activities to generate discussion on items relating to the 2020 Strategic Plan such as the role of board members, how the Board works with VML staff, and goals for VML's next ten years.

Future Meetings: the Board reviewed the upcoming calendar of meetings, including the October meeting as part of the annual conference in Norfolk.

Adjournment: The meeting was adjourned at **12:06pm.**

2026 Meeting Etiquette, Conflict of Interest and Harassment Policy

Here are the meeting etiquette guidelines that will be followed:

- Only one person speaks at a time and give the courtesy of listening to your colleague
- Start and end in a timely fashion
- Debate an item and move on, there is no need to rehash
- Stay on topic and be respectful
- Agree to disagree in a professional manner
- Seek to understand and be understood
- Know when to move on
- Don't monopolize the time
- Give everyone a chance to be heard

Members of the Board of Directors shall avoid any conflict between their respective personal, professional, or business interests and the interests of the League, in any and all actions taken by them on behalf of the League in their respective capacities. If any Board member has a direct or indirect interest in any organization or relationship with any individual that proposes to enter into any Board-approved transaction with the League, that member shall give notice to the President with a copy to the Executive Director of such interest or relationship and shall thereafter refrain from discussing or voting on the particular transaction in which he/she has an interest, and shall refrain from otherwise attempting to exert any influence on the League or its components to affect a decision to participate or not participate in a transaction.

Any consequences to the Board member resulting from a failure to make a disclosure described above will be determined by a majority of the Board voting at a regularly scheduled Board meeting.

A violation of this conflict-of-interest policy does not render an action of the Board voidable unless any measure that was the subject of action would not have passed without the vote of the person who violated the policy.

The League is committed to having a diverse workforce with all employees being valued for their individual capabilities and contributions, complying with all federal, state, and local laws on equal employment opportunity, and providing a workplace free from tensions involved in conduct that does not relate to the League's business. In particular, we seek to avoid any hostile atmosphere created by non-work-related conduct, including derogatory ethnic, racial, sexual, or religious remarks, personal animosity, unwelcome sexual advances, requests for sexual favors, or other similar conduct.

Harassment based on race, color, religion, gender, gender identity, gender expression, age, national origin, veteran status, political affiliation, or disability will not be tolerated. Harassment arises from the dynamics of the workplace including and can be based on nuances, subtle perceptions, and implicit communications. Conduct that may rise to the level of harassment includes verbal remarks (epithets, derogatory statements, slurs, jokes), physical contact (assaults, physical interference with movement or work, touching), visual displays (displaying of printed or photographic materials, objects), and other actions that are demeaning or hostile.

A. Sexual Harassment

Sexual harassment includes unwelcome advances, requests for favors, or other verbal or physical conduct of a sexual nature when:

- A. submission to such conduct is either explicitly or implicitly made a term of condition of employment.
- B. submission or rejection of such conduct is used as a basis for employment decisions.
- C. the conduct is severe or pervasive enough to create an intimidating, hostile, or offensive work environment.

Examples of sexual harassment are:

- 1) physical assaults.
- 2) subtle or overt pressures or direct requests for sexual favors.
- 3) inappropriate displays of sexually suggestive objects or pictures.
- 4) a pattern of unwelcome conduct of a sexual nature that would be offensive to a reasonable person such as unnecessary touching, abusive or demeaning language or gestures (including remarks about another's clothing, body or body movements, or sexual activities), or teasing or joking.

Non-supervisory employee or coworker shall intimate either explicitly or implicitly that an employee's submission to or rejection of sexual advances will in any way influence any personnel decision regarding that employee's employment, evaluation, wages, advancement, assigned duties, shifts, or any other conditions of employment.

The League has a legal duty under state and federal law to shield its employees from such inappropriate behavior, both from other employees, and from among its membership. VML employees' job responsibilities bring them into frequent contact with VML's members, especially those serving on its numerous committees and the officers and members of its Board of Directors.

Our employees understandably perceive officers and Board members as being in a position to influence or control their continued employment. It is essential, therefore, that Board members refrain from any harassing conduct as described above. Board members' dealings with employees should be cordial and professional at all times. If a Board member has concerns about an employee's behavior or performance, they should be expressed to the Executive Director privately. Under no circumstances should a Board member chastise or threaten adverse action against an employee directly.

Likewise, employees are trained to bring complaints of harassment, including those involving a Board member, to the attention of the Executive Director. Upon receiving such a complaint about a Board member, the Executive Director shall consult with the current President (or the Vice President if the complaint involves the President, to determine what corrective action should be taken.

Failure to protect an employee from harassment in such a situation can result in litigation and financial liability for VML and potentially for the individual member involved as well.

Acknowledgment

Each Board of Director member shall indicate that they have read and understand the 2026 Meeting Etiquette, Conflict of Interest and Harassment policy applicable to the Board of Directors members.

Signature of Board of Directors member: _____

Name (printed)_____

Date: _____

PRELIMINARY AGENDA

Unless noted these events all take place at the Norfolk Waterside Marriott, 235 East Main Street.

Virginia Mayors Institute

Saturday, October 10

8:00 AM	Registration Opens
8:30 AM	Continental Breakfast
9:00 AM - Noon	General Session: • Moderated Breakout Discussions • Collective Bargaining • One Percent Optional Local Sales Tax for School Construction
Noon - 1:00 PM	Lunch
1:00 - 4:00 PM	General Session: • Moderated Breakout Discussions • Liability Considerations for Local Officials
5:30 - 8:00 PM	Reception & Dinner: The Slover Library Speakeasy



**Virginia
Mayors
Institute**

October 10-11, 2026 • Norfolk

Sunday, October 11

8:00 AM	Breakfast
8:30 - 11:00 AM	General Session: • Maximizing Economic Development Opportunities • New Guidance on Federal Grants

VML Annual Conference

Sunday, October 11

11:00 AM	Registration Opens
11:00 AM - 1:00 PM	Nominating Committee Meeting
11:00 AM - 1:00 PM	Legislative Committee Meeting
2:00 - 5:00 PM	General Session: Public Safety Quick Takes • Speed Camera Programs • Hurricane Preparedness • Flock Cameras • Automated Traffic Safety
2:30 - 4:00 PM	Breakout Session: Civilian Response to Active Shooter Events
5:30 - 6:30 PM	VML Welcome Reception
6:30 - 8:00 PM	Awards Banquet
8:00 - 10:00 PM	Entertainment: Music & Karaoke



**VML ANNUAL
CONFERENCE**

NORFOLK WATERSIDE MARRIOTT

OCT. 11-13

Continues on next page.

VML Annual Conference cont.

Monday, October 12

6:00 AM	Wellness Activity
7:30 - 8:30 AM	Breakfast
8:30 - 10:00 AM	Concurrent Sessions: • Energy Trends in the Commonwealth • Housing Trends in the Commonwealth
10:10 - 11:00 AM	Breakout Sessions: • Manager Contracts • Financing Options for Local Governments • Artificial Intelligence: How Localities can use AI Responsibly and Creatively • Responding to Homelessness
11:10 AM - 12:00 PM	Breakout Sessions: • Resiliency • Economic Development • VRLTA Meals & Lodging Tax Study Review • Data Centers
12:00 - 1:00 PM	Lunch
1:00 - 1:50 PM	Breakout Sessions: • Weather Services for Municipalities • The Clerk/Council Relationship • Impact of Property Tax Exemptions • Zoning • Autonomous Cars
1:00 - 3:00 PM	Guest/Spouse Workshop: Body Oil Candle Making with Refreshments
2:00 - 2:50 PM	Breakout Sessions: • Paid Family Leave • Transportation • The National Civic League • Drones • Opioids
3:00 PM	Annual Business Meeting* <i>*Please review the policy statements ahead of time. Printed copies will not be available.</i>
6:00 - 8:00 PM	City of Norfolk Reception: Selden Market & The Slover Library

Tuesday, October 13

6:00 AM	Wellness Activity	Also Tuesday morning: Remarks by Governor Abigail Spanberger and Senator Tim Kaine!
7:30 - 8:30 AM	Breakfast	
8:30 - 11:30 AM	General Session: • Be Prepared: Public Employee Collective Bargaining • What You Need to Know: Retail Cannabis Coming to the Commonwealth	

VML thanks our Sponsors
who helped make this annual
conference possible.

Special thanks to our host,
the City of Norfolk!

