

VIRGINIA

TOWN & CITY

IN GOD WE TRUST

Money matters

Local issues will abound
in 2013 General Assembly



Come see what's new!

Sewer back-ups are one of the leading liability claim producers for municipalities. These costly and unpleasant events can be prevented.

VML Insurance Programs has released a Sanitary Sewer System Toolkit to members with property and liability coverage to help reduce sewer back-ups and assist members in developing or maintaining their sewer system maintenance programs.

It's available to eligible members FREE.

Behind every policy our professionals are hard at work developing safety programs and trainings, providing services, and working to help prevent claims and keep premiums low. VMLIP offers more than just coverage. We are partners in risk management.



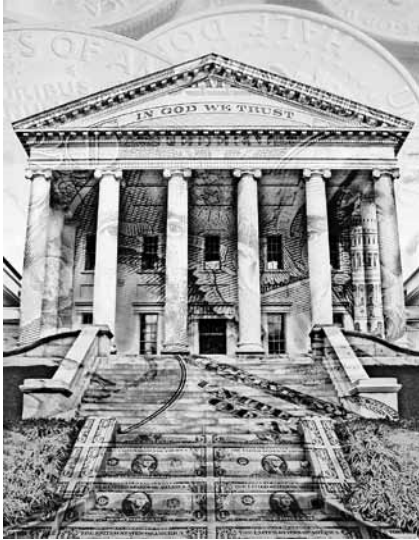
www.vmlins.org | 800-963-6800



VIRGINIA

TOWN & CITY

The magazine of the Virginia Municipal League



About the cover

The 2013 session of the General Assembly will convene Jan. 9 in Richmond. Local government issues, many of them tied to the state budget, will be in the spotlight. Photo illustration by Manuel Timbreza.

Features

10

It's time to overhaul Virginia's Public-Private Transportation Act

Virginia's Public-Private Transportation Act lacks adequate safeguards to protect the public interest as the state spends billions of taxpayer dollars and imposes decades of substantial tolls, according to a new analysis prepared for the Southern Environmental Law Center.

By Trip Pollard

13

For local governments, General Assembly session will revolve around money

While the 2013 session of the General Assembly will be short on days – only 45 of them – it will be plenty long on issues of interest to local government, many of which will involve money.

By VML Legislative Staff



17

VML Finance Forum draws large crowd

More than 120 local government leaders attended the 2nd Annual VML Finance Forum held Dec. 6 in Henrico County. The gathering heard from speakers who covered topics ranging from the changing fiscal relationship between the state and local governments, tax restructuring and economic trends, to the state budget outlook, the looming federal "fiscal cliff" and the effect of the federal Affordable Care Act on local governments.

Departments

PEOPLE	2
NEWS & NOTES.....	5
MARKETPLACE.....	18
PROFESSIONAL DIRECTORY	20
THE BACK PAGE.....	21

Virginia Town & City is printed on recycled paper.
Visit at www.vml.org



EDITOR

David Parsons

DESIGN EDITOR

Manuel Timbreza

ADVERTISING MANAGER

Kimberly Pollard

CIRCULATION MANAGER

Sherall W. Dementi

PRESIDENT

Ed C. Daley, DPA

PRESIDENT-ELECT

David P. Helms

VICE PRESIDENT

William D. Euille

EXECUTIVE COMMITTEE

- Ron Rordam
- Dwight C. Jones
- Robert K. Coiner
- Mary Hynes
- Edythe Frankel Kelleher
- Ceasor Johnson
- Katie Sheldon Hammler
- Mimi Elrod
- Patricia Woodbury
- Rosemary Wilson

EXECUTIVE DIRECTOR

R. Michael Amyx



The magazine of the Virginia Municipal League

(ISSN0042-6784) is the official magazine of the Virginia Municipal League. Published 10 times a year at 13 E. Franklin St., P.O. Box 12164, Richmond, VA 23241; 804/649-8471. E-mail: e-mail@vml.org. Reproduction or use of contents requires prior approval of the Virginia Municipal League and if granted must be accompanied by credit to VIRGINIA TOWN & CITY and the Virginia Municipal League. Periodicals Postage paid at Richmond, VA. (USPS 661040) Subscription rates: members - \$8 per year, non-members - \$16 per year. Single copies - \$2 each.

Postmaster: Send address changes to VIRGINIA TOWN & CITY, P.O. Box 12164, Richmond, 23241-0164.

Chesapeake hires city manager



- Baker -

James E. Baker, manager of York County, S.C., was named city manager of Chesapeake effective Jan. 14. York is one of four counties in South Carolina that make up the

Charlotte, N.C., metropolitan area.

Prior to moving to York County in 2007, Baker served for 16 years as director of administration and chief of staff to the county executive of St. Louis County, Mo. St. Louis County surrounds the city of St. Louis and is considered the state's economic engine.

Before beginning his career in municipal management, Baker worked for the county's criminal prosecutor for 11 years. In that position he tried major felony cases, including capital murder cases, investigated and tried most public corruption and white collar crime cases, and supervised 10 members of the trial staff and 11 support staff.

Falls Church names Gavin police chief



- Gavin -

Falls Church promoted **Mary Gavin** from deputy chief to chief of police effective Nov. 12.

As deputy chief in Falls Church for five years, Gavin oversaw the Operations Division, Internal Affairs, and supervised the Commander of Services. Prior to her time in Falls Church, Gavin served with the Arlington County Police Department for 21 years in leadership roles.

She replaced **Col. Harry Reitze**, who retired after 37 years with the department.

Arlington selects parks & rec director



- Rudolph -

Jane Rudolph was hired as the director of Parks and Recreation for Arlington County effective Jan. 7.

Rudolph spent almost 10 years in the New York City Department of Parks and Recreation. While there, she served as chief of staff and oversaw all aspects of the largest urban parks system in the nation. She also worked with a variety of organizations for major license and management agreements, along with representing her agency on non-profit boards.

Rudolph succeeds **Shannon Flanagan-Watson**, who was named acting director when former director **Dinesh Tiwari** retired in June.

Suffolk names Olivo HR director



- Olivo -

Nancy Olivo was selected Suffolk's news director of human resources effective Dec. 3.

Olivo served the City of Norfolk for 25 years in a number of roles, including director of human resources for 14 years. She is an adjunct faculty member at Old Dominion University where she teaches courses in Progressive Human Resource Management within the Master's of Public Administration Program.

Staunton fills city clerk post

Staunton City Council appointed **Linda L. Little** as city clerk effective Jan. 1.

Little has been employed as a paralegal in the Office of the City Attorney since 2006. Prior to joining Staunton, she was the deputy clerk for Augusta County General District Court and worked for a private law

You'll find
DentaQuest
dentists uptown,
downtown,
and all around
your town.

DentaQuest offers some of the most affordable dental plans around—and now our Choice PPO network has expanded by 33%. Let's work together to design the most cost-effective plan for your employees. We offer two networks, many affordable plan variations, plus dual and triple options to choose from—all available on an employer-sponsored or voluntary basis, so you can give your employees a valuable new health benefit that will have the whole town smiling.

www.DentaQuestDental.com • 800.879.0288

DentaQuest
THE VALUE IS HERE.



©2012 DentaQuest®. DentaQuest is a registered trademark of DentaQuest, LLC ("DentaQuest").
All rights reserved.

DO359 (05/12)

firm. In addition to her city clerk duties, Little will continue in her paralegal role.

She replaces **Deborah A. Lane**, who retired after 30 years of service to the city, including 22 years as clerk.

Vienna selects first IT director

Antoine Mull was named Vienna's first information technology director effective Dec. 3. The Information Technology Division was led previously by IT Administrator **Craig Griffin**, who retired recently after 28 years of service with the town.

Prior to this position, Mull served as telecommunications manager for the City of Fairfax and most recently worked as a network engineer with REI Systems in Sterling.

Chesapeake names planning director



- Shea -

Jaleh Shea was named director of planning for Chesapeake effective Dec. 1.

A certified planner with 24 years of municipal government experience,

Shea has worked for the city for more than 21 years. She held the position most recently of community programs manager for the Bureau of Community Programs.

In addition, Shea has worked as an adjunct instructor in the School of Business and Public Administration at Old Dominion University in Norfolk.

Falls Church's Conklin retires; takes court post

Falls Church Director of Human Services **Earl Conklin** retired effective Dec. 7 and joined the Arlington

County Juvenile and Domestic Relations District Court as its Court Services Unit director.

Conklin, who had served the city since 1990, was hired as the first director of Aurora House, a residential counseling center for teen girls offering long-term community-based treatment. He later served as the director of court services and was promoted to director of human services in 2011.

Leesburg names new HR manager



- Dilley -

Leesburg named **Karen Dilley** its new human resources manager effective Dec. 3. She replaced **Nancy Fixx**, who retired.

Dilley has 10 years of HR experience in several settings, including local government, manufacturing and the non-profit sector. She will be respon-



RICE SIGNS

Your Leader In Transportation Safety

Free Traffic Sign Catalog:

Call 888-728-7665

- or -

Visit www.RiceSigns.com

- Traffic Signs
- Roll-Up Construction Signs
- Sign Stands
- Traffic Cones & Barricades
- Custom Street Name Signs
- Sign Posts & Hardware

Contact Us / Bids / Quotes:

Toll-Free: 888-728-7665

Fax: 877-546-6165

Email: sales@RiceSigns.com

Web: www.RiceSigns.com

RICE SIGNS LLC
P.O. DRAWER 3170
AUBURN, AL 36831-3170



sible for implementing a new online employment application process, a review and update of the town's Personnel Policies & Procedures Manual, and an update of the Employee Evaluation Program.

Danville assistant takes Greensboro post

Danville Deputy City Manager **David Parrish** left the city Dec. 7 to accept a position as assistant city manager in Greensboro, N.C.

Parrish directly supervised public works, parks and recreation, com-

munity development, transportation, public information and city management staff. He played a leading role in projects ranging from the River District redevelopment to the creation of a Citizen Academy.

Vienna police chief announces retirement

Vienna Police Chief **Robert Carlisle** will retire effective Jan. 1. He has served as chief since 2001.

Carlisle, who has almost 35 years of law enforcement experience, joined the Fairfax County Police Department

in 1978 and held several positions throughout his tenure, retiring in 1999 as commander of the Criminal Investigations Bureau. Prior to his appointment with Vienna, Carlisle served as assistant chief with the Falls Church Police Department from 1999 to 2001.

Have news about personnel in your city, town or county government? Send information to David Parsons via e-mail at dparsons@vml.org.

NEWS & NOTES

Tangier Island seawall gains crucial funding

THE STATE AND federal government have signed an agreement that will pay for construction of a long-awaited seawall and jetty to protect Tangier Island's endangered channel and harbor.

Gov. Bob McDonnell and Col.

Paul Olsen of the U.S. Army Corps of Engineers traveled to the island in Chesapeake Bay Nov. 20 to announce they had signed the agreement to build the project with state and federal money.

Located near the Maryland

border, Tangier Island is three miles long and home to fewer than 500 people, many of whom are watermen who catch fish, crabs and oysters as their ancestors have since the late 1600s. There are few vehicles on the island; residents speak a dialect

akin to the English that was spoken when the island was discovered by Capt. John Smith in 1608.

More than 125 Tangier residents are licensed commercial watermen. The dockside value of the seafood they landed last year was \$3.4 million.

The seawall project has been on the drawing board for more than a decade, but federal funds were not available. The McDonnell Administration focused on securing that funding since taking office. With the Army Corps' recent agreement to commit federal funds, a cost-sharing agreement with the state was signed and the project approved for study, design and construction.

The project includes construction of a 430-foot-long seawall, a 50-foot spur



© White, Michael

Gov. Bob McDonnell and Tangier Mayor James Eskridge admire a Chesapeake Bay blue crab during the governor's visit announcing the financing of a seawall and jetty to protect the island's fragile channel and harbor. Photo by Michael White / Office of the Governor.

jetty and the armoring of 170 feet of shoreline with stone revetment. The purpose is to protect the channel to the only harbor on the island, and shield the harbor itself from direct wave impact and from damage caused by sheets of ice pushed into the inner channel and harbor. The project also will reduce erosion of the shoreline and sediment flow into the navigation channel.

The cost of the project is estimated at \$4.2 million, of which the federal government will ultimately pay approximately \$3.2 million. The state's share would be \$950,000 over the next five years. The state approved its funding in last year's biennial budget.

The cost-sharing agreement that was signed calls for a 50-50 split between the state and federal government for a feasibility study that is expected to take two years. The total state share of that study will be \$175,000 this year and \$96,000 next year. That funding will be included in the governor's budget, which will be unveiled in December. Project design and construction are anticipated to be completed in 2017.

"We're pretty excited," Tangier Mayor James "Ooker" Eskridge told the *Virginian-Pilot* newspaper. "This will give folks a boost. After each storm, people were losing their desire to reinvest here, kind of losing hope. We weren't quite sure if we'd ever see this day."

ELSEWHERE ...

In the wake of Hurricane Sandy, the **Falls Church** Volunteer Fire Department donated its 2002 Freightliner/Medic Master reserve ambulance to the Island Park Volunteer Fire Department (IPVFD) in Island Park, N.Y., so the department could continue to provide service on Long Island. Island Park's fire truck and ambulance were destroyed by Sandy's storm surge. ... The Center for Digital Government announced recently that **Chesapeake** has been ranked among the top 10 cities in its population category for 2012.

Richmond dedicated and opened a new fire station on Nov. 7. It was the first fire station constructed in the city since 1978. Built with a combination of city money and federal economic stimulus funding, the 10,000 square-foot station was built to LEED Silver standards. ... The Paint Quality Institute named the **Town of Smithfield** recently as one of the 12 most beautifully painted neighborhoods and towns in America. The

town won its "Prettiest Painted Places in America" Award in the Southeast Region Small Town category. The other Southeast Region small town winner was Key West, Fla.

Have news about your city, town or county government? Send information to David Parsons via e-mail at dparsons@vml.org

SUSTAINABLE DISTRIBUTION SYSTEM SOLUTIONS

Solutions from Utility Service...

Water Quality

- Ice Pigging · THM Removal
- Chemical Cleaning: *tanks, filter media, clear wells* · Tank Mixing

Asset Management

- Storage Tanks
- GPS locating, mapping & GIS Services
- Valve & Hydrant locating, exercising, maintenance & repairs

Water Conservation

- Water Loss Reduction
- Helium Leak Detection Services

Metering Services

- Smart Metering




Innovative, flexible and comprehensive solutions from a company you've trusted since 1963.





To learn more contact your local Utility Service Representative...

Western Virginia
Chris Harrison • 703.969.8302
charrison@utilityservice.com

Eastern Virginia
Scotty Wilkins • 336.210.9251
swilkins@utilityservice.com

visit www.utilityservice.com


VBCOA elects officers; sets agenda

KRIS BRIDGES, THE deputy building official for Martinsville, was elected president of the Virginia Building and Code Officials Association at its annual business meeting Oct. 15 in Fredericksburg. Also elected were First Vice President Cathy Cook, Blacksburg building official; Second Vice President Sean Farrell, Prince William County code compliance supervisor; and Sergeant at Arms John Walsh, property main-

tenance code official, Fredericksburg. Vernell Woods, deputy building official in Norfolk, is the immediate past president.

Woods presented the President's Award of Excellence to Alexandria Director of Code Administration John D. Catlett in recognition of his service to VBCOA through participation on numerous committees, including serving as co-chair of the Administrative Code Committee in 2012.

VBCOA Awards Committee Chair Edith Hampton presented meritorious service awards to Frederick County Building Official John S. Trenary and Chesterfield County Chief of Inspections Roger M. Robertson. Dr. Carrey Banks, head of the Department of Technology at Norfolk State University, received the 2012 Citizens Award.

The awards and elections were part of the VBCOA's annual school and conference, held Oct. 14-16 in Fredericksburg. In addition to the annual business meeting and banquet, construction and debris management, energy assessment and compliance, Freedom of Information Act and enforcement of the International Energy Code were issues covered at the conference. More than 175 building code officials and inspectors from across the state attended the meeting. 



In attendance were (l-r) International Code Council (ICC) Vice President Stephen D. Jones, construction official, Millburn Township/Short Hills, N.J.; ICC Immediate Past President William D. Dupler, deputy county administrator, Chesterfield County; ICC Secretary/Treasurer Guy Tomberlin, code specialist, Fairfax County; Vernell Woods, deputy building official, Norfolk; Kris Bridges, deputy building official, Martinsville; Cathy Cook, building official, Blacksburg; Sean Farrell, code compliance supervisor, Prince William County; and John Walsh, property maintenance code official, Fredericksburg.

NLC chooses leadership, executive director

THE NATIONAL LEAGUE of Cities (NLC) membership elected the mayor of Avondale, Ariz. – Marie Lopez Rogers – as president for 2013. The organization also elevated Chris Coleman, mayor of St. Paul, Minn., to first vice president, and chose Ralph Becker, mayor of Salt Lake City, as second vice president.


All officers will serve a one-year term in shaping NLC's priorities and directing the organization's advocacy, research and membership activities for the coming year. The vote came at the conclusion of NLC's annual Congress of Cities and Exposition in Boston earlier this month.

Mayor Lopez Rogers served on the NLC Board of Directors from 2001-2003 and was elected as the organiza-

tion's second vice president in 2010.

NLC also elected 19 board members during the Congress of Cities. The new board members will serve two-year terms. They are: Karen Avilla, city treasurer, Carson, Calif.; Leland Cheung, city councilor, Cambridge, Mass.; Joe Davis Sr., alderman, Milwaukee; Elvi Gray-Jackson, assembly member, Anchorage; Mary Hamann-Roland, mayor, Apple Valley, Minn.; Klaus Hanson, council member, Laramie, Wyo.; Jacquelyn E. Johnson, councilwoman, East Orange, N.J.; R. Michael Kasperzak Jr., council member, Mountain View, Calif.; Melodee Colbert Kean, mayor, Joplin, Mo.; Jesse Matthews, council member, Bessemer, Ala. (one-year term); A. Keith McDonald, mayor, Bartlett, Tenn.; Felicia A. Moore, council member,

Atlanta; Gregory Pettis, councilman, Cathedral City, Calif.; Michael A. Sesma, council member, Gaithersburg, Md.; Murry K. Witcher, alderman, North Little Rock, Ark.; Matthew C. Greller, executive director, Indiana Association of Cities and Towns; Don Moler, executive director, League of Kansas Municipalities; Ken Smith, executive director, Alabama League of Municipalities; and Don Zimmerman, executive director, Arkansas Municipal League.

In addition to these leadership posts, NLC also announced a replacement for retiring executive director Don Borut. Clarence E. Anthony, the former mayor of South Bay, Fla., for 24 years and a past president of NLC in 1998-1999, will assume the position in early January. 

Broadway dedicates Farmers Market site and Veterans Wall




On hand for the dedication on the new Farmers Market site and Veterans Wall were (l-r) Mayor John Long, Council Member Doug Harpine, Maintenance Director Chad Dellinger, Congressman Bob Goodlatte, Del. Tony Wilt, Council Member Richard Fulk, Town Manager Kyle O'Brien and Council Member Keith Clark.

THE TOWN OF Broadway in Rockingham County recently dedicated a new site for its Farmers Market and a wall honoring military veterans, which was integrated into the project.

With the help of Farmers and Merchants Bank and the U.S. Department of Agriculture, the town transformed a privately-owned lot that had become an eyesore into an attractive part of the townscape.

The town initiated discussions with the bank, which held the financing on the property. The bank agreed to sell the lot to the town at a substantially discounted price of \$27,500. Broadway simultaneously applied for funding through USDA in hopes of relocating its Farmers Market, which had operated out of a dentist's parking lot for the past five years.

The awarding of a \$99,000 grant from the USDA allowed the town to begin construction of the project. In addition, the town was able to incorporate the Veterans Wall into the new Farmers Market site. 



Before ...

Prior to construction of the project, the site was an unsafe eyesore.



After ...

Today, the site is a handsome addition to the town's landscape.

Poquoson opens new public works building after 2011 Thanksgiving fire

NEARLY A YEAR after a Thanksgiving Day fire destroyed the City of Poquoson's public works facility, city officials, employees and representatives from VML Insurance Programs gathered on Nov. 14 to dedicate a new public works building.

The fire began last Thanksgiving in the ceiling around the HVAC unit of the city's public works trailer. While the fire was quickly extinguished, water damage rendered the building unusable.

Without a public works facility the city was in need of a business continuity solution. Through its



With the assistance of VML Insurance Programs and its partner Agility Recovery, the city quickly obtained a temporary trailer to house its public works operations.



Instead of replacing the public works facility with another trailer, Poquoson built a permanent structure using city money and the more than \$167,000 it received from VML Insurance Programs to replace the ruined trailer.

property insurance provider, VML Insurance Programs (VMLIP), the city was contracted to receive services through Agility Recovery. Agility provides comprehensive recovery solutions, including access to power, technology, office space, and Internet/Phone connectivity to help organizations maintain continuity of operations in times of manmade or natural disasters.

In conversations with Agility, the city determined that existing infrastructure such as telephone and Internet connections, as well as sewer

connections, could still be utilized. They were able to borrow computers and other technology from other departments. All that was left was office space. Within 24 hours of their request to Agility, a new mobile unit was delivered that would serve as the public works facility for nearly a year.


"We had looked at receiving a temporary trailer from other companies," said Robin Bellamy, an accountant with the city. "However, many of them required a week for delivery. With Agility we received the unit the next day."

The cost of the mobile unit was covered by VMLIP under the city's Extra Expense Coverage.

Instead of replacing the public works facility with another trailer, the city decided to build a more permanent structure. They did this using the more than \$167,000 received from VMLIP to replace the damaged trailer, and with additional municipal funds appropriated by City Council.

"Throughout the recovery and reconstruction process, VML Insurance Programs has been a true partner," said Poquoson Mayor W. Eugene Hunt Jr. "From their invaluable assistance to re-establish operations within a few short days, to assisting with the reconstruction of a new modern facility and even with the ribbon cutting, Greg Dickie and staff have been truly exceptional."

Dickie, member services director for VMLIP, and Senior Claims Representative Tracey Dunlap attended the dedication.

"This was the first time a member has used Agility Recovery since we began offering this service in 2011," Dickie said. "All parties involved were impressed with their proficiency and experience in disaster recovery, and in their ability to deliver the items quickly." 

It's time to overhaul Virginia's Public-Private Transportation Act

VIRGINIA'S Public-Private Transportation Act (PPTA) lacks adequate safeguards to protect the public interest as the state spends billions of taxpayer dollars and imposes decades of substantial tolls, according to a new analysis.

The PPTA can be an innovative tool, allowing private entities to partner with the state or localities on transportation projects, and Virginia has been a national leader in pursuing public-private partnerships. Yet the report details how the PPTA has centralized decision-making, limited information given to the public, and often resulted in deals that allow private entities to earn high returns with little risks.

The report was prepared for the Southern Environmental Law Center by Jim Regimbal, a consultant with Fiscal Analytics, and a former staff member to the Virginia Senate Finance Committee who has more than 30 years of experience in state policy analysis.

It examines the PPTA's history and process, and highlights two recent projects for in-depth analysis: the I-495 Express Lanes in Northern Virginia and the Downtown Tunnel/Midtown Tunnel/MLK Extension in Hampton Roads. The study also analyzes the substantial policy issues the act raises and offers recommendations for reform.

The PPTA authorizes private entities to build, maintain and/or operate "qualifying transportation facilities" under an agreement with state or local entities such as the Virginia Department of Transportation (VDOT). The intent was to reduce

the up-front costs to government by attracting private sources of funding and to tap into private sector creativity and efficiency through competitive bidding to speed and improve building projects.

Since it was enacted in 1995, only four PPTA projects have been completed (Route 288 and Route 895/Pocahontas Parkway around Richmond, Route 199 around Williamsburg, and the new Beltway express lanes). Another 17 projects are partially completed or under construction, under contract, or under consideration.

The PPTA has expanded far beyond the General Assembly's original intent to supplement the traditional transportation improvements process. It is now the major method for constructing large new projects, and it concentrates decision-making in the Governor's Office with little effective oversight.

The recent transportation funding picture has been a primary driver of increased use of the PPTA and the increased centralization of decision-making authority. As the report states, "Over the last 10 years, formula-driven state construction dollars have dried up. There has been no state funding by formula since FY09 for urban, secondary, or primary system construction. What major state construction funding remains is provided from borrowed funds and from federal dollars." As a result, the report goes on to note, "transportation decision-making authority is shifting away from a more diffuse system of local, regional Metropoli-

tan Planning Organizations (MPOs), and Commonwealth Transportation Board (CTB) decision-making, to the

By TRIP POLLARD

PPTA proposer and the governor's administrative agencies in charge of soliciting, screening and procuring PPTA projects."

Moreover, as the report concludes, the PPTA "has evolved into a process in which large private-sector construction consortiums propose design-build-operate projects funded using as much state/federal funding and taxpayer-subsidized debt as can be negotiated with the state, coupled with toll revenues that are as secure and protected as possible."

There are, however, significant differences between the PPTA agreements made between the Commonwealth and private entities. The I-495 Express Lanes project, for example, increases transportation capacity while still leaving existing toll-free transportation choices in place for the public. This agreement does not contain any "non-compete" clauses that limit future transportation improvements, although it does have a troubling provision that could increase taxpayer liability or dissuade high occupancy vehicle (HOV) use. The private partner is taking on true demand risk in return for its investment.

In contrast, the Downtown Tunnel/Midtown Tunnel/MLK project expands an existing free facility already once paid for and currently maintained by the state, but with no viable travel alternative for the public. There is little rationale for the amount of state subsidy provided

and the contract allows for automatic toll escalation and penalties for creating competing transportation alternatives.

In another project, the proposed \$1.4 billion new Route 460 between Petersburg and Suffolk, the state plans to provide \$1.1 billion of public funds in direct subsidies (tolls will cover the rest) to build a destructive highway that will parallel an existing, relatively uncongested route. This project is a much lower transportation priority than many others throughout the state, yet it is slated to receive the highest subsidy.

The report recommends a number of reforms to the PPTA, including:

- providing more information to the public (including the cost-benefit analysis), and requiring a public hearing at least 30 days prior to signing a comprehensive agreement;

- increasing the role of the Commonwealth Transportation Board, and other oversight boards, by requiring it to evaluate and approve a proposed comprehensive agreement before it can be approved, and giving the board greater independence by limiting the ability of the governor to remove members without cause;

- creating a greater role for the legislature in the process, such as requiring the findings of the cost-benefit analysis to be provided to the General Assembly prior to initiating a PPTA procurement process to ensure that the assumptions contained in the analysis can stand up to public scrutiny, and by requiring the assembly to approve subsidy levels (particularly debt) and the use of toll facilities;

- ensuring greater competition by requiring more bidders; and

- adding conditions for prioritizing state PPTA subsidies.

These solutions will help ensure that the PPTA process is good at producing public benefits for as low a price as possible.

Recent PPTA deals show why the current debate over transportation funding needs to focus on ensuring that taxpayer funds are spent wisely – and not just on raising more revenues for transportation. The legislature needs to improve the PPTA before

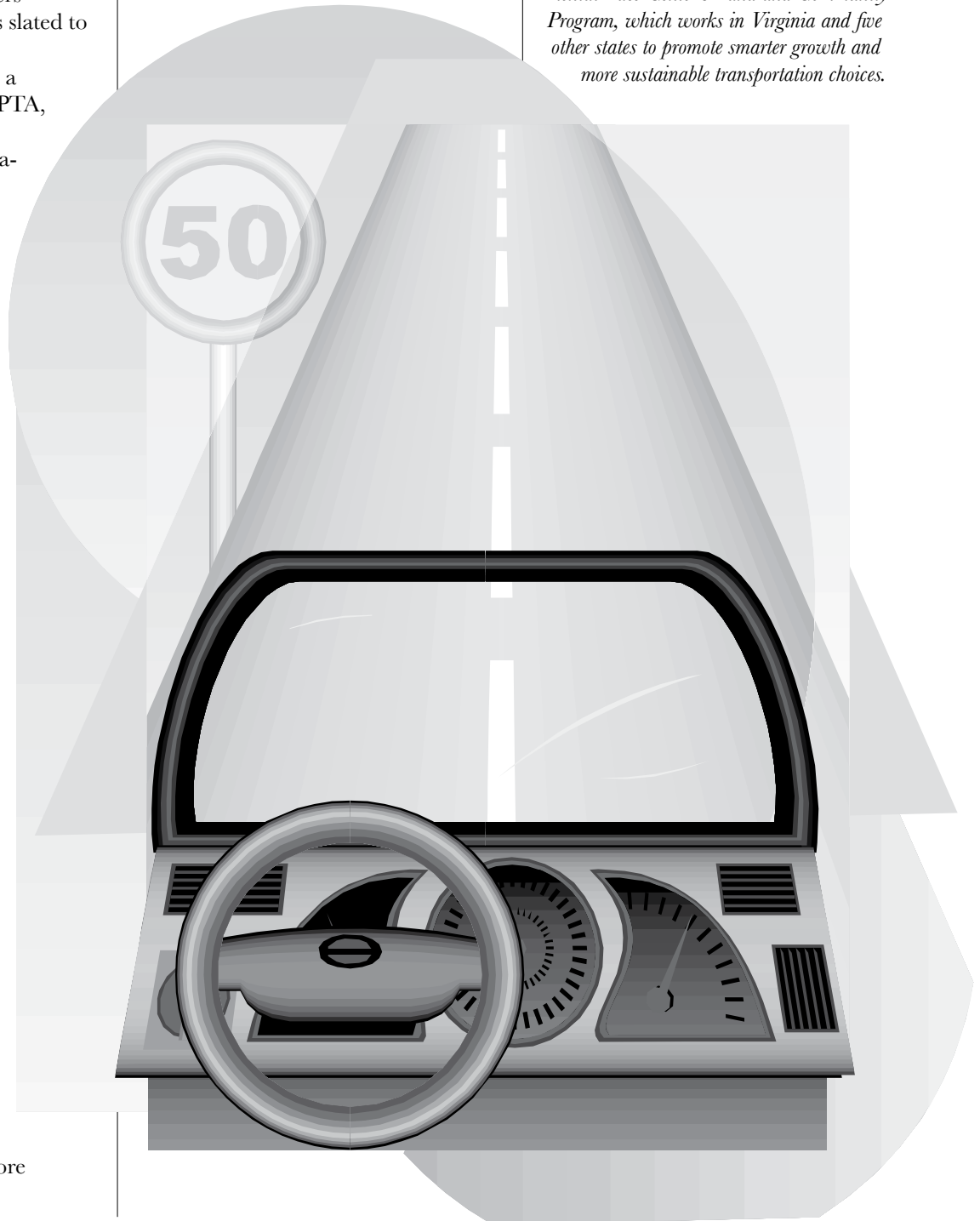
the state signs additional agreements or authorizes any additional funds for public-private transportation projects if we are to promote smarter transportation investments and adequately protect our communities and environment.

To read a copy of the full report online, go to: <http://bit.ly/VrKLjG>.



About the author

Trip Pollard directs the Southern Environmental Law Center's Land and Community Program, which works in Virginia and five other states to promote smarter growth and more sustainable transportation choices.





For local governments, General Assembly session will revolve around money

WHILE THE 2013 session of the General Assembly will be short on days – only 45 of them – it will be plenty long on issues of interest to local government, many of which will involve money.

Amendments to the 2012-2013 budget, including how to parcel out a sizeable state surplus, will be in the spotlight. But in addition to the debate surrounding the budget, legislators will have another 2,000 or so bills and resolutions before them, many of which will affect the workings of local government. The pace will be frenetic beginning Jan. 9, when the session convenes, up until Feb. 23, the scheduled adjournment.

During that nearly seven-week period, the General Assembly will be making decisions about allocation of a \$448.5 million budget surplus, transportation funding, uranium mining and a host of other issues. Cities and counties, in particular, will be fighting to end the “Local Aid to the Commonwealth” reversion, under which cities and counties will have returned \$270 million to the state by the end of this fiscal year. As House Appropriations Committee Chairman Lacey Putney said at the committee’s retreat this fall, “Balancing our state budget by relying on local governments to send back a portion of the money we give them does not make much sense at this juncture.” Local governments are calling on Gov. Bob McDonnell and the legislature to use some of the surplus to end this onerous program.

Transportation funding will be another one of the important issues of interest to local governments. VML supports a new, stable and predictable transportation funding plan that is comprehensive and addresses investment across the state. Local governments will oppose efforts to further bleed the state’s general fund

in order to prop up transportation funding. Taking even more money from the general fund will do nothing but shortchange other critical services, including public education. Whether the House, Senate and governor will be able to agree on a new approach to transportation funding is problematic.

Cities, counties and the two towns that operate school divisions will be looking for a solution to the problem posed by new Governmental Accounting and Standards Board requirements that place all of the liability for the teacher retirement plan on local balance sheets. The requirement could drive up the cost of borrowing money for these local governments with school divisions. Local governments contend that the state should bear some of the liability because it sets both the amount of the benefits and the contribution levels for the teacher retirement plan.

VML will continue to push the legislature for substantially more money to help defray the cost of building expensive water quality improvement projects. The projects are necessary to comply with tough federal and state environmental laws. A coalition of local governments, environmental groups and manufacturers wants the state to honor its commitment to fully fund its portion of \$100 million in water quality improvements for sewage treatment plants. The coalition would also like to see the state begin funding its share of the cost of more than \$7 billion in urban stormwater improvements necessary to comply with the federally-mandated Chesapeake Bay cleanup plan.

One of the most hotly-contested issues in the 2013 session will involve uranium mining. VML and a number of other statewide associations and interest groups, including the Virginia Association of Counties and the Virginia Farm Bureau, do not want to

see the state’s 30-year ban on mining the radioactive element lifted. The associations and interest groups are concerned that the mining operations are too risky and could contaminate water supplies. Unlike last session, a bill to remove the moratorium will be introduced in 2013 by Sen. John Watkins (R-Powhatan).

Another issue of special interest to VML that could surface touches on the use of tax revenues to pay for association memberships such as the league. Attorney General Ken Cuccinelli issued an opinion in July that said it was legal for Virginia cities, towns and counties to spend taxpayer funds on memberships in nonprofit groups such as VML and VACo. One membership association in particular that has been under attack is ICLEI – Local Governments for Sustainability. Some legislators may try to limit the ability of local governments to belong to ICLEI. Whether there could be a spill-over to groups such as VML, VACo and the Virginia School Boards Association is uncertain.

Exactly how the issues surrounding the state budget play out could depend on negotiations in Washington to deal with the impending “fiscal cliff.” The uncertainty prompted McDonnell to order state agencies to submit contingency plans for cutting their respective budgets by 4 percent. Included on the list of potential cuts were decreases in state funding for the Comprehensive Services Act, election administration, constitutional officers and social services.

VML’s official positions for the 2013 session are included in its Legislative Program, which begins on page 14. It was approved Sept. 25 during the league’s annual conference in Williamsburg. The first five items – ranked in order of importance – are priority issues for member local governments.

State budget and local revenues

The member local governments of the Virginia Municipal League hold the following principles on state budget issues.

The governor and General Assembly should not:

1. Further restrict local revenue authority or sources without providing alternative revenue authority and sustainable revenue sources. This includes, without limitation, the BPOL and M&T taxes.
2. Confiscate or re-direct local general funds and special funds to the state treasury.
3. Impose new funding requirements or expand existing ones on services delivered by local governments.
4. Shift state funding responsibilities onto local governments, including law enforcement and public safety activities.
5. Impose state fees, taxes or surcharges on local government services.
6. Place additional administrative burdens on local governments.

The governor and General Assembly should:

1. Immediately examine state requirements and service expansions to determine those that can be suspended or modified to alleviate some of the financial burden on state and local taxpayers.
Here are two specific examples of what the state needs to do:
 - Critique the Standards of Accreditation and Standards of Learning to determine which standards impose costs on local governments that are not recognized in state funding formulas. In particular, changes adopted since 2009 to SOAs and SOLs should be examined as state funding on a per-pupil basis is now below 2009 levels.
 - Re-examine those Standards of Quality that the Board of Education has adopted, but that the General Assembly has not funded. These standards reflect prevailing practices necessary to improve children's academic performance. Their

academic performance is crucial to students and schools meeting the accountability standards under the SOL and SOA. If funding is not available to pay for prevailing practices, the accountability standards should be adjusted so that local governments are not in the position of having to bear the entire burden of meeting these unfunded mandates.

2. Develop spending and revenue priorities. State tax credits, tax deductions and tax relief policies must receive the same scrutiny as spending programs.

3. After all other actions have been taken including eliminating unnecessary programs, achieving greater program efficiencies, and streamlining service delivery, the state has the obligation to look at ways to increase revenues in order to meet its constitutional and statutory obligations to Virginia citizens.

Local Aid to the Commonwealth

VML supports a budget amendment in the 2013 legislative session to restore the \$50 million reduction included in the FY13 budget, and supports eliminating this across-the-board reduction in FY14 and in any future budgets.

Education funding

A strong public school system is essential to economic development and prosperity. The state must be a reliable funding partner in accordance with the Virginia Constitution and state statutes. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. VML opposes changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities. As an example, VML opposes the elimination or decrease of state funding for state-mandated benefits for school employees.

Further, VML opposes policies that lower state con-

tributions but do nothing to address the cost of meeting the requirements of the Standards of Accreditation and Standards of Learning. The State Board of Education should identify areas within the

Standards of Quality and other educational requirements, such as mandates for expenditures in the area of student health services, which can be modified or eliminated in order to provide localities with greater flexibility in their use of scarce education funds.

VML supports a study by the Joint Legislative Audit and Review Commission to determine how the SOQ may be revised and adequately funded to meet the requirements contained in the Standards of Learning and Standards of Accreditation. VML also supports implementation of JLARC recommendations to promote 3rd grade reading performance.

Transportation funding

VML supports a new, stable and predictable transportation funding plan that is comprehensive and addresses investment across the state. Critical to this plan is a dedicated and ongoing source of new non-general fund revenue to support \$65

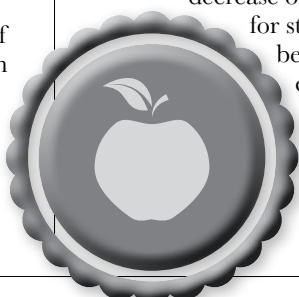


billion dollars in transportation needs as identified in VTrans2035, Virginia's statewide long-range multimodal transportation plan.

The state should not place new tolls on existing roads as a method to fund ongoing transportation obligations. Further, no decision should be made to place tolls on an existing road without first evaluating the impact on other roads in the region and on the quality of the environment.

Water quality funding

Virginia's local governments face mounting costs for water quality improvements for sewage treatment plants, urban stormwater, combined sewer overflows (CSOs), and sanitary sewer overflows (SSOs). In response





to federal and state legislation, regulation and policies, VML urges the federal government and the Commonwealth to provide adequate funding for these water quality improvements.

Other legislative positions

Transient Occupancy Tax and on-line travel companies

VML supports state legislation to make clear that transient occupancy taxes and sales taxes are applied on the room cost paid by the consumer.

In addition, VML should urge the Virginia congressional delegation to oppose any legislation or amendment to preempt state and local taxes from these Internet transactions.

Sales and use taxes on Internet-based sales

VML supports the continuation of legislation such as SB 597 (2012) to require remote sellers that use in-state facilities to collect and remit Virginia sales tax. (The federal issues identified in this position were sent to the executive committee for action.)

Impact fees & cash proffers

The General Assembly should enact laws to broaden impact fee authority to allow the adequate assessment of the fees for all public infrastructure, including school construction costs, caused by growth. The General Assembly should take all steps needed to assist towns and cities to work with the surrounding counties to promote growth in patterns that help the vitality of the municipalities by authorizing impact fees for public infrastructure. Any change must not shift the burden of paying for new infrastructure to existing citizens through increased real estate taxes.

Uranium mining

Uranium mining, milling and waste disposal of generated wastes poses health and environmental problems for Virginians. If these uranium mining activities are permitted in Virginia, VML is concerned that radiation and other pollutants from mill tailings may occur, downstream water supplies may be contaminated, water supplies near uranium mines may disappear or be severely reduced, and the health and safety of uranium miners might be jeopardized.

VML supports the moratorium on the mining and milling of uranium in the Commonwealth of Virginia. Any studies or efforts to develop a regulatory framework should address the concerns, warnings, and conclusions contained in the National Academies of Sciences report to the Commonwealth entitled "Uranium Mining in Virginia" and dated December 2011. Furthermore, the state should take no action to preempt, eliminate, or preclude local government jurisdiction with respect to whether uranium mining would be allowed in the respective jurisdiction.

Town-county relations

The Code of Virginia should be amended to clarify the relationship of the exercise of powers by a town and the county in which it sits. The law must make it clear that countywide powers apply in or as to the town only until the town council adopts an ordinance regulating the same topic; that in the appropriate case, local county powers do not apply in or as to towns in the county unless the town so ordains; and that each county is protected from the obligation to exercise county powers solely in or as to towns in the county.

Health care reform impact on local governments

Many questions remain as to how Virginia will choose to implement the federal Affordable Care Act. Depending on the state's actions and decisions,

local governments could face new administrative responsibilities and costs. Any new or enhanced roles and responsibilities for local government must be accompanied by sufficient federal and/or state financial resources.

Social services funding and penalties

For years the state has consistently underfunded its share of administrative costs (including personnel and technology) for programs administered on its behalf by local departments of social services.

The state agency has now decided to make local agencies and local real estate taxpayers solely liable for federal financial penalties resulting from federal audits of the system. Federal law does not require passing this cost onto localities; it is the state's choice to do so. If the state wants to improve performance and accountability, it must fully acknowledge and fulfill its responsibility in this partnership by properly funding, equipping, and supporting the local offices that render services on its behalf. The state should hold off on any assessment of penalties until it has done so. **VTC**



Hello eNews; goodbye Update



VML's new all-digital newsletter

Not a subscriber yet?

Visit www.vml.org to subscribe.

Finance Forum draws crowd

MORE THAN 120 PEOPLE participated in the 2nd Annual VML Finance Forum Dec. 6 in Henrico County. Attendees heard from speakers on topics ranging from the changing fiscal relationship between the state and local governments, tax restructuring and national and state economic trends, to the state budget outlook, the looming federal “fiscal cliff” and the effects of the federal Affordable Care Act on state and local governments.



Michael Cassidy of the Commonwealth Institute for Fiscal Analysis (I) compares notes with state Sen. Walter Stosch, chairman of the Senate Finance Committee.



James City County participants included (l-r) Director of Budget and Accounting Sue Mellen, Director of Financial and Management Services John McDonald, County Administrator Robert Middaugh and Supervisor James Icenhour Jr.



Rayford Harris Jr., director of budget & strategic planning for the City of Richmond.



More than 120 people attended the day-long event at the Crowne Plaza Hotel Richmond West in Henrico County.

Longer version of job ads posted at www.vml.org

A complete up-to-date listing of job ads submitted to VML for publication is posted at www.vml.org. Visit the VML website and click on "Marketplace" to read the complete descriptions of these and other openings.

Fire Chief, Suffolk

SALARY: DOQ/DOE (+) benefits. Leads 253 FT and 25 PT within city's 400 square miles. The department provides paramedic-level emergency medical services, fire suppression, fire prevention, and emergency management to a diverse community. Reqs. relevant bachelor's degree and 10-15 yrs. progressively responsible command exper. in emergency medical services, fire-fighting and emergency mngmnt. Prefer graduation from NFA's Executive Fire Officer Program and Emergency Manager and Incident Commander certifications. Reqs. city residency. To apply, submit cover letter and resume either electronically or in paper form to: City of Suffolk, Chief Human Resources Officer, Human Resources Department, 440 Market St., Suffolk, VA 23434 or to jobs@suffolkva.us. Open until filled. EOE.

Police Chief, Vienna

SALARY: DOQ/DOE (+) benefits. (pop. 14,000) Oversees all police, communication and animal control functions. Must have proven record in law enforcement, crime prevention, management, supervision, budgeting and innovation excellence. Reqs. bachelor's degree in criminal justice, business, social science or other relevant field, 10-12 yrs. exper. in local law enforcement, some which has been at the management level. Must be certified in Va. as a Law Enforcement Officer or have ability to obtain certification by VA DCJS. See job description and apply online at www.viennava.gov. Deadline: Dec. 31. EOE.

9-1-1 Supervisor, Herndon

SALARY: \$49,690-plus DOQ/DOE (+) benefits. Provide hands-on supervision and oversee communications operations for Herndon Police Department. Reqs. H.S. diploma or equiv., 5-plus yrs as an emergency services dispatcher or in a high-stress dispatcher position. Must U.S. citizen and lawful resident of the U.S. for past 10 consecutive yrs. Reqs. VCIN/NCIC certification or ability to obtain. Town application req'd. Call 703-481-1185, e-mail jobs@herndon-va.gov or visit www.herndon-va.gov. Open until filled. EOE.

Deputy Director (Department of Transportation and Environmental Services), Alexandria

SALARY: \$84,479-\$135,741 DOQ/DOE (+) benefits. Responsible for planning city and regional functions for all transportation modes; overseeing divisions responsible for transit planning and operations, bicycle and pedestrian coordination, traffic analysis, daily traffic operations and computerized traffic signals; taxis and other transportation related services. Reqs. min. of 4-yr. college degree (master's preferred); 10 yrs. engineering exper.; 5 yrs. supervisory exper.; 5 yrs. operating and capital budget oversight exper.; understanding of state and local traffic laws; registration as a Va. P.E. For more details or to apply, visit www.alexandriava.gov/jobs. Open until filled. EOE.

Deputy Building Official, Harrisonburg

SALARY: \$44,262-\$65,000 preferred hiring range DOQ/DOE (+) benefits. Responsible for planning, coordinating, supervising and participating in building, electrical, mechanical, plumbing and property maintenance inspection activities with responsibility for enforcing the laws, ordinances and codes relating to the construction, alteration and maintenance of buildings. Reqs. any comb. of educ. and exper. equiv. to graduation from H.S. supplemented by course work in a related field and extensive exper. in building codes enforcement and inspections work. Prefer comb. of educ. and exper. in building trades and inspections (appx. 7 yrs), including some (appx. 2-3 yrs) supervisory exper. Preference given to applicants holding the following certifications req'd by the Va. Uniform Statewide Building Code: Combination Inspections (residential and commercial), General Building, Building Plans Review, Property Maintenance, Building Official. See full job description at: <http://bit.ly/VjdU0d>. Applications may be filed online at <http://www.harrisonburgva.gov/jobs>. Open until filled. EOE.

City Manager, Cleveland Heights, Ohio

SALARY: Negotiable DOQ/DOE (+) benefits. (pop. 45,700) Cleveland Heights is a vibrant, creative community located in northeast Cuyahoga County close to the southern shore of Lake Erie about eight miles from downtown Cleveland. Reqs. bachelor's degree (master's in public administration preferred), 5-10 yrs. local govt. exper., 5 yrs. of senior-level management and supervisory exper. Prefer exper. as a city manager, assistant city manager or department head; service in a sophisticated and diverse local govt.; economic development and redevelopment

expertise; track record of sound financial management. All application materials are subject to disclosure under Ohio's public records laws. Apply online at <http://thenovakconsultinggroup.com/jobs>. First review of applications Jan. 16. Open until filled. EOE.

Deputy City Manager, Danville

SALARY: \$90,500-\$120,000 start range DOQ/DOE (+) benefits. (pop. 45,000) Assists city manager in coordination, review and general operation of the city and departmental functions, budget development and fiscal policy. Reqs. comprehensive knowledge of the organization, function and methods of operation of the city's legislative, executive staff and operational departments; comprehensive knowledge of municipal govt. operations and departmental functions; ability to prepare and analyze budget documents, reports and requests; ability to develop concise and accurate reports; ability to communicate effectively. Reqs. educ. and exper. equiv. to a relevant master's degree and extensive exper. in municipal administration. Apply confidentially online at: www.danville-va.gov. Open until filled. EOE.

Equipment Parts Manager (Public Services Department), Winchester

SALARY: \$30,784-\$49,254 DOQ/DOE (+) benefits. Responsible for ordering and managing auto supply parts and analyzing and resolving any complaints or problems associated with the supply room or ordering, receiving, issuing, stocking, billing and independently operating an auto parts supply room. Reqs. strong computer skills, H.S. diploma or GED equiv., valid driver's license (class B CDL preferred or obtainable within 6 mos.), with considerable exper. in ordering, receiving, stocking and issuing automotive and heavy equipment parts and supplies. To learn more or to apply, visit www.winchesterva.gov. Open until filled. EOE.

Director of Finance & Human Resources, Warrenton

SALARY: Upper \$70,000s-low \$80,000s start range DOQ/DOE (+) benefits. (pop. appx. 10,000). Plan, organize and direct all financial and human resources management functions, including accounting, general ledger, payroll, financial reporting, budget preparation, accounts payable/receivable and debt management for full service town. Reqs. bachelor's degree in accounting, finance, business administration or related field and extensive exper. in local govt. finance. CPA, CMA or MBA preferred. Must possess strong interpersonal and team-building skills, as well as strong problem solving and analytical

abilities. Reports to town manager. 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: staff@warrentonva.gov. Deadline: Jan 15. EOE.

Senior Systems Engineer, Hampton

SALARY: \$63,440-\$102,303 DOQ/DOE (+) benefits. Manage and oversee data center, storage and server environment. Should have exper. in an enterprise data center environment utilizing MS Windows, active directory, SQL, SAN and VMware. Reqs. bachelor's degree in computer science, information systems or related field; extensive exper. in system design and data center management; considerable knowledge of MS Windows, Exchange, Office 365 and Active Directory. Complete position description and application information at <http://hampton.gov/hire>. Deadline: Jan. 7. EOE.

City Attorney, Harrisonburg

SALARY: Negotiable DOQ/DOE (+) benefits. (pop. 50,057) Appointed by and serves at the pleasure of City Council.

Major areas of responsibility include: litigation, contracts, real estate, land use, taxation, employment law and administrative law. Should possess excellent communications skills and be able to deal effectively with public officials, city department heads and staff, and the general public. Reqs. 10 yrs. progressively responsible exper., preferably in Va. municipal law, and administrative exper., or an equiv. comb. of educ. and exper. Must be licensed by Va. State Bar. Must submit City of Harrisonburg Application Form (online), resume, cover letter, salary history and 3 work-related references. Preference given to candidates who apply by Jan. 14. Open until filled. EOE.

Assistant City Manager, Winchester

SALARY: \$67,204-\$107,515 DOQ/DOE (+) benefits. Must have exper. in the management of several of the following functions: Information Technology; Human Resources; Social Services; Transit; Development Services; Public Information; Marketing / Media; Legislative Affairs; Special Events; Capital Improvement Programming; Code Enforcement; and Strategic Planning. Desire ability to coordinate community outreach activities

designed to inform, educate and encourage citizen participation in community projects, programs and activities. Reqs. bachelor's degree (master's preferred) with major coursework in public administration, business administration, human resource administration, finance or related field along with 5 yrs. exper. in municipal administration. To learn more or apply, visit www.winchesterva.gov. Deadline: Dec. 31. EOE.

SUBMITTALS: Submit ads as text files via e-mail to David Parsons at dparsons@vml.org. VML posts job ads on its website at no cost to its local government members. Non-members are charged a flat rate of \$25 per ad, which includes a listing in the VML eNews newsletter and publication in Virginia Town & City (deadlines permitting). VML edits position descriptions in printed publications because of space limitations.

Sands Anderson is proud

Andrew R. McRoberts
2012 Recipient
Edward J. Finnegan Award

Andrew R. McRoberts, an attorney in Sands Anderson's Government Group, has been recognized by the Local Government Attorneys of Virginia for his 22 years of representing local governments and for making a significant contribution to the profession. The Edward J. Finnegan Award is the LGA's highest award and given to those of distinction. Sands Anderson is very proud to have Andrew as a member of the firm!

1111 East Main Street, Richmond, VA 23219
Phone: 804-648-1636 Fax: 804-783-7291

SANDS ANDERSON
www.SandsAnderson.com

RICHMOND - CHRISTIANSBURG - FREDERICKSBURG - McLEAN - RALEIGH, NC

Norfolk recognized for hiring veterans

THE CITY OF Norfolk has been honored by the state for its commitment to hiring military veterans. Norfolk is the first municipality in the state to receive "bronze certification" through the Virginia Values Veterans program of the Department of Veterans Services.

The city and several businesses were honored at the Virginia Values Veterans (V3) Conference held at Old Dominion University in Norfolk on Oct. 9. The approximately 150 people attending the conference were provided with tools to help their companies and organizations recruit and retain military veterans. Thirty-two companies in Virginia, including at least nine from Hampton Roads, are V3 certified.

Since 2008, nearly 400 (13 percent) of the 2,931 employees hired by the city were veterans. The city has retained about 280 of the 400 (70 percent) for at least a year. Out of the 693 employees hired during FY12, 82 (12 percent) were veterans.

Norfolk also was a sponsor Nov. 29 of an event called Empowering Troops to Transition (ET3) put on by Old Dominion University's Business Gateway. This event helps troops returning from duty overseas with specialized training or starting a business as they transition to civilian life.


To learn more about the Virginia Values Veterans Program, visit <http://virginiavaluesvets.com/2012>.

Utility Infrastructure
Judicial, Security, & Municipal Facilities
Lynchburg | Richmond | Alexandria
wileywilson.com



Wiley|Wilson
Constant Progress

Sure, Municode.com has a bold new look - but it's what's inside that counts.



Publish in Print, Digitally, and Online
Municipal Code Corporation
800.262.2633 info@municode.com

Anderson & Associates, Inc.
Professional Design Services

*Focused on Service,
Focused on You*

800.763.5596
www.andassoc.com



Austin
Brockenbrough
ENGINEERING + CONSULTING

Civil | Mechanical | Electrical | Structural
Surveying | Subsurface Utilities | Landscape

www.brockenbrough.com

Serving Virginia's Communities for Over 50 Years



Dewberry
www.dewberry.com

LOCHNER Engineering, design, construction and planning professionals dedicated to innovative solutions in surface transportation.

Our Richmond, Virginia office is ready to serve you. Offices Nationwide.

804.935.7162
www.hwlochner.com




DJG INC.
ENGINEERS
ARCHITECTS
PLANNERS

449 MCLAWS CIRCLE
WILLIAMSBURG, VA 23185
757.253.0673 | www.djginc.com

*Surplus Property Available
at a Low Cost*

*Heavy Equipment & Vehicles
Furniture & Tools
Medical & Kitchen Equipment*

Richmond • Wytheville
804-236-3670 • 276-228-6803
http://surplus.dgs.virginia.gov

OSPM | Office of Surplus Property Management

CELEBRATING
100 YEARS
1912 - 2012

BURGESS & NIPLE
Engineers ■ Surveyors ■ Planners

VA Offices: Dulles, Richmond,
Virginia Beach, Woodbridge
1.800.783.0001
burgessniple.com

B & B Consultants, Inc.
Engineers - Architects - Surveyors - Planners - Lab Analysts

Full Civil Engineering and Architectural Services
Subdivisions - Boundaries - Topography - Site Plans
Street Design - Water Analysis

Corporate Office: 212 East Ferrell Street, South Hill, VA (434) 447-7621
www.bandbcons.com

A complete array of financial and management advisory services

*Human Resources & Executive Search
Planning & Strategy
Funding & Implementation
Managing & Performance*

Springsted
Public Sector Advisors
www.springsted.com

800.236.3033
Richmond: 804.726.9748

THE GENERAL CODE ADVANTAGE

*It will never be just about what we do.
It will always be about how we do it.*

- Codification and supplementation of ordinances
- Electronic access to Codes and records
- Document Management Product & Services

GENERAL CODE
50th ANNIVERSARY

Laserfiche
Authorized Reseller

Liz Mistretta
Michael Peter

Toll Free 855 GEN CODE | GeneralCode.com

**Want to reach
the local government
executive market?**

Put "Virginia Town & City" to work for you.

Call Kimberly Pollard at (804) 523-8528 and ask about Professional Directory and display advertising.

Information
@ your
fingertips
www.vml.org

Information management system coordinates after-school programs

A REPORT DEVELOPED by the National League of Cities' Institute for Youth, Education and Families (YEF Institute) earlier this year offers municipal leaders a detailed guide for building management information systems in order to coordinate local after-school programs more effectively.

Building Management Information Systems to Coordinate Citywide Afterschool Programs: A Toolkit for Cities includes a wealth of information and advice for city leaders and a growing library of online resources, including:

- A summary of the top four uses of management information systems that support high-quality after-school programs, gleaned from dozens of conversations with city leaders across the country;
- A "how-to" manual, including straightforward instructions for sourcing, implementing and expanding a management information system, illustrated with city examples;
- Strategies for negotiating privacy and security concerns, including an update on the 2011 rule-making by the U.S. Department of Education that eases some of the burden on cities and school districts; and
- A feature comparison of six leading commercial MIS vendors that includes an interactive online cost calculator to help city leaders estimate the one- and five-year costs of differently-configured systems.

Also available are an array of supplemental resources, including a model request for information, sample data sharing agreements, after-school

needs assessments, and links to resources published by NLC policy partners and member cities.

Background

Comprehensive, citywide after-school systems have emerged in several dozen communities across the country as a promising strategy for improving the safety, health and academic preparedness of children and youth. A 2011 report by the YEF

Institute described how city leaders in these communities are partnering with school districts, foundations and nonprofit providers to coordinate and expand access to high-quality programs.

Yet cities often lack the data needed to answer basic questions about the scope and impact of local after-school programs and systems. To address this challenge, cities need to implement technologies to track, store and correlate data on youth participation across dozens of organizations. They depend on networks of skilled professionals to share, analyze and act on that information. In many cities, these systems do not yet exist or are only partially complete.

Building these systems requires a broadly collaborative effort to determine what information to collect and how to use it, how to negotiate data sharing agreements without violating privacy laws, and whether to build or buy the technology backbone that will support the many service providers, managers and researchers that need access to that data to make better decisions.

This report describes a number of the most promising approaches to building after-school

management information systems. It's a compendium of "what works," containing numerous examples of efforts led by different city departments, nonprofit intermediaries, schools and foundations.

To read a copy of the report, go to: <http://bit.ly/Ufo6UC>.

About the YEF Institute

The Institute for Youth, Education, and Families, a special entity within NLC, helps municipal leaders take action on behalf of the children, youth, and families in their communities. NLC launched the YEF Institute 12 years ago in recognition of the unique and influential roles that mayors, city council members and other local leaders play in strengthening families and improving outcomes for children and youth.

Through the YEF Institute, municipal officials and other community leaders have direct access to an array of strategies and tools, including:

- action kits and other publications that offer a menu of practical steps that officials can take to address key problems or challenges;
- technical assistance projects in selected communities;
- peer networks and learning communities focused on specific program areas;
- the National Summit on Your City's Families and other workshops, leadership academies, training sessions and cross-site meetings;
- targeted research and periodic surveys of local officials; and
- the YEF Institute's monthly webinar series.

To learn more about these tools and other aspects of the YEF Institute's work, go to www.nlc.org/iyef.





Start a
metamorphosis
of your own.



Before



After - The Dutch Inn, Lexington, Virginia

Transform your small town — while preserving its history. Join the growing number of Virginia communities using VHDA resources to bring about revitalization and create quality housing. With our financing expertise and flexibility, your plans for building a brighter future can begin to take flight.

To learn how VHDA financing can help transform your community, please call Keith Sherrill at 804-343-5735, or email him at keith.sherrill@vhda.com.



Virginia Housing Development Authority | 877-VHDA-123 | vhda.com/CaseStudies

