

# VIRGINIA

TOWN & CITY

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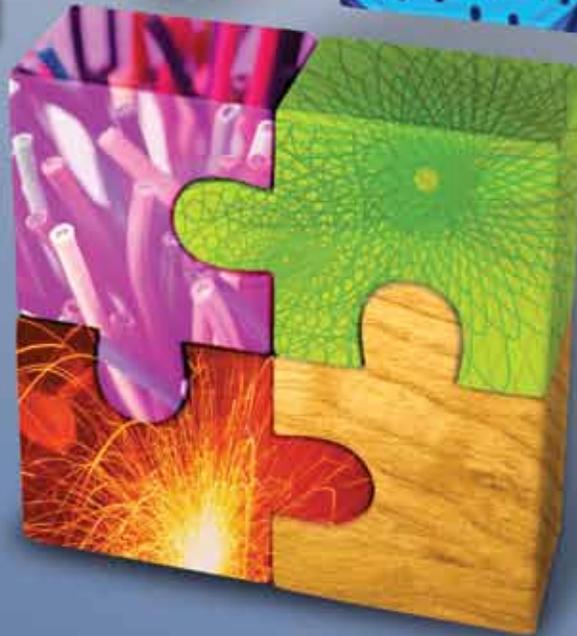
## Inside:

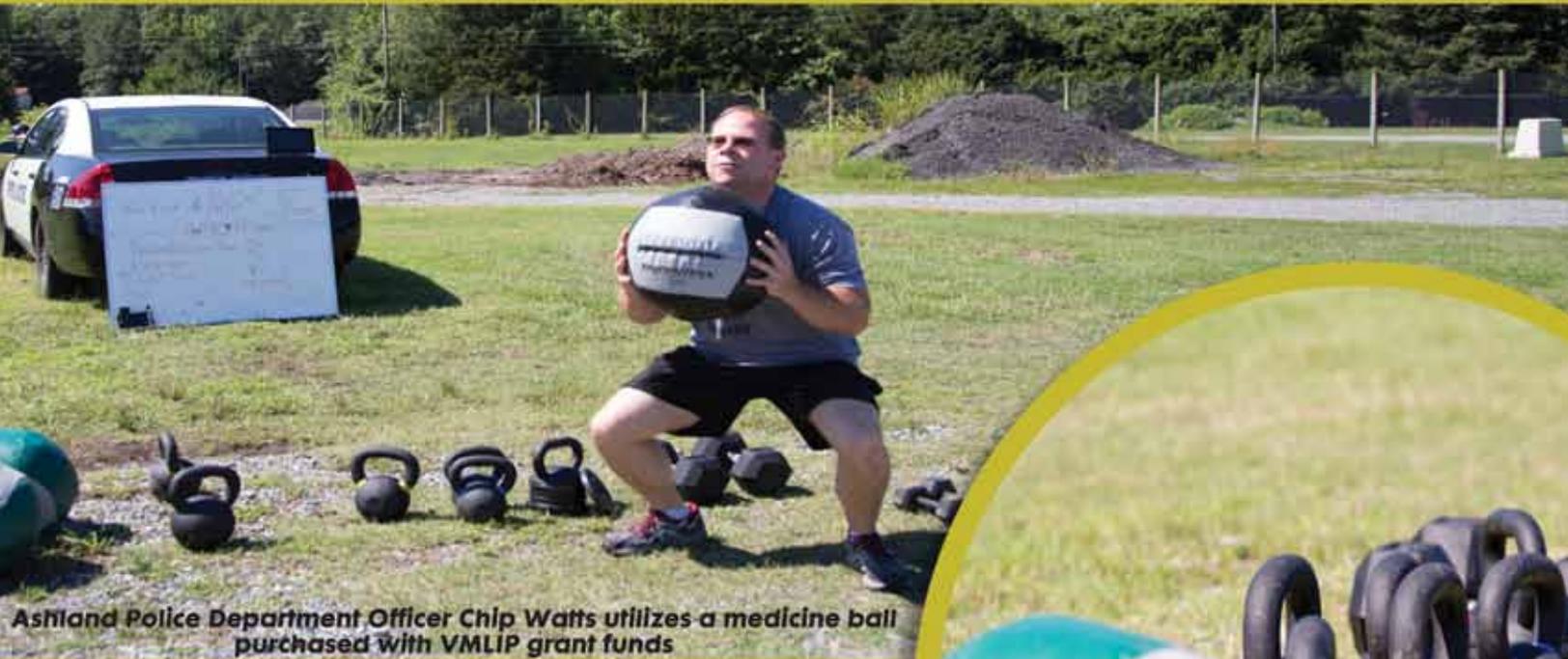
Conference highlights  
and registration



## The Makers of our future

The movement  
that could reshape  
local economies





Ashland Police Department Officer Chip Watts utilizes a medicine ball purchased with VMLIP grant funds

## VMLIP supports Ashland Police Dept's Fit For Duty Program

Physically fit police officers are not only perceived more positively, they are also less likely to use force while on duty or to become injured. Those that are injured recover more quickly and are able to return to work.

That's why VML Insurance Programs (VMLIP) has provided \$4,000 in Risk Management Grant funding to the Ashland Police Department to fund a new fit for duty program. The funding was used to train crossfit-style workout instructors and purchase equipment such as kettlebell weights, medicine balls, and pull up bars.

The program was recently featured in the July 1 Ashland Herald-Progress.



## About the cover

*The maker movement is about inventors and entrepreneurs sharing tools, space and know-how to create everything from toys to robots to public art. They're also putting manufacturing back in the hands of the individual. When that happens, new industries can pop up anywhere and reshape a local economy.*

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### Transportation funding: New rules of the road

Five things localities need to know about the new funding process for transportation projects. Find out what's at the top of the list and

how projects will be prioritized and funded.

by *Joe Lerch*

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### The three pillars of brand identity

Does your town or city have a brand? Whether you think you have one or not, you're definitely conveying an image. To make it a positive one, you'll need to be intentional about your brand.

by *John Martin and Matt Thornhill*

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### Making space for inventors and entrepreneurs

It's been called the biggest movement in America that you've never heard of. More than a quirky fringe group, the maker movement has tremendous implications for local economies, our education systems and even the quality of life in the community. Maker spaces are the new greenhouses for inventors, entrepreneurs, technology and small-scale manufacturing.

by *Nancy Chafin*

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### VML Annual Conference: October 4-6



VML ANNUAL CONFERENCE • RICHMOND

Hosted by our capitol city, this year's Annual Conference looks at the top trends local governments will face in the next 10 years. Learn how the Millennials will shape our response to these forces. Take a tour of Richmond's workforce housing successes. Enjoy plenty of time for networking as the city and VML serve up the best in Richmond music, food and culture.

by *Nancy Chafin*

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# Honoring the Past

RECENTLY, MY CHILDREN learned that *Hermione* is more than the name of a character in the Harry Potter series. It is actually the name of the ship that brought Major General Lafayette to this country in 1780 where he joined the battle for American independence.

After arriving in Boston with the news of French reinforcements, Lafayette and the *Hermione* traveled down the coast in support of the Revolution. Ultimately, the ship made it to Virginia and was a part of the blockade that led to the American-French victory at Yorktown.

In 1997, a group called Association Hermione-La Fayette ([www.hermione.com](http://www.hermione.com)) was formed with the purpose of building an exact replica of the *Hermione*. The goal was to commemorate Lafayette's voyage with an Atlantic crossing.

On June 5, 2015, this stunning tall-ship docked at the pier in Yorktown, Virginia, the first of 11 stops that the ship is making up the East Coast of the United States. It is altogether fitting that the *Hermione* should make its first

stop at the site of Cornwallis's surrender following the Siege at Yorktown.

My family and I traveled to Yorktown to see this amazing replica of the past and we were not disappointed. We thoroughly enjoyed walking the deck of this beautiful, three-masted frigate.

This project reminds us of the importance of honoring the past in a very real way. I loved watching the many children climbing aboard the ship, asking questions of the crew, and learning about a critical time in the birth of this great nation.

To learn more about the *Hermione* project, go to [www.hermione2015.com/](http://www.hermione2015.com/). 



Sea trials with the *Hermione* in September 2014. Photo courtesy of the Association Hermione La Fayette.

**Harrisonburg director  
Turner to retire**

The city of Harrisonburg announces the retirement of the Director of Planning and Community Development **Stacy Turner**. She will officially retire October 1 after more than 23 years with the city. Turner served as the director since 1994. Prior to that, she was city planner. She began her career with the city in 1986 as an intern and recent graduate of James Madison University. Soon after retirement, Stacy and her husband will be relocating to the Richmond area.

**King to retire as  
Danville city manager**



- King -

Danville City Manager **Joe King** will retire November 30. Mayor Sherman Saunders said King contributed much to the city's financial stability, the Safe and Sound Neighborhood Program and the award-winning River District Development Project. King's local government career spanned 40 years and included six

local governments in five states. Prior to joining Danville's staff 13 years ago as the assistant city manager for utilities, King served two years in Indonesia as a local government consultant.

**Strasburg hires  
town manager and  
promotes director**



- Spitzer -

The Strasburg Town Council has hired **Ryan Spitzer** as the new town manager. Spitzer was most recently assistant town manager for the town of Vinton and previously served as town manager for the town of Glasgow. In addition to master degrees in applied economics and business management, he holds graduate certificates in political analysis and local government management from Virginia Tech.



- McKinley -

**Jay McKinley**, a 20-year employee with the town, has been named assistant town manager. McKinley was the chief operator of the waste water treatment plant and most recently the director of public works. He served as the acting town manager prior to the hiring of Spitzer.

**Petersburg  
names economic  
development director**

**Dr. Landis Faulcon** has been named director of economic development for



- Faulcon -

Petersburg. Faulcon began her new position August 3. Most recently, Faulcon served as the urban redevelopment corridor manager for Charles County, Md. She

was responsible for managing the county's redevelopment efforts in the Waldorf urban corridor and working with county, state and federal agencies to promote redevelopment and transit services for Charles County. Faulcon has more than 25 years of leadership experience in local government administration.

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*VML/VACo Finance has been serving Virginia local government since 2003. MSRB-registered.*

### Petersburg hires executive assistant

**Stephanie Harris** has been named Executive Assistant to City Manager



- Harris -

William E. Johnson, III. A native of Prince George, Harris most recently served as the Special Assistant to the Mayor's Chief of Staff for the District of Columbia government. Prior to this

position, she was selected to serve as a "fellow" for the District of Columbia government and completed rotations in several city agencies including Department of Health, Department Parks and Recreation and the Office of the City Administrator.

### Foley named Fairfax County building official



- Foley -

**Brian Foley** has been promoted to director of Building Plan Review and Inspections (BPRI), a division of Land Development Services. Foley will serve as the building official for Fairfax

County and the Towns of Vienna and Clifton. Foley was previously with Fairfax County's Department of Public Works and Environmental Services since 1993. He has 30 years of experience in design, construction, and code enforcement, and has served as Fairfax County's deputy building official since 2010.

### Williamsburg names Collins city manager

Williamsburg City Council has appointed **Marvin "Marc" Collins III** as



- Collins -

the new City Manager effective August 1. He replaces City Manager Jackson Tuttle, who retired July 1. Williamsburg Deputy City Manager Jodi Miller will serve as Interim City Manager until Collins arrives.

Collins was previously Assistant City Manager of Fort Myers, Florida, since 2009. His prior local government service includes assistant county manager, planning director in Burke County, N.C., and staff positions in Catawba and Orange Counties, N.C.

### Harrisonburg investigator is forensics leader

Investigator **Christopher O'Neill** of Harrisonburg Police Department's Criminal Investigations Division was recently recognized at a conference for the International Association of Computer Investigative Specialists (IACIS). O'Neill co-developed a brand new specialized course for IACIS called Managing a Digital Forensic Laboratory and subsequently instructed the course. In addition to instructing in the United States, O'Neill traveled to Zagreb, Croatia and taught students from 40 different countries. He has also accepted the position of Chairman for the Mobile Forensic Certification with IACIS.

### Former Marion councilman Creeger passes away

**Buford C. Creeger Sr.**, age 80, died July 2 in Marion. A lifelong community servant, Creeger served as a volunteer firefighter and as a member of the Marion police department for nearly two decades. Creeger stepped up to serve as a member of town council when current Marion mayor David Helms was elected, vacating his council seat. Creeger again served to fill the term of Mark Warren, another council member who passed during his term in office.

### Blacksburg's Rordam honored for solar program

Blacksburg Mayor **Ron Rordam** has received top honors from the the U.S. Conference of Mayors for his Solarize Blacksburg program. In early 2014, the Town of Blacksburg launched Solarize Blacksburg to make solar energy more affordable and less complicated for the average citizen. Working with local solar installers, the town and its community partners assumed responsibility for a number of front-end costs. This lowered costs by 16 percent with an average savings to homeowners of \$3,256 per installed solar array. To date, 21 other Virginia communities have followed the city's lead and created Solarize programs in their own communities. Rordam won first place in the Small City category. The Large City category winner was Phoenix, Az.

## News & notes

### Falls Church hosts rain barrel art auction

THE CITY OF FALLS CHURCH and the Northern Virginia Soil and Water Conservation District hosted a rain barrel auction in June to promote the use of rain barrels for water conservation. Twelve artistic rain barrels, which were featured at local libraries, schools, community centers and businesses were auctioned off to the public. Each rain barrel was painted and decorated by local artists. The proceeds benefitted the Northern Virginia Rain Barrel Program.



## City of Roanoke feeds and reads

ROANOKE'S FEED AND READ program served more than 1,000 area school children this summer. The Read and Feed program ensures that local youths receive USDA-approved meals while also engaging their minds. Through Roanoke's Read and Feed program, meals are available for all children under 18 at five Roanoke Public Library locations Mondays through Fridays from June to August. Read and Feed is funded by the Roanoke Public

Library Foundation, receives donated books from the Library of Virginia, and gets meals through the YMCA. Because of this campaign, Roanoke is a six-time All-America City winner and was named a 2014 Pacesetter community for the Star City Reads Campaign. In July, Virginia First Lady Dorothy McAuliffe visited the program read a book to the children. She applauded Feed and Read for helping provide food to hundreds of kids.



**Virginia First Lady Dorothy McAuliffe reads to children from local day care facilities, while Roanoke Mayor David Bowers looks on. Photo courtesy of Roanoke Valley Television.**



## Warrenton alerts motorists to cyclists with new street markings

THE TOWN OF WARRENTON is taking cyclist safety to the streets with the recent addition of sharrows on Walker Drive and Lee Street Extended. Sharrows ("shared arrows") identify travel lanes shared by motorists and bicyclists. They help to mark desirable routes for bicyclists while also alerting motorists of the probability of bicyclists using the same roadway. Along these streets, sharrows have been stenciled on to the roadway using an anti-skid, weather tolerant paint. Walker Drive and Lee Street Extended were selected because they display features that are desirable for sharrows, like low speed limit, wide street width, good visibility, connectivity to other recreational amenities, and minimal disruption to on-street parking.

# Kilmarnock celebrates hometown heroes

THE TOWN OF Kilmarnock has created a moving tribute to 72 veterans with personalized banners along their Main Street. The walking exhibit was on display for Memorial Day and will again be displayed for Veteran's Day in October.

"This was a great idea that a citizen brought to me," said Mayor Mae Purcell Umphlett. "Local resident Laura Stoddard, was visiting Prince Edward Island, Canada and saw

## The next showing of Hometown Heroes is November 8-14<sup>th</sup> in Kilmarnock

some very basic banners with pictures of members of the military and thought we could do something similar. Many in our community

are veterans or had family members who served and we thought this would be an appropriate tribute."

Mayor Umphlett's uncle was killed in action during the Battle of the Bulge in WWII and, even though she had never met him, she remembers how fondly her grandmother and father spoke of Garland Purcell. "I thought it was important to honor these veterans' service and I hope visitors will enjoy

these tributes to the men and women who contributed so much with their service to our country. They are from our immediate area but also from across this great country of ours and now we proudly showcase them in Kilmarnock. While many have passed away, others are living here in our community. We are proud of them all."

Thus began several months of planning for the great reveal the weekend of Armed Forces Day, May 16.

Veterans did not have to be from Kilmarnock, but each one had a connection to the town in some way. There were veterans from WWI to Desert Storm, husbands and wives, fathers and sons and best friends.

Each banner was donated by family members who shared stories about each veteran and his or her service. The Town provided the hardware to display the banners and the manpower for installation.

"We weren't sure how many orders to expect and started by selecting 25 locations along Main Street," said Deputy Town Manager Susan Cockrell. Orders came in fast and furious. "Quickly, we realized that our limitation would be the number of locations available and we immediately ordered more hardware for displaying the banners."



Veteran honorees attend the preview party on Armed Services Day.



**Kilmarnock Mayor Mae Purcell Umphlett (left) and her sister Tammy Purcell Crandall in front of the banner for their great uncle Garland Purcell. Mr. Purcell was killed in action at the Battle of the Bulge.**



**Brian McArdle and his grandson Brock Miles in front of Brock's great grandfathers banners. James McArdle's Army regiment fought the German forces in Belgium in WWII. Brock's other great-grandfather Brooks Kluck served as a First Sergeant in Normandy, France and Germany.**



**Claudette Henderson (left) and her mother with the banner honoring Claudette's father Floyd Carter. Mr. Carter served as a Staff Sergeant during WWII and was stationed in Paris.**

At a private preview party on Armed Forces Day, the banners were shown to the donating families. "We closed the street next to the Town Hall and made a mini festival of it," said Umphlett. "Nineteen living veterans were able to come and be with us which was a special treat. Our public works team built a mini version of the light posts with the banners to create a picture-taking moment for the families. It was quite a sight to see them lined up with their banners and cameras."

## A story book and walking tour

Ultimately, 72 banners hung throughout the downtown area. A story booklet was developed based on the families'

information and served as a walking tour map of the banners. "The booklets were a huge hit and helped the families and the public learn more about the contributions of these hometown heroes and the location of their banner. This walking tour makes a great family event and is totally free," said Umphlett.

Town staff, in cooperation a design firm, developed the template for the banners featuring the picture, name and branch of service.

## More heroes for 2016

Because of the overwhelming success, the planning for 2016 has begun. Already, the town has a wait list of people who want to create banners honoring loved ones. "We know how patriotic our community is and we want to build a program that can involve the entire community for next year," said Umphlett. **VTC**

### About the author

*Susan Cockrell is Deputy Town Manager of Kilmarnock.*



By Joe Lerch

# Rank it, fund it, get it done

## State overhauls how (and if) it will fund transportation projects where you live

**A** NEW PROCESS FOR allocating state transportation dollars spells good news and bad news for localities. The bad news is that competition will be fierce and there's no guarantee local governments will get their projects funded. The good news is that, if a project is selected, it will be fully funded up front, thus ending the piecemeal payout which has stalled projects for years. The Commonwealth Transportation Board (CTB) adopted a new funding prioritization process in June that will score and rank projects at both the state and regional level. Scores will be determined by factors like congestion mitigation, economic development, accessibility, safety, environmental quality and land use. Depending on where the project is located, some factors are more heavily weighted than others.

For example, in Northern Virginia, Richmond and Hampton Roads, congestion mitigation carries a weight of 45 percent. In southwest and southern Virginia, the most heavily weighted factor is economic development at 35 percent. The ranking of projects will assist the CTB in making final decisions on allocation of funds within the state's six year funding plan. The goal is to provide transparency for the public, as well as officials in state in local government, in how the funds will be spent.

### More good news

This process replaces the current formula which directs the CTB to prioritize the funding of state projects leaving nothing to meet local priorities.

## Five new things you need to know

### 1. Fully paid, up front

Projects selected under the new criteria will be fully funded and expected to be completed in a timely manner. This is a major departure from current practice. Previously, when construction funds were available for local governments, grant funding was piecemeal. For example, in years past – when every locality received a designated share of available funds – a project may receive \$100,000 in one year for a roadway estimated at \$1 million to build. The initial funds may cover the cost of engineering plans but, without grants in subsequent years to pay for right-of-way acquisition and construction, there is no guarantee the project will be built. In the meantime, inflationary pressures cause the original estimate to increase. On the flip side, under the new scheme, local governments have no guarantee that their projects will be funded. In other words, projects will have to compete for a limited pot of money. Scores and rankings will be crucial.

### 2. It's all about congestion

Half of the available money will be for high priority projects (including rail and transit) that reduce congestion along statewide corridors and within regional networks. Competition for these dollars is statewide. The other half will be allocated to the nine construction districts to fund projects that address needs identified in the Statewide Transportation Plan. Competition for these funds will be limited to projects within the district. The amounts allocated to each of the nine districts will be based on population, existing lane miles, vehicle miles traveled, and total land area. While local governments can apply for grants for high priority projects in competition with VDOT and regional transportation organizations, only local governments are eligible to receive funds allocated to the construction districts.

### 3. Grants made every two years, not annually

The grant application process will be biennial rather than annual. VDOT is currently accepting applications for funds available beginning in July 1, 2016. Therefore, the process of accepting applications for scoring would begin again in the summer of 2017 with projects competing for funds available on July 1, 2018. As noted by Deputy Secretary of Transportation Nick Donahue at a meeting of VML's Transportation Policy Committee in July, "If we do this every single year, we are going to be racing to compete" rather than focusing on completing projects.

### 4. Rail and transit now compete with roads

For the first time, transit and rail projects will be on equal footing with highways in competition for congestion mitigation. Previously, these funds were only used for road construc-

tion with no consideration for how other modes of transportation could achieve the same desired results.

### 5. The board can make exceptions

The CTB has the final say on which projects receive funding. To shield CTB members from gubernatorial politics, board members cannot be removed from office by the Governor based on which projects they do (or do not) choose to approve. The new process is not perfect. There will be instances in which the CTB awards projects which scored lower than some higher scored projects. However, because the process will be significantly more transparent than past decision making, it will be easier to hold the CTB accountable.

## Applications due September 30

Applications for the first round of projects to be scored are due by September 30, 2015. Five hundred million will be available for high priority projects and another \$500 million will be available directly to local governments via the nine construction districts. Projects will be scored and ranked over the fall and winter with the CTB to make final allocation decisions in the Spring of 2016. Lastly, the results of the first of scoring will be evaluated and utilized in considering any necessary modifications to the process.

For more information (and how to apply) go to [www.virginiahb2.org](http://www.virginiahb2.org). 

#### About the author

*Joe Lerch is VML's Director of Environmental Policy.*





Using a 3D printer, Steven Bloom of NOVA Labs in Reston designed a prosthetic hand for a six-year-old boy. The boy requested for it to look like Iron Man, so Bloom used the red and yellow colors.



Pat Scannell, founder of Makersmiths, and Katie Sheldon Hammler, Leesburg Council Member, visit a prototyping facility that manufactures products that might typically be developed in maker spaces.



# The makers of our future

**I**T'S BEEN CALLED the biggest movement in America that you've never heard of. And it's catching on big in Virginia towns and cities from Leesburg to Reston to Charlottesville.

Think of the maker movement as a community of curious tinkerers and entrepreneurial inventors who share tools, space and know-how to build things ranging from fun and games to life-changing products.

Consider the impressive list of well-known products that have been developed by makers: the Square credit card reader, the MakerBot 3D printer, the all-in-one credit card and the Pebble smartwatch.

More than a quirky fringe group, the maker movement has tremendous implications for local economies, our education systems and even the quality of life in the community.

Behind the lovable geekdom is the potential to develop inventions that can change lives, power new industries, and drive a local economy in a new direction. Because it's also about providing a venue for small scale manufacturing.

Makerspaces are doing for manufacturing what the personal computer did to the office world. No longer does an inventor with a great idea have to sell his or her concept to a corporation in order to see it get made. Makers and makerspaces allow inventors to be their own R & D department, to build a physical object and put it into the hands of a consumer – all

on a shoestring budget. The maker movement is driving the democratization of manufacturing.

Katie Sheldon Hammler is a firm believer in the potential of the maker movement. As a town council member in Leesburg, she says it will change how business gets done locally.

"In Leesburg, we have suffered from tremendous pressure to re-zone commercial land to residential. It's imperative that we continue to seek creative ways to diversify our local economy and bring high-wage jobs to Leesburg," says Hammler. "When I heard about the maker movement, I realized it could be a major catalyst toward achieving this long term goal."

**"It's imperative that we continue to seek creative ways to diversify our local economy and bring high-wage jobs to Leesburg. When I heard about the maker movement, I realized it could be a major catalyst toward achieving this long term goal."**

**– Katie Sheldon Hammler,  
Leesburg Town Council Member**

Hammler was introduced to the movement by Leesburg maker advocate Pat Scannell. Scannell stumbled onto the maker movement as a technology industry executive work-



**At Tinkersmiths in Charlottesville, participants attend a workshop on building your own 3D printer.**

## Creating a zone for maker spaces

**AT THE SAME TIME** that Leesburg was embracing the maker movement, the town was also working to keep the expansion of the K2M corporate headquarters within Leesburg. K2M produces cutting-edge products used by surgeons to treat complex spinal disorders.

Leesburg was competing against other major cities and other states to land the K2M deal.

But there was a snag. The proposed location of the K2M building was in an area zoned for Class A Office space. K2M would be assembling products in its facilities. To address this new need, the town's planning staff recommended that the zoning regulations be updated to include a wider scope of production activities.

Approving the rezoning for K2M's proposed location to include light industrial uses was a huge victory that made it possible for K2M to expand in Leesburg, bringing with it

a \$28 million expansion project, adding 100 new high wage jobs and retaining hundreds more.

"Here at K2M, we have always enjoyed strong support from the town and county – and we're proud to be counted as a Leesburg startup success story," said Eric Major, CEO of K2M. "If K2M's success and new facility has helped open the door for Leesburg to attract more inventors and entrepreneurs, then I think that's a very exciting development."

While K2M was making its move, the Makersmiths were looking to open their first dedicated maker space and finding the choices were few and far between. Like K2M, Makersmiths needed a production and R & D zoning class in order to serve as a small scale manufacturing space for inventors and entrepreneurs.

Shortly after the K2M rezoning, the Leesburg council amended the zoning ordinance to add research, development and production as by-right activities in most commercial areas including historic downtown.

This paved the way for Makersmiths to open its first maker space on August 1. The 3,000 square foot facility is located in near downtown Leesburg.



**The grand opening of Makersmiths' first official maker space on August 1. (L to R) Leesburg Council Member Katie Sheldon Hammler, Leesburg Vice Mayor Kelly Burk, Leesburg Mayor Kristen Umstattd, Purcellville Mayor Kwasi Fraser, Makersmiths founder Pat Scannell, Congresswoman Barbara Comstock, Loudoun Chamber of Commerce President Tony Howard and Makersmiths member Sean Connaghan.**

ing with big tech industry corporate partners like Google and Amazon. “In the U.S., we have plenty of software talent, but often the constraint is on the hardware side,” says Scannell. “For every good idea, it’s difficult to find someone who will make the physical product.”

Scannell is now the executive director of a not-for-profit start-up maker group called Makersmiths. When he met Hammler, he was looking for a location for a maker space. Hammler immediately convinced him to find a location in Leesburg, the county seat of Loudoun.

“The timing of Makersmiths choosing a location was a catalyst for Leesburg to prepare our zoning for the 21st century,” says Hammler. “In the short term, the maker space will offer important work-force skills for citizens while inspiring their entrepreneurial spirit. In the longer term, an increased base of skilled residents will allow the town to attract established manufacturing firms.”

Along with the active support Hammler provided as an elected official, Scannell chose Leesburg as the location for Makersmiths for several reasons. “The area is well known for its highly-educated, highly paid knowledge-workers. Looking beyond those numbers, you find one of the lowest percentage of manufacturing jobs in the country and also one of the country’s highest average commute times to service-based jobs,” says Scannell.

Ironically, however, Leesburg is home to workforce icons like SkillsUSA, the national institute for vocational education and Automotive Services Excellence (ASE), the nation’s leading automotive certification organization (ASE).

“I realized that when you put those two things together,” said Scannell, “we would have an amazing opportunity to re-introduce skilled knowledge workers to the manufacturing processes.”

**Makers and maker spaces allow inventors to be their own R&D department, to build a physical object and put it into the hands of a consumer – all on a shoestring budget. The maker movement is driving the democratization of manufacturing.**

## Makers of our future

As a result of lobbying by town officials, and the changes to zoning ordinances (see “creating a zone” on page 11), Makersmiths decided on an initial space in Leesburg of 3,000 square feet, where they can comfortably accommodate up to the first 50 members. Their grand opening was August 1.

## The maker’s recipe for stone soup

Scannell says there are about 300 community maker spaces in the U.S. If you include those set up in schools, the number may be as high as 800. The most common type is the non-profit, all volunteer model. Leesburg’s Makersmiths is one of them. They are funded by member dues and rely on the stone soup model in which everyone contributes tools and skills.

NOVA Labs in Reston is supported by member dues and corporate sponsorships. Among many great inventions coming out of NOVA Labs are prosthetic hands for disabled children. At the request of several local families, NOVA Labs members have designed and built hands that are custom-fitted for their children. Steve Bloom used a 3-D printer to make a hand for a 6-year-old boy. Bloom says, “When you get to use your skills to do something so special for a person, it’s like Christmas times a thousand.”

There are also for-profit maker spaces which often have corporate partners and/or corporate clients. Tinkersmiths in Charlottesville has an impressive list of clients, but it also provides free workshops and services to the community.

“We regularly help inventors move from idea to product – to take something they dreamed about, offer advice and guidance and give them a plan to get to the physical manifestation. The next stage is first- round manufacturing,” says Gopal Metro, a career counselor at Tinkersmiths.

Having a local maker space like Tinkersmiths can be a draw for new businesses, including high tech companies. It signals to them that the local community has the culture and the people they want to work with.

## Why kids must fail

Scannell says the maker movement has four key audiences: entrepreneurs, students, community organizations and adult enthusiasts (aka hobbyists). The entrepreneurial types get the most press for their economic impact, but the maker movement also offers major benefits in education and the overall quality of life in a community.

Scannell says the maker movement fills an important gap in our current education system, offering hands-on experience that supplements the classroom curriculums.

“The focus on standardized testing takes a lot of oxygen out of the room. The U.S. curriculum is dominated by success and rankings. Kids don’t get much chance to fail.”

Scannell says that’s a problem because “failure is the root of all innovation and, oftentimes, business success. Failure could well be the motto of U.S. innovation.” Inventors and entrepreneurs throughout history tried lots of things that failed on their path to finding break-through products and technical advancements.

**“The maker movement is the best way to teach STEAM, but more importantly, I think it represents a powerful augment to today’s school system, filling in key gaps that are important to kids in all fields.”**

– **Pat Scannell, Makersmiths founder**

In maker spaces around Virginia and the country, students from elementary through high school are tinkering with circuit boards, robots, 3D printers and other tools. They try different things, figure it out and then show other kids how they did it.

“Education that has been a key focus for us with hands-on workshops,” says Metro. “If we don’t have people building something within the first half hour, then we’re doing something wrong.”

By partnering with local schools, maker spaces provide a venue for students to have hands-on experience with the STEAM curriculums they are learning in the classroom.

“The maker movement is the best way to teach STEAM, but more importantly,” says Scannell, “I think it represents a powerful augment to today’s school system, filling in key gaps that are important to kids in all fields.”

## Why grown ups must play

Outsiders often dismiss adult hobbyists in the maker space as idle tinkerers. On the contrary, Scannell says, the maker movement offers adults something that transcends commerce, manufacturing, economics and education.

“What’s the point of making businesses, jobs, STEM students, and entrepreneurs if people end up being unsatisfied adults?”

Scannell says having a local maker space and community has a direct effect on the quality of life within that community.

“Modern life can be stressful. Research on happiness points toward being a part of something bigger than yourself, connecting with others and a sense of personal progress toward something meaningful,” says Scannell. Making provides adults with “a chance to connect with others, meaningfully, to learn new skills and become happy and fulfilled.”

Gopal says that makers provide “a public space in which to have a very new and different kind of fun. That’s quality of life.”



**Makers at Tinkersmiths create motion sensors with blinking lights using the Arduino microcontroller.**

## Collaborating with community organizations

Maker spaces are at their best when they are collaborating with other community organizations – from YMCAs to art guilds to libraries. In fact, maker spaces may well be the means to re-invent the public library. As public spaces for learning, libraries are a natural fit for maker spaces. Librarians seem uniquely drawn to the maker movement, eager to open spaces and teach. From Cleveland to Tuscon, there are several models across the country of vibrant maker spaces in libraries.

In Leesburg, Makersmiths is planning to partner with a local organization that works with homeless teens. Makersmiths hopes to help these kids learn valuable skills and have fun in the process.

## How to get makers moving in your town

Many local governments understand the economic and educational potential of makerspaces but aren’t sure how to foster the maker movement in their community.

First, be aware that there are probably already makers in your community who just haven’t found each other. Many of them don’t even realize they are makers. They are welders who want to teach, kids tinkering with 3D printers their parents bought for them, hobbyists with desktop CNC machines in their basements, and retirees with woodshops in their garages.

The next step is drawing them out. There’s a ready-made tool that towns and cities can use. It’s a powerful documentary called “Maker, The Movie” ([makethemovie.com](http://makethemovie.com)) that explains what the maker movement is and how anyone can join in. Leesburg hosted and promoted a viewing of the film that Scannell says communicates the excitement and power of the makers to a broader constituency.

Scannell encourages local officials to do a little research on the maker movement. The online and printed resources are extensive, including TechShop ([www.techshop.ws](http://www.techshop.ws)), Maker Faire ([www.makerfaire.com](http://www.makerfaire.com)) and Make: magazine ([www.makezine.com](http://www.makezine.com)).

Localities can also contact the nearest maker space in their region, pay a visit, and see the energy in a makerspace firsthand. In Virginia, there are several makerspaces, including NOVALabs in Reston, Tinkersmiths in Charlottesville, 757 Makerspace in Norfolk, Makersmiths in Leesburg and a few others.

Makerspaces can also happen in small towns. The League, the Town of Leesburg and the Makersmiths want to help translate the maker movement to smaller communities. For more information, contact Nancy Chafin at [nchafin@vml.org](mailto:nchafin@vml.org). 

### Maker spaces in Virginia

**Makersmiths in Leesburg**

**NOVA Labs in Reston**

**Tinkersmiths in Charlottesville**

**757 Makerspace in Norfolk**

Contact or visit one near you to find out how to ignite the Maker movement in your community.

## Creating a lasting brand and reputation

By John Martin and Matt Thornhill



The giant neon star erected on Mill Mountain in 1949 earned Roanoke the nickname Star City.

**I**N 1950, RADIO ANNOUNCER David Cobb christened Nashville “Music City USA” on the air, and the moniker stuck. Now, 65 years later, if you search online for Nashville, the top listing is [visitmusiccity.com](http://visitmusiccity.com), the home of the Nashville Convention & Visitors Corporation. Search “Music City” on Google and you get seven million pages. Almost without trying, Nashville has built a brand identity that is clear, easily understood, lasting, and unique.

We all know that happy accidents like that don’t happen everywhere. Sure, the “Big Apple” grew in popularity from its use in a regular sports column in the New York Telegraph newspaper back in the 1920s. Shortly after, the local retail merchant association erected a

**Control over the brand message lies not in the hands of a few but in the minds of the many.**

giant neon star on Mill Mountain in 1949, everyone began calling Roanoke “Star City.”

Those are the exceptions. Most communities and municipalities have lesser-known brand identities, if any at all.

Local residents may have nicknames like “River City” for Danville, or “Center of the Universe” for Ashland. Most of those are not widely known beyond the city limits.

Across the country, however, a growing number of cities,

towns, and counties are intentionally branding themselves. They are developing a unified messaging platform and, in some cases, slogans or taglines, to help build community pride, recruit newcomers, attract businesses, and tourists. Here’s a look at how cities, towns, and counties are embracing new municipal marketing techniques today to shape their future tomorrow.

### Why brand at all?

Many civic leaders believe that branding is a task best left to consumer product and service marketers, not something in which they need to invest public money. The reality is that every city, town, and county in Virginia is already branding every day – and spending public money to do so.

How do we know? Well, do you have a website? A welcome sign? An email newsletter? Do you send out bills or post public notices? Do you have a town seal? Do you promote or advertise as part of your economic development programs? The outwardly facing communications channels in a city, town, or county are many. For the most part, they are separate and disconnected. Yet all of these different touch points collectively form a brand image in the minds of your residents and are what communicate your brand to the public.

If you are not controlling it, or even paying attention to

## About this series

THIS ARTICLE IS THE SIXTH in a series on the future of Virginia's cities, towns, and counties, called 324 Places. VML has partnered with our organizations, the Southeastern Institute of Research, Inc., and GenerationsMatter, to bring this program to the VML membership. Our goal is to provide leaders in municipalities across Virginia with the information, insights, and tools they need to understand and respond to what's coming.



it, your municipality likely has a fragmented brand identity. In addition to your own disjointed efforts, there are other organizations across your community, both corporate and nonprofit, that routinely promote your city, town, or county in an effort to attract visitors, audiences, customers, and others. How do they talk about your place? For example, does your chamber hold events or try to attract businesses? Are organizations promot-

ing entertainment and the arts in your community? How does the local media talk about the municipality?

If you are not intentionally managing a single, well understood, and consistently used brand message, then your municipality's image suffers the risk of being marginalized, at best, and ignored or forgotten, at worst.

One additional reason for focusing efforts around building and maintaining a brand identity is that it can help your municipality bounce back from situations outside your control, or from events that impact the public's perception of your community. Hurricane Katrina shaped perceptions of New Orleans for years. Incidents in Ferguson and Baltimore are doing the same to those communities. Being resilient – that is, bouncing back from the unexpected – is a skill that successful municipalities must master in the future. Having a strong and well-understood brand identity can help.

### Three basics of brand identity

In our work around Virginia and the entire country, we see three keys to creating a brand identity that, if understood, enable a community to form, grow, and maintain a successful one.

#### 1. Leverage what you already have or are known for.

The Urban Land Institute's Ed McMahan says that municipalities in Virginia with successful tourism efforts are embracing their distinctiveness. Each of Virginia's 324 places is indeed unique, often in more than one way. The goal of a brand identity and message effort is to find the distinction that is also believable and compelling.

For many municipalities in Virginia, the distinction starts with the physical attributes of the place. Richmond has a major river – with Class IV rapids – running through it. Norfolk is surrounded by water. Lexington has two sig-



Mermaids are everywhere in Norfolk. This public art campaign has created a city icon that visitors love and residents take pride in.

# The Birth of RVA

WHEN TWITTER CAME ON the scene with its limit of 141 characters, users around the Central Virginia region started using the hashtag #RVA when tweeting about something going on in the greater Richmond area. The folks at Venture Richmond, a nonprofit involved in creating and promoting local events, pulled together leading creative resources in the region and developed a strategy to leverage this naturally occurring phenomenon. They created a brand identity logo and made it available to anyone to customize and use however they wanted. By letting the citizens own and shape what RVA meant, it was embraced more quickly and broadly than if it had been created and controlled by a few.

RVA has become the simple identifier for the region, so much so it is showing up on everything from personalized license plates to tattoos – a literal branding of the brand.

nificant universities. Reedville is a gateway to the Chesapeake Bay.

Even if another community in Virginia has the exact same asset as you – a bucolic mountain setting, for example, you may be able to assert a distinctive component as your point of difference. In fact, if you are the first to lay claim to what might be a generic asset, beating everyone else to the punch, you may be successful.

For example, Roanoke has staked out a position about “the outdoors.” We’re pretty sure all municipalities in Virginia have outdoors as well. But by claiming it first, Roanoke has pre-empted other communities from asserting the same.

So step one is to take stock of what you have that makes you different, or what you claim you have, preemptively, that could make you different. Make sure it is not just unique, but believable (true to who you are) and meaningful. Make it a distinction that matters to residents, visitors, and businesses.

**2. Remember everyone owns the brand.** In the golden age of marketing, the brand manager and the advertising creative team came up with a brand position, designed ads that brought this position to life, and then ran commercials on TV enough times until consumers “got it.” Like “Melts in your mouth, not in your hand,” for M&M’s. Or “Don’t leave home without it,” for the American Express card. That’s just not how it’s done today. Control over the brand message lies not in the hands of a few but in the minds of the many.

With individual bloggers having as much publicity power as national media, and the ability of anyone with a smartphone to capture video and post it long before the evening news gets the story, brand-building power today is distributed. When it comes to city brand identities, that’s especially true.



Two quick examples: about ten years ago, Honda introduced a boxy utilitarian compact SUV called the Element, targeted to twenty-five-year-olds. But fifty-something Boomers bought it because it was easy to get into and out of, and it offered a higher view of the road than a standard sedan. Honda wanted to sell the car to younger consumers, but by the third model year, the average age of buyers was over fifty.

Similarly, the hip hop crowd decided the brand of rugged shoes and boots they preferred was Timberland, the Maine-based maker of authentic rugged gear. After several years of growth among this segment, Timberland realized they should embrace the audience, not ignore it.

In both cases, the consumer of the brand seized control over who the brand is for and what it stands for. This is the case now and into the future for cities, towns, and counties.

**3. Coordination, consistency, and continuity deliver exponential benefits.** The last key is the hardest to make happen, but the one that that enlightened and forward-looking local government leaders can drive. First, there is a need to coordinate all of the municipality’s own message channels to make sure they are saying the same things about the brand identity. We recommend conducting a communications audit, where you literally wallpaper a conference room with examples from every type of communications your municipality puts out into the market. From websites to water bills, from signage to business cards, it is important to take stock of your own messaging and determine what you could be doing to tie them together better.

Second, you need to engage all of the relevant local organizations that are investing in communicating about your community. There is an opportunity to leverage the

power of their collective voice by making sure they know and understand the basic brand identity of the community.

Leaders in Norfolk recently asked us to help facilitate this step. We engaged dozens of local organizations from the city government to tourism to the many attractions that make up the city's special sense of place. Our goal was to tap into the people who know Norfolk best – the residents, neighborhood leaders, workers, community advocates, business owners, etc. We were crowd-sourcing Norfolk's overall brand positioning statement and getting input and feedback on the supporting arguments or “reasons to be-

## Put a trained eye on your brand

LOOKING FORWARD, more cities, towns, and counties will need to get a clear understanding of what's being said, written, and shared about them across the social media universe. In the old days, a letter to the editor might be the only voice you needed to heed. But now, everyone has a voice and a platform from which they can share it.

Computer programs can scour the various social media sites searching for key words, but they are not as effective as humans when it comes to finding and assessing the current sentiment. New firms offer services where trained researchers read, sort, collect, and report on the current sentiment across the relevant social media platforms – like Facebook, Twitter, LinkedIn, Instagram, and Pinterest, as well as blog posts and commentary on news stories. Your municipality's overall reputation or that of a specific department or initiative can be researched and measured.

If you are developing a lasting brand identity, or simply planning the next initiative, you'll want to keep your finger on the pulse of the current sentiment.

lieve.” This process included rich input through a series of town hall meetings and over 1,000 stakeholders through an online survey.

This crowdsourcing work identified what makes Norfolk unique and attractive as a place to live, work, and play: urban, historic, diverse, military and, of course, the water.

The final step was to create a brand message architecture, or brand “song sheet,” for all of the organizations that promote Norfolk. It's the instruction sheet on how to talk about Norfolk's unique brand position and what types of imagery to advance.

Norfolk's brand positioning statement: *Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.*

As far as imagery goes, Norfolk already has a nationally recognized icon – a mermaid. It's been around for decades and now it's even showing up in pop culture, for example, appearing on the Colbert Report. A quick drive around Norfolk and you'll see mermaids everywhere. Just like New York owns an apple, Norfolk owns this icon. The challenge now is ensuring this unique expression of community remains relevant and even inspirational to the people it represents. Norfolk is doing this by inviting everyone to create their own version of the mermaid – not dictating top-down design guidelines, but rather celebrating bottom-up creative expressions.

By getting everyone on the same page with messaging and iconology, Norfolk now is on a path to consistently put forth one overarching brand identity.

Developing and managing your municipality's brand identity is an important job for government leaders. But it isn't one to take on alone. Involve stakeholders across the community and serve as the chief coordinator and convener. Focus the effort on finding something that is distinctive and true to who you are, as well as believable and compelling for those living, visiting, or investing there.

Yes, a little luck won't hurt, like that bestowed on Nashville some 65 years ago, or on RVA more recently. Just be sure you're ready to pounce by focusing some effort on your brand identity and reputation today. 

### About the authors

*John W. Martin is 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. They have conducted studies, held workshops, or presented for a number of association in Virginia, including VML. Recent consulting engagements include assignments for the cities of Richmond, Norfolk, Lexington, Buena Vista, and Winchester, as well as the counties of Arlington, Henrico, and Rockbridge. National clients include AARP, Google, NASA, the Federal Reserve Bank of Richmond, and Wal-Mart. Visit [sirresearch.com](http://sirresearch.com) or [generationsmatter.com](http://generationsmatter.com) for more information.*



# Harrisonburg grooms next generation of local government leaders

## Youth in the city classroom

**E**DUCATING THE PUBLIC to become a more informed citizenry is a priority among most localities. While much effort focuses on engaging adults, Harrisonburg has developed a new initiative to target a younger segment of the population.

High school seniors are gaining valuable on-the-job experience and a better understanding of local government and civic responsibility through Harrisonburg's new Service Learning Program. This mentoring program is a unique partnership with Harrisonburg City Public Schools based on a similar, successful program in Frederick County.

In its inaugural year, nineteen seniors participated in the Service Learning Program and completed important projects assigned to them by city departments.

"This program exposed us to the inner workings of local government within our community," said Talah Garout, participant and now graduate of Harrisonburg High School. "It was a new and fun way to learn how the city operates and discover ways we can participate."

## Goals of the program

- Enhance students' knowledge of the local community and government through real-life experiences.
- Teach students how to identify community issues and needs.
- Enable students to test classroom knowledge through related experiences in our local community and government.
- Build on their problem solving skills, group work, public speaking and presentation.
- Strengthen critical thinking abilities in order to identify issues, be receptive to new ideas and foresee the consequences of one's actions.
- Discover new interests and potential opportunities for the future through work with their mentors.
- Promote the concept that members of the community, young and old, can have a positive effect on their surrounding environment through civic engagement.
- Encourage students to become more integral members of their community.



**Students interview Vice Mayor Richard Baugh as part of a welcome video to go along with the online version of the residential guide.**

In the spring of 2014, rising seniors at Harrisonburg High School were canvassed for participation. This program condenses senior honors government courses into four of five units, with the final unit being a project-based experience that would be completed in conjunction with city staff.

After working through the logistics with the high school, city departments were tasked with developing project ideas that could be completed within a reasonable amount of time; would be a valuable and educational experience for the students; and would be worthwhile for the department. The list of potential projects was then reviewed by the city's program coordinator and school staff to ensure they met both the administration's requirements as well as that of the classroom teacher.

"It was important these projects that were selected would produce a final product that city staff could realistically implement," explained Ande Banks, city program coordinator.

## The final projects

The teachers and students ultimately selected the following projects and were paired with the respective department.

**New Fire Station Location** – The city of Harrisonburg Fire Department has the construction of a new fire station in the city's capital improvement program. Response time data indicates that this new station should be in the northwest portion of the city to reduce response times in this area. This group developed recommendations on station location based on impact on response times, national, state and local guidance and available land.

**Residential Guide** – Students were tasked with creating a residential guide to welcome the newest members of the community. The document would guide residents through setting up city services while also highlighting the many great things to do

in Harrisonburg. In addition to creating the document, students were asked to brainstorm how this would be marketed to residents. This group worked with the Public Information Office.

**Sustainability** – In an effort to showcase the city’s great strides in sustainability, the students were asked to create a project to market these programs and successes. This group also worked with the Public Information Office.

**Harrisonburg Downtown Business Survey** – This group conducted a survey to evaluate the downtown businesses and worked with Harrisonburg Downtown Renaissance. They also worked on putting together a pitch for a business or event that would appeal to their demographic and would be located in the downtown area.

**Bus Transportation** – The students in this group developed a video showing snapshots of what the Harrisonburg Department of Public Transportation (HDPT) does and the services it provides. The students were asked to create meaningful material that could help alleviate new passengers’ apprehensions about riding the bus for the first time.

## How to build a lasting experience in one semester

The students were in the classroom during the Fall of 2014 school semester and, in February, 2015, they began working with the city mentors on the various projects. Each team consisted of four students.

Students began with an overview of the city’s government structure along with an explanation of the uniqueness of independent cities in Virginia. They also learned about the Dillon Rule and met a representative from each city department.

“The students were required to treat this as a job and professional experience,” added Ande Banks.

The IT department provided access to the city’s computer network and city identification badges were provided by human resources. The groups met their mentors and began planning for their projects.

“This was a great experience for the students along with city staff,” said Mary-Hope Vass, public information officer. “As mentors, we were able to give the students better insight into the various careers in the city, particularly the topic surrounding the project they chose.”

Throughout the week, the students followed their regular class schedule and, during the government class, they would report to the city department and work on their projects. Each student team was supervised by a city mentor, who provided direction and answered questions throughout the process.

The high school’s government teacher was also heavily involved throughout the semester. He made site visits while the students were working with the city mentors and helped guide the students in relating the practical exercises back to their class work.

## Students present to City Council

In addition to preparing a final product, the teams were responsible for creating a presentation that would document their experience and showcase their work to Harrisonburg City Council during a public meeting. Each team member participated in the public speaking portion of the presentation and answered follow-up questions from city council members.

“It was a proud moment for me, as a teacher, to see the students presenting before City Council,” said Jay Hook, honors government teacher at Harrisonburg High School.

After the projects and presentations were completed, the students and teachers met one final time to discuss what they learned and what can be done better for the next group of students.

“For this being the first year of the program, we would consider it an overall huge success,” said Ande Banks.

The second Service Learning Program will continue to meet the needs of the local high school while educating members of the community on civic responsibility and how their local government functions. Developing a great community starts with educating the residents to be responsible and active members of the society. There couldn’t be a better starting point than working with Harrisonburg’s youth. 

### About the author

*Mary Hope Vass is Public Information Officer for the City of Harrisonburg.*



**Students speak with members of the Harrisonburg Police Department to learn about the solar powered mobile radar trailer. This is one of the many efforts the city has taken to be more efficient and sustainable.**

# Jack Hobbs receives Wallerstein Fellowship Grant

**J**ACK HOBBS, Town Manager of Amherst, is the 2015 recipient of the Wallerstein Fellowship, a program of VML, administered by the University of Virginia Cooper Center for Public Service.

Hobbs was awarded the fellowship to support a research project on cost and benefits measures in infrastructure maintenance. Hobbs said, “The value of the resultant report to Virginia local governments would be the assembly, review and articulation of the factors involved in installing new infrastruc-

ture so they would be better able to locally assess the costs and benefits of the projects in their infrastructure replacement programs.”

The Wallerstein Fellowship is awarded annually to one or more practitioners to support a research project. The Wallerstein Scholarship was established in 1973 at the University of Virginia by a gift from Ruth C. and Morton L. Wallerstein to foster interest and research in Virginia local government. Morton Wallerstein was the first paid executive secretary of VML.

## Four UVA students awarded Wallerstein Scholarships

**F**OUR UNIVERSITY OF Virginia students have been awarded Wallerstein Scholarships to support their summer internships in local government. Carrie Bohmer, Carl Liles, Bryan Phan, and William Truban III were each awarded a scholarship of \$2,500.

The Wallerstein Scholarship is administered by the Virginia Municipal League, the UVA Weldon Cooper Center for Public Service and the University Internship Program. The scholarships provide academic and financial support for outstanding students interning in Virginia’s government agencies.

**Carrie Bohmer** of Richmond is interning with the Albemarle County Department of Social Service as a Foster Care/Adoption Intern for the summer. Bohmer will help with the transition of children in and out of the foster care system and learn more in-depth about the processes in the social services field. Bohmer is a double major in Psychology and Women, Gender & Sexuality in the College of Arts and Sciences.

**Carl Liles** of Marshall is interning with the Albemarle County Office of Emergency Management as an Emergency Planning Intern for the summer. Liles is a Public Policy Major in the Frank Batten School of Leadership and Public Policy and an East European Studies major in the College of Arts and Sciences.

**Bryan Phan** of Falls Church is interning with the Albemarle County Department of Information Technology as a Programming Intern for the summer. Phan is a Computer Science and Linguistics double major in the College of Arts and Sciences.

**William Truban III** of Winchester is interning with the Albemarle Office of Emergency Management as an Emergency Planning Intern this summer. Truban is a Public Policy major at the Frank Batten School of Leadership and Public Policy.



- Bohmer -



- Liles -



- Phan -



- Truban -



324  
PLACES

# THE FUTURE OF VIRGINIA

VML ANNUAL CONFERENCE • RICHMOND



2019

OCTOBER 4-6

**Richmond Marriott**  
500 East Broad Street, Richmond VA 23219

# The Future of Virginia and its 324 Places The 2015 VML Annual Conference



EACH OF VIRGINIA'S 38 cities, 191 incorporated towns and 95 counties is a unique place with its own identity. Together, these 324 localities are the future of the Commonwealth. The 2015 conference will zero in on the key trends that Virginia local governments will face over the next 10 years including:

- Aging Infrastructure
- Education
- Workforce Development
- Economic Development
- Sustainability & Resiliency
- Community Image & Reputation
- Local Ordinances & Recent Legal Cases
- Conflict of Interests
- Community Rating System
- Strategic Planning
- Transportation & Mobility

## Keynote Speakers

### **Matt Thornhill** Leadership, Engagement and Purpose

Monday, October 5

**Who is he?** Matt Thornhill is the founder of GenerationsMatter, the nationally renowned think tank of the Southeastern Institute of Research.



**Why listen to him?** Mr. Thornhill helps local leaders understand what's coming and what to do now to make sure your community prospers. You'll learn how cities and towns are responding as the Millennial generation redefines how local governments engage the public. You'll hear about having a purpose – a cause greater than what you do or how you do it – and how that guides local governments in serving the public.

### **Edward Ayers, PhD.** "Where have we been? Where are we going?"

Tuesday, October 6

**Who is he?** Dr. Ed Ayers is an American historian, professor, administrator, and immediate past president of the University of Richmond.



**Why listen to him?** Dr. Ayers will discuss leadership in Virginia through a historical perspective and then moderate a panel of Millennials to talk about where we are going. Panelists include young professionals who are career bold, advocate for their communities and are already leaving impactful legacies. This is one dialogue you will not want to miss!

## Mobile Tours: See what's behind Richmond's workforce housing success stories

Sponsored by the Virginia Housing and Development Authority – October 5

Historic downtown factories, storefronts and warehouses are being brought back to life as workforce housing. New construction is also playing a vital role. Local governments and developers need to be able to choose financing that fits the housing needs, preferences and demographic mix of their community. See firsthand how a city can develop customized rental housing as unique as its community.

## Public Service Awards Luncheon

Tuesday, October 6

Join VML as we recognize Virginia Elected Officials Leadership Academy (VEOLA) graduates and celebrate our Go Green Challenge and Healthy Eating Active Living (HEAL) Campaign Awards winners.



## Pre-Conference Events

### Virginia Mayors Institute

October 3-4

Sponsored by VML and the Weldon Cooper Center for Public Service at the University of Virginia, this two-day program for mayors and vice mayors covers mayor-council relations, the Freedom of Information Act, the Conflicts of Interest Act, constituent relations, community policing, negotiation and conflict resolution.

### Newly Elected Officials Conference

October 4

So you've gone and gotten yourself elected. Now what? This conference covers fundamentals of serving as a council member, how to make the most of meetings, budgeting, the Freedom of Information Act, the Conflicts of Interest Act, interacting with constituents and public officials liability. While the conference is designed primarily for newly elected office holders, incumbents and staff often find it to be a useful refresher course and are welcome to attend.

Register on-line now at [www.vml.org](http://www.vml.org)

## Let us entertain you!

### The people, music, art and fun of the 2015 VML Annual Conference

VML's annual conference promises lots of new offerings this year along with the best traditions of past years. This year, Richmond opens its doors to our members with a spectacle of art, culture, history and events you won't want to miss.

#### Host City Night

We're closing off the streets, bringing in the food trucks and cranking up the live music for Host City Night. The night kicks off with a reception at Richmond CenterStage, the historic performing arts complex. Then head outdoors to sample Richmond authentic cuisine in a private food truck court just for conference attendees. Add the sights and sounds of Richmond's local performance art groups and it's a feast for all your senses!



#### Spouses trip to the Virginia Museum of Fine Arts



Do lunch with the masters. Spouses will enjoy a guided tour of the Museum's collection, which includes treasures from every continent and era by hundreds of artists from Degas to Warhol. Lunch is provided in the museum's

Marble Hall, serving culinary masterpieces surrounded by stunning works of art. Transportation to and from hotels provided.

## Registration Fees

### Early Bird Discount Through September 18

Registration Fee	Member	Non Member	Spouse
Annual Conference <b>Prior to Sept. 18</b>	\$375	\$500	\$150
Annual Conference <b>After Sept. 18</b>	\$400	\$525	\$175
Virginia Mayor's Institute	\$240	—	\$100
Newly Elected Officials Conference	\$175	—	\$35

### Ticketed Events (Not included in Registration Fee)

NBC-LEO Luncheon	\$35
VLGMA Luncheon	\$35
Spouse Activity	\$35
Women in Local Government Luncheon	\$35

The cost of these events is not included in conference registration. Tickets must be purchased to attend.

## Hotel Accommodations

Make your reservations today! The cutoff for hotel reservations is September 18.

#### Richmond Marriott \$159/night

500 East Broad Street, Richmond  
804-643-3400

#### Hilton Garden Inn \$139/night

501 East Broad Street, Richmond  
804-344-4300



## Trophies, chocolate mousse and Kings of Swing

And the award goes to.... The Annual Banquet is the chance to honor our colleagues for creative ideas that improve the quality of life in their communities. Always surprising, always inspiring.

**NEW THIS YEAR:** Afterwards, guests will enjoy an amazing variety of desserts while networking with officials from around the state. Then, put on your dancing shoes and join the Kings of Swing as we dance the night away.

# A visitors guide to Richmond

FOR OVER 400 years, the Richmond region has been at the center of it all. From the earliest settlers, through the Civil War and Emancipation to the UCI Road World Cycling Championships this September, the Richmond Region is a historical treasure. Richmond is a world-renowned culinary destination, the craft beer capital of the mid-Atlantic, an outdoor paradise of state parks, an elaborate trail system for hikers, bikers and runners and the only class IV urban rapids on the entire Eastern Seaboard.

Here's a look at a few of the things to do while you're in town. All are a short walk or car ride away from the conference hotels.

## St. John's Church

St. John's Church in Richmond's historic Churchill was the site of Patrick Henry's famous speech in 1776 where he spoke the immortal words, "Give me liberty or give me death." The Church hosts tours every half hour. Call 648-5015 or go to [historicstjohnschurch.org](http://historicstjohnschurch.org).



## Maggie Walker House

This museum was the home of Maggie Lena Walker, the prominent social activist and first African American bank president. It is located in Richmond's historic Jackson Ward, known in its day as "The Harlem of the South." The museum is centered around Maggie Walker's home where she entertained the most prominent African American figures of her day. The museum is open Tuesday through Saturday from 9-5. Call 771-2017 or go to [themaggiwalkerhouse.weebly.com](http://themaggiwalkerhouse.weebly.com)



## Richmond Segway Tours

A great way to see lots of Richmond attractions all at once is on a Richmond Segway tour. Choose from a variety of themed tours and locations, from the Capitol to Hollywood Cemetery to a tour of Richmond's extensive public art. Contact Segway of Richmond at 804-343-1850.



## Garden Trail

Richmond's new Garden Trail is a ready-made itinerary of some of the country's best gardens and green spaces. There's no official starting point – visitors can pick and choose from Lewis Ginter Botanical Garden, the Edgar Allan Poe Museum, Agecroft Hall, Virginia Capitol Square, The Valentine, and Virginia Center for Architecture. One of the most popular spots on the Garden Trail is Maymont, a 100-acre park with wildlife habitats, Italian and Japanese gardens and a nature center. Maymont is free and open daily 10 -5.

## Beer Trail

Richmond currently boasts thirteen craft breweries and an urban cidery, with more in the works. Local restaurants such as The Savory Grain and Saison have made craft beer as much a point of visiting as the food, and local Vietnamese restaurant and bar Mekong claimed the title of America's Number One Craft Beer Bar by Craftbeer.com for the past three years. The Scott's Addition neighborhood features Ardent Craft Ales, Isley Brewing Company and Hardywood Park Craft Brewery. Richmond Brewery Tours offers several tours of local breweries.



## Culinary Delights and Tours

The Richmond Region is fast becoming a culinary powerhouse. Departures Magazine declared Richmond "the Next Great American Food City" in 2014. Sally Bell's Kitchen won a James Beard award in 2015 while restaurants Roosevelt, Acacia and Peter Chang China Café were all semifinalists.

Whether it's upscale tapas at celebrity chef Mike Isabella's Graffiato or down home cooking at Comfort or Pasture, the Richmond Region has something that will satisfy every foodie.

One of the best ways to truly experience Richmond's history, culture, and culinary scene is through a Real Richmond Food Tour on Saturday nights. Dig in to the authentic and quirky, the culinary and cultural while Real Richmond leads you on a two-and-a-half hour tour, stopping into several local eateries to sample something special and hear from the owners and chefs. In between, they take you to the streets with 1.5 miles of leisurely walking that shows you the inside scoop on what's going on in Richmond today, seasoned with the River City's lively history and impressive architecture. Get your feet ready to eat! Real Richmond Food Tour: 804-840-5318 or realrichmondva.com

## The Valentine Museum

The Valentine Museum tells the story of Richmond through the eyes of its people. It focuses on American urban and social history, costumes, decorative arts and architecture. The Valentine includes the stately 1812 Wickham House, a National Historic Landmark and outstanding example of neo-classical architecture featuring rare wall paintings. The Valentine Museum is a short walk from the conference hotels. Open Tuesday through Saturday 10-4. Two of the current exhibits to be seen at the Valentine are:

### Classical Allure: Richmond Style – Part of the Costume and Textile Collection

The Valentine's Costume and Textile Collection, comprising about 40,000 pieces, enjoys an international reputation. It is the largest collection of its kind in the South and the unofficial costume and textile collection of Virginia. The Costume and Textile collection's focus is items worn, used, made or sold in Virginia from the 1600s to the present.

### Beard Wars

On view during the final year of the American Civil War's sesquicentennial commemoration, Beard Wars features local photographer Terry Brown's portraits of members of the RVA

Beard League, inspired by images of Civil War generals in the Valentine's collection.

## The Virginia Museum of Fine Arts

The Virginia Museum of Fine Arts' permanent collection encompasses more than 33,000 works of art spanning 5,000 years of world history. Its collections of Art Nouveau and Art Deco, English silver, Fabergé, and the art of South Asia are among the finest in the nation. VML is pleased to host a spouses' tour of the VMFA on Monday, October 5. (See page 23 for details)



## The James River Park System

### Biking and walking trails

Voted one of the six best river parks in the U.S., the James River Park system provides miles of walking and cycling trails. There are dozens of access points throughout the city. The two closest to downtown are Belle Isle and the 22<sup>nd</sup> Street entrance. For cyclists, the James River Park System offers over eight miles of world-class, technically-challenging trails. For more information, go to jamesriverpark.org. You can rent mountain bikes at Riverside Outfitters (see below).

### Kayaking and rafting

Richmond outdoor excursion company Riverside Outfitters offers visitors the opportunity to experience the James River via bikes, canoes, kayaks, stand-up paddle boards and whitewater rafting trips. Travelers can choose between guided tours and renting their own equipment and exploring on their own. Contact Riverside Outfitters at 560-0068 and visit riversideoutfitters.net.

### About the author

*Greg Hauser is Content Specialist for Richmond Region Tourism.*



## Tuttle honored with life achievement award

THE VIRGINIA LOCAL Government Management Association (VLGMA) honored retiring Williamsburg City Manager Jackson C. “Jack” Tuttle, II with a life achievement award during the Association’s annual conference in June. Tuttle retired as city manager on June 30.



**Jackson C. “Jack” Tuttle, II**

Tuttle’s public service career began in the U.S. Navy, where he rose to the rank of Captain. He then found his calling in city management, serving communities in Florida, first as assistant city manager of Pensacola and then city manager for Gulf Breeze, before moving north to Williamsburg, where he served as city manager for 24 years.

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His collaborative style and visionary leadership as Williamsburg’s city manager led to such city initiatives as a 24-hour, web-based dashboard of real-time data available to staff and residents;

creation of a mobile app and texting function for service issues; and an expansion of the strategic planning process to a more complete goals and initiatives. These and other efforts

to improve communication, accountability, transparency and performance resulted in a number of state and national recognitions for the city.

Tuttle also served the local government management profession in Virginia through his leadership in VLGMA, including service as a committee chair, executive board member and officer, and ultimately as the Association’s president in 2011-2012. He has been instrumental in the Association’s efforts to prepare the next generation of local government managers, notably his early and sustained support of the creation of the VLGMA-Virginia Tech Graduate Certificate Program in Local Government Management. He was one of the first instructors of practice in the program, and continues in this role. He has also personally supported and promoted the Association’s support of a scholarship fund for the certificate program.

His many valuable contributions to the local government management profession led Tuttle to receive the International City-County Management Association (ICMA) Award for Career Excellence in 2014.

At the Awards presentation, VLGMA President Brenda Garton, county administrator of Frederick, said that colleagues and students from across Virginia commend Jack as a trusted friend, teacher, and mentor who embodies the true professional character of a local government manager.

Tuttle plans to stay in Williamsburg after his retirement, and to remain active in the support of the local government management profession.

### **About the author**

*Janet Areson is VML’s Director of Policy Development.*

## Hankins receives outstanding assistant award

ROCKY MOUNT ASSISTANT Town Manager Matt Hankins was presented the 2015 Marcia Mashaw Outstanding Assistant Award by the Virginia Local Government Management Association (VLGMA) during its annual conference in Virginia Beach in June. Hankins was nominated for the award by Rocky Mount Town Manager C. James Ervin.

Since 1989, VLGMA has presented the Mashaw award to an assistant or deputy manager or administrator who has demonstrated outstanding performance to their community, particularly with a special project or during a period of unique circumstances. Hankins was nominated for both his work in implementing the town’s vision for a \$2.6 million Uptown revitalization project, which created more than 500 new jobs and netted \$15 million in investments, as well as the four-year-long project he led to bring about the creation of the Town’s highly-successful Harvester Performance Center.

Hankins began his service to the Town of Rocky Mount seven years ago. Three years before he arrived, the town

council first envisioned building a performance center to mark the town’s designation as the eastern gateway of the Crooked Road. Early efforts to create an indoor-outdoor amphitheater were unsuccessful due to neighborhood opposition.

After Hankins arrived, the town turned its focus to other options for a venue, and found it in an empty and blighted former hardware store and International Harvester tractor dealership. Hankins led the project to convert the old building into the performance center, which serves as a vibrant center of a cultural and economic development revolution in the middle of the central business district.

In its first 12 months of operation, the Harvester brought about \$5 million in new destination tourism spending from nearly 45,000 concert attendees, 85 percent of whom were from outside of the town. Creation of the Harvester Center spurred redevelopment of vacant storefronts and opening of new restaurants, and increased demand for lodging, thereby creating nearly 80 new jobs for the area.

## VLGMA elects new officers, executive board

**T**HE VIRGINIA LOCAL Government Management Association elected officers and executive board members during its annual conference in June. They are listed below.

### Officers for 2015-16

President	<b>Rebecca T. Dickson,</b> Goochland County Administrator
President-elect	<b>Greg Kelly,</b> Abingdon Town Manager
1 <sup>st</sup> Vice President	<b>Maurice Jones,</b> Charlottesville City Manager
2 <sup>nd</sup> Vice President	<b>Joe Casey,</b> Henrico Deputy County Manager
3 <sup>rd</sup> Vice President	<b>Jodi Miller,</b> Williamsburg Deputy City Manager
Secretary	<b>James Ervin,</b> Rocky Mount Town Manager
Immediate Past President	<b>Brenda Garton,</b> Frederick County Administrator

Serving on the Association's executive board for the second year of a two-year term are: Newport News City Manager James Bourey; Harrisonburg Assistant City Manager Anne Lewis; Montgomery County Administrator Craig Meadows; Vienna Town Manager Mercury Payton; Stafford County Administrator Anthony Romanello; and Emporia City Manager Brian Thrower.

Newly elected for a two-year term on the executive board are: Augusta County Director of Community Development Tim Fitzgerald; Ashland Town Manager Charles Hartgrove; Portsmouth Deputy City Manager Nita Mensia-Joseph; Falls Church Assistant City Manager Cindy Mester; Loudoun County Assistant County Administrator Robert Middaugh Jr.; and Pulaski Town Manager Shawn Utt.

VLGMA, a state affiliate of the International Association of City-County Management Association (ICMA), exists to support local government managers in building great communities through inclusion, innovation, and leadership. It offers professional development training, member support, and opportunities for collaboration and resource sharing for its members across Virginia. VML serves as the Association's secretariat. For more information about the VLGMA, contact Janet Areson at [jareson@vml.org](mailto:jareson@vml.org)



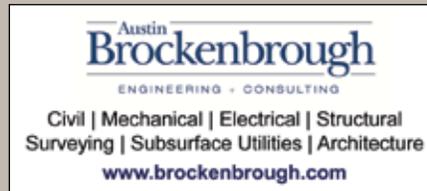
**2015 award-winner Matthew Hankins, assistant town manager of Rocky Mount, with Cindy Mester, assistant city manager of Falls Church. Mester was the 2014 winner and she chaired the 2015 award committee.**

In its first year, the Center has presented more than 140 concert events, creating a “new vibe around downtown,” as Town Manager Ervin described it. He said that it is not uncommon to see hundreds of people lined up to attend an evening show after filling local restaurants and shops.

Rocky Mount received the VML's President Award in 2014 for this project.

Hankins is an active member of the International City-County Management Association (ICMA) and VLGMA. He serves on VLGMA's communications and networking committee. He is a graduate of both the Senior Executive Institute and the VLGMA-Virginia Tech Local Government Certificate Program.

The VLGMA Outstanding Assistant Award was created to honor the memory of Marcia Mashaw, an assistant town manager in Blacksburg who was a very active member of VLGMA and served as member of the association's executive board. She died unexpectedly in 1986 at the age of 45.



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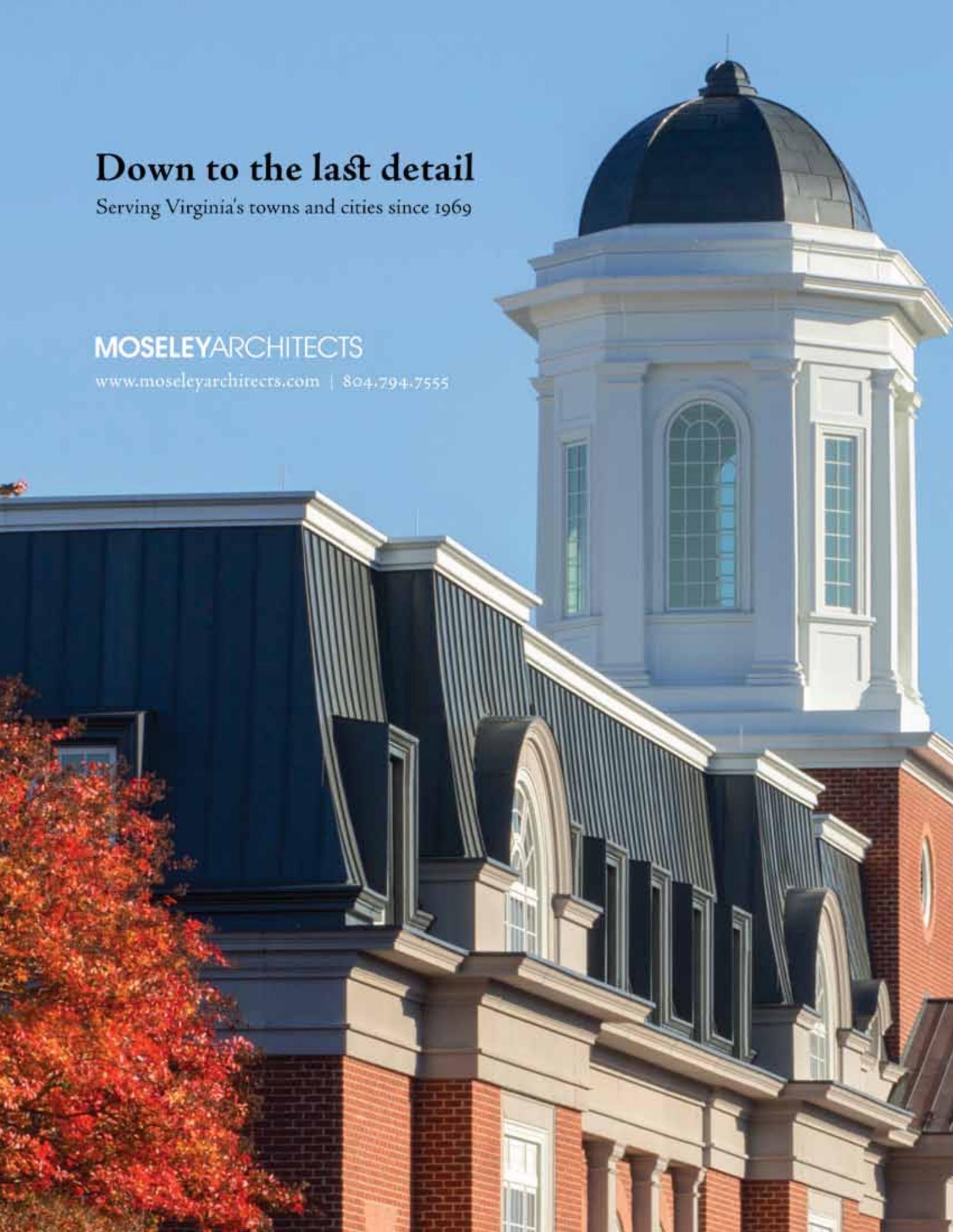
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