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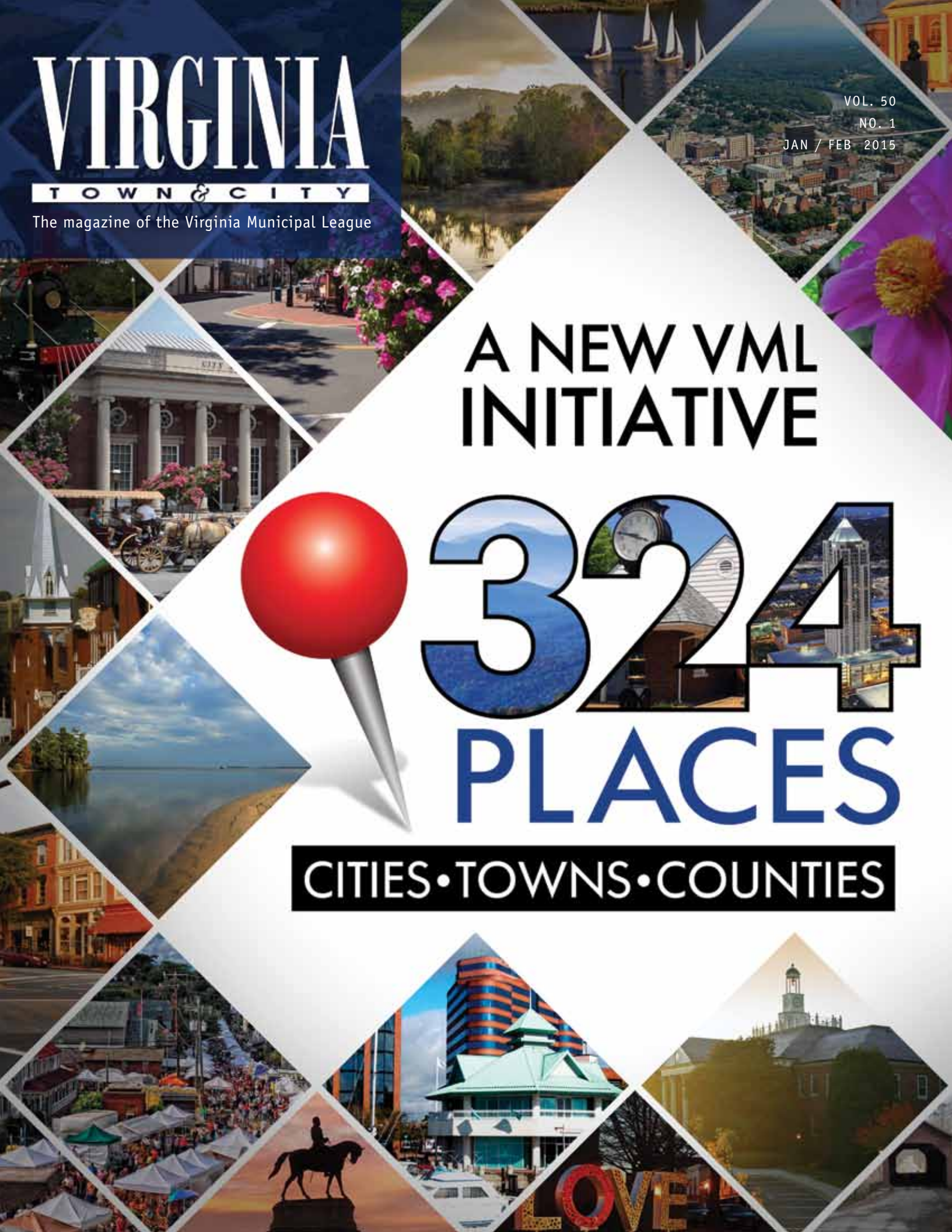
A NEW VML INITIATIVE



324

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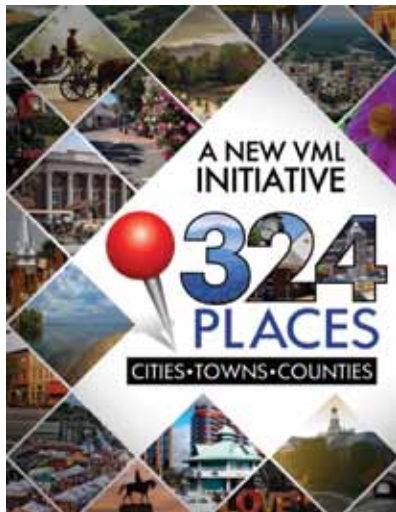
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About the cover

VML's new "324 Places" initiative was named with Virginia's 38 cities, 191 incorporated towns and 95 counties in mind. Its goal is to provide local government leaders with the information, insights and tools needed to understand and respond to the shifting demographics driving some of the most important trends in modern America.

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New main Norfolk library is rich with architecture, technology

The City of Norfolk's new main library blends the best of contemporary library resources and services with new and innovative space design, making it a vital center for community learning, leading-edge technology and civic engagement.

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324 Places: New VML initiative will help local governments chart the future

Significant change is coming and the long-term viability of Virginia's cities, towns and counties depends upon leaders who are more than simply aware of what's ahead, but are equipped to engage citizens and stakeholders to act. VML's new "324 Places" initiative will provide local government leaders with the information, insight and tools needed to understand and respond to what's coming.

By John W. Martin and Matt Thornhill

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Preservation: City's involvement saved 118 acres along Lynnhaven River



Virginia Beach helped save 108 acres of picturesque shoreline for outdoor recreation and a regional headquarters for the Chesapeake Bay Foundation, which constructed one of the greenest buildings in the United States. By Joe Lerch

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May or November elections? You be the judge

Up until 2000, state law required that municipal elections be held in May. Since then, 21 of the state's 38 cities have moved their elections to November, and 69 of the state's 191 towns have done so as well. Every city and town that holds elections in May is likely to study the issue of switching times at some point in the future. By Mary Jo Fields

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DAY TRIP

Marine Corps museum is informative tribute

DO YOU KNOW the most visited tourist attraction in Virginia? Monticello? Mount Vernon? Colonial Williamsburg? With a reported annual attendance exceeding 500,000, the National Museum of the Marine Corps claims that title.



The National Museum of the Marine Corps is located just off of Interstate 95, about 35 miles south of Washington and 75 miles north of Richmond adjacent Marine Corps Base Quantico.

On numerous drives to and from Northern Virginia on Interstate 95, I've passed the iconic building located about 35 miles south of Washington on 135 acres adjacent Marine Corps Base Quantico. The design itself is an homage to the famous flag raising at Iwo Jima. Rising out of the landscape, the sharp metallic pole towers over a glass rotunda, making the building a sight to behold day or night.



Situated in the woods of Semper Fidelis Memorial Park, the nondenominational Semper Fidelis Memorial Chapel serves as a contemplative space where Marines and visitors can remember the service and sacrifices of those who have served the nation.

Each time our family passed this building, we said, “We really need to stop there sometime.” So, over the winter break, the Winn family drove to Northern Virginia to visit the National Museum of the Marine Corps. We were not disappointed.

Upon entrance, visitors are encouraged to take in the 15-minute video that is part military history and part Marine Corps recruitment film. Recruiting and promoting the Marine Corps are a part of the mission of the museum and that is evident throughout. Following the movie, visitors begin the walk through the circular museum.


First up is an interactive section that depicts the life of a Marine Corps recruit during boot camp. My 8-year old even got to shoot a laser AK-47 to test his marksmanship. After that, we walked chronologically through United States and Marine Corps history. From the Marine Corps founding during the Revolutionary War to the Vietnam War, the museum takes visitors on a journey of remarkable heroism and devotion to country. An expansion is in the works that will bring the exhibits up to current day.



The museum's Leatherneck Gallery features suspended aircraft and an exhibit depicting the first helicopter deployment into Korea.

The Marine Corps was founded on Nov. 10, 1775 at a Philadelphia tavern. The National Museum of the Marine Corps includes a replica of it – Tun Tavern – and visitors can enjoy eating or tossing back a cool one in this unique location.

We were thrilled with our visit and appreciated the informative and interactive way that history was explored at the museum. So, next time you pass by the unique building on I-95, make plans to stop. This one should not be missed.

For more information on the National Marine Corps Museum, visit www.usmcmuseum.org. 

Loudoun names 2 assistant administrators



- Middaugh -

Loudoun County has two new assistant county administrators, **Robert Middaugh** and **Kenneth Young**, both of whom have wide-ranging executive experience in local government.



- Young -

Middaugh served most recently as county administrator of James City from 2010 to 2013; his appointment was effective Feb. 12.

Young, whose promotion was effective in late January, had been working as senior project manager in the Office of the County Administrator since joining the Loudoun County government in 2012, serving as the staff liaison to the Board of Supervisors' Transportation and Land Use Committee.

Arlington selects 3 to key county positions

Arlington has named three people to key posts in the county government.



- Cover -

Steven Cover, AICP, will head the Department of Community Planning, Housing and Development effective March 2. Cover has extensive experience leading local government planning departments.

He served most recently in the City of Madison, Wis., where he was the director of the Department of Planning and Community and Economic Development. He held similar posts in Atlanta, Fulton County, Ga., and Anne Arundel County, Md.

Carol Mitten was appointed deputy county manager effective Jan. 5. Prior to joining Arlington, Mitten served as executive director for Urban Affairs and Headquarters Consolidation at the U.S. Department of Homeland Security (DHS). In Arlington, her primary responsibility will be oversight

of the Department of Environmental Services, Arlington's largest department.

Before assuming her role at DHS, Mitten served as chief of the Land Resources Program Center for the National Capital Region at the National Park Service (NPS). Prior to NPS, she represented Amtrak as project manager for the redevelopment of Penn Station in New York City.

Victor L. Hoskins was appointed economic development director effective Jan. 20. Before joining the county government, he served as deputy chief administrative officer for economic development and public infrastructure in Prince George's County, Md.

Hoskins has 25 years of diverse management experience, much of it related to economic development and planning. Before assuming his role with Prince George's County, Hoskins served as deputy mayor for planning and economic development for Washington, D.C., as Maryland's assistant secretary for business and economic development, and as the deputy commissioner of housing for Baltimore.

Norfolk names Ricks as public works chief



- Ricks -

Norfolk hired **David L. Ricks**, P.E., as the director of public works. Ricks has more than 30 years of experience in major facility program management, infrastructure, regional planning,

construction contract management and financial administration.

Most recently, he served as the director of facilities and transportation services in Fulton County, Ga. Prior to that stint, Ricks served as the director of public works for Montgomery County, Ohio.

Ricks also served for more than 20 years in the Navy, where he worked his way up through the ranks from public works officer to deputy regional engineer for Naval District Washington, D.C.

Mike Ross dies; Petersburg vice mayor

Petersburg Vice Mayor **Carl "Mike" Ross** died Jan. 23 after collapsing in a parking lot at nearby Fort Lee, where he worked full time. He was 63.

Mr. Ross served on city council since 2003 and was elected vice mayor in January. He had a long history of government and community service. Mr. Ross served as a Petersburg School Board member from 1995-2001, including the last three years of his terms as vice chairman.

Loudoun picks Barbour for communications post

Loudoun County named **Glen Barbour** public affairs and communica-



- Barbour -

tions officer effective Jan. 12. Since 2009, Barbour served as the communications director / public safety information officer of the Fairfax County Health Department.

A former broadcast journalist, he has been trained in the National Incident Management System, which provides the template for management of incidents involving all types of threats and hazards. Barbour is proficient in Web EOC, which is the web-based emergency operations system used by Loudoun and the region.

Emporia names Pinksaw new chief of police

Emporia hired **Rick Pinksaw** as chief of police effective Jan. 5. Most recently, he served as major of the Culpeper Police Department.

Pinksaw, 49, spent his entire law enforcement career with the Culpeper police, starting in 1989 as a patrol officer. During that time, he worked his way up through the ranks, including stints as a narcotics detective, lieutenant in the Criminal Investigations Division and captain.

Flynn inducted into Law Foundation

Virginia Municipal League General Counsel **Mark K. Flynn** was inducted into the Virginia Law Foundation Fellows Class of 2015 at a dinner and ceremony on Jan. 22 during the Virginia Bar Association's 2015 annual meeting in Williamsburg.



- Flynn -

The Virginia Law Foundation Fellows program was created in 1983 to encourage and recognize excellence in the practice of law and public service, and to support the programs and objectives of the foundation. It has 433 members.

Flynn, who joined the league in 1998, has also served as county attorney in Tazewell and city attorney for Winchester. He worked in private practice with the Richmond law firm of Sands Anderson in 1997. Flynn is a past president of the Local Government Attorneys of Virginia. He was the 2013 recipient of LGA's Edward Finnegan Award for Distinguished Service.

Also inducted in the 20-member class were **Kathleen Dooley**, city attorney of Fredericksburg, and **Jan Proctor**, city attorney of Chesapeake.

Salem promotes Prillaman to fire chief

Salem promoted **John Prillaman** to fire and EMS chief effective Jan. 1. He had served as deputy chief since 2010.



- Prillaman -

Prillaman joined the Salem Fire and EMS Department in 1998 and was promoted to senior firefighter in 2001. In 2005, he attained the rank of lieutenant and training officer, and was named a captain. Before coming to Salem, he served 11 years as a volunteer firefighter in Roanoke County, where he rose to the position of company fire chief.

Prillaman replaced **Pat Counts**, who retired after 40 years of service to the city.

Williamsburg fills communications post



- Hartmann -

Williamsburg hired **Lee Ann Hartmann**, a former longtime public information specialist for Newport News Waterworks, as communications specialist effective Jan. 26.

Her primary duties include public and media relations, managing citizen engagement and community relations, coordinating social media and serving as the city's emergency public information officer.

Guthrie promoted to police chief in Salem

Salem promoted **Tim Guthrie** to chief of police effective Dec. 1. Guth-

rie, who has been with the department since 1981, was serving as acting chief.

During his 33 years with the Salem Police Department he has served as a patrol and traffic officer, narcotics and general investigations detective, Services Division sergeant, Services Division lieutenant, a captain and major.

Smithfield longtime planning chief dies



- Hopkins -

Bill Hopkins, who served as Smithfield's director of planning, engineering and public works for more than 19 years, died of an apparent heart attack on Jan. 4. He was 54.

"He was my right hand man," Town Manager Peter Stephenson told the *Daily Press* newspaper of Newport News. "I counted on him for anything and everything on a day-to-day basis."

Besides his work with Smithfield, Mr. Hopkins served on the Board of Zoning Appeals in Franklin, where he lived with his family.

Alexandria's Young resigns as manager

Alexandria City Manager **Rashad M. Young** resigned effective Jan. 1 to accept appointment as city administrator in the administration of Washington D.C. Mayor Muriel Bowser.

Young, 38, had served as city manager since 2011.

News & notes

Alexandria to get Metrorail station

The Commonwealth Transportation Board awarded Alexandria a \$50 million loan from the Virginia Transportation Infrastructure Bank for construction of a Metrorail station in the Potomac Yard area of the city.

The new station will be funded through several sources – including new tax revenue from development around the station and two new special tax dis-

tricts – without the need for any other local funds. This means that most Alexandria residents and businesses will not have to contribute to the station's construction through local taxes. Because the new tax revenue will be received over time, but the station must be paid for when it is built, the city plans to issue general obligation bonds to finance construction. The state loan will lower the amount the city must borrow from other sources.

Suffolk revitalization project completed

Suffolk celebrated the revitalization of eight buildings along an entire city block in downtown in early December. Two firms – the Monument Companies and Sensei Development – invested more than \$8 million in the mixed-use renovation project.


The project involved the major renovation of previously vacant buildings into 68 modern loft apartments

Phase One: Norfolk Courthouse opens

NORFOLK MARKED A major milestone when the first phase of the new City of Norfolk Courthouse opened to the public on Jan. 24. The first phase includes Circuit and General District courts.

The new \$123 million courthouse features elaborate interactive technology in the courtrooms and

digitized Circuit Court records dating back to 1682. The city is seeking LEED Silver Certification of the facility. The new courthouse design reflects years of collaboration between law enforcement, clerks, judges and the Norfolk Bar Association.

Phase two includes Juvenile and Domestic Relations Court, the law library and civic plaza renovation. Construction is scheduled to start in the spring. Once complete, the 315,000 square foot building will hold 21 courtrooms, three shell spaces for future courtrooms, jury deliberation rooms, clerk's offices and public space. 



and retail space. The lofts include the companies' trademark contemporary features such as hardwood floors, stainless steel appliances and exposed brick walls. The development also converted approximately 5,000 square feet of office and retail space along the ground floor.

Richmond opens new Huguenot High School

Richmond opened the first new high school in the city in 40 years on Jan. 5. That's the day that students officially began attending classes at the 250,400 square-foot Huguenot High School.

The school, which is pursuing LEED gold certification, features sustainable design features that include extensive day lighting, rain gardens and a green roof; extensive wireless technology; a 1,000-seat auditorium with premier staging and sound production; state competition-approved athletic facilities, including football, track and field, basketball, baseball, softball and tennis.

Strasburg adopts non-emergency app

A new service lets people in the Town of Strasburg use smartphones or the Internet to report problems such as potholes or broken street lights.

Strasburg began use of the free service called YourGov last month. The application allows people to report non-emergency problems and service requests via the smartphone app or by

using the YourGov website. A citizen reporting a problem can take a photograph with a smartphone and send the image with the request along with location and details. YourGov automatically delivers reported problems to the Department of Public Works for its review.

Herndon adds gateway signs

Herndon unveiled new gateway signs at the town's entrances recently.

Mayor Lisa Merkel, as well as members of the Town Council, Planning Commission and staff were on hand for



the unveiling. The signs were designed by a Sign Review Advisory Committee comprised of members of the town's boards and commissions. They were produced by Architectural Graphics, Inc.

Smithfield receives APWA accreditation

The American Public Works Association (APWA) recently accredited the Smithfield Public Works Department. The recognition signifies that the department has gone beyond the requirements of

the management practices established nationally in the public works industry, as contained in the APWA Public Works Management Practices Manual.

The department began working toward accreditation at the beginning of 2012. It was presented the accreditation at the Town Council meeting held Feb. 3. The department joins Alexandria, Prince William County, Newport News, Richmond and Chesapeake as accredited agencies in Virginia.

ELSEWHERE ...

York County has begun work on a community garden located adjacent to its sports complex. There are 48 plots available to county residents at a small fee. The annual cost of 10x12 plots is \$15; 10x20 plots go for \$25. ... **Stephens City** will study the feasibility of partnering water and sewer services with **Middletown**. Under the partnership, Stephens City would use Middletown's wastewater treatment plant and Middletown would get its water from Stephens City. ... The **Loudoun County** Division of Procurement has been re-certified by the National Institute of Government Purchasing with the institute's Outstanding Agency Accreditation Award. ... The American Public Works Association has reaccredited the public works departments in **Newport News** and **Chesapeake**.


Herndon

Let there be light!

THE TOWN OF Herndon completed installation of lights this fall along a segment of the Washington and Old Dominion Trail that runs through the heart of its downtown. This was the first lighting project on the 45 mile-trail – called “the skinniest park in Virginia” – and was completed with endorsement from the Northern Virginia Regional Park Authority, under whose auspices the trail operates.

The project was funded with a \$200,000 matching

grant from the Virginia Department of Conservation and Recreation Recreational Trails Grant, in addition to town CIP funds. More than 100 town citizens attended an event at which Mayor Lisa Merkel “turned on the switch” and illuminated the trail in Herndon.

The improvements will allow the thousands of cyclists, runners, walkers, strollers and commuters who traverse the segment of the trail in Herndon each year to safely use it in the evenings. 



The W&OD Trail snakes through the town for 2.4 miles.



Lights illuminate about 3,200 feet of the trail in Herndon.

Mayor Lisa Merkel was on hand to throw the switch at a ceremony to mark the lighting of the trail in the town.



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New main Norfolk library is rich with architecture, technology

THE CITY OF NORFOLK'S new main library blends the best of contemporary library resources and services with new and innovative space design, making it a vital center for community learning, leading-edge technology and civic engagement.

In 2008, Frank Batten Sr., former CEO and chairman of Landmark Communications, donated \$20 million for construction of a new main library to be named after his uncle and former Norfolk mayor, Col. Samuel Slover.

Batten's wish was for the new library to be one of the most high-tech libraries in Virginia. Following Batten's death, the Batten Foundation added an additional \$20 million to the project. The City of Norfolk committed \$22.6 million, and the remainder was collected from private contributions through the Slover Library Foundation.

The vision for this spectacular new downtown destination is to blend traditional library functions with the best of contemporary library resources and services.

Slover Library encompasses three buildings with 138,000 square feet of combined space: the renovated historic Seaboard

building, the retrofitted Selden Arcade, and a new, modern six-story addition that connects the Seaboard and the Selden with a three-story glass atrium and tower featuring custom ornamentation by sculptor/architect Kent Bloomer.

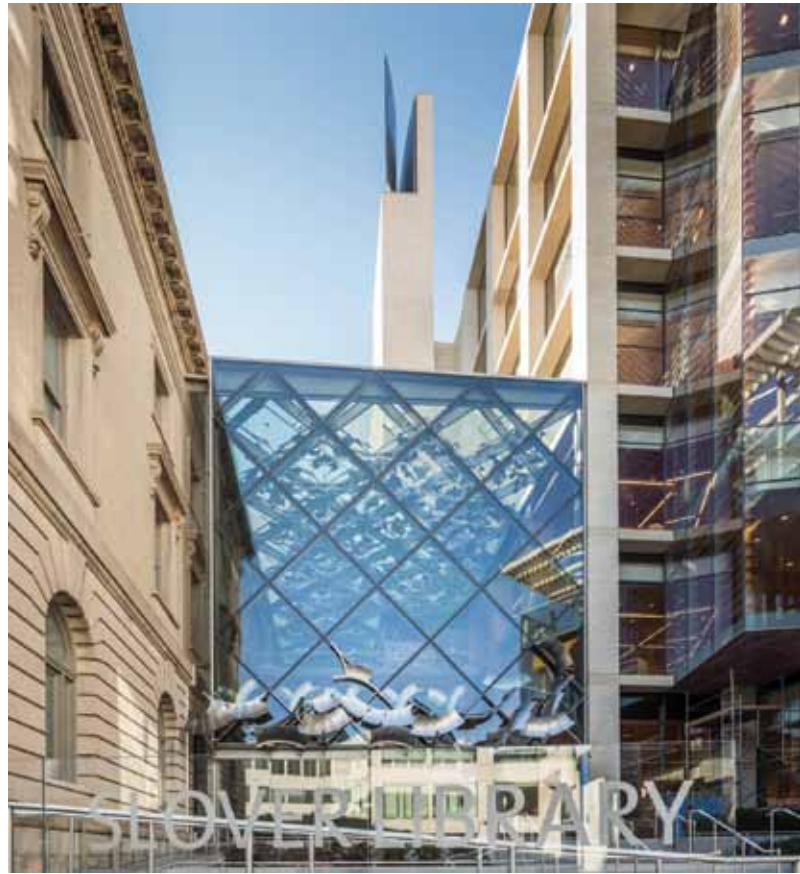
The library was designed by Newman Architects of New Haven, Conn., in association with Tymoff+Moss of Norfolk. Built by Archer Western contractors, it opened in early January after two-and-a-half years of construction.

Here are some of the library's highlights:

- More than 160,000 books and other items available to borrow, including eBooks, eAudiobooks and digital magazines.
- Digital displays located on book shelves that allow patrons to access the library catalog and your account.
- 130 public-access computers with internet access.
- Free Wi-Fi.
- Computer rooms, training labs and conference rooms.
- Media wall with information about local, regional and national events and news.




The new Slover Library encompasses three buildings with 138,000 square feet of combined space.



The library blends traditional library functions with the best of contemporary library resources and services.

- A casual bistro.
- A Youth Library that includes a play area for children ages 2 and under filled with developmentally appropriate play equipment; a KidZone for youth ages 3-6; early literacy gaming computers and tablets; an art studio; picture books; a children's program room, and juvenile fiction and nonfiction collections.
- New home to one of the largest collections of historical and genealogical research in Virginia and the largest in the Hampton Roads region. This includes a multi-

- touch interactive experience showcasing thousands of pieces of searchable photos and artifacts that allow multiple users to interact simultaneously with the content.
- Digital media lab to design and produce digital content.
- Digital production studio to create videos.
- 3D printer, large format printer, Adobe software.
- Terrace with ornamental gazebo.
- A Teen Zone featuring a casual environment with gaming, computers and study rooms.
- Meeting rooms with state-of-the-art audio and video technology. 



OWN

READY TO GET TO A
POINT - WE'LL GET YOU
ABOUT GETTING

A new VML initiative ...




EACH OF VIRGINIA'S 38 CITIES, 191 incorporated towns and 95 counties is a unique place with its own identity. Together, these localities are the future of the Commonwealth. Throughout 2015, the Virginia Municipal League will be studying the key trends that Virginia local governments will face over the next 10 years.

Our goal is to provide local officials a road map with strategies for effective operations and planning. From changing transportation needs to the future of workforce development, the "324 Places" initiative will identify important trends to help localities better prepare for the future. In addition, wherever possible the initiative will provide action steps for decision makers to consider.

Each month, *Virginia Town & City* magazine will

explore one of the key study areas. Those articles will be followed by webinars that will delve into the specific topics even further. The initiative will culminate with the VML Annual Conference, Oct. 4-6 in Richmond.

The conference theme will be, *The Future of Virginia: 324 Places*. Throughout the conference, attendees will have the opportunity to work in groups focused on specific study areas. In addition, there will be discussions centered on the regional differences in the 10-year trend analysis.

The year 2015 marks the 110th anniversary of the Virginia Municipal League's service to the cities, towns and counties of the Commonwealth. To honor this proud tradition, we are looking toward the future to help guide and empower local officials. Working together, we will shape the future of our great state. Working together, we can build amazing places for our citizens to live, work, and play. 

New VML initiative will help local governments chart the future

By John W. Martin and Matt Thornhill

IN THE 2,500 YEARS SINCE the “father of history,” Herodotus, first preserved the memories of the past by putting on record the achievements of the Greeks and the Barbarians, the world has always valued and treasured great historians. Even today, a doctorate degree in history earns the recipient high accolades, prestige and respect (if not high income). Those who draw meaning and insights from studying the past are considered important contributors to society and culture.

On the other hand, futurists sometimes earn only slightly more respect than fortune tellers, palm readers and astrologists.

No doubt understanding the past can be revealing, but the truth is this: All of us are going to spend the rest of our lives in the future. Understanding what’s ahead and what it means has tremendous value, especially for leaders responsible for Virginia’s cities, towns and counties.

Now, the issue with most futurists is that they typically assume that things will go on as they are today. Things will get better, or worse, depending on the trajectory of a particular trend. The problem with this assumption is that it overlooks the key factor. The future we will experience is one envisioned, built, modified and cultivated by people. Trends don’t create the future, people do. And people respond to changing circumstances, resources, incentives and motivations.

Our future in Virginia depends not upon trends, but the change agents who respond to those trends: you, me, us.

Understanding Virginia’s future

Significant change is coming and the long-term viability of many of Virginia’s communities depends upon leaders who are more than simply aware of what’s ahead, but are equipped and able to engage citizens and stakeholders to take action. The doubling of the senior population, growing diversity, rise of Millennials, decrease in automobile use and many other equally disruptive demographic and cultural shifts are recasting the future of Virginia’s cities, towns and counties. In the future, there will be two categories of municipalities – winners and losers. A few enlightened municipal leaders are now planning for these major shifts with forward-looking strategies. The Virginia Municipal League wants to make sure its members and all of Virginia’s municipalities are among the group of winning local governments of the future.

That’s why VML has launched this exciting new education initiative called “324 Places.” VML has partnered with our organizations – the Southeastern Institute of Research

and GenerationsMatter – to bring this program to the VML membership. The goal is to provide leaders in municipalities across Virginia with the information, insights and tools needed to understand and respond to what’s coming.

The winners tomorrow will be those who develop programs, policies and procedures that encourage innovation and creativity in solving seemingly intractable problems.

This article will start us down the path of getting prepared for what’s ahead. Over the coming months we will investigate specific issue areas identified by current civic leaders across Virginia’s municipalities, large and small. We will reveal insights on the trends, share stories of successes elsewhere, and recommend actions VML members can take now.

Our goal is to inform, enlighten and motivate today’s local government officials to look ahead and start the process in their own community to plan their own future. The VML Annual Conference in October will focus on this topic, with keynote presentations, workshops and seminars to help all VML members develop specific and relevant actions for their community.

Applying the generational lens


Most futurists can connect the dots and paint a fairly understandable view of the future. The trends



in demographics, technology, society, culture, governmental policy, and other areas are not hard to see or understand. Few futurists, however, take into consideration the “who” that will lead, or make, these trends or shifts happen. This perspective is the cornerstone of the VML “324 Places” program.

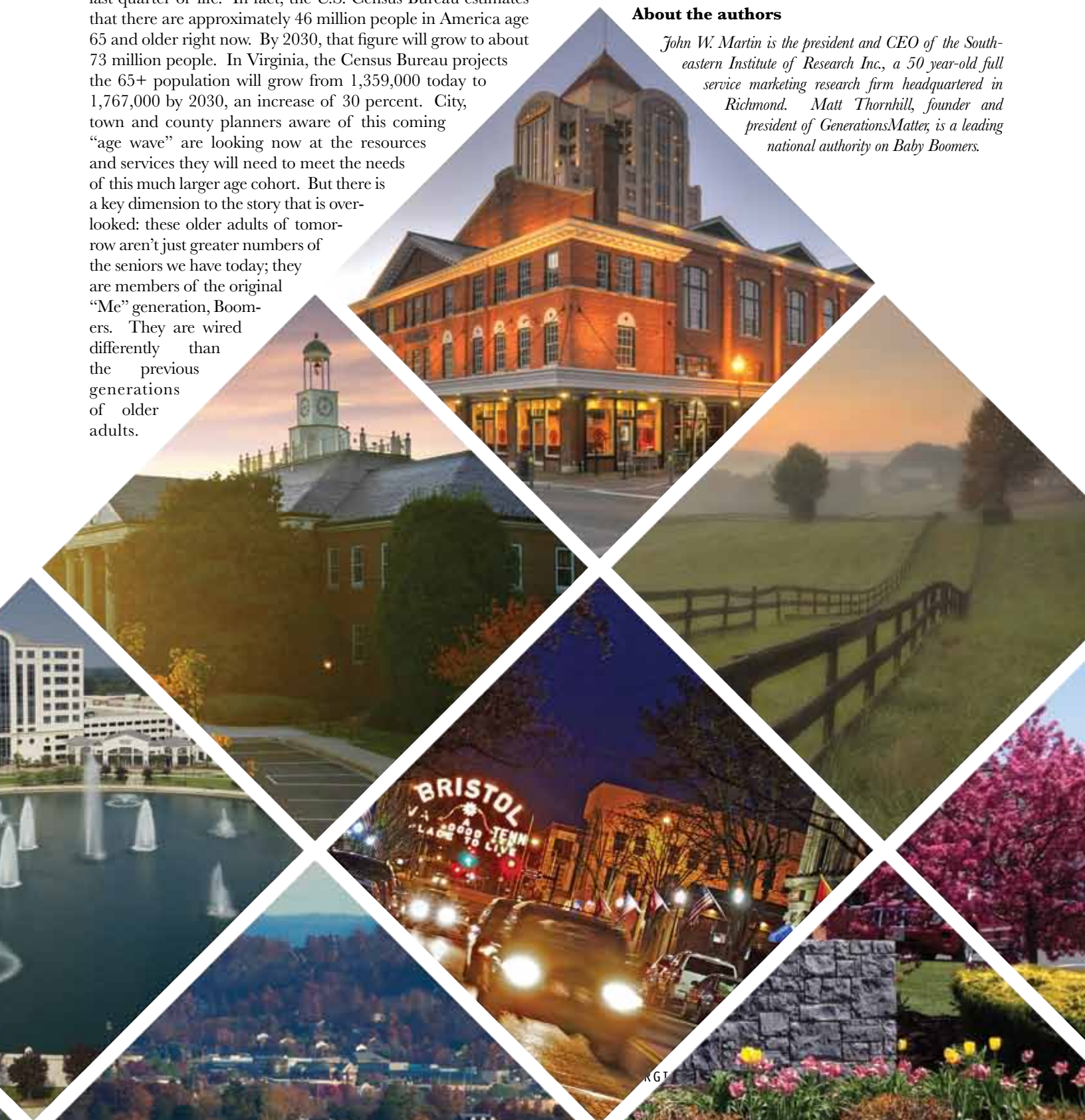
A great example of the power of applying a generational lens is the rapid increase in the population of older adults across America as the baby boom generation reaches age 65. It is not hard to foresee the impact of this large generation reaching the last quarter of life. In fact, the U.S. Census Bureau estimates that there are approximately 46 million people in America age 65 and older right now. By 2030, that figure will grow to about 73 million people. In Virginia, the Census Bureau projects the 65+ population will grow from 1,359,000 today to 1,767,000 by 2030, an increase of 30 percent. City, town and county planners aware of this coming “age wave” are looking now at the resources and services they will need to meet the needs of this much larger age cohort. But there is a key dimension to the story that is overlooked: these older adults of tomorrow aren’t just greater numbers of the seniors we have today; they are members of the original “Me” generation, Boomers. They are wired differently than the previous generations of older adults.

They are more demanding, more transformational, more driven, more entitled, and more in control.

The needs of older Boomers will differ. What they expect from their local governments will differ. That’s why understanding the generational mindsets of Boomers, Generation Xers and Millennials is a critical first step to prepare local leaders for the coming shifts. For it is they who are the change agents creating the future. 

About the authors

John W. Martin is the president and CEO of the Southeastern Institute of Research Inc., a 50 year-old full service marketing research firm headquartered in Richmond. Matt Thornhill, founder and president of GenerationsMatter, is a leading national authority on Baby Boomers.



Coming of age: A primer for understanding generational divides

MEMBERS OF THE SAME GENERATION, by definition, have shared many of the same formative experiences that set them apart from other generations. Did they live through times of war, or times of peace? Did they come of age in an era of prosperity and rising expectations, or a period of economic turmoil and broken dreams? Were their families large or small? Were the heads of most households a mom and a dad, or did most have some combination?

Was the dominant media in a generation's childhood TV, computers, or mobile? Did their cultural icons include the Rolling Stones, Nirvana, or Usher? Because each generation comes of age at a unique time and place in history, they share experiences that shape their worldview. Generational distinctions are not psychological, but sociological. This primer gives you a starting point for better understanding Boomers, Gen Xers and Millennials today.

<p>BOOMERS 76 million</p> <p>Born 1946 to 1964 Formative years: 1956 to 1975 Age in 2015: 51 to 69</p> <p>The booming post-World War II economy fostered the notion that all things were possible, and a majority of Boomers grew up in middle class affluence with a vision of unlimited opportunity and national pride.</p> <p>The ability to share experience nightly through broadcast television forged a nationally shared cultural experience; and over time the powerful new medium shocked the nation by bringing race riots and the Vietnam War into the family room.</p> <p>This is a generation driven by self-fulfillment, which fed both the sexual revolution of the 1960s and the higher divorce rates then – and once again, now that they are empty nesters. Yet Boomers, driven to compete with 76 million peers in the workplace, were not entirely self-indulgent. They came to define themselves by their work and created the 60-hour work week for white collar jobs, something unheard of before Boomers.</p>	<p>GENERATION X 75 Million</p> <p>Born 1965-1982 Formative Years: 1976 to 1994 Age in 2015: 33 to 50</p> <p>In the 1970s, America's established institutions were looking threadbare. America's global economic primacy eroded, and the employer-employee compact of trust and loyalty collapsed. The country was demoralized by Vietnam and Watergate. Stagflation created a spirit of malaise.</p> <p>Even when the economy rebounded in the 1980s, Gen Xers saw their parents' jobs and careers "restructured" away. It was also an era of social breakdown: soaring divorce rates leading to latch-key kids, rising crime and unwed births reflecting inner city decay.</p> <p>But the personal computer heralded the emergence of the New Economy, while the fall of the "evil empire" opened up world markets to globalization. Gen Xers grew up to be self-reliant, self-sufficient and skeptical. They don't trust in the permanence of things. In the workplace, they are independent and don't respond well to micro-management.</p>	<p>MILLENNIALS 81 million</p> <p>Born: 1983-2001 Formative years: 1995-present Age in 2014: 14 to 32</p> <p>Raised by doting parents and awarded praise and trophies just for showing up, the Millennials suffer from no lack of self-esteem. Coming of age during the Great Recession will leave a lasting imprint on their views of money, company loyalty and planning. Enjoying a prolonged adolescence – adult Millennials are famous for living at home – they remain largely untested. Still, the generation shows promise.</p> <p>Technologically dependent, Millennials are hyper-connected through mobile phones, instant messaging and texting. The Internet is second nature. Furthermore, as social libertarians in their outlook, they are comfortable with diversity in race, culture and sexual orientation. Millennials are joiners: Early signs suggest they may engender a renaissance in civic participation and the rebuilding of social capital.</p> <p>Millennials are community-minded, collaborators and through their ability to be connected to each other all the time, they are co-dependent.</p>
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Generational Mindsets:	BOOMERS	GEN X	MILLENNIALS
Outlook	Optimistic	Skeptical	Confident
Work Ethic	Driven	Free Agent	Goals
View of Money	Spenders	Debtors	Savers?
View of Leadership	Pay your dues	Competence	Egalitarian
Work/Life Balance	Work is Life	Work to Live	Integrated
Medium	TV	Computer	Mobile
Orientation	Self-centered	Self-reliant	Collective Self

and more economic development models of the future will include intentional “placemaking,” creating communities that attract Millennials and employers.

Sustainability and resiliency shift: The concept of sustainability is based on the premise that people and their communities are made up of social, economic and environmental systems that are

Coming shifts

In a survey sent in late 2014, VML members were asked their level of interest in better understanding a wide range of topics affecting municipalities today and in the future, 10 years from now. The responses enabled us to identify 10 topic areas the 324 Places initiative will focus on in 2015. In the coming months, we will explore each topic in depth, providing VML members with the information, insights and resources to plot their own course forward. The emphasis will be on addressing the “so what?” for each coming shift. That is, what exactly should local government leaders be doing now? We will package these insights into action steps for both large and small cities, towns and counties across Virginia.

The topics are:

Infrastructure shift: By most accounts, much of the infrastructure in the United States – roads, bridges, buildings and water/wastewater – is in serious disrepair. As these critical systems continue to age and deteriorate, governments at all levels are struggling to pay for maintenance and upkeep, not to mention investments in much-needed upgrades and new projects. Alternative ways to finance these types of projects are popping up across the country and need to come to Virginia.

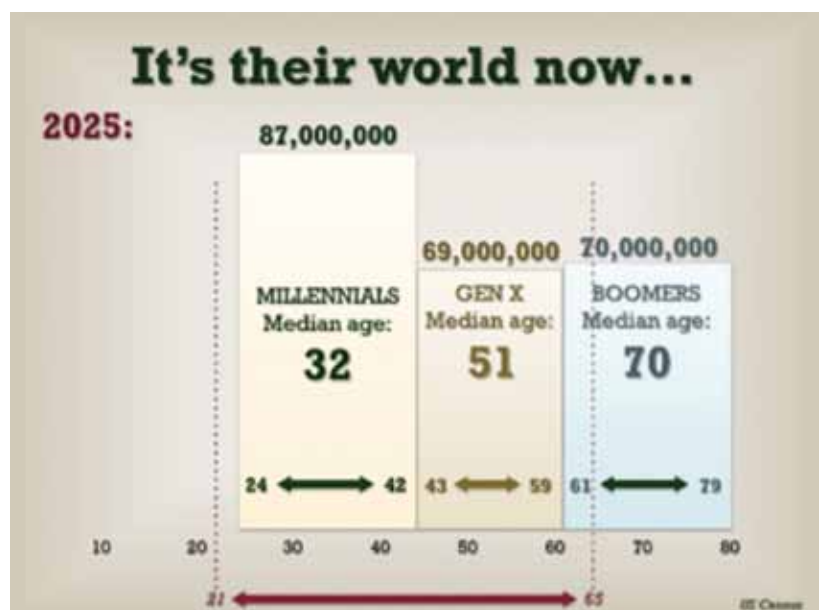
Education and workforce shift: Budget cuts have caused problems for most public school systems today. What are the future prospects for additional funding; bolstering Science, Technology, Engineering and Math (STEM) Education; re-examining the importance of standardized testing; sparking innovation; ensuring opportunity for all; and strengthening the teaching profession? For it is through education we will prepare the workforce of tomorrow. At the same time, while older Boomers may remain in the workforce beyond age 65, experts are predicting a worker shortage. Attracting and retaining Millennials (those 32 and younger in 2015) will become more and more important to ensure a readily available workforce in the future.

Economic development shift: The days of attracting companies in order to attract people is evolving as Millennials more often select where they want to live and then seek employment. More

are in constant interaction and that must be kept in balance if the community is to continue to function to the benefit of its residents – now and in the future. In practice, the pursuit of sustainability is fundamentally a local endeavor because every community has different social, economic and environmental needs and concerns. Communities that want to pursue sustainability try to maintain and, if possible, enhance the quality of life for residents; enhance local economic vitality; promote social and intergenerational equity; maintain and, if possible, enhance the quality of the environment; incorporate disaster resilience and mitigation into its decisions and actions; and use a consensus-building, participatory process when making decisions.

Branding shift: More and more cities and towns are focusing on improving their community image and reputation by more effectively branding themselves, finding a unified messaging platform to help build community pride and recruit newcomers and tourists. How can a municipality change its image and reputation effectively and efficiently in light of other priorities? What new municipal marketing techniques can be used to shape tomorrow?

Public sector workforce shift: Municipalities will need to develop strategies and tactics to attract and retain Millennial workers





Transportation and mobility

shift: Autonomous cars from Google, ridesharing from Uber, and changing preferences of young Millennials and older Boomers are redefining mobility. The challenge ahead is not in building more roads to move cars, but in developing enticing ways to move people. In the future, people will seek neighborhoods and even communities that provide a range of options for getting around. What do you need to know and what should you be doing today to get ready for the “car lite” lifestyles of the future?

Leadership, engagement and purpose

shift: The ability and ease at which Millennials connect using mobile technology is redefining how local governments engage and lead the public. How should cities and towns get ready for the new style of electronic engagement? What techniques are already working? Plus, the growth of organizations with a “purpose” – a cause greater than what they do or how they do it – will shine new light on how effective local governments deliver their own “purpose” of serving the public. How can cities, towns and counties better embrace their “purpose” today and leveraging it for the future?

These, and other topics, will also be explored at the VML Annual Conference in Richmond in October.

Looking ahead


The great architect, Frank Lloyd Wright, loved fast cars and driving without regard to traffic laws or signs. What made his wife especially nervous to ride with him is that he also removed the mirrors. He didn't remove them because the rear view mirror blocked his view out the front windshield. To his discerning eye, the side mirrors did not even ruin the lines of the car design. His reason was far simpler: He steadfastly didn't care where he had been; he

was only interested in what was ahead.

For all 324 cities, towns and counties across Virginia, what's coming is change. It will get here sooner than you might think – in 10 years.

That's because over the next 10 years the shapers of our society and culture will undergo a generational shift. The Boomer generation, shapers of the last 40 years, will reach their next stage of life at age 65 and beyond, turning over the reins first to Generation X, then to the Millennial generation, who by then will be primarily in their 20s and 30s.

Fundamentally, these generations are different, with different worldviews and mindsets.

This program from VML will help you understand those differences and how the generations will shape the trends to create the future of your community. 

... *John W. Martin / Matt Thornhill*

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Preservation

The 10,000 square-foot Brock Environmental Center, a regional headquarters for the Chesapeake Bay Foundation, sits on 10 acres along the Lynnhaven River in Virginia Beach. Construction of the building and preservation of 108 surrounding acres of forest, wetlands and tidal marsh, was made possible by the formation of a unique partnership and creative financing.

Virginia Beach

City's involvement saved 118 acres along Lynnhaven River

Picturesque setting is also new home for regional office of the Chesapeake Bay Foundation

PLEASURE HOUSE POINT Natural Area in Virginia Beach is a 108-acre public park of forest, wetlands and tidal marsh along the shores of the Lynnhaven River, an estuary located near the mouth of the Chesapeake Bay. Following much debate in recent years over what to do with one of the largest tracts of undeveloped shore left on the Lynnhaven, the City of Virginia Beach committed to preserving the property for passive outdoor recreation. An integral part of the park includes a recently opened – and sustainably built and operated – regional headquarters of the Chesapeake Bay Foundation. The Brock Environmental Center also serves as a community meeting space with ongoing programs for environmental education.

Up until 2012, the ultimate fate of the property was in question. That's when the City of Virginia Beach, in partnership with the Trust for Public Land and the bay foundation, acquired the acreage that had been slated by developers for an upscale waterfront residential community. The Pleasure House Point story provides a wonderful example of a public-private collaboration that not only preserved open space, but created a community resource and environmental gem within the Hampton Roads region.

Homes vs. open space

The protracted battle to determine the best use for 118 acres of prime waterfront real estate could have turned out differently. On the drawing board, awaiting approval from various local, state and federal agencies, was more than 1,000 residential units. The proposal, known as Indigo Dunes, faced stiff opposition from neighbors. Additionally, environmental groups such as the bay foundation and Lynnhaven River Now, were seeking to protect the property, which provides critical habitat for important aquatic species such as the blue crab and the recently rejuvenated Lynnhaven oyster.

As originally conceived in 2006, L.M. Sandler & Sons Inc. proposed to build two 11-story towers on the property as part of a mix of 1,096 residential units. Owing to the environmental sensitivity of the site, allowances to destroy wetlands and riparian buffers were sought by the company. Because of the proposed harm to several acres of wetlands, in 2007 the

Virginia Beach Wetlands Board rejected a modified proposal to develop 1,063 residential units.

When the board's decision was overturned by the Virginia Marine Resources Commission, the city appealed to the Circuit Court. Before the matter could be resolved, the real estate market collapsed and the project stalled. In 2009 the property was foreclosed.

While the economic headwinds of the Great Recession seemingly prevented development from moving forward for the moment, the city took the proactive step of seeing the land preserved as open space. In 2010 Virginia Beach announced a partnership with Trust for Public Land and the bay foundation to acquire the property. The partnership set aside 108 acres for a park and 10 acres for a regional headquarters and education center for the bay foundation. Utilizing a combination of city, state and nonprofit funds, the property was finally acquired from the bank for \$13 million in 2012. In announcing the final deal, Virginia Beach Mayor William D. Sessoms Jr. called it a "legacy purchase." "By preserving this property, we are creating a brighter, more sustainable environment for future generations," he said.

City develops master plan with public input

In anticipation of acquiring the property, Virginia Beach Parks and Recreation and the bay foundation formed a 48-member stakeholder committee that met throughout the spring and summer of 2012 to discuss future uses and activities within the park. The group was tasked with advising the city on a master plan that focused on providing public access while preserving wildlife habitat. The final plan was adopted later that year as part of the city's approval to officially rezone the property from residential use to preservation. The plan for the park includes hiking, canoeing and kayaking, as well as restoration of wetlands and the preservation of a maritime forest and salt marshes.

Even before the plan was adopted and the land officially rezoned, the city informally opened the park to the public by allowing access to existing trails, a sandy beach and fishing.

Preservation

Planning is under way for the first phase of improvements that will include a kayak launch, bathrooms, an overlook and handicap accessible trails. If all goes according to schedule, these amenities will be available in 2016.

Virginia Beach Parks and Recreation Director Michael J. Kalvort exhorts the benefits of the city's partnership with the trust and bay foundation. "Not only is it a fantastic park where our patrons can engage in passive recreation, it's provided educational, ecological, and partnership benefits for our fantastic city," he said.

Greenest building in Virginia

The Brock Environmental Center, named after Virginia Beach philanthropists Joan and Macon Brock, who were the major donors, is a one-story, 10,000 square-foot building designed to achieve "net zero" energy and water consumption. If successful, this will be the first LEED Platinum and Living Building Challenge certified project in Virginia.

LEED, which stands for Leadership in Energy and Environmental Design, is a voluntary certification program of the U.S. Green Building Council meant to encourage environmental responsibility and the efficient use of resources. The bay foundation built the first structure ever to be certified as LEED Platinum, the highest possible recognition. The lessons learned from the construction and operation of the Phillip Merrill Center in Annapolis, Md., now more than a decade old, proved valuable in the final design of the Brock center.

Not resting on its laurels, the bay foundation made the ambitious decision to seek certification for the Living Building Challenge (LBC), a program of the International Living Future Institute. LBC is more rigorous than LEED, and is new territory for the bay foundation and Virginia. Only five projects have ever achieved the certification criteria. It requires a project to adhere to specific criteria within seven design categories: site, water, energy, health, materials, equity and beauty. Once built, the project must perform as designed for 12 consecutive months before attaining accreditation.

By meeting these standards the bay foundation intends to showcase the facility as a model for future sustainable buildings. Besides housing the foundation's Hampton Roads staff and education program, the building is also home to Lynnhaven River NOW. With direct access to the water, the location also will be used to enhance environmental education. Each year, the bay foundation's Hampton Roads office educates nearly 2,500 students through its floating classroom, which teaches middle school and high school students about ecosystems and water quality. This includes a partnership formed in 2010 with Virginia Beach Schools to develop an environmental literacy program. Pleasure House Point – with its proximity to the water – will serve as a living classroom to further these efforts.

With construction completed, the building officially opened to the public in late January. Virginia Beach City Council was one of the first groups to use the public meeting space with a work retreat in February.

Councilwoman Rosemary Wilson's sentiments exemplify



the sense of accomplishment that the City of Virginia Beach took in seeing Pleasure House Point and the Brock Center become a reality. “Because the commitment was there from the beginning, from all partners, we were able to create an attraction for everyone at the mouth of the Chesapeake Bay, one of the most incredible natural treasures in the world,” she said.



About the author

Joe Lerch is director of environmental policy for the Virginia Municipal League.



Donor names are displayed on a wall inside of the building.



Financing the purchase required persistence

AT ONE TIME OR ANOTHER most every local government must weigh the need to provide more land for parks and open space against removing property from the tax rolls. Because acquiring such land is so expensive, it usually requires the use of tax-supported debt that involves voter approval via bond referendums. In the case of Pleasure House Point Natural Area, the City of Virginia Beach benefitted from its collaboration with federal, state and nonprofit entities to finance acquisition without having to necessarily go to the voters. Here’s how it worked:

The Trust for Public Land (TPL) secured an agreement with Wells Fargo Bank to purchase the property from the bank at a discounted rate of \$13 million so that it could be set aside for open space. (The parcel had been purchased by the previous owners for \$30 million). As part of the agreement, the bank allowed TPL time to work with Virginia Beach and the Chesapeake Bay Foundation to secure the financing necessary to buy the property from TPL. Had the funds not materialized, Wells Fargo might have sold to another buyer for development.

Funding for the purchase included:

- \$6 million “no interest” loan via the Clean Water Revolving Loan Fund to Virginia Beach from the Virginia Department of Environmental Quality (DEQ);
- \$4 million from Virginia Beach’s Open Space Acquisition Program;
- \$1 million from the Virginia Department of Game and Inland Fisheries through the U.S. Fish & Wildlife Service’s National Coastal Wetlands Conservation Grant;
- \$500,000 from the Dominion Foundation provided through TPL;
- \$500,000 grant from the Virginia Land Conservation Foundation;
- \$1 million from CBF towards the purchase of 10 acres for development of the Brock Environmental Center.

“We could not have afforded this otherwise,” said Councilwoman Rosemary Wilson.

... Joe Lerch

An 80-foot tall wind turbine generates renewable power that helps achieve “net zero” energy consumption.

PHOTO BY CHRIS GORRI / CBF



The Brock Environmental Center is designed to consume 80 percent less energy than a typical building of its size and use.



The Chesapeake Bay Foundation hopes that the building will become the first LEED Platinum-certified project in Virginia.

This is one very green building ...

The Brock Environmental Center aims to be one of the greenest buildings in the United States. Here's a brief description of how that will happen.

Energy use

To be a “net zero” energy consumption facility requires offsetting the energy provided by a power company with energy created through renewable resources. The center will achieve this in two ways: (1) reducing the need for electricity through design and engineering; and (2) producing electricity on site through wind and solar power.

The facility is designed to consume 80 percent less energy than a typical building of its size and use. To achieve this, the Chesapeake Bay Foundation employed: geothermal wells for heating and cooling, natural ventilation, high levels of insulation, and the strategic placement of windows to maximize the use of natural illumination instead of overhead lighting.

Renewable energy is generated by two 80-foot tall wind turbines and more than 160 solar photovoltaic panels. When more energy is produced than the facility needs, the excess is delivered back to the electrical grid and counts toward meeting the bay foundation's energy grid demand on days when wind and solar power cannot do so.

Water use

To meet the criteria of “net-zero” water use the bay foundation designed a rainwater collection system. It is confident that two 1,600-gallon cisterns will be able to capture and filter enough rain for year-round water needs, including typical drought cycles.

This includes drinking water, which according to the bay foundation's Hampton Roads director, Christy Everett, will be a first for a non-residential building in the continental United States.

To reduce water demand composting (waterless) toilets and low-flow faucets were installed. Additionally, used water – also called gray water – will be captured to irrigate the landscape.

Building materials

While the structure includes new materials that meet strict green building criteria, it's also comprised of unique salvaged materials from the region. For example, bleachers being removed from a Virginia Beach middle school were used to make all the door and window trim in the building.

More impressive, and emblematic of the collaborative effort of the whole project, was the use of wood floors from a Norfolk elementary school.

“I saw on the evening news that the building was being demolished,” said Everett, who called the school system the next day to see if they would donate the floors, which were destined for disposal in a landfill.

Even champagne corks were donated by people for use as door and cabinet handles. These, along with other salvaged materials, helped reduce costs.

Sea level rise and flooding

In order to account for relative sea level rise in the region that results in more frequent tidal and storm flood events, the building is more than 13 feet above first floor elevation. As such, it is designed to withstand a 500-year storm.

... Joe Lerch

PHOTO BY CHRIS GORRI / CBF



With direct access to the water, the location also will be used to enhance environmental education.

By the numbers ...

NEARLY 100 PEOPLE traveled to Richmond Jan. 7 to participate in the annual VML Finance Forum held before the start of the General Assembly. The gathering provided an excellent opportunity for local elected officials and staff to be brought up to date on a number of important fiscal issues. Speakers included state Secretary of Finance Ric Brown and Virginia Department of Planning and Budget Director Dan Timberlake. Attendees were also treated to a panel discussion about local strategies for coping with “new” budget realities that included Lynchburg City Manager Kim Payne, Williamsburg City Manager Jack Tuttle and Ashland Town Manager Charles Hartgrove. Emporia City Manager Brian Thrower moderated the session. In addition,

the audience also heard an update on looming federal budget issues from Frank Shafroth, director of the Center for State and Local Government Leadership at George Mason University. The day closed with a presentation by former City of Roanoke finance director Ann Shawver, a public finance consultant, on how local governments can go about improving their credit worthiness.



Purcellville Council Member Doug McCollum



Culpeper Treasurer Pon Yusuf



Albemarle County Finance Director Betty Burrell



York County Deputy Administrator Vivian Calkins-McGettigan



Purcellville Council Member Ben Packard



Loudoun County Management Fellow Alyssa Bergeron



Panelists (l-r) Williamsburg City Manager Jack Tuttle, Ashland Town Manager Charles Hartgrove and Lynchburg City Manager Kim Payne.



Virginia Department of Planning and Budget Director Dan Timberlake



Public finance consultant Ann Shawver



Frank Shafroth, director of the Center for State and Local Government Leadership



Virginia Secretary of Finance Ric Brown



Hampton City Council Member Chris Snead



Bristol City Manager Tabitha Crowder



Martinsville Finance Director Linda Conover



Nearly 100 people attended the VML Finance Forum on Jan. 7 in Richmond.

May or November elections? You be the judge

UP UNTIL 2000, STATE LAW REQUIRED that municipal elections be held in May. In the 2000 session of the General Assembly, cities and towns were given the choice of holding elections in November. Since then, 21 of the state's 38 cities have moved their elections to November, and 69 of the state's 191 towns have done so as well.

The decisions to move to November elections sped up in the wake of budgetary woes during the Great Recession. The state budget for the 2010-2012 biennium required municipalities to pay all the costs of May elections, including those incurred by the State Board of Elections.

Every city and town that holds elections in May is likely to study the issue of moving their elections to November at some point in the future. How did cities and towns arrive at this point in time?

A bit of history

The municipal reform movement that began at the end of the 1800s focused, among other issues, on taking politics out of local elections. Reforms that were adopted included the development of non-partisan elections, the use of at-large seats, civil service requirements for municipal personnel, the city manager form of government, and the holding of elections at a time other than general elections. The intent was to remove local politics from partisan issues, discourage graft and weaken machine politics.

Here are some points to consider when discussing moving the dates of elections. They include:

- In general, voting turnout is lower in May than in November. Municipalities also can undertake public education efforts to ensure that residents know that an election is in the works. The town of Smithfield, for example, used a public education campaign that helped increase voter turnout from around 550 voters in 2010 to 950 in 2012. Those 950 voters, however, still accounted for only about 16 percent of registered voters. Even when elections are held in November, fewer voters may cast ballots for municipal elections than for national or state ones. For example, in 2012, 42,566 voters cast a ballot in the presidential election in Suffolk, but the number dropped to 40,937 for those voting in the mayoral race. That number, however, was still larger than the turnout when the elections were in May. (Side note: voter turnout is highest in the presidential years, but no General Assembly member is promoting moving their own elections to the even-numbered years! In fact, as is shown in the concluding section of this article, the General Assembly, or at least the House of Delegates, has ap-



peared to support having those elections in the odd-numbered years.)

- Attention to local issues may be lost in the hullabaloo of national, state or district elections.
- Elections in November will be more partisan and tied more closely to national and state political issues.
- For municipal candidates who run political ads on television or radio, the cost of campaigning in November goes up, as there is more competition for airtime.
- May municipal ballots certainly are less complicated than ballots in November. Ballot fatigue will particularly be an issue in towns, whose candidates will come at the end of some potentially long ballots, especially if elections are held in the odd-numbered years. The Town of Haymarket in Prince William County, for example, holds its elections in May. But if the elections were in November, the ballot in 2011 also would have included these races:
 - ✓ Virginia Senate
 - ✓ Virginia House (Haymarket is in 2 House districts)
 - ✓ Commonwealth's Attorney
 - ✓ Sheriff
 - ✓ Chair, Board of Supervisors
 - ✓ Member, Board of Supervisors
 - ✓ Chair, School Board
 - ✓ Member, School Board
 - ✓ Soil and Water Conservation District member

In November 2012, the town races would have been held at the same time as the elections for:

- ✓ President
- ✓ U.S. Senator
- ✓ U.S. House of Representatives
- ✓ State constitutional referenda

In November, 2013, other races on the ballot were:

- ✓ Governor
- ✓ Lieutenant Governor
- ✓ Attorney General
- ✓ House of Delegates

“In considering the various laws which might be enacted in order to assist those who are striving for good government and to diminish the success which now attends the practices of the professional politician, it seems to me that none is of greater importance than a law which will properly separate the time of holding municipal elections from the times of holding state and national elections.”

– W. Harris Roome, National Conference for Good City Government, 1894.

for elections to be held in the even years, but the bill that was introduced scheduled elections for the odd years. Enough questions arose over the bill that it was re-referred to committee from the floor of the House. The Front Royal Town Council later went the ordinance route to move elections to November in the even-numbered years. The ordinance specifies that nominations will be by petition and prohibits party labels (which currently are prohibited by state law as well).

May or November?

Ultimately, each community must weigh the pros and cons before deciding on whether to hold elections in May or November. And ultimately, there will not be much interest in any election if a seat up for grabs is uncontested.



About the author

Mary Jo Fields is director of research for VML.

Moving elections to November

The process to change the election to November is fairly simple. Code of Virginia § 24.2-222.1 allows councils to change to November elections through adoption of an ordinance. The ordinance may not be adopted between Jan. 1 and the May general election date in which municipal elections regularly are scheduled. The term for council members and mayors elected in November begins Jan. 1.

Voters also may petition for the change, which triggers a referendum on the issue.

Many councils also change their election date through submission of a charter change to the General Assembly, but beware! In the 2013 session, the House of Delegates rejected two charter bills dealing with changing elections to November. The bill for Salem included a requirement that candidates use the petition process to get on the ballot; the bill passed the Senate 40-1, but floundered in a House subcommittee when objections were raised to the use of the petition process. Salem continues to hold its elections in May.

The bill for Front Royal was supposed to have included a provision prohibiting the use of party labels for municipal candidates, but the bill that was introduced omitted this provision. In addition, the council in Front Royal asked






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