

# VIRGINIA

The magazine of the  
Virginia Municipal League

VOL. 48 NO. 3  
MARCH 2014

TOWN



## Records Management



**It's the law  
and good business**

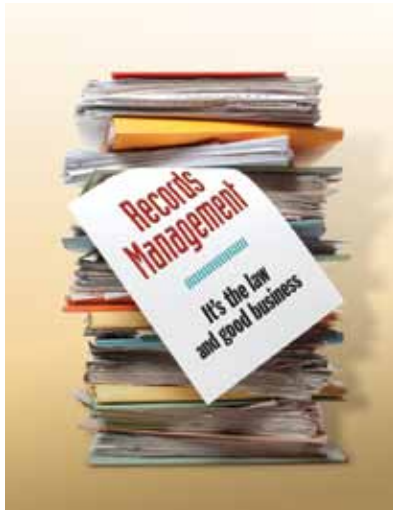
**Also inside:**

**A global look at local  
government management**



## March is Ethics Awareness Month

No matter how highly esteemed your agency may be, it can take just one event or one person to change the public's perception about your organization's ethics. March is Ethics Awareness Month, and VML Insurance Programs has many resources your entity can use to ensure your employees are trained in the basic principles of ethical behaviors and actions. In addition to videos and recorded webinars, our human resources and law enforcement specialists can provide personalized consulting to help your staff understand conflict-of-interest situations, ethical behavior, and to develop a code of ethics.



## About the cover

*The Virginia Public Records Act was created to ensure that the procedures used to manage and preserve public records are uniform across the state. The act is the foundation on which all public records, from the office of the governor to the smallest city or town, must be managed.*

## Features

### Down under, a vocabulary lesson gives way to professional enrichment

After her travels abroad, especially to Australia and New Zealand, former ICMA president and Lynchburg Deputy City Manager Bonnie Svrcek reflects on the similarities of the local government management profession in other parts of the world.  
*By Bonnie Svrcek*

Page 8

### The Virginia Public Records Act: Understanding and implementing the law is a necessity

Effectively managing records requires the application of sound principles and practices. Because managing local government records is not a full-time job for most of those who have that responsibility, the challenge is successfully implementing the Virginia Public Records Act within available resources. Doing so is a necessity. *By Glenn Smith*

Page 12



### Renovated park adds to downtown Roanoke's walkability

Roanoke's Elmwood Park, home to more than 50 special events annually, has reopened following \$7 million in improvements designed to make the 6.6-acre oasis an even more versatile and vibrant urban space in the heart of downtown.

Page 16



### Local Government Day at the General Assembly

Nearly 500 local government officials traveled to Richmond from every corner of the state Feb. 6 to attend Local Government Day at the General Assembly.

Page 21

#### EXECUTIVE DIRECTOR

Kimberly A. Winn

#### EDITOR

David Parsons

#### DESIGN EDITOR

Manuel Timbreza

#### ADVERTISING MANAGER

Kimberly Pollard

#### CIRCULATION MANAGER

Sherall W. Dementi

#### EXECUTIVE COMMITTEE

David P. Helms (President), Marion  
William D. Euille (President-Elect), Alexandria  
Ron Rordam (Vice President), Blacksburg

Robert K. Coiner, Gordonsville  
Mary Hynes, Arlington  
Edythe Frankel Kelleher, Vienna  
Ceasor Johnson, Lynchburg  
Katie Sheldon Hammler, Leesburg  
Mimi Elrod, Lexington  
Patricia Woodbury, Newport News  
Faye Prichard, Ashland  
Anita James Price, Roanoke  
Ed C. Daley, Hopewell

*Virginia Town & City* (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.

*Virginia Town & City is printed on recycled paper.*

Visit at [www.vml.org](http://www.vml.org)



# Public-private cooperation gave birth to Virginia Museum of Fine Arts

**A**S MANY OF YOU KNOW, my family and I recently relocated to Virginia from Kansas. One of the most exciting aspects of undertaking this big move is the chance to discover a new state filled with amazing history and inspiring communities. The Winn family has already loaded up the mini-van and headed out to explore some of the treasures that Virginia has to offer.

As my family and I venture forth to discover Virginia, I've decided to take you all along for the ride. I hope that through these new experiences for me, our readers will get a renewed sense of pride and maybe even a desire to hit the road and re-discover Virginia through the eyes of people seeing it for the very first time.

So, our journey starts right here in Richmond. David Dennier (the father of a friend of ours in Topeka), reached out to us right away and offered to help us get acquainted with our new home community. On a recent weekend, he gave us a personal tour of the Virginia Museum of Fine Arts (VMFA). First, we toured a special exhibit of Hollywood costumes – what a terrific exhibit to have here in Richmond. It was an amazing way to view cinematic history. My children, Christopher (7) and Quinton (6), loved the superhero section. Seeing the Superman, Spiderman and Batman costumes up close drew rave reviews.

We were then treated to an overview of the rest of the museum. I say “overview” because it is impossible to see everything the VMFA has to offer in a single trip. My personal favorites were the Tiffany lamp collection and the Degas sculptures.

VMFA is a terrific example of a public/private partnership that has stood the test of time. Its website details the museum’s history this way:

“In the midst of the Great Depression, on Jan. 16, 1936, Virginia’s political and business leaders bravely demonstrated their faith in the future and their belief in the value of art by opening the museum. An innovative mandate was given to the fledgling institution: the Virginia Museum of Fine Arts was to serve as the state’s flagship art museum and as the headquarters for an educational network that would bring the best of world art, past and present, to every corner of the Commonwealth.

“The idea of a state-operated art museum in Richmond, and the beginnings of an unusual partnership between private donors and state legislators, actually surfaced long before the new museum was built. In 1919, Judge John Barton Payne, a prominent Virginian who held high offices in law and national politics, donated his entire collection of 50 paintings to the Commonwealth. Gifts of art to the state from other donors soon followed, and in 1932 Judge Payne proposed a \$100,000 challenge grant to build a museum for this burgeoning public art collection.

“The challenge was accepted by Gov. John Garland Pollard. He not only helped to raise funds from private



**Architectural view of the James W. and Frances G. McGlothlin Wing of the Virginia Museum of Fine Arts. Photo: Travis Fullerton © Virginia Museum of Fine Arts**

donors, but also promoted the use of state revenues to support the new museum’s operating expenses. Virginia’s General Assembly approved legislation authorizing the museum on March 27, 1934. With additional funds from the Federal Works Projects Administration, Judge Payne’s dream became a reality.

## Building the collection

“VMFA has made extraordinary acquisitions with endowments provided by many private donors. The museum has assembled a wide-ranging collection of world art characterized by great breadth and exceptional aesthetic quality. It includes significant holdings of Classical and African

*Continues on page 20*



## **Can You Count On Your Financial Partner?**

When it comes to financial services, it's hard to know who to trust these days. If you're looking for a partner who will be there for you, look to the financial services professionals of VML and VACo. You can count on us to put your interests first.



Long-Term and Interim Financing ■ Equipment Leasing ■ Pooled Investment ■ Accounting Services

*Registered Municipal Advisors, MSRB. Learn more at [valocalfinance.org](http://valocalfinance.org).*

**Valldejuli selected Hampton attorney**



**Vanessa Valldejuli** was named city attorney in Hampton effective Feb. 18.

Although she worked most recently for five months as deputy city attorney in Chesapeake, Vall-

dejuli worked previously for Hampton, including an eight-year stint as senior deputy city attorney beginning in 2005.

In Hampton, she was lead attorney for land use and development issues, including the Planning Commission and the departments of Community Development and Economic Development. She also assisted with services to City Council, the city manager's office and a number of local authorities.

- Valldejuli -

**Marion shuffles development posts**



The Town of Marion has promoted two employees to strengthen its economic development initiatives.

**Olivia Hall**

who served most recently as an administrative assistant in the Marion Downtown office, was promoted to downtown director. She replaced **Ken Heath**, who was promoted to director of Community and Economic Development.

- Hall -



- Heath -

Heath will be responsible for overall economic development in the town. His expanded duties will also include supervising major community projects, including Marion Downtown, the Wayne C. Henderson School of Appalachian Arts, the town's partnership with Emory & Henry College, and other institutions to offer education and training opportunities.

Both Hall and Heath are Marion natives and live in town.

**Loudoun's Yudd earns credential from ICMA**



Assistant Loudoun County Administrator **Charles A. Yudd** has earned the Credentialed Manager designation from ICMA, the International City/County Management Association.

To receive the designation, a member must have significant experience as a senior management executive in local government, meet educational requirements, and have demonstrated a commitment to high standards of the profession and to lifelong learning and professional development. Yudd joined Loudoun County in 1997.

**Williamsburg names Judkins city clerk**



**Lisa Judkins** was selected as clerk of council effective Jan. 1. She replaced **Donna Scott**, who retired Dec. 31 after 21 years with the city.

Judkins has 15 years of experience in local government providing administrative, operational and planning support. Prior to accepting the position with the city, she was the administrative services coordinator for the Williamsburg Area Transit Authority and before that was administrative services coordinator for Colonial Community Corrections, which serves the Greater Williamsburg area.

- Judkins -

**Fairfax selects Hardin for development post**

**Brooke Hardin** was promoted to director of the Community Development and Planning Department for the City of Fairfax. He has served since 2011 as the chief of the Planning Division.

Prior to his work with Fairfax, Hardin spent nearly a decade with the City of Richmond, including serving as deputy director of the Planning and Development Review Department. He also worked for Isle of Wight County.

**Samuel Burkett dies; served Marion**

Former longtime Marion Town Council Member **Samuel S. Burkett** died on Jan. 28. He was 83.

Burkett served on Town Council for 32 years, was vice mayor for 16 years and served on the Mount Rogers Planning District Commission for 16 years. He spent 47 years in banking and retired from Wells Fargo as the branch manager in Marion.

**Roanoke County fills public information post**



**Amy Whittaker** was named public information officer for Roanoke County effective Feb. 24.

Whittaker served most recently as the regional director of public affairs for the American Red Cross, where she worked for 16 years. In the position, she established the strategic communication direction for a 50-county region in western Virginia and oversaw the public relations, crisis communications, media relations and social media engagement for the organization.

- Whittaker -

**Robinson selected for Salem utility post**



**Larado Robinson** was hired as the City of Salem's new director of water and sewer operations recently.

Robinson worked most recently for Draper Aden Associates in Blacksburg, where he was a senior project manager for the engineering firm. He worked for Draper Aden for 22 years. In Salem, Robinson will oversee a 40-person department.

- Robinson -

**Blacksburg names Wilson police chief**

**Anthony Wilson** was named police chief in Blacksburg effective March 1. He succeeded **Kim Crannis**, who retired.



- Wilson -

Wilson is a 16-year veteran of the Blacksburg Police Department where he advanced from patrol officer to captain of the Services Division. Over the years, he served as Blacksburg's homeland defense coordinator and as a tactical commander, Emergency Response Team commander and K-9 Unit commander. He also has served as a volunteer firefighter and officer with the Blacksburg Fire Department.

### Recycling coordinator retires in Manassas



- Lhotka -

**Susan E. Lhotka**, the woman most responsible for increasing the recycling rate in Manassas from 26 percent to more than 40 percent in recent years, has retired.

She served as the city's refuse and recycling coordinator for 18 years. She also prepared the city's second Solid Waste Management Plan and led several initiatives. These included designing a free household hazardous waste disposal program, deploying recycling carts and starting an electronics recycling program.

### Manassas names finance director



- York -

**Paul York** returned to Virginia as finance director in Manassas effective Feb. 10.

York worked for the past 10 years as finance and administrative services director in Beloit, Wisconsin. Prior to his tenure there, he served as director of finance for the Town of Leesburg for more than 19 years. York also has worked the City of Huntington in West Virginia and for the Town of Blacksburg.

### Alexandria fire chief accepts state post

Alexandria Fire Chief **Adam K. Thiel** resigned to accept an appointment by Gov. Terry McAuliffe as deputy secretary of Veterans Affairs and Homeland Security.

Thiel, who became fire chief in 2007, was responsible for a number of accomplishments, including the opening of two fire stations, replacement of the city's front-line fleet of fire apparatus and EMS units, and securing funding for a new fireboat.

### Norfolk's Williams gets NLC leadership post

Norfolk City Council Member **Angelia Williams** was appointed vice chair of the National League of Cities (NLC) 2014 Human Development Steering Committee.

The committee has the lead responsibility for developing NLC federal policy positions on issues involving social services, children and learning, poverty and income support, employment and workforce development, equal opportunity, Social Security and seniors, individuals with disabilities, public health care, mental health parity and immigration reform.

### Newport News fills gang violence post

**MaRhonda Y. Echols** was named youth and gang violence prevention coordinator in Newport News effective Dec. 2.

Echols has six years of experience as a community outreach specialist and a community outreach education coordinator in the Newport News Commonwealth's Attorney's Office. She will assist in developing comprehensive community strategies to address youth and gang violence.

### Newport News names assistant to manager

**Telly Whitfield** was named assistant to the city manager in Newport News effective Dec. 16.

Whitfield has more than 20 years of experience in progressively responsible positions with local government operations and management, with a concentration in building community partnerships and community development.

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

**Inspections**  
**Repainting**  
**Routine Repair**  
**Leasing**  
**Extended Warranty**  
**Service Agreements**

YOU supply great WATER

WE supply great SERVICE

**Water Storage = Pittsburg Tank**  
**270-826-9000 Ext. 228**  
**EMERGENCY SERVICE 270-748-1343**  
**[www.watertank.com](http://www.watertank.com)**

**Hampton buys land near Air Force base**

Hoping to minimize the risks associated with having citizens live or work too close to the end of a runway, the City of Hampton recently spent almost \$3 million to buy private property located in the “clear zone” of Langley Air Force Base.

Using \$3 million from the state and another \$3 million in city money, Hampton began the most recent clear zone acquisitions last summer. Since then, the city has spent or designated \$2.7 million to acquire several clear zone parcels.

“... Our hope is to continue to work on acquiring all parcels that are inside the clear zone to prevent any future development, protect the safety of our citizens and keep the operational flying mission at LAFB here in Hampton,” said Bruce Sturk, director of federal facilities support for the city.

**Alexandria exceeds flood management goals**

**Alexandria** was recognized for exceeding the goals of the National Flood Insurance Program (NFIP) Community Rating System, administrated by the Federal Emergency Management Agency (FEMA).

The rating system is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed minimum NFIP requirements. Previously rated a Class 7, Alexandria is now the first and only Virginia locality to achieve a Class 6 rating, the lowest in the state.

**ELSEWHERE ...**

Forbes magazine has picked **Blacksburg** as one of the 25 best places in the country to retire in 2014. ... Standard & Poor’s has upgraded **York County’s** general obligation bond rating to AAA, the highest grade the rating agency issues. In addition, the county’s Economic Development Authority’s lease rev-

enue bond ratings were upgraded from AA to AA+. ... **Arlington County** has been named one of the Top 7 Intelligent Communities in the world for 2014 by the Intelligent Community Forum, one of only two communities in the United States to achieve this honor. Three communities from Canada and two from Taiwan also were named. This is the second time Arlington has achieved the Top 7 ranking. ... **Arlington County’s** Community Energy Plan (CEP) was named a winner of the American Planning Association 2014 National Planning Achievement Award in Environmental Planning. The award “honors efforts to create greener communities that reduce the impact of development on the natural environment and improve environmental quality.” ... The **Prince George County Police Department** has earned Accredited Law Enforcement Agency status from the Virginia Law Enforcement Professional Standards Commission.

**RS RICE SIGNS**  
Your Leader In Transportation Safety

**Free Traffic Sign Catalog:**  
Call 888-728-7665  
- or -  
Visit [www.RiceSigns.com](http://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](mailto:sales@RiceSigns.com)  
Web: [www.RiceSigns.com](http://www.RiceSigns.com)

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




# Roanoke County launches anti-littering campaign




**R**OANOKE COUNTY has launched an anti-littering campaign pushed by a member of the Board of Supervisors. Tired of viewing mounds of cigarette butts tossed on the ground at intersections and trash-strewn highways, Supervisor Charlotte Moore spearheaded the push to raise awareness about the continuing problem. Beginning in January, drivers began seeing temporary road signs at major intersections reminding everyone that “The World Is Not Your Ashtray,” a pointed reference to the in-

difference of smokers who flick cigarette butts out of car windows. Along with the intersection signs, the program features a local partnership with Lamar Advertising for billboard space and also includes signage on county vehicles, including the fleet of trash collection trucks. The county also launched an online form citizens can use to send littering complaints directly to the Police Department for follow-up. **VTC**



KEEP ROANOKE COUNTY BEAUTIFUL 

 THE WORLD IS NOT YOUR ASHTRAY

REPORT AT [ROANOKECOUNTYVA.GOV/LITTER](http://ROANOKECOUNTYVA.GOV/LITTER)

Roanoke County’s “The World Is Not Your Ashtray” anti-littering message adorns the back of a trash collection truck in addition to signs strategically placed at intersections.

# Global reflections

For Lynchburg Deputy City Manager Bonnie Svrcek, former ICMA president, the world of local government management is filled with more similarities than differences

**P**RAGUE, VIENNA, BRATISLAVA, Phoenix and St. Paul. Fort Lauderdale, San Antonio, El Paso, Santa Monica and Asheville. Bloomington, Atlanta, Overland Park (KS), Las Vegas, Portsmouth (NH) and Aurora (CO). Sydney, Tasmania, Wellington (NZ), Annapolis, Portland (OR), Aspen and Boston.

These are all stops that Lynchburg Deputy City Manager Bonnie Svrcek made over the past two years while serving as the president-elect and president of the International City County Management Association (ICMA). To serve as ICMA president, Svrcek was required to serve for three years as a vice president representing one of ICMA's six regions.

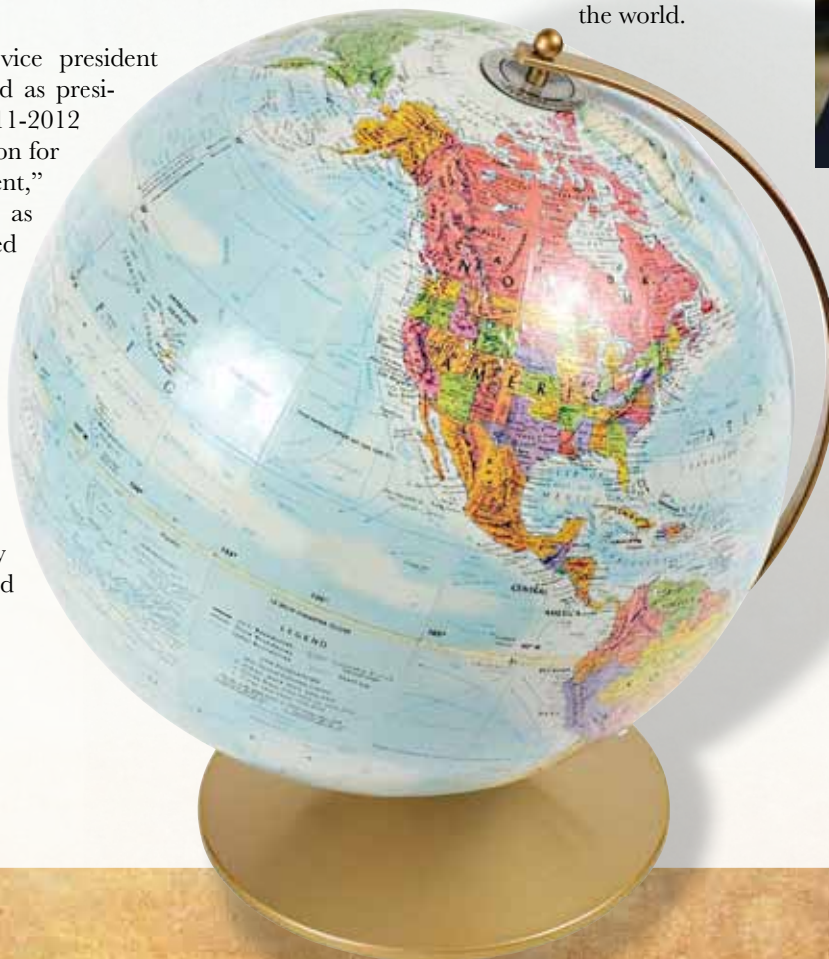
"Serving as a vice president from 2007-2010 and as president-elect from 2011-2012 provided a foundation for serving as president," she said. "Serving as president provided opportunities and experiences that I would never have imagined possible in my position as deputy city manager in Lynchburg. Representing a professional association of nearly 9,000 city, town and

county government experts and organizations around the world was an incredible honor."

In the article that follows, Svrcek shares some of those opportunities and experiences – particularly from her travels to Australia and New Zealand – and offers some observations about the similarities of the local government management profession in other parts of the world.



**Bonnie Svrcek**



# Down under, a vocabulary lesson gives way to professional enrichment

**A** MALGAMATION, SUPERANNUATION, “roads, rates, rubbish” – were all new terms used in local government “down under” for this American who had the privilege of representing ICMA and the City of Lynchburg at both the Local Government Managers Australia (LGMA) 2013 National Conference & Business Expo in Hobart, Tasmania, and at the New Zealand Society of Local Government Managers (SOLGM) Chief Executive Forum in May 2013.

In the United States, we would use the term annexation or merger rather than amalgamation. In November 2010, Auckland Council in New Zealand became a unitary authority of one regional council and seven territorial authorities. Superannuation in Australia refers to the arrangements that people make there to have funds available for them in retirement. Superannuation in Australia is government-supported and encouraged, and minimum provisions are compulsory for employees. In the United States, we simply refer to the same activity as retirement or pension. And, the term “roads, rates, rubbish” refers to an ongoing discussion in Australia and New Zealand about the delivery of services at the local level. In the United States, we often have the same conversation regarding core services and how local government delivers them.

In reflecting on my experiences in the southern hemisphere,

it’s difficult to pick a few favorite moments because there were so many. Here, however, are a few that rise to the top.

At LGMA in Australia, sharing the stage with the presidents of the Australia, New Zealand and Canadian local government management associations was extremely rewarding – and eye-opening. During a session titled The Value of a Chief Executive Officer, each of us offered our perspective. Without comparing notes prior to the conference, each presentation reflected many similarities in how local government managers and chief executives approach their jobs and responsibilities – regardless of hemisphere. At the heart of each presentation was the sense of pride local government managers derive from delivering quality services to citizens.

At SOLGM in New Zealand, I had the opportunity to talk to Member of Parliament Chris Tremain, who serves as the Minister of Local Government in New Zealand Parliament. He spoke about best practices and innovation, and the creation of centers of excellence in his country. I shared with him that the Alliance for Innovation and ICMA also focus on best practices and innovation, and perhaps there was an opportunity for collaboration. What resonated with me was the universal pursuit by local governments of best practices and innovations that can help deliver services as cost-effectively



Like this map with its upside-down Southern Hemisphere orientation, Svrcek’s sojourn down under left her with a fresh perspective of her profession.



**Svrcek's visit to Australia and New Zealand revealed many similar values at the heart of the local government management profession outside of the United States and Canada.**

and efficiently as possible.

A funny moment unfolded during my presentation to local government chief executives in New Zealand. I showed a map of all the places that ICMA has a presence worldwide, either through membership or international contracts. Unfortunately, when sizing the map of the world, I managed to leave off New Zealand. While the audience laughed, I was quite embarrassed. My New Zealand colleagues, thankfully, took the mistake much less seriously than I did.

Representing ICMA and the City of Lynchburg in Australia and New Zealand provided me with enriching experiences, new friends, priceless views, countless miles traveled and lifelong learning – all components of being an ambassador for my professional association and the city that employs me.

## Other similarities

Two areas that I addressed during my year as ICMA president were the status of women in local government

and the need to identify and nurture the next generation of local government leaders. It was reassuring and validating to learn that these issues cross hemispheres as well.

## Women in local government

I was impressed with the work being done in Australia addressing the importance of women in local government. In 2010, LGMA adopted a national strategy that encourages councils to adopt a voluntary code intended to promote healthy and inclusive organizational cultures, equal opportunity and good governance. The voluntary code encourages:

- Adoption of voluntary targets of women in local government decision-making positions.
- Commitment to creating flexible workspaces.
- Adopting human resource policies that reflect equal opportunity for women in training and development opportunities, and equal op-

portunity in promotion and salary increases.

While president of ICMA, I created a “Task Force on Women in the Profession.” Data indicate that in 1981, 13 percent of chief administrative officer positions in local government were held by women. In 2011, that number remains the same. This data point, coupled with the fact that ICMA last convened a Task Force on Women nearly 40 years ago (1976), motivated me to appoint the task force. Comprised of more than 60 women and several *very brave* men, the task force is formulating recommendations that will be considered by the ICMA Executive Board prior to the annual conference in Charlotte this year when ICMA celebrates its 100th Anniversary.

Learning of the women’s initiative in Australia validated for me once again that local governments in that corner of the world are more like their U.S. counterparts than many people might suspect.

## Emerging local government leaders

Australia and New Zealand share a program called the Australasian Management Challenge. This highly-competitive program among local governments is designed to attract and retain staff, improve organizational culture, promote teamwork, break down silos and build capacity. The challenge offers real world scenarios to teams to develop new and sustainable management skills.

While at LGMA, I witnessed the program's success while listening to presentations from young local government leaders who participated in the challenge. One unmistakable priority of LGMA is the development of future local government managers in Australia.

Similarly, another priority of mine was to increase the number of ICMA student chapters in colleges and universities. Because the local government management profession is not widely understood among college students, improving the pipeline of future talent requires attention. Not long ago, ICMA created a student chapter program to more fully link students to the local government management profession. As a result, I set a goal to double the number

of student chapters from 17 in 2012 to 34 in 2013. Including a very new ICMA student chapter at Virginia Tech, as of January there are 37 student chapters.

Here at home, the Virginia Local Government Management Association (VLGMA) has embraced the development of future local government leaders through its partnership with Virginia Tech in supporting the Graduate Certificate in Local Government Management. Details on this emerging leaders program can be found on line at <http://bit.ly/Mq3l95>.

Whether in Australia and New Zealand, or in the United States and our own Commonwealth, local government associations are hard at work preparing a new generation to fill the local government management pipeline with talent.

## Random reflections ...

### ICMA Code of Ethics

While visiting with ICMA members during five annual regional summits, I was struck again how we are more alike than different. During the 2013 regional summits, members were engaged in a discussion on Tenet 7 of the ICMA Code of Ethics. This tenet states:

“Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.”

The discussion revolved around the relevancy of this tenet and whether there were any changes that needed to be made to it. Following the engagement of nearly 2,200 ICMA members via the regional summits, focus groups and surveys, the ICMA Board voted to retain the tenet and accept recommendations to clarify the accompanying guidelines. Member

**The Executive Wing of the New Zealand Parliament Buildings in Wellington is commonly referred to as the “Beehive.”**



**Svrcek with translator in Bratislava.**


commitment to the ethics code was evidenced at each regional summit; lively regional differences were also expressed.

### A note of gratitude

A few years ago, following service on the ICMA Board as a regional vice president, I shared with Lynchburg City Manager Kim Payne my interest in giving back even more to our profession. Without hesitation, he offered his support of my interest in being considered to serve as president of ICMA. Kim remains an enthusiastic supporter of my professional development and of my desire to serve in roles outside the traditional responsibilities of deputy city manager. I am incredibly grateful not only for his support, but for the support of the city's senior staff and City Council, while I traveled the world on behalf of ICMA.

### Conclusion

As a strong believer in continuous improvement and the Athenian Oath, I hope that my leadership as president has left ICMA “not only not less but more and greater and more beautiful than it was transmitted to me.”

And so, it's back to work making my City of Lynchburg “a great place to live, work and play!” 

### About the author

*Bonnie Svrcek is deputy city manager of Lynchburg and immediate past president of ICMA.*





# The Virginia Public Records Act

## Understanding and implementing the law is a necessity

FROM THE FLAMES of a 1970 courthouse fire in Botetourt County to the legislative process of 1976, the Virginia Public Records Act (VPRA) was created to “establish a single body of law applicable to all public officers and employees on the subject of public records management and preservation, and to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth.” The VPRA is the foundation on which all public records, from the office of the governor to the smallest political subdivision, are to be managed.

As with any other legislative enactment, a law saying “make it so” is not enough. Effectively managing records on behalf of Virginia’s citizens requires the application of sound principles and practices by those who hold *any* position in which public records are created or collected. Because managing records is not a full-time job for most of those who have that responsibility, the challenge is successfully implementing the act within available resources.

The VPRA lodged the records management oversight responsibilities within the Library of Virginia, and under this authority the library issues guidelines, policies and the occasional regulation designed to facilitate the management of public records. The section within the library currently organized as Records Analysis (RAS) was created to provide resources and assistance needed by those whose job includes fulfilling the requirements of the act. But before discussing “best practices” or “available resources,” one might question why any practices or resources at all should be devoted to managing public records.

### Why does this matter?

Within the act, there is a long definition of “public record.” The short version is “the evidence of government.” This “evidence” bears witness to how the citizens of the Commonwealth are governed – how taxes are levied, how effectively services are provided, and how justice is carried out. The record also documents the ways in which citizens serve fellow citizens through boards, commissions, committees and other avenues of public initiative. It is through the record that government conveys to the citizens how well those citizens are being governed. Without the well-managed record to bring to light the transactions of government, we should hear



## Records management resources

MOST EVERY RESOURCE that local government records officers, managers and keepers need to operate a public records management program can be found on the Library of Virginia’s *Records Management* website on line at: [www.lva.virginia.gov/agencies/records](http://www.lva.virginia.gov/agencies/records).

The first link a visitor encounters on the page, **Contacts**, opens a page of contact information for each records management analyst. To find your assigned analyst, or records officers in any jurisdiction, click **Records Management Contacts Search** just below the page title. On the search page, click the appropriate “Search by ...” drop-down box, select the desired locality or regional authority, and click “Submit.”

Clicking on the **Services** link will direct you to a page of resources, including:

- **Training and Education**, where upcoming workshops and seminars are posted, in-person training opportunities are described, and, by clicking on the *YouTube* link, a (highly recommended!) series of records management training videos are available.
- The **Virginia Records Officer Listserv**, a forum for the discussion of public records management issues and the dissemination of records management information and schedule updates.

Clicking on **Retention Schedules** opens a page that provides an overview of how to implement them, and, at the bottom of the page, a link to the **General Schedules for Localities**. On this page is found every schedule covering records in local government and, at the top of the list, a link to the **Searchable database for local General Schedules**.

Other links on this page lead directly to:

- The **Forms** that are needed to document records management functions
- The **Virginia Public Records Management Manual**
- **Tip Sheets** for snapshots of records management guidance
- Guidance and templates for **Creating Policy and Procedures**

There are many other resources and tools on these pages. All who manage public records are encouraged to become familiar with them.

## Take advantage of records management educational sessions beginning in April

IN COMMEMORATION of Records Management Month, the Records Analysis Section at the Library of Virginia invites all records officers and other record keepers to take part in an educational event entitled *Educate, Participate, and Motivate: Making the Most of Your Records Management Program*. The event will take place at the Library of Virginia in downtown Richmond on Wednesday, April 16.

There will be two morning sessions beginning with registration at 8:30 and concluding at noon:

- *Ready, Set, Action! Meeting Your Responsibilities as a Records Officer* will start with the records management analysts highlighting what it takes for a records officer to get started in the right direction, followed by breakout sessions where participants will share and take away experiences on meeting their responsibilities.
- In *Recordkeeping Success - Make It So! ARMA International's Generally Accepted Recordkeeping Principles* participants will learn how proper records management practices can help their organization thrive in the face of information challenges, as well as how to benchmark, improve and govern their organization's records.

again from Patrick Henry, "The liberties of a people never were, nor ever will be, secure, when the transactions of their rulers may be concealed from them." Whether "concealed from them" is an outcome of intentionality or a consequence of poor records management, the result is the same.

Along with transparency, government effectiveness should always underlie the need and the desire for a strong records management program. To quote a modern, though fictional voice, "Information is our most valuable commodity" (Gordon Gekko, *Wall Street*, 1987). Without the record of policy decisions, poor decisions will invariably be made again, and the reasons behind what were good decisions at the time will be left to best guesses. Operating government without access to past decisions, as well as current information, leaves business processes vulnerable to miscalculations and inadequate justification, which increases litigation risks. Whether serving as a direct party to litigation or "simply" responding to discovery, any office that does not have or cannot produce all subpoenaed records

will find itself in legal weeds.

The same can result from having excess records in storage. When what should have been 500 boxes of records, for example, turns out to be 2,000 – because retention periods were ignored – the cost and time it takes to respond goes through the roof. The same applies to FOIA requests.

And, yes, there is the compliance piece. But, along with "the Code says so," consider the audits that every municipality and county must undergo – external, internal, formal and informal. Was there ever an auditor who took the word of the person being audited that everything was copacetic?

### Designating a records officer

The success of a records management program will hinge on several factors, beginning with designating a records officer (RO). Appointing a re-

### Records management road show

This September and October, the analysts will again travel the Commonwealth for a series of five half-day workshops. There will be three sessions: "Why we manage records (*The Principles boiled down*)," "Being an effective records officer," and "Effectively implementing RM Policy and Procedure," ending with a Q&A period.

For more information on both of these educational opportunities, visit the "Records Management Training Opportunities" webpage at: <http://1.usa.gov/1f925TY>.



records officer fulfills the act's requirement to "designate ... at least one records officer ... for the purposes of implementing and overseeing a records management program." But that alone in no way means the program will be effective. Executive-level leadership needs to determine how the locality can best implement and maintain a records management program. Will there be one overarching records officer who will work with coordinators in each department? Will every department have its own designated RO without a central coordinating position? Perhaps a hybrid of those two scenarios where a centralized RO works with coordinators in smaller departments, and larger departments designate their own officer?

Whatever scenario is most appropriate, the person(s) who will oversee this process will need to be able to identify what constitutes a record, implement retention and disposition schedules, appropriately destroy records, identify



essential and archival records, and, to varying degrees, train internal records creators/keepers in the above practices. A successful records officer should be able to carry out these responsibilities and more. The rest are located on the *Records Officer Designation and Responsibilities (RM-25 Form)* and in the *Virginia Public Records Management Manual*.

As with any other business process, communication between program participants is paramount. Disseminating information such as new resources, changes to schedules and educational opportunities to front-line staff members is a fundamental responsibility of a records officer. Yet, records analysts at the Library of Virginia have spent considerable time peeling some of those staff members off records-related brick walls, only to discover, for example, that a three-versions-old retention schedule was being used. The ability to communicate up the line is just as essential. The records officer needs to know that executive management is listening with the intent to understand the issues, and management needs to know that the records officer is capably executing the program.

There is not any one particular position from which the program should be carried out, but if that position can be designated from within certain areas, e.g., executive or board/council administration, then that can lend gravitas to those shouldering the responsibility. What is critical is that the administration fully supports the mission and consistently communicates that support as widely as needed.

## Tools of the trade

As with most professions or trades, there are tools that, effectively wielded, can make the difference between a successful and a failed records program. While these tools don't have the tactile feel of a woodworker's chisel, when in the hands of a records keeper who has honed the craft, a retention and disposition schedule, an inventory form, and a certificate of records destruction can just as effectively remove what's not needed, leave what

is, and produce a collection of records that, while maybe not a work of art, is still pleasing to the beholder and highly effective for the purpose for which it was intended – documenting government.

The Records Retention and Disposition Schedule is the primary tool in the records-keeper's kit. It is the point of reference by which records are classified and destruction is determined. Schedules promulgated from a central source (the Library of Virginia) provide for continuity among all political subdivisions. The Town of Jonesville and the City of Alexandria can both use the same set of schedules (General Schedules for Localities); one may just use more series than the other. Those 29 schedules should cover all record categories used by the 500-plus local governments and other political subdivisions. Effective records keepers will familiarize themselves with the schedules that pertain to their functional areas.

The phrase "gaining control" means learning what records an office holds, and then determining which records should and should not be retained. This can only be accomplished by taking inventory of everything that even looks like a record. The inventory need not encompass the entire locality from day one, but that is the goal. Without a complete inventory, complete control over the record is impossible. Only after control is established can the schedules be applied to the degree that ensures

that the only records on the shelf or in the file server are the ones that need to be. Two versions of an inventory template, along with instructions and guidance, are available to aid this endeavor.

On the topic of records destruction, just as the previously referenced 1,500 boxes kept past their retention can adversely affect legal discovery, they can do the same to daily business operations. Whether the record resides in a file cabinet or on a file server, there is a cost for storage, and electronic storage is not always cheaper than paper storage. Acquiring, maintaining and upgrading the required servers, software, network, and IT specialists can be just as costly in the long run as the square footage, shelving and warehouse techs needed to store paper.

Regardless of format, keeping records that are not needed will cost dollars that are invariably needed somewhere else. Yes, there is the ever-present conjecture, "but we may need this someday!" That is for a deeper discussion on the retention schedules, but, when warranted, schedules can be updated. Destroying records in accordance with schedules is a necessary part of governing, and just as necessary is documenting the destruction.

In certifying the appropriate destruction of public records, government provides the evidence that the law was

*continues on page 20*



# Renovated park adds to downtown Roanoke's walkability

**W**HO WOULD HAVE thought that a portion of the 200-acre estate first owned by Roanoker Jonathan Tosh in the 1830s would become the city's premier festival park? Perhaps that was the vision its owners had in mind when they sold the property to the City of Roanoke in 1910 for \$150,000. Given its popularity from early days, some might say it was inevitable that Elmwood Park would reach such heights.

In the 1880s and 1890s, the park was a center of social life. Numerous parties and even jousting tournaments were held there. As time passed, the property featured tennis courts that attracted crowds for tournaments, as did a bandstand for weekend concerts. There was even a pond with the requisite ducks. In the 1910s and 1920s, the park was regularly the site of large gatherings, including celebrations with parades.

Fast forward to the 21st century. Be-

cause of the city's ownership, Elmwood Park's popularity increased dramatically over the years as more and more festivals and celebrations were hosted there. As a result, challenges arose. For example, the lack of utilities for vendors, appropriate facilities for performers, and the need for public restrooms hampered events.

By 2010, the park was home to more than 50 annual celebrations, outdoor concerts and film showings. In addi-

## Elmwood Park improvements

### A new amphitheater

Scaled to fit appropriately in the park, and featuring improvements to enhance both the performer and audience experience, the new amphitheater is approximately 5,800 square feet; the stage area is 2,600 square feet.

### Enhanced seating

Amphitheater patrons benefit from the natural shape of the park, which provides more flexibility in accommodating a variety of audiences. There's room for 2,000 people in the seating "bowl," with an additional 2,300 on the lawn.

### Interactive water fountains

Fountains were added on the Magnolia-lined entrance from Franklin Road and in front of the amphitheater stage to entertain and create an atmosphere of fun.

### Art walk

Complemented with new street lights, trees, landscaping and sculpture podiums, this path through the park will display diverse works by local and regional artists.

### Vendor amenities

Vendor amenities were added to both the vendor area inside the amphitheater, as well as outside the amphitheater along with Fountain Walk. They will provide potable water and grey water disposal, as well as electrical connections for events and festivals that will be hosted in the park.

### New signage and entrance gateways

These changes make the park more recognizable and visible to passersby.

### Improvements to Williamson Road

Pedestrian access and on-street parking was improved to make the park easier to reach.

### Landscaping

Approximately 20,000 plants were added to reshape and enhance the appearance.

### Future plans

The park renovations were integrated with improvements now underway at the Main Library, which sits adjacent to the park. One example, thanks to a donation from the Landmark Foundation for the Roanoke Times, will add furnishings for the library terrace.

### Environmental

The park improvements made use of a number of environmental best practices for handling stormwater runoff. For example, Bullitt Avenue, which runs through the middle of the park, was landscaped with beautiful rain gardens that absorb and filter polluted stormwater. The park also was designed to incorporate environmentally-friendly components such as a 15,000-gallon cistern to collect rainwater. Water from the cistern will be used to water the park grass and some 25,000 plants and trees. Rainwater is collected through the use of impervious pavement, "bio-swales," and roof piping. Also, much of the park is illuminated with LED lights.



**(L-R) City Council Member David Trinkle, City Manager Chris Morrill and City Council Member Ray Ferris at park's reopening.**

tion, an increase in residential development brought more than 1,500 residents into downtown, resulting in the need for more green space where people could relax and enjoy the outdoors. The bottom line: Roanoke found itself in need of a more versatile outdoor space. The solution? Renovate Elmwood Park.

Listening to comments from the public and park users, City Council in 2010 approved a master design plan for improvements. Hill Studio, with assistance from Mattern & Craig and Spectrum Design, as well as other local and regional professional consulting firms, provided design expertise for the park improvements. In fall 2012, the city closed the park and a local firm, MB Contractors, began construction on \$7 million in improvements. Another \$400,000 was spent to beautify the streetscape along Williamson Road.

## Just the facts

**Size:** 6.6 acres.

**Location:** Corner of Jefferson Street and Elm Avenue

**Ownership:** The City of Roanoke purchased what is now Elmwood Park for \$150,000 in 1911 from the Terry family.

**Usage:** Elmwood is the city's premier festival park. The 50 or so events held there each year attract more than 40,000.

**History:** The property was named by Col. William Madison Peyton, who owned it in 1846. He is credited with planting the elms and many other species, including the Japanese magnolia, still alive and blooming today.

**Lineage:** Elmwood is Roanoke's third park. It is predated by Highland Park, which was created in 1901, and Melrose Park (1907).


**Earlier Improvements:** In its first years, tennis courts and a bandstand were built. A lake with a fountain was added in the 1950s, along with a fence around the perimeter. The lake was drained and replaced by an amphitheater in 1968. In the 1980s, the first master plan for the park was completed and the space was groomed into a series of outdoor places. The last renovation occurred in 1982, when the Mayor's Monument was moved from the corner of Church Avenue at 6th Street, to the park.

Today's Elmwood Park is a reflection of what Roanoke's residents desire most: A pocket of the outdoors and a vibrant urban space in the center of downtown.

In October, Roanoke City Council cut the ribbon on the newly renovated park and fittingly, a public celebration ensued.

The master plan for improvements included more features than Roanoke could afford at the moment. The city, however, is pursuing corporate sponsorships to cover the cost of some of

the ones most desired. These include arbors, a picnic lawn, a playground, sculptures and fountains.

The remodeled park is now part of an even more walkable city. Residents and visitors are able to stroll the few blocks from Elmwood Park to the popular City Market area where they can shop and dine. In fact, City Market is now visible from the park – a visual connection with downtown that did not exist before. 

PHOTOS BY TERRY ALDHIZER



**One of the park's new features is an amphitheater that seats 2,000 people. There's room for an additional 2,300 on the lawn.**

# EVERY COACH NEEDS A QUARTER- BACK.

As an elected official, you have plans and policies to put into action. By partnering with a professional city, town, or county manager you can set the wheels in motion—and know that they will run more smoothly. Leverage their strengths in leadership, management, efficiency, and ethics, and make your community great. Their job is to bring your vision to life.

**Log on today to learn more about how professional local government managers work with you to build communities we are proud to call home.**

**[LifeWellRun.org](http://LifeWellRun.org)**



# Virginia leads Southeast in nationwide ranking of affordable green building

## VHDA EarthCraft program proves to be a successful approach

**G**LOBAL GREEN USA, a national environmental organization, has recognized Virginia for green building practices promoted by Qualified Allocation Plans (QAP), each state's guidelines for allocating Low-Income Housing Tax Credits (LIHTC). In 2012, the organization awarded the state of Virginia an "A-" score based on the analysis of green building criteria in QAPs nationally. In 2013, Virginia also received an "A-," but gained two points, receiving 45 of the maximum 50 and moving the state into the lead within the Southeast.

Virginia's high ranking can be attributed to the Virginia Housing Development Authority's (VHDA) commitment to sustainable affordable housing. The authority provides incentives to developers for the use of the EarthCraft Multifamily Green Building Certification program as part of its QAP for the Low-Income Housing Tax Credit (LIHTC) program.

"When VHDA decided to change its QAP 10 years ago to encourage green building construction techniques, it created a positive effect on affordable housing developments in Virginia," said VHDA Executive Director Susan Dewey. "By more than doubling the points for green building in tax credit applications, we began seeing a steep increase in the number of applicants deciding to build green. In fact, we have now seen 100 percent participation in the program for several years in a row.

"In 2013, VHDA further enhanced the program when EarthCraft Virginia switched from an energy percentage system to a tiered certification system," Dewey continued. "VHDA recognized that points should be awarded based on these new certification levels, and we changed our QAP accordingly. As a result, all developers receiving tax credits last year agreed to build their proposed developments at the highest EarthCraft level possible. The best thing about this program is that it's assisting tenants in



**Somanath Senior Apartments at Beckstoffer's, the first projected net-zero energy apartment building constructed in Virginia, brings high performance housing to low-income seniors in the Church Hill neighborhood of Richmond. Seven one-bedroom/one-bath units averaging 700 square feet feature mini-split ductless heating and cooling systems, energy recovery ventilation devices, and harvest energy through both photovoltaic panels to produce electricity and solar thermal panels to produce hot water.**

the form of utility costs that are much lower than the national average for rental housing."

With the 2013 QAP analysis, Global Green continues to recognize the value of third-party verified Low-Income Housing Tax Credit projects by awarding additional points for states that require project verification as part of their QAP. VHDA's decision to emphasize the EarthCraft Multifamily program, which holds diagnostic testing and verification as its foundation, ensures the highest quality building practices throughout the state.

While VHDA's leadership encourages sustainable housing with minimal impact on the environment, the true beneficiaries of this partnership are the residents. On average, EarthCraft Virginia projects provide energy savings of 42 percent for renovated units (from pre-existing standards) and 27 percent over code for new construction units. This unique third-party approach ensures a consistent source of public and private investments towards sustainable and

vibrant communities around the state.

"As far as we can see," said K.C. McGurren, EarthCraft Virginia's executive director, "VHDA is a national leader in the advancement of green affordable housing, because unlike other green building programs, developers certifying with EarthCraft Virginia are all held to the same performance standards, which are tested and verified to ensure that all residents live in a home that is healthy, comfortable and affordable."

The EarthCraft program, developed by Southface Energy Institute in Atlanta, was designed to address the climatic factors of the Southeast, as well as introduce green building to the construction industry in a way that could be easily integrated into the building process. The program also led to Georgia receiving an "A-" ranking. There are more than 20,000 certified EarthCraft Multifamily units in the Southeast, including more than 10,000 in Virginia.

To see the full rankings report, go to: <http://bit.ly/1jxBdio>. 

## Discovering Virginia


*Continued from page 2*

art; paintings by European masters such as Poussin, Goya, Delacroix and Monet, and American masters such as John Singer Sargent and Winslow Homer; one of the world's leading collections of Indian and Himalayan art; an internationally important collection of fine English silver; unequaled holdings of Art Nouveau and Art Deco furniture, ceramics, glass and jewelry; a dynamic collection of modern and contemporary art; a popular collection of Fabergé imperial jeweled objects; and noted holdings of French Impressionist and Post-Impressionist art, including original waxes and bronzes by Edgar Degas.

### In partnership to serve the people of Virginia

"In 1999, the museum opened a new addition to its campus, the Pauley Center. This complex houses the museum's Office of Statewide Partnerships, which delivers programs and exhibitions throughout the commonwealth via a voluntary network of more than 200 non-profit institutions (museums, galleries, art organizations, schools, community colleges, colleges and universities). Through this program, the museum offers crated exhibitions, arts-related audiovisual programs, symposia, lectures, conferences and workshops by visual and performing artists. Included in the statewide partnership offerings is a special program of exhibitions, programs and educational resources tailored to help students meet the state's Standards of Learning."

### Recent expansion

And in 2010, VMFA completed a four-year expansion, which added more than 165,000 square feet to its previous 380,000 square feet. The collection at VMFA is one of the finest in the country. Virginians should be proud of this commitment to the arts. For more information about VMFA, go to <http://www.vmfa.state.va.us/default.aspx>. 

#### About the author

*Kim Winn is executive director of VML.*

## Virginia Public Records Act

*Continued from page 15*

followed when removing from access the record of the people's work. Because documenting government is so important, it's easy to acquiesce to the age-old mantra "There will be no records destroyed on my watch!" But, as noble as that may sound, it is little more than mentally covering one's backside for kicking the can down the road. In reality, effectively documenting the destruction process covers everyone. To date, and to this writer's knowledge, no judge has slapped the hand of one who destroyed records when the destruction was carried out via the systematic implementation of approved schedules and then documented accordingly. The Certificate of Records Destruction (RM-3 Form) is that documentation in this body politic. That completed, accurate form is yet another piece of evidence of good government. In the hands of a learned keeper, the RM-3 is an invaluable tool that allows no-longer-needed records to be carved out of the mass, leaving only those that are required.


### Resources

To this end, local governments need to place people and systems where they will perform most effectively. Like any other process, this does not happen in a vacuum. Resources are available to help tweak or overhaul a records management program. Before any major endeavor begins (especially for a first or first-in-a-very-long-time project), such as a complete inventory, a large-scale reformatting (scanning, microfilming) project, or records purge, contact your assigned records management analyst at the Library of Virginia. The analyst can provide guidance to help start your project in the right direction. Your counterpart in another locality may have undertaken a similar project and have insights from first-hand experience. Sharing "this is what we learned" anecdotes can go a long way in reducing false starts.

This point cannot be emphasized enough: Please call your Library of Virginia records management analyst be-

fore the project planning starts, especially for new or upgraded electronic records management or document imaging systems. There are countless examples of systems purchased with an "end-of-year-funding" mindset, only to discover, post-install, that the system didn't do what was expected because the purchasing body didn't have all the facts needed to specify appropriate records management components.

Resources for less complex issues are also available from the Records Analysis Section at the library. The RAS website offers basic training videos via YouTube on topics such as VPRA basics, how to designate a records officer, the nuts and bolts of records destruction and its documentation, and how to transfer records to the State Archives. There are several more training videos in development. The forms needed for these processes, along with written instructions, are found on the website's "Forms" page. The "Contacts" page will help you identify your assigned Library of Virginia records management analyst, as well as the designated records officers in your locality and all other political subdivisions (think "networking"). A "Searchable Database for Local General Schedules" is available, and the newest link to "Creating Policy and Procedures" provides tools and guidance on how to develop and document the goals of your records management program, along with processes needed to achieve them. (*See sidebar, page 13, for more information.*)

Each unit of Virginia government has a designated records management analyst ready to help with issues or questions not resolved by a search of RAS web resources. Applying the Virginia Public Records Act to local government isn't rocket science, but it isn't a walk in the park, either. Implementing and maintaining a successful program of managing the people's record begins with the understanding of why and for whom the record exists. It comes to fruition when all who carry that understanding, and are dedicated to documenting government, make it so. 

#### About the author

*Glenn Smith is a records management analyst with the Library of Virginia.*



## Local Government Day at the General Assembly

**N**EARLY 500 LOCAL government officials traveled to Richmond from every corner of the state Feb. 6 to attend Local Government

Day at the General Assembly. Sponsored by VML, VACo and the Virginia Association of Planning District Commissions, the event featured an address by Gov. Terry McAuliffe and an update on important legislation by VML and VACo staff. Local officials then headed to the Capitol to attend committee meetings and lobby legislators. Officials who called on their legislators were armed with bright yellow cards urging support for five sets of budget amendments of critical importance to cities, towns and counties. In addition, a reception was held in the early evening at the Richmond Marriott before a number of officials went to dinner with delegates and senators.



**Gov. Terry McAuliffe (top) addresses local officials; Augusta County Supervisor Larry Wills (above) is interviewed by reporters following the governor's remarks; Brunswick County Administrator Charlette Woolridge (foreground bottom right) listens intently to staff legislative briefing.**



VML maintains a detailed listing of local government job openings on its website at [www.vml.org/JOBS/JObs.html](http://www.vml.org/JOBS/JObs.html).

**Water Treatment Plant Assistant Manager, Front Royal**

**SALARY:** \$20-\$31.97 per hr. **DOQ/DOE** (+) benefits. Full-time position in the Environmental Services Department Water Plant Division. Reqs. Class I Operator License within 6 mos. of employment. Resume may accompany application, but is not accepted in lieu of a completed Town of Front Royal employment application, which is available at [www.frontroyalva.com](http://www.frontroyalva.com) and at the Town Administration Building, 102 E. Main St. Contact: [jbush@frontroyalva.com](mailto:jbush@frontroyalva.com); **FAX:** 540-631-9006. Open until filled. EOE.

**Economic Development Director, Danville**

**SALARY:** \$95,208-\$115,000 **DOQ/DOE** (+) benefits. Seeking successful, assertive and energetic economic development executive with the credentials and leadership to take the city's award-winning economic development program to next level. Reqs. educ. and exper. equiv. to graduation from an accredited college with major course work in economics, public admin., business admin. or related and extensive professional exper. in economic development, preferably with municipal govt. CECD preferred. Apply online at [www.danville-va.gov](http://www.danville-va.gov). Open until filled. EOE.

**Microcomputer Systems Analyst I, Virginia Beach Sheriff's Office**

**SALARY:** \$44,199 to start (+) benefits. Coordinates the acquisition, installation, maintenance, programming and evaluation of microcomputer resources where the number of standalone and networked microcomputer systems is typically less than 40. Reqs. any comb. of educ. (above H.S.) and/or exper. equiv. to 6 yrs. in fields utilizing skills and abilities associated with positions such as systems analyst, MIS professional, systems engineer or microcomputer specialist with min. 2 yrs. of concentrated work with microcomputer systems. Full job description at: <http://bit.ly/LXnhiS>. Applications at [www.vbso.net/employmentforms.html](http://www.vbso.net/employmentforms.html). More info at 757-385-8808. Open until filled. EOE.

**Director of Finance, Richmond**

**SALARY:** Negotiable up to \$153,875 **DOQ/DOE** (+) benefits. Reqs. bachelor's degree with major course work in business, accounting, finance, economics, public administration or related field. Prefer master's degree in public or business administration, strong exper. in local govt. finance and designation as a CPA. Also prefer min. 10 yrs. progressively responsible local, state, federal govt. or private sector exper. in accounting, finance or auditing. Submit cover letter, resume, salary history and 5 work-related references to: John A. Anzivino, Springsted Incorporated, 1564 E. Parham Road, Richmond,

VA 23228-2360; **Fax:** 804-726-9752; e-mail: [Richmond@springsted.com](mailto:Richmond@springsted.com). Electronic submissions preferred. For a complete position profile, visit: [www.springsted.com](http://www.springsted.com). Priority given to application materials submitted by March 11. Open until filled. EOE.

**Wastewater Treatment Plant Chief Operator, Woodstock**

**SALARY:** **DOQ/DOE** (+) benefits. Oversees all aspects associated with the operation and maintenance of a Class II, 2 MGD enhanced biological nutrient removal facility (completed in 2010) with a staff of six operators. To be considered, must complete Town of Woodstock employment application and notarized release form. Applications are available at the municipal office, 135 N. Maine St., or online at [www.townofwoodstockva.gov](http://www.townofwoodstockva.gov). Deadline: March 15. EOE.

**Human Resources Coordinator I (Recruitment and Training), Hanover County**

**SALARY:** \$54,453-\$70,000 **DOQ/DOE** (+) benefits. Manages the recruiting process (including an on-line applicant tracking system); develops and conducts training and manages the occupational health program. Reqs. bachelor's degree (preferably in Human Resources) with min. 2 yrs. responsible exper. in a relevant HR discipline, including some supervisory exper. Prefer PHR, SPHR or IPMA-CP and exper. in local govt. HR. Must have excellent interpersonal and communications skills and computer proficiency. More details, including qualifications, and apply at [www.hanovercountyjobs.com](http://www.hanovercountyjobs.com). Contact: 804-365-6489. Open until filled. EOE.

**Human Resources Coordinator II, Benefits and Compensation, Hanover County**

**SALARY:** \$60,129-\$78,000 **DOQ/DOE** (+) benefits. Manages payroll processing for the county, the Pamunkey Regional Jail and Pamunkey Regional Library. Processing benefits and negotiating contracts with vendors is an essential part of this position. Will also oversee workers compensation and will process all retirements through VRS. Reqs. bachelor's degree (preferably in Human Resources) with min. 2 yrs. responsible exper. in a relevant HR discipline, including some supervisory exper. Prefer PHR, SPHR or IPMA-CP and exper. in local govt. HR. Must have excellent interpersonal and communications skills and computer proficiency. More details, including qualifications, and apply at [www.hanovercountyjobs.com](http://www.hanovercountyjobs.com). Contact: 804-365-6489. Open until filled. EOE.

**Engineer (Public Works), Harrisonburg**

**SALARY:** \$48,713-\$82,534 preferred hiring range **DOQ/DOE** (+) benefits. Supervises

and manages staff and inspectors, and the inspection and quality control program, for construction projects and materials. Manages projects that emphasize installation, operation and repair for transportation facilities, capital improvement projects and water/sewer assets. Full job description at <http://bit.ly/LQIDzx>. Applications accepted online only. Complete and submit at [www.harrisonburgva.gov/jobs](http://www.harrisonburgva.gov/jobs). Open until filled. EOE.

**Financial Services Comptroller, Suffolk**

**SALARY:** \$68,998-\$89,698 **DOQ/DOE** start range (+) benefits. Assists in ensuring the financial integrity of the city's operations by establishing and maintaining sound financial practices and procedures, and reporting and processing of all financial transactions. CPA preferred. More info and apply online at [www.suffolkva.us](http://www.suffolkva.us). Open until filled. EOE.

**Budget Officer (Budget & Strategic Planning Department), Suffolk**

**SALARY:** \$64,915-\$84,390 **DOQ/DOE** start range (+) benefits. Ensures the financial integrity of the city's operations by establishing and maintaining sound budget practices and procedures. Provides responsible fiscal guidelines to the director of finance, department heads and others. More info and apply online at [www.suffolkva.us](http://www.suffolkva.us). Open until filled. EOE.

**Senior Accountant (Treasurer's Office), Culpeper**

**SALARY:** \$46,238-\$73,985 **DOQ/DOE** (+) benefits. Plan, design and implement systems of accounts and procedures in accordance with generally accepted accounting principles; coordinate the input and output of the accounting system, including all req'd reports; oversee successful management of cash and investments; reconcile bank transactions. Application and position profile at [www.culpeperva.gov](http://www.culpeperva.gov). Open until filled. EOE.

**Human Resources Analyst I/II (Human Resources Department / Employee Relations Division), Virginia Beach**

**SALARY:** \$44,199-\$66,299 **DOQ/DOE** (+) benefits. Perform analyst level work in advising supervisors and managers regarding the appropriate administration of HR policies and procedures related to discipline, performance management, ADA, FMLA and EEO. Full job description at <http://bit.ly/1h2HfD8>. More info and apply online at [www.vbcareers4gov.com](http://www.vbcareers4gov.com). Job #5844. Open until filled. EOE.



# We're not just another pea in the pod.

Cooperative purchasing that is uniquely U.S. Communities.



Founded by public agencies to represent your specific business interests, U.S. Communities has remained steadfast in its commitment to safeguard your ethical, legal and financial welfare at all times. It is the U.S. Communities difference that delivers savings, efficiency and value through:

- **Supplier commitments** to pricing, economy, sales and corporate support
- Solicitation, evaluation and award process led by an **independent lead public agency**
- Dedicated field **Program Managers** focused exclusively on public agency support

**Experience the unmatched value of U.S. Communities.**

**Register today!**

Visit us at [www.uscommunities.org](http://www.uscommunities.org)



**U.S. COMMUNITIES™**  
GOVERNMENT PURCHASING ALLIANCE





**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

Serving Virginia's communities  
 for more than 50 years

www.dewberry.com  **Dewberry**

Austin  
**Brockenbrough**  
 ENGINEERING • CONSULTING

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

www.brockenbrough.com

CELEBRATING  
**100**  
 YEARS  
 1912 - 2012

**BURGESS & NIPLE**  
 Engineers ■ Surveyors ■ Planners

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

A complete array of financial and  
 management advisory services

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

 **Springsted**

Public Sector Advisors 800-236-3033  
 www.springsted.com Richmond: 804-725-9748

 **Anderson & Associates, Inc.**  
 Civil Engineering, Surveying, GIS

www.andassoc.com 540.552.5592

**VML**  
 VIRGINIA MUNICIPAL LEAGUE

Information  
 @ your  
 fingertips

**www.vml.org**

**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.

# Enhance Your Leadership Potential

Regent graduates bring innovative, effective solutions to the marketplace and government. Discover Regent's Robertson School of Government, offering two master's programs—each a robust blend of principled theory and real-world practice. Our faculty include a former U.S. Attorney General and member of the Joint Chiefs of Staff, and our alumni serve in city hall, the military, the governor's mansion, and across Washington, D.C. You, too, can take your place as a transformational leader. Apply today.

Sofia Justiniano Gentile '11  
Regent University

---

**MASTER OF ARTS IN GOVERNMENT (M.A.)**  
**MASTER OF PUBLIC ADMINISTRATION (MPA)**  
**AGGRESSIVE SCHOLARSHIP PROGRAM**

ON CAMPUS | ONLINE  
**888.800.7735 | [REGENT.EDU/GOVERNMENT](https://www.regent.edu/government)**

 **REGENT  
UNIVERSITY** | Robertson School  
of Government

Christian Leadership to Change the World





Start a  
*metamorphosis*  
**of your own.**



Before



After - The Station on South Locust, Floyd, 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 contact Keith Sherrill at 804-343-5735, or [keith.sherrill@vhda.com](mailto:keith.sherrill@vhda.com).



Virginia Housing Development Authority | 877-VHDA-123 | [vhda.com](http://vhda.com)

